

Irma Harper

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979-575-2306 (Cell)

iharper@wtamu.edu

edprofessor02@gmail.com

Academic Background

TEXAS A&M UNIVERSITY – KINGSVILLE/CORPUS CHRISTI

<i>Degree</i>	Doctor of Education, May, 2002
<i>Specialization</i>	Educational Leadership
<i>Dissertation</i>	A Study of the Factors Contributing to the Attrition Rate of Public School Teachers

TEXAS A&M UNIVERSITY – COMMERCE

<i>Degree</i>	Master of Science, May 1989
<i>Specialization</i>	Elementary Education

STEPHEN F. AUSTIN STATE UNIVERSITY

<i>Degree</i>	Bachelor of Science, May 1980
<i>Specialization</i>	Family and Consumer Science

Professional Experience

ASSOCIATE PROFESSOR, EDUCATIONAL LEADERSHIP EdD, Present

West Texas A&M University, Educational Leadership, Canyon, TX

INSTRUCTOR/CONSULTANT EDUCATIONAL LEADERSHIP, August 2019-August 2020

West Texas A&M University, Educational Leadership, Canyon, TX

ASSOCIATE VICE CHANCELLOR EMERITUS, 2018-present

Texas A&M University System, Academic Affairs, College Station, TX

ASSOCIATE VICE CHANCELLOR, 2012-2018

Texas A&M University System, Academic Affairs, College Station, TX

ASSISTANT VICE CHANCELLOR, 2007-2012

Texas A&M University System, Academic Affairs, College Station, TX

SENIOR COORDINATOR, 2004-2007

Texas A&M University System, Academic Affairs, College Station, TX

ASSISTANT PROFESSOR, 2002-2004

Texas A&M University Kingsville, Curriculum & Instruction/Education Administration, Kingsville, TX

ADJUNCT PROFESSOR/DISSERTATION CHAIR, Fall 2016-2021

Abilene Christian University, Organizational Leadership, Dallas, TX

ADJUNCT PROFESSOR, Spring 2004-2016

Prairie View A&M University, Education Administration, Prairie View, TX

ADJUNCT PROFESSOR/DISSERTATION CHAIR/UNIVERSITY RESEARCH REVIEWER, Fall 2005-2013

Walden University, Educational Leadership, Minneapolis, MN

DISTRICT CURRICULUM SPECIALIST Fall 2001-2003

Calallen ISD, English Language Arts, Corpus Christi, TX

CLASSROOM TEACHER Fall 1998-2001

Calallen ISD, Fourth Grade, Corpus Christi, TX

EDUCATIONAL CONSULTANT Summer 1993-1998

G.F. Educators Inc., State Assessment, Waxahachie, TX

CLASSROOM TEACHER Fall 1980-1993

Palmer ISD, Secondary and Elementary, Palmer, TX

Presentations

Harper, I. (2023). Effective online course design. West Texas A&M University Graduate Office, Canyon, Texas

Harper, I. (2008-18). *Status of the Texas A&M University System colleges of education*. TAMUS of Regents' Committee of Academic Affairs (Presented at Quarterly Meetings), College Station, TX

Harper, I. (2016). *Working as a team*. (Key Note Speaker), Texas Council of Faculty Senates, Spring Conference, Austin, TX

Harper, I. (2015). *Resources for teacher preparation testing*. Texas Association of Colleges for Teacher Education (TACATE), Port Aransas, TX

Harper, I. (2014). *The degree qualifications profile and its potential impact on higher education*. American Association of State Colleges and Universities (AASCU): 2014 Academic Affairs Winter Meeting, Fort Lauderdale, FL

Harper, I. (2014). *The degree qualifications profile and the implementation process*. American Association of State Colleges and Universities (AASCU): Academic Affairs Winter Meeting, San Diego, CA

Harper, I. (2013). *The degree qualifications profile and its potential impact on higher education*. American Association of State Colleges and Universities (AASCU): National Conference on Student Assessment, Baltimore, MD

Harper, I. (2013). *The degree qualifications profile and its potential impact on higher education*. American Association of State Colleges and Universities (AASCU): Academic Affairs Winter Meeting, Point Clear, AL

- Harper, I. (2013). *System-wide student learner outcomes & accountability*. Association for the Assessment of Learning in Higher Education Annual Conference, Lexington, KY
- Harper, I. (2012). *PACT: Support for all Texas novice teachers*. Consortium of State Organizations for Texas Teacher Education, Austin, TX
- Harper, I. (2012). *TExES preparation: TExES examination review for teachers (T-CERT)*. Consortium of State Organizations for Texas Teacher Education, Austin, TX
- Harper, I. (2012). *Support for novice teachers*. National Association of Alternative Certification, Washington, DC. & National Center for Education Information, Washington, DC.
- Harper I. (2011). *TExES Preparation: TExES examination review for teachers (T-CERT)*. Consortium of State Organizations for Texas Teacher Education, Corpus Christi, TX
- Harper I. (2011). *Electronic mentoring for STEM teachers*. Texas Regional Collaborative, University of Texas, Austin, TX
- Harper I. (2011). *TExES preparation: TExES examination review for teachers (TCERT)*. Texas State Association of Certification Officers, Austin, TX
- Harper I. (2011). *A partnership that will affect all new Texas teachers*. Texas Education Agency Director's Meeting, Austin, TX
- Harper, I. (2009). *Structural support for novice teachers*. Texas Association of School Administrators (TASA), Midwinter Conference, Austin, TX
- Harper, I. (2008). *Electronic mentoring for novice teachers: A system-wide support*. TASA/TASA Annual Conference, Dallas, TX
- Harper, I. (2008). *Comprehensive support for novice teachers*. Sid Richardson Forum, Austin, TX
- Harper, I. (2008). *Electronic mentoring for novice teachers: A system-wide support*. Texas Association of School Administrators (TASA), Midwinter Conference, Austin, TX
- Harper, I. (2007). *Answering the demand: Building a quality online alternative certification program within the Texas A&M University System*. Consortium of State Organizations for Texas Teacher Education (CSOTTE) Conference, El Paso, TX
- Harper, I. (2007). *Best practices in alternative certification programs: A system wide approach*. Alternative Certification Joint Conference, Washington DC

Publications

- Driver, M., & Harper, I. (2022). A study of rural principals' evaluative practices using the Texas teacher evaluation and support system. *Theory & Practice in Rural Education*, 12(1) 25-40.
<https://doi.org/10.3776/tpre.2022.v12n1p25-40>
- Harper, I. & Skinner, M. (2014). From policy to practice: Sustainable innovations in school leadership preparation and development. In K.L. Sanzo (Ed.) *From policy to practice: Sustainable innovations in school leadership preparation and development* (pp.131-143), Information Age Publishing.

- Marshall, R. & Marshall I. (2005) Internet and video conferencing: The impact of distance education on graduate level faculty. *National Forum of Applied Educational Research Journal*. 19(1). pp 48-61
- Marshall (Harper) I. (2005). Analysis of factors contributing to novice teacher attrition. *National Forum of Teacher Education Journal*, 15(2) 3-9.
- Chaloo, L., Marshall, R. & Marshall (Harper), I. (2004). Availability, effectiveness and utilization of computer technology among high school mathematics teachers in the instructional process. [Electronic version] *National Forum of Teacher Education Journal*. 14E(3).
- Marshall (Harper), I. (2003) Texas teacher attrition rate: Why are the teachers leaving and where are they going? A paper presented at the Southwest Educational Research Association annual conference, San Antonio, TX. Submitted to ERIC and published at <http://www.tamuk.edu/edu/rdcenter/teacherswhere.doc>
- Marshall, R. & Marshall (Harper), I. (2003) Recruitment, retention, and renewal: Eliminating teacher shortage. A Paper Presented at the Hawaii International Education Conference, Honolulu, Hawaii. Submitted to ERIC and published at <http://education.tamuk.edu/workshops/intnatlpresent1.pdf>
- Marshall (Harper), I. (2002). Teacher attrition: Problems and solutions. A Paper Presented at the National Council of Professor of Educational Administration Annual Conference in Burlington, VT. Submitted to ERIC and published at <http://education.tamuk.edu/pubs/attrition.pdf>
- Marshall (Harper), I. (2002). Texas A&M University-Kingsville Dissertation “A study of the factors contributing to the attrition rate of public school teachers in Texas” Published with UMI
- Marshall (Harper), I. & Others (2001). The components of an effective mathematics and science middle school classroom: Standards, middle school reform, teaching practices, and professional development. A paper presented at the Southwest Educational Research Association Annual Conference, New Orleans, LA.

Grants:

GRANT ACTIVITIES

Texas A&M University System & Texas A&M University - Kingsville

2017 TxCEE Teacher Effectiveness Research – \$75,000 – (Grant Author & Researcher) Texas Center for Educator Effectiveness – The Texas A&M University System – Principal Investigator/Author

2013 Degree Qualification Profile (DQP) – \$90,000 – (Grant Author) American Association of State Colleges and Universities (AASCU) & Lumina Foundation – The Texas A&M University System – Principal Investigator/Author

2012 PACT Statewide Participation FY12 – \$802,657 – (Grant Author) – Texas Education Agency – The Texas A&M University System – Principal Investigator/Author

2012 TExES Certification Examination Review for Teachers FY11 – \$25,000 — (Grant Author) – University of Texas San Antonio – The Texas A&M University System – Principal Investigator/Author

2011 TExES Certification Examination Review for Teachers FY11 – \$150,000 — (Grant Author) Texas Education Agency – The Texas A&M University System – Principal Investigator/Author

2011 Beginning Teacher Induction/Mentoring FY10 – \$377,376 – (Grant Author) – Texas Regional Collaborative – The Texas A&M University System – Principal Investigator/Author

2011 Mid-Career Teacher Recruitment Program FY10 – \$268,000 – (Grant Author) – Texas Education Agency – The Texas A&M University System – Principal Investigator/Author

2010 Beginning Teacher Induction/Mentoring FY10 – \$500,000 – (Grant Author) – Texas Regional Collaborative – The Texas A&M University System – Principal Investigator/Author

2010 Mid-Career Teacher Recruitment Program FY10 – \$300,000 (Grant Author) – Texas Education Agency – The Texas A&M University System – Principal Investigator/Author

2010 TExES Certification Examination Review for Teachers (TCERT) FY10 – \$150,000 – (Grant Author) – Texas Education Agency – The Texas A&M University System – Principal Investigator/Author

2010 Novice Teacher Support (PACT) FY 09 & 10 – \$80,000 – (Grant Author) – Texas Association of School Administrators (TASA) & Association of Texas Professional Educators (ATPE) – Principal Investigator/Author

2009 School Leadership Program FY09 – \$3,600,000 – (Grant Author) – U.S. Department of Education – The Texas A&M University System – Principal Investigator/Author

2009 Mid-Career Teacher Recruitment Program FY09 – \$300,000 – (Grant Author) – Texas Education Agency – The Texas A&M University System – Principal Investigator/Author

2006 Transition to Teaching Grant FY06 – \$3,000,000 – (Grant Author) – U.S. Department of Education – The Texas A&M University System – Coordinator/Author

2002 Transition to Teaching Grant FY02 – \$2,600,000 – U.S. Department of Education – The Texas A&M University System – CoPrincipal Investigator

2002 Teacher Compensation FY02 – \$5,500,000 – Texas Education Agency – The Texas A&M University System – Coordinator/Author

2002 Alliance for Improvement of Mathematics Skills P-16 FY02 – \$3,979,784 National Science Foundation Grant – Texas A&M University–Kingsville – Internal Evaluator

Consulting Projects

2020 *Creation of an EdD Tracking System. West Texas A&M University – College of Education and Social Science.*

2019 *Program Evaluator: Education Administration Program. Texas A&M University - San Antonio, College of Education, San Antonio, TX*

2019 *Research Consultant: Teacher Professional Development. Texas Center for Educator Effectiveness (TxCEE), Austin/ESC -Region 18, Austin, TX*

2003-2004 *School Improvement and Reform Consultant: State Assessment. Taft ISD, Taft TX*

2003 *State Assessment in Reading. Alice ISD, Alice, TX*

2003 State Assessment in Reading. Ben Bolt-Palito ISD, Ben Bolt, TX

Service

Educator Preparation Program Application Evaluation Committee, Facilitator – West Texas A&M (2021- Present)
Methodologist Search Committees – West Texas A&M (Spring/Summer 2022)
Scholarship Committee – West Texas A&M University (2021-2022)
Texas Women of Higher Education – Texas A&M System Representative (2011-2018)
Chancellor Summit on Teacher Education Creator/Facilitator (2008-2018)
TExES Testing Review (Pedagogy & Professional Responsibilities Exam) Coordinator (2006-18)
P-16 Steering Council – Texas A&M System (2011-2018)
Texas A&M System NBC Learn Liaison (2014-2018)
Texas A&M System Learner Outcomes Taskforce (2011-2014)
Texas A&M System Course Exchange Program Advisory Board (2010-2014)
Texas A&M System Distance Education Advisory Council (2007-2014)
Texas A&M University Academic Master Planning Committee (2009)
Brazos County P-16 Council (2009-2011)
Texas A&M System Diversity Council (2009-2011)
Department of Education Grant Reviewer, Office of Innovations and Improvement (2006)
City South (Texas A&M-San Antonio Development Initiative) Advisory Board Consultant (2004-2007)
Alternative Certification Program Advisory Board (2002-2004)
Phi Delta Kappa Education Honor Society Advisor (2002-2004)

Professional Affiliations

American Association of State Colleges and Universities
Phi Delta Kappa
Southwestern Research Association
Association for Supervision & Curriculum
Consortium of State Organizations for Texas Teacher Education
Texas Alternative Certification Association

Honors and Activities

Tarleton University Career Achievement Award - Tarleton State University - College of Education 2019
Associate Vice Chancellor Emeritus - Texas A&M University System - Board of Regents 2018
TACTE: Texas Association of Colleges for Teacher Education - Contribution Award 2015
Junior Research Award -TAMUK 2003-2004
The Texas A&M System Academy for Educator Development 2003

Doctoral Dissertation Experience

West Texas A&M University (Chair)

Genesis Heredia Fuentes

Improving Teacher Job Satisfaction: Examining Rural School Climate Strategies

Graduation Date: December 2022

Raul Nava

Perception of Decision-Making on School Administrators' Stress

Graduation Date: December 2022

Amanda Scott Nickerson

Exploring Students' Barriers to Transfer in a Community College and University Partnership

Graduation Date: December 2022

Paula Whitman

Community College Faculty Roles in Shared Governance

Graduation Date: December 2022

Gabriela Arriazola Rivera

Leading Schools in Poverty: Principal Perceptions, Key Factors, and Strategies to Academic Success

Graduation Date: December 2021

Mike Dominguez

Shrinking the Country Mile: Implementation of Virtual PLCs in Rural Schools

Graduation Date: December 2021

Kelley Porter

Factors of Trust between Principals and Teachers

Graduation Date: December 2021

Liz M. Rascón Alaniz

Latinx Student Success: Rural Schools and Social Networks

Graduation Date: December 2021

Eric M. Sosa

Leadership in Higher Education: Business-Management versus Visionary-Servant

Graduation Date: December 2021

West Texas A&M University (Committee Member)

Audrey L. Ash

Central Office Decision-Making About Virtual Learning: A Scholarly Deliverable

Graduation Date: December 2022

James Glovach

The Role of Athletic Participation in Fostering Acclimation to Campus

Graduation Date: May 2022

Jessica Melendez-Carrillo

Transformational Leadership Practices of Trust, Charisma and Motivation that Influence Teacher Retention in Texas Region 19 Rural Public Schools

Graduation Date: December 2022

Matthew T. Fields

The Role of Instructional Leadership in Reducing Teacher Turnover in Rural Schools

Graduation Date: December 2022

Amy R. Clifton

What Did COVID Change? A Multiple Case Study of Rural School Principal Communication

Graduation Date: December 2021

Matthew K. Driver

A Case Study of Rural Principals Evaluative Practices Using the Texas Teacher Evaluation and Support System

Graduation Date: December 2021

Linda Gail Aranda

Stress, Coping Mechanisms, and Wellness Among Rural Superintendents

Graduation Date: December 2021

Zeina Spaulding

A Year in Crisis: Educational Inequality and COVID-19

Graduation Date: December 2021

Abilene Christian University – Dallas (Dissertation Chair)

Jim Guinn

A Qualitative Study in the Effects and Solutions of Teacher/Coach Role Conflict

Graduation Date: December 2017

Josh Jones

What are the leadership behaviors of championship basketball coaches?

Graduation Date: May 2018

Daniel Archer

Does the Dual-Enrollment Modality Impact Subsequent Collegiate Performance?

Graduate Date: December 2018

Ami Houston

Is There 'Hope' for Teacher Burnout?

Graduate Date: December 2018

Cole Sandlin

Teacher Personality and Student Engagement: A Case Study

Graduation Date: August 2019

Jo-Lynette Crayton

A Program Evaluation of Mentoring: How Does It Affect Teacher Attrition?

Graduation Date: December 2019

Melissa Williamson

Teacher Competencies Related to Family Engagement:

The Impact on Families

Graduation Date: December 2019

Ryan Cavazos

The Relationship Between Exclusionary Discipline, Race, Socioeconomic Status, and Graduation Rates at 4A, 5A, and 6A High Schools.

Graduation Date: August 2020

Elizabeth Cunningham

Exploring the Impact of a Professional Identity on Teacher Retention: A Phenomenological Study

Graduation Date: August 2020

Geneva Feaster

Effective Mentoring Components – A Case Study

Graduation Date: August 2020

Brenda Martinez

Professional Learning Community: Perspectives of Rural School Teachers & Leaders

Graduation Date: May 2021

Melissa Corley

Youth Mentoring: Factors that contribute to the high number of short-term matches and implementing preventative strategies.

Graduation Date: December 2020

Charvelia Lewis

Veteran Teacher Perceptions on the Negative Implications of Classroom Disruptive Behavior and Redirection Strategies

Graduation Date: May 2021

Tacy Gamel

Perceptions of Rural School Principals' Experiences, Practices, and Understandings of Conflict and Conflict Management

Graduation Date: May 2021

Cody Record

A Qualitative Study of the Perceptions of Elementary and Secondary Campus Administrators' Role in Managing Teacher Stress

Graduation Date: May 2021

Liza Gorham

Perceptions of Social Support Impacting Persistence Among Online Doctoral Candidate Students

Graduation Date: May 2021

Darla Branda

Identifying Challenges and Solutions to Professional Practice Experience in Health Information Management Education

Graduation Date: December 2021

Kelly Coke

Understanding the Barriers East Texas Community College Students Experience in Transferring to a Regional University.

Graduation Date: December 2021

Amelia Reeves

Rural School District Strategies to Increase College, Career, and Military Readiness

Graduation Date: December 2021

Julianne Denton

Is There More Than One Way? Examining Alternative Pathway Teacher Effectiveness Through the Experiences and Perceptions of Principals in Urban, Low-Socioeconomic Schools in Oklahoma

Graduation Date: May 2022

Abilene Christian University – Dallas (Dissertation Committee Member)

Katlynn Milliken

An Investigation of the Implementation of Online Classroom Management Professional Development for Beginning Teachers

Graduation Date: December 2019

Candice Jasmer

Strategies Exemplary Social Studies Teachers' Implement When Facilitating Discussions About Race

Graduation Date: December 2021

Cynthia Villalovos

Professional Teacher Organizations and Teacher Retention

Graduation Date: December 2021

Glenda Gill

An Examination of Female Officers' Career Advancement in the United States Military

Graduation Date: December 2021

Walden University Dissertations (Dissertation Chair)

Tabatha Tierce

Mentors' Perspectives on the Effectiveness of a Teacher Mentoring Program

Graduation Date: December 2013

Donna Petty

Exploring Best Practices in Technology Integration in Teaching Middle School Students

Graduation Date: December 2012

Jason Ward

Comparison of Teacher Performance Between Temporary Authorization Certified Teachers and Traditionally Certified Teachers

Graduation Date: June 2012

Valarie Ages

Teacher Perceptions on Stress and Retention

Graduation Date: January 2011

Linda Lawson
Burnout and Worklife Perceptions of Special Educators Teaching in Private Schools
Graduation Date: January 2011

Kitty Warsame
Evaluating the Effectiveness of Novice Teacher Support Structures
Graduation Date: January 2011

Terry Ganey
The Relationship Between Prekindergarten Teachers' Self-Reported Beliefs and Practices About Literacy Instruction and Their Preschool's Kindergarten Readiness Rate
Graduation Date: December 2010

Daisy Johnson
Teachers' Perceptions of Factors that Contribute to Attrition
Graduation Date: August 2010

Kimberly M. Brantley
Veteran Special Education Teachers' Perspectives on Factors that Influenced Them to Remain in the Profession
Graduation Date: December 2009

Josephine Roy
Achieving Cultural Proficiency in Schools from the Perspective of Parents
Graduation Date: November 2009

Ramona Luster
A Quantitative Study Investigating the Effects of Whole-Class and Differentiated Instruction on Student Achievement
Graduation Date: August 2008

Walden University Dissertations (Committee Member)

Eric Kincaid
Barriers to Implementation of Effective Professional Learning Communities
Graduation Date: January 2014

Michael Zarchin
The Relationship between School Improvement Plans and the Achievement Gap between African American and White Students
Graduation Date: August 2012

Dale Fortner
Assessing Teaching Skills Linked to Student Achievement in Candidate Teachers During the Teacher Hiring Process
Graduation Date: October 2011

Charyl Pace
The Experiences of Alternately Certified Teachers with Teacher Mentoring, Teacher Effectiveness, and Student Achievement
Graduation Date: October 2010

Lana Moore
Effects of Mandatory Assessment and Required Attendance on Success Rates in
Online Classes
Graduation Date: October 2008

Walden University Dissertations (University Research Reviewer)

Willie J. Wilborn
Factors and Characteristics Influencing the College Enrollment, Retention, and
Graduation of Black Males
Graduation Date: October 2013

Elizabeth Bickford
Closing the Achievement Gap in Mathematics for Elementary School Students with
Disabilities
Graduation Date: June 2013

Abiodun Akintola
Determining Teachers' Perceptions in Motivating Students in Their Classrooms
Graduation Date: April 2013

Nancy Parmenter
Teaching Senior Nursing Students Leadership Core Competencies
Graduation Date: February 2013

Tammy Shepherd
Middle School Teachers' Perceptions of Neuroeducation Baseline Knowledge
Graduation Date: February 2013

Sabrina Smith
The Impact of Career and Technical Education Programs
on At-Risk Secondary Students
Graduation Date: December 2012

Tamara Gray
Implementation of Take-Home Resources to Increase Student Achievement in
Kindergarten
Graduation Date: June 2012

Cara Keller
Student Perceptions of Using Games to Address Science Literacy
Graduation Date: May 2012

Joanna Meester
Elementary Teachers' Perceptions Regarding Response to Intervention
Graduation Date: April 2012

James Novak
Case Study of K-12 Public School Superintendents Having Business Background and No Teaching
Experience
Graduation Date: April 2012

Christy Vaughn
Middle School Mathematics Students' Perspectives on the Study of Mathematics
Graduation Date: January 2012

Leroy Williams
High School Teachers' Perceptions of Effective Intervention Strategies for Classroom
Management
Graduation Date: January 2012

Brad Prince
Teacher Perceptions of Differentiated Instruction
Graduation Date: June 2011

Susan Chapman
Teacher Leadership Development: Promoting Teacher Involvement in School Improvement
Graduation Date: October 2009

Texas A&M University – Kingsville Dissertations (Committee Member)

Chia-Ling Hsieh
A Study of Taiwanese Pre-Service Kindergarten Teachers' Perception of Mathematics Instruction
Graduation Date: May 2004

Stella Uribe
A Comparative Analysis of the Impact of High and Low School Districts Finance on Student
Achievement in Texas
Graduation Date: December 2004

Janet Petty LaCour
The Effects of School Climate, Economic Status, Ethnicity, and School Size on Student Completion
Rates Among Major Urban High Schools in Texas
Graduation Date: December 2004

Jon Clinton Houston
The Effectiveness of Intervention Teams on Elementary At-Risk Student Achievement as Perceived
by Elementary Principals.
Graduation Date: August 2003

Amanda Lil-Chuan Chen
The Effects of Alternative Teacher Certification Programs in Texas on the Teacher Shortage
Graduation Date: December 2003

Ramon Alfonso Garza
Factors Contributing to Graduation Rates in Texas Public Schools
December 2003

Rosemary Rubino
Factors Associated with Student Achievement on the TAAS: A Comparative Study Between
Distinguished and Acceptable Academic Performing Title I Elementary Schools in the South Texas
Region
Graduation Date: December 2003