

Mary W. Hendrix

LEADERSHIP CREDENTIALS

- Leadership for Changing Times, Center for Creative Leadership
- Advancement Via Individual Determination (AVID)
- Texas Higher Education Coordinating Board Senior Fellow
- Leadership and High Performance Teams, Center for Creative Leadership, Colorado Springs, Colorado
- Distance Learning Instructor Trainer of Trainers, Teletraining Institute, Oklahoma State University, Stillwater, Oklahoma.
- Total Quality Improvement Trainer
- Dupont Leadership Facilitator
- Leadership for Change Trainer (U.S. Department of Education Regional Laboratory)
- Cooperative Learning Trainer, Johnson and Johnson Regional Training Workshop
- Learning Styles Trainer
- Developing a Curriculum (DACUM) Facilitator
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EDUCATION

- Ph. D. Texas A&M University-Commerce, Educational Psychology
Concentration: Learning and Cognition
Cognate: Educational Administration
Dissertation Title: Quality Assurance in Online Doctoral Programs and Courses: A Delphi Study to Determine Specific Indicators
- M. Ed. East Texas State University, Counseling and Guidance
- B. S. East Texas State University, Vocational-Technical Education and Business

PROFESSIONAL EXPERIENCE

June 2017-present—Regional Coordinator for East Texas (part-time), The University of Texas at Austin, Charles A. Dana Center

April 2018-present—Commerce ISD, Federal Programs and Testing Coordinator (part-time)

January 2009-February 2017 (Retired)—Vice-President for Student Access & Success, Texas A&M University-Commerce

Major Accomplishments:

1. Provided leadership resulting in Texas A&M University-Commerce's receiving the Texas Higher Education Coordinating Board's Star Award for the Texas Affordable Baccalaureate degree program for "exceptional contributions" toward meeting one or more goals of the state's long-term high education plan, October 26, 2016.
2. Provided leadership to the university (from 2006-2016) resulting in a 45% enrollment increase in undergraduate and graduate enrollment.

3. Created the concept for the Division of Student Access and Success and led staff in the design of a one-stop shop for student enrollment services.
4. Created the University College, which focuses on college readiness and student success of first-year students.
5. Redesigned Student Affairs Division to focus on campus life and student development.
6. Led the university in securing the university's Southern Association of Colleges and Schools reaffirmation of accreditation with no follow-up actions required.
7. Developed legislative appropriation request to establish the Institute for Competency-Based Education.

May 2007-December 2008-- Interim Provost and Vice-President for Academic & Student Affairs

Served as chief academic officer, as well as responsible for enrollment management and student affairs. Also assumed duties and responsibilities of the AVP/Dean of Enrollment Management and Retention from June 1-November 15.

Major Accomplishments:

1. Student enrollment increase of 7% from Fall 2006 to Fall 2007.
2. Implemented Honors College.
3. Addressed tenure and promotion issues with specific strategies to be reviewed by and input solicited from the university community.
4. Developed a Frequently Asked Questions document and website for the university community to assist students.
5. Facilitated development of strategic plan for the division.
6. Facilitated hiring the university's first full-time grants writer to assist faculty with proposals to state and federal agencies.
7. Required all first-year students to enroll in a First-Year Success Seminar and implemented early intervention processes.
8. Implemented a department heads training program.
9. Implemented Quality Enhancement Planning Team and provided training.

July 2004-May 2007 Associate Vice-President for Academic and Student Affairs

Major Accomplishments:

1. Submitted proposals and received approval from the A&M System and Coordinating Board to offer Bachelor of Arts and Bachelor of Sciences in Liberal Studies, Bachelor of Science in Human Performance, Bachelor of Science in Sport and Recreation Administration, and Bachelor of Science in Health Promotion.
2. Prepared and submitted proposal resulting in the Navarro College Partnership's receiving the Texas Higher Education Coordinating Board's Star Award.
3. Facilitated the establishment of the Navarro College Midlothian campus.
4. Facilitated the establishment of Project STEEM.
5. Facilitated the establishment of the Honors College.

2002 – 2004 Interim Associate Vice-President for Academic Affairs, Texas A&M University-Commerce

Major Accomplishments:

1. Developed and submitted A&M University-Commerce's Institutional Plan for Distance Learning. The university's plan was cited as exemplary by the Texas Higher Education Coordinating Board.
2. Provided assistance in the Southern Association of Colleges and Schools (SACS) Accreditation process resulting in reaffirmation of accreditation.
3. Submitted proposals and received approval from the A&M System and Coordinating Board to offer the Bachelor of Applied Arts and Science, Bachelor of Wildlife and Conservation Science, Master of Science in Management (online), Master of Education in Elementary Education at Rockwall, Master of Finance, and Master of Social Work at Mesquite.
4. Facilitated the development of an online career advising site linking majors to career opportunities.
5. Facilitated the establishment of the Rockwall Higher Education Partnership by ensuring active participation of institutional effectiveness, enrollment management, and academic and student support services in the process.

1998 – 2002 Director, Instructional Technology and Distance Education, Texas A&M University-Commerce

Major Accomplishments:

1. Established a department focused on coordinating and supporting all facets of instructional technology and distance education.
2. Implemented all distance education initiatives on A&M-Commerce campus, including online and two-way interactive video instruction.
3. Secured \$1.8 million in grant funds to establish and support technology initiatives.
4. Increased distance education enrollment from 15 students in 1995-96 to 4,444 students in 2002-2003.

1995 – 1998 Director, Northeast Texas Educational Partnership, Texas A&M University-Commerce

Responsible for implementing distance education and other initiatives focused on improving student achievement in school districts in Northeast Texas.

Major Accomplishments:

1. Established (with representative of a rural telephone cooperative and eleven school districts) the state's first fiber-optic backbone linking rural school districts with a university. Resulted in a national and state model for using distance education to deliver dual-credit and recommended high school curriculum courses.
2. Secured \$300,000 in grant funds to assist rural school districts in improving student achievement in reading and mathematics.
3. Secured \$3.2 million in grant funds to assist rural school districts in implementing technology integration initiatives.

1994 – 1995 Curriculum Director and Counselor for grades K-12, Cumby ISD

Responsible for all issues related to curriculum and instruction, including all state and federal reports, and responsible for personal and career counseling, crisis intervention, and student scheduling.

Major Accomplishments:

1. Implemented a thematic English program at the tenth grade resulting in all students passing the statewide assessment in both reading and writing (as eighth graders, the pass rate for the same group of students was less than 40%).
2. Implemented the first technology program for the district.
3. Implemented the first college preparatory program for the district.
4. Co-authored a proposal to the Texas Education Agency that resulted in the single largest technology grant award (\$1 million).

1988 – 1994 Director, Educational Development and Training Center, East Texas State University

Worked with Texas Education Agency staff to fulfill contractual obligations. Provided leadership to a team of a 12 full-time employees. Coordinated statewide teacher conferences, including planning, delivery, and evaluation. Worked closely with 23 high schools across the state of Texas to establish a blueprint for restructuring schools so that all students would be successful in completing the recommended high school curriculum. Established a for-profit center focused on providing professional development and curriculum materials to restructure schools to raise expectations to meet real-world requirements. Developed and delivered professional development workshops focused on: curriculum alignment, outcomes-based education, competency-based curriculum development, cooperative learning, and learning styles.

Major Accomplishments:

1. Established a nationally recognized center for professional development and curriculum materials.
2. Increased gross annual sales from \$35,000 to \$2 million.
3. Implemented an integrated accounting, inventory, and shipping computer system.
4. Secured grant funds in excess of \$7 million.

1983 -1988 Curriculum Specialist and Teacher Educator, East Texas State University

Developed curriculum materials for the Texas Education Agency. Coordinated the state-wide conference for vocational counselors, job placement coordinators, and career investigation teachers. Taught graduate-level certification courses to career investigation teachers from across the state.

Major Accomplishments:

1. Career investigation curriculum materials became the national model for career guidance courses at the middle-school level.
2. Awarded the American Vocational Association/Guidance Division Service Award in 1992.
3. Secured grant funds in excess of \$500,000.

1976 – 1983 Classroom teacher (grades 6-8) and teacher's aide (K-5), Commerce ISD

PUBLICATIONS

- Hendrix, Mary (2015). Competency-Based Education: What We Learned from Experience. *Educause Review*. <http://er.educause.edu/blogs/2015/7/competencybased-education-what-we-learned-from-experience>.
- Pryor, M.G., Hendrix, M., Collins, B., & Alexander, C. (2010). World Class University —The Implementation of Strategic Quality Management (SQM), accepted for publication in *International Journal of Education Research*.

- Hendrix, Mary (2001). *Higher education distance learning partnerships: Implications for decision makers*, Center for Distance Learning Conference Proceedings, Austin, TX.
- Hendrix, Mary (1993). *Authentic Connections (Real-World Activities)*, Austin, TX: Texas Education Agency, (564 pages).
- Hendrix, Mary (1992). *Counselor's Resource Guide*. Austin, TX: Texas Education Agency, (453 pages).
- Hendrix, Mary (1990). *Career Investigation: Opportunities, Choices and Decisions*, Albany, NY: Delmar Publishing Company. (Leading state-adopted textbook for seventh and eighth-grade career guidance course for five years).
- Hendrix, Mary (1990). *Employability Skills for Cooperative Programs*. Austin, TX: Texas Education Agency, (374 pages).
- Hendrix, Mary (1989). *Basic Skills for Cooperative Programs*. Austin, TX: Texas Education Agency, (487 pages).
- Hendrix, Mary (1988). Vocational and academic education join hands to nurture students' thinking skills, *REACH*, Texas Education Agency, pp. 15-27.
- Hendrix, Mary (1987). *Basic Skills Applications in Career Investigation*, Austin, TX: Texas Education Agency, (657 pages).
- Hendrix, Mary (1986). *Career Orientation Curriculum Guide*, Little Rock, AR: State Department of Education, (1568 pages).
- Hendrix, Mary (1986). *Occupational Orientation Teacher's Handbook*. Austin, TX: Texas Education Agency, (257 pages).
- Hendrix, Mary (1985). *Occupational Clusters Instructional Guide*. Austin, TX: Texas Education Agency, (649 pages).
- Hendrix, Mary (1984). *Economic and Societal Factors Instructional Guide*. Austin, TX: Texas Education Agency, (547 pages).
- Hendrix, Mary (1984). *Self-Appraisal Instructional Guide*. Austin, TX: Texas Education Agency, (257 pages).
- Hendrix, Mary (1984). *Educational Planning Instructional Guide*. Austin, TX: Texas Education Agency, (289 pages).

MULTIMEDIA PRESENTATIONS

Featured in the following presentations:

Best Practices in Competency-Based Education Programs. Texas Consortium for Competency-Based Education. Austin Community College District, 2017:

http://sites.austincc.edu/cbec/best-practices/mary_hendrix/

Tools for Today: Telecommunication and Texas Rural Schools, published by the Southwest Educational Development Laboratory, Office of Educational Research and Improvement, U.S. Department of Education, 1997.

Wired for Learning: A Multimedia Course in Distance Learning Technology, published by Texas Education Agency, Educational Technology, 1996:

<http://www.wiredforlearning.org/localpl.htm>

Developed the following multimedia presentations:

Career Opportunities for the 21st Century, published by Texas Education Agency, 1987.

GRANT PROPOSALS (Authored and FUNDED)

- Texas Two-Step Project Linking Universities and Community Colleges, Texas Higher Education Coordinating Board, \$50,000, 2006.
- Technology Advancement Grant. Telecommunications Infrastructure Fund Board, \$175,257, 2002.
- Technology Advancement Grant. Telecommunications Infrastructure Fund Board, \$198,725, 2001.
- Electronic Teachers College. (with Vaughn Nelson, West Texas A&M University and LeAnn McKenzie, Texas A&M System), Telecommunications Infrastructure Fund, \$488,362, March, 2001.
- Commerce Community Network. Telecommunications Infrastructure Fund Board, \$500,000, 2000.
- Campus Infrastructure. Telecommunications Infrastructure Fund Board, \$446,380, 1999.
- Technology Planning Grant for Hopkins Country Rural Schools. Texas Education Agency, \$25,000, 1996.
- Goals 2000 Hunt County Rural Schools Collaborative. Texas Education Agency, \$150,000, 1996.
- Goals 2000 Collaborative. Texas Education Agency, Commerce, Greenville and Cooper ISDs, \$150,000, 1996.
- School-to-Work Collaborative Using Distance Learning in Rural Schools. U.S. Department of Education/Labor (with Peggy Meathenia and Doris Sharp), \$3.2 million, 1996.
- Creating Connections: Using Two-Way Interactive Video. Texas Education Agency, (with Peggy Meathenia, Rita Dobbs, Linda Porter, and Mary Fuller), \$1 million, 1995.
- Math Manipulatives for Grades K-8. Texas Education Agency, \$32,000, 1995.
- Establishing a Blueprint for Integrating Academic and Vocational Education, Texas Education Agency, \$750,000, 1990-1993.
- New Horizons County-Wide Alternative School for At-Risk Students and High School Dropouts, North Central Texas Council of Governments, \$355,600. 1990.
- Conference Planning for Career Guidance, Texas Education Agency, \$280,000, 1986-1993.
- Curriculum Materials for Career Investigation, Business and Office Education, and Trade and Industrial Education, Texas Education Agency, \$6.7 million, 1984-1993.

GRANTS (PRINCIPAL INVESTIGATOR)

- Project STEEM, Greater Texas Foundation, \$540,204, 2006-2009.
- Improving Secondary Mathematics Instruction, Center for Research Evaluation & Advancement of Teacher Education, University of Houston, \$53,095, 2006.

EDUCATIONAL CONSULTANT EXPERIENCE

- Montana State University-Billings (consultant) for enrollment management, February-June 2019
- Lamar County Technology Consortium Grant Program Evaluator, 2002
- Paris Junior College, Paris, Texas, 2001
- Region VIII, Educational Service Center, Mount Pleasant, 1999
- Panhandle Information Network, Amarillo, 1998
- Virginia Department of Education, 1994
- Maine Community College System, 1994

- Wyoming Department of Education, 1993
- Kentucky Department of Education, 1989-1992
- Arkansas Department of Education, 1986 and 1989

INVITED KEYNOTE PRESENTATIONS AT NATIONAL CONFERENCES

- Process for Institutionalizing Change. Closing speaker for the Hawaii Vocational and Career Education Conference, October, 1993.
- Making Change: Curriculum Integration. Opening speaker for the Network for Curriculum Coordination, Louisville, Kentucky, June, 1993.
- Integrating Academic and Vocational Education. Opening speaker for Wyoming Tech Prep Conference, Cheyenne, Wyoming, March, 1993.

PRESENTATIONS (P-16, Distance Education, and Competency-Based Education)

- "Competency-Based Education: Using What We Know to Get Where We Need to Be," Fast Track to Success, Austin, TX, June 2017.
- "Collaboration & Creation: "Working with Faculty and Curriculum Development," TAB Intensive, Universities Center at Dallas, Dallas, TX, October, 2016.
- "Inspiration & Investigation: Change Management," TAB Intensive, Universities Center at Dallas, Dallas, TX, October 2016.
- "Developing a CBE Program: Lessons Learned from the Texas Trenches," TAB*Lab, Austin, TX, February 2016.
- "CAOs, CIOs, and Deans: Discussion," TAB*Lab, Austin, TX, February 2016.
- "Competency-Based Education (CBE): Anatomy of a Strategy," American Association of State Colleges and Universities' Pathways Reimagined: Exploring Innovative Approaches to Degree Completion and Student Success, Washington, D.C., November 2014.
- "Entrepreneurs Within: What We Learned While Launching a New Model within an Existing Institution" EDUCAUSE Annual Conference, Orlando, FL. October 2014.
- "University and Community College Collaborations," Community College Business Officers Annual Meeting, Victoria, B.C., November, 2006.
- "University/Community College Partnerships," Southwest Regional P-16 Conference, Austin, Texas, April, 2006.
- "Validation of a Process for Assessing Students' Perceived Learning," Texas Distance Learning Association Annual Conference, Fort Worth, Texas, April, 2002.
- "Higher Education Distance Learning Partnerships: Implications for Decision Makers," A&M Distance Education Conference, Austin, Texas, January, 2001.
- "Designing Policies for Distance Education Delivery," A&M Synergy Conference, Austin, Texas, October, 2000.
- "Implementing Distance Education Programs," Texas Chief Academic Officers Conference, San Antonio, June, 2000.
- "Higher Education's Role in K-12 Distance Education Collaboratives." Trans-Texas Video Network Conference, August, College Station, TX, 1999.
- "High Tech/Soft Touch: Specific Strategies for Classroom Integration." Texas Rural Education Association and Texas Association of Community Schools 1999 Summer Conference, June 6-8, 1999, San Antonio, Texas, TX.
- "Faculty Training and Support Services for Distance Learning." Trans-Texas Video Network Conference, August, College Station, TX, 1998.
- "Implementing Technology Applications and Distance Learning in K-12." Texas Rural Education Conference, Kerrville, TX, July 1998.

- "Establishing a Rural-Based Distance Learning Cooperative." Tech Prep Conference, Austin, Texas, March 1997.
- "Distance Learning Teaching Strategies." Texas Association of School Boards Technology Conference, Dallas, Texas, April 1996.
- "Creating Connections: Using Distance Education." National Conference of Texas, Austin, Texas, October 1995.
- "We Can Offer As Much as Those City Folks: Using Distance Education as the Tool for School-to-Work." TEA Career and Technology Education Conference, Austin, Texas, July 1995.

COURSES TAUGHT

- PSY 2301—Introduction to Psychology (competency-based delivery)
- UC--111-Critical Thinking
- PSY 500—Learning Processes and Cognition
- PSY 300—Learning Theories and Processes
- COUN/VOED 597—Methods and Media for Teaching
- COUN/VOED 597—Developing Course Curriculum

LEADERSHIP ROLES (State and National)

- Advisory Committee Member, Greater Texas Foundation, 2018-present.
- American Council on Education (ACE) Communicating the Value of Competencies Advisory Committee, 2016
- American Council on Education (ACE) Quality Dimensions for Connected Credentials Advisory Committee, 2016
- Technology Interoperability Pilot project, sponsored by the Bill and Melinda Gates Foundation, 2016
- Prior Learning Assessment Portal Project, Planning & Implementation Team, Eastfield Community College, 2015-2016
- Advisory Council for Competency-Based Education, SACS-COC, Atlanta, GA, 2013.
- Advisory Board, Texas Teacher College Advisory Committee, Western Governor's University, 2013-present.
- Competency-Based Education Network, a National Consortium for Designing, Developing, and Scaling New Models for Student Learning, funded by the Lumina Foundation, 2014-2017.
- Reviewer for "Teaching Tips," *Observer*, Association for Psychological Science, 2006-2011.
- Texas Higher Education Coordinating Board Statewide Advisory Council for Distance Learning Collaboratives, 2002-2003.
- Telecommunications Infrastructure Fund Board Community Networks Advisory Committee, 2002-2003.
- Texas State Board of Educator Certification Advisory Committee for Technology Applications Certification, 1999 –2006.
- Texas A&M System Distance Education Council, 1998-2003.
- Texas Infrastructure Fund Board Proposal Reviewer, 1997.
- Northeast Texas Network (NETnet) Advisory Committee, 1997-2001.
- Texas Essential Knowledge and Skills (TEKS) Advisory Committee, Texas Education Agency, 1996-98.
- Region VIII Migrant Education Advisory Committee, 1995.

- National Center for Vocational Education Curriculum Standards Committee (state representative), 1993.
- Private Industry Council, North Central Council of Governments, 1985-1999.

COMMUNITY SERVICE

- Texas A&M University-Commerce Foundation member, 2018-present,
- Board member, Hunt County Alliance for Economic Development, 2009-2016.
- Commerce ISD Foundation Board Member, 2005-present.
- Woodrow Wilson High School Foundation Board, 2012-2015.
- Vice-President, Commerce Economic Development Corporation, 2011-2013.
- Secretary/Treasurer, Commerce Economic Development Corporation, 2009-2011.
- Commerce ISD Board of Trustees, 1986-2005. Secretary (1986-1988); Vice-President (1991-1992 and 1995); President, (1992-1994; 1996-2004).
- Project Director, Commerce Community Network, 2000-2003. Planned and implemented a wireless network providing broadband Internet access for the city of Commerce. Established access points in underserved areas in the community and provided training to community members.
- Hunt, Delta, Hopkins Education Consortium Advisory Committee, 1986-2003.

AWARDS

- Phi Delta Kappa Distinguished Leadership Award, 2017.
- Hats Off to Women, Texas A&M University-Commerce, Distinguished Leadership Award, 2017.
- Martin Luther King Life Time Achievement Award by the Hunt County African-American Leadership Conference, 2016.
- Excellence in Teaching Award by The National Society of Leadership and Success, 2012.
- Hispanic Leadership Award by the Office of Hispanic Outreach and Student Programs and the Beta Delta Chapter of Phi Iota Alpha Fraternity, Inc., 2012
- Recognition of a commitment to Excellence of all students by Chi Sigma Iota Epsilon Tau
- Greek Supporter of the Year, 2012
- Honorary Initiate by Alpha Lambda Delta, 2012.
- Texas A&M University-Commerce Award for Collaboration, 2011.
- Commerce ISD Hall of Honor, 2011.
- Nominated for Dallas/Fort-Worth Hispanic 100 Latina Living Legend Award, 2010.
- Presidential Citation, Leadership in Telecommunications, Commerce Chamber of Commerce, 2001.
- Distinguished Service Award, North Central Texas Private Industry Council, 2000.
- Who's Who Among America's Teachers, 1996.
- American Vocational Association's Guidance Division Service Award, 1992.
- Outstanding Vocational Counselor, Texas Vocational Guidance Association, 1992.
- Outstanding Vocational Educator, Texas Vocational Educational Association, 1991.