

**EDUCATION:**

- **Ed.D. Education: Curriculum, Teaching, Learning, & Leadership** Northeastern University Boston, MA 2016
  - **Master's in Curriculum Development** Saint Michael's College Colchester, VT 1999
  - **Bachelor of Arts Elementary Education** Boston College Chestnut Hill, MA 1991
    - School of Education Honors Program
  - **Bachelor of Arts English** Boston College Chestnut Hill, MA 1991
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**PROFESSIONAL EXPERIENCE:**

**ST PETERSBURG COLLEGE** Largo, FL ■ 2013 to Present

*Associate Vice President Institutional Effectiveness & Academic Services 2018 to Present*

- Oversee six departments and 250+ employees: Institutional Effectiveness, Institutional Research, Academic Technology, Curriculum Services, Library & Learning Resources, Online Learning – Instructional Design, Education and Support, SACSCOC Liaison, Career Connections (prior 3 yrs),
- Supported the Development of 2 Strategic Plans –
  - 2021-2024
    - Worked with a consultant to develop the plan using the 3 key pillars and two foundational areas that evolved from the prior plan: Academic Excellence, Economic Mobility, Community Engagement, Employee Engagement, and Financial Vitality
    - Created the Board of Trustees (BOT) Dashboard to track progress and success
    - Utilized a bi-annual BOT Champion meeting to share more detailed progress points for each of the 5 areas.
  - 2018-2021
    - Worked with multiple college committees and college leadership to revise college mission, vision, values and develop a strategic plan supported by five working plans: Recruitment, Retention, Learning Experience, Employee Engagement, and Resource Reallocation.
    - Developed a key metric website for college leadership and the Board of Trustees to track attainment goals.
    - Developed a monthly dashboard to present to the Board of Trustees to track progression towards attainment goals.
    - Revamped ownership of the Retention Committee to include a cross-departmental team.
    - Worked with Marketing to create easy to understand overview documents and graphics to support community conversations.
- College Reorganization – supported college leadership efforts to reorganize departments and reallocate resources and job positions to support new college President and strategic plan.
- Leadership Committee membership
  - Executive Leadership Committee member
  - President Advisory Committee member
  - Council of Instructional Affairs member – to support Academic Affairs. Served on two working groups: Data support and HS to Florida College System programs to Florida College System Bachelor's programs
- College lead for Research Review Committee – SPC's IRB body.
- Served as a COVID Response Team member
  - Helped open campuses Summer 2020 to support face-to-face skills needed for graduation.
  - Created master schedule of on-campus classes to ensure appropriate space and safety needs were met.
  - Managed technology upgrade across all campuses and classrooms.
- Special Projects

- Career and Academic Communities – Pathways Council
- Student Success Initiatives
  - First Year Experience – committee member – developed proposal for expanding current use of College Experience course into a requirement of all first time in college AA students, along with participation within their Career and Academic Community and additional co-curricular activities. Evolved plan into succession plan of QEP.
  - African American Male Success – committee member – developed a multi-pronged support program for students with the greatest success disparity in order to improve overall success rates.
  - PATHe – steering committee member – worked with the University of South Florida during their consolidation process to develop alternative pathways for county students who would no longer be eligible for enrollment out of high school. This process was supported with legislative scholarship dollars.
  - Advisory Board Committees – worked with program leads to develop a new onboarding tool for new members, as well as a toolkit to support use of Advisory Boards to align workforce needs with program offerings.
  - Year Up Steering Committee – steering committee member – worked with cross-departmental team to support program efforts to align workforce pre-apprenticeship programs with college programs aimed at under-represented minority success in the community.
  - Revamped Course Review Process to support alignment and High Impact Practices.
  - Undergraduate Research Symposium – expanded URE college-wide and hosted first annual symposium to showcase student research.
  - Support Legislative Changes
    - Implementation of Simple Syllabus to provide easy public and registration access to Core General Education course syllabi.
    - Revamped all A.S. degree programs to include all five General Education Core courses.
    - Supported roll out of Civic Literacy Testing
- Perkins V/ CLNA – steering committee member – worked with cross-departmental teams to gather data and information that would support the new Perkins V application process and Comprehensive Local Needs Assessment and CTE Audit. Supported the creation of a PowerBI dashboard to share data needs.

*Executive Director of Institutional Effectiveness & Research 2013 to 2018*

- Oversaw four departments and fifteen employees: Institutional Effectiveness, Institutional Research, Curriculum Services, and Accreditation.
- SACSCOC Liaison –
  - Organized full college review through committee work and completed Fifth Year Report with QEP assessment and Decennial Accreditation with new QEP development - all with no further recommendations.
  - Ongoing communication concerning curriculum updates, substantive change, and college reporting.
  - Ongoing QEP support.
  - Currently working on next Fifth Year Report
- Oversaw all state and federal reporting, CCSSE/SENSE surveys, academic and institutional assessment practices, student and employer surveys.
- Provided data support for college initiatives and college leadership decision-making.
- Two term President for Florida Association for Institutional Research.
- Academic Affairs liaison to Grants, Center for Excellence in Teaching and Learning and Faculty Governance Organization.
- Equity and Achieving the Dream team member.
- Leadership SPC member 2018.
- Special Projects:
  - Faculty credentialing – created and implemented internal credentialing workflow system connected to internal SIS through collaboration with academic Deans and institutional technology teams;

- Faculty evaluation – worked with Faculty Governance Organization to develop, train, and implement new model using Interfolio;
- College articulation;
  - University Partnerships – developed guaranteed admission AA transfer articulations to local universities University of South Florida (FUSE), Florida Agricultural and Mechanical University (IGNITE), and University of Central Florida (UCF Online) requiring multi-level agreements to support student progression from admissions, financial aid, academic faculty and program leads, institutional leadership, and advising.
  - K12 Partnerships – developed auto-articulation process between local county school system and technical colleges to auto-transcript cross-walked, articulated high school and technical coursework into college credit courses. This enabled students to obtain an additional accelerated mechanism into a college degree.
  - Programmatic Articulations – serve as liaison for all programs seeking to develop articulations into university Bachelor’s and Master’s programs, as well as articulations from other institutions into SPC programs. Developed templates with legal department to serve as a foundation for all Memorandums of Understanding and worked to ensure clear paths for students during the transfer process.
- Program GPA – worked with a cross departmental team to develop a technological process that calculates program specific GPA to alert students to when their classes were not part of the program plan for financial aid reasons, and provided a clearer picture of how they were progressing through their program without taking prior course success becoming a barrier.
- Curriculum and Assessment Summer Institute (6 years) – developed an ongoing institute to allow academic and student service departments to work collaboratively on different aspects of the Guided Pathways initiative. These included developing program learning outcomes mapped to program course outcomes, creating program specific pathways with stackable credentials, cross-walking industry certifications as additional on and off ramps within program progression, developing Career and Academic Communities with measurable metrics at each 25% of the program and a common first 15 credit hours for career exploration and program changes without losing time to degree, revising the periodic course review, mapping academic pathways back into the high school and technical college programs, and embedding the pathways work into the college’s strategic plan.
- Worked with the technology team to develop a home-grown Business Intelligence tool to ensure data was available to be used to inform decision-making. This tool started connecting our PeopleSoft systems into SharePoint and has evolved to PowerBI.
- Assisted in developing and implementing a college, data-focused Moving the Needle Conference.
- Supported the institutional review of Office of Civil Right American with Disabilities Act.

**CITY UNIVERSITY OF SEATTLE** Bellevue, WA ■ 2011 to 2013

*Director of Institutional Effectiveness*

*Academic Program Assessment*

- Reorganized existing assessment process to include use of curricular mapping, and program design guides that tie institutional goals to program outcomes to course outcomes, linked to assessments.
- Introduced Folio180 as an e-portfolio tool to collect and assess at the programmatic level with links to institutional reporting, utilizing a pilot with 9 academic programs.
- Utilized faculty and staff taskforces to create and enhance overall support for new process, redesign both the annual assessment report and the 5 year review to better reflect data collection processes and specific data points.
- Membership in various campus councils: Academic Affairs Council, Academic Assessment Committee, Academic Technology Committee, Curriculum Quality Control Committee.
- Created monthly Program Directors meeting to share progress on initiatives and best practices used across campus Locations.
- Conducted professional development training sessions on various aspects of assessment to faculty/staff.

*Institutional Assessment & Effectiveness*

- Aligned key initiatives to Core Themes and created metrics for quarterly quantitative reporting, monthly qualitative reporting, and annual compilation.
- Aligned strategic planning to support current initiatives and embed a broader base of participation from faculty/staff in presentation of material.
- Served on President's Executive Team and attended BOG strategic planning meetings.
- Reorganized Alumni Survey to gather program specific data and obtained a 150% increase in participation.
- Enhanced online delivery of End of Course Evaluations by supplementing links within Blackboard shells with email messaging of students as reminders.
- Supported program specific accreditation reporting for Accreditation Board for Engineering and Technology (ABET), School of Education state reporting, Global Project Management Institute (PMI), Accreditation Council for Business Schools and Programs (ACBSP).
- Preparation and submission of all Federal and State required data reporting.

**LEES-MCRAE COLLEGE** Banner Elk, NC ■ 2009 to 2011

*Director of Assessment & Effectiveness*

- Revisioned college assessment process: re-aligning program missions to college mission, developing programmatic goals, mapping curriculum at three levels of student expertise to goals, tying SLOs directly to courses and assignments, and tying analysis of results to improvements.
- Oversaw and maintained assessment cycles for 7 academic divisions, 24 academic programs, 28 non-academic divisions, and 18 non-academic programs, 6 college units, and the President's office.
- Aligned new President's agenda into strategic plan, assigning unit responsibility to track accomplishments annually through the creation of a college "report card" to be shared with all constituents.
- Conducted ongoing analysis of various data points to assist VPs in making informed decisions.
- Conducted professional development training sessions on various aspects of assessment to faculty/staff.
- Organized and monitored semester based faculty credentialing process.
- Creation of faculty performance review process housed within online software.
- Creation of full 360° administration review process.
- Transitioned college to online course evaluations and surveys, all executed and maintained within A&E office.
- Conducted seminar at regional collegiate meeting (ACA) on utilizing online course evaluations.
- SACS liaison and annual attendance at Southern Association of Colleges and Schools (SACS) conference.
- Wrote and compiled supporting documentation for SACS accreditation 5<sup>th</sup> year interim report with no follow up reporting required.
- Preparation and submission of all Federal and State required data reporting.
- Provided onsite professional development for Education Faculty in use of state Formative Assessment model.
- Proposal accepted to allow LMC to participate as one of 4 pilot colleges in the state developed Formative Assessment Professional Development for K-12 teachers.
- Developed and taught Classroom Assessment course in Education Department.
- Asked to be lead NC FALCON state pilot college program to assist other colleges in utilizing the online modules in their education programs through webinars and state conference.

*Director of Instructional Technology – Department of Teacher Education Faculty*

- Mentored college employees and students on course management and grading software.
- Taught faculty workshops on various uses of instructional technology, including SMART Boards, WebQuest Creation, Digital Storytelling, Wikis, online collaboration tools, and improving hybrid course implementation.
- NCATE online portfolio assessment management and setup.
- Courses – Computer and Media Applications in Education, Introduction to Reading, Math and Science Methods, Classroom Assessment

**BLUE RIDGE LEARNING CENTERS** Todd, NC ■ 2007 to 2011

*Business Manager, HR, Director of Educational Programming*

- Structured and oversaw budget increase 30% to \$2M with only 18% increase in expenses.

- Developed annual budgets, monthly cash flow reports, prepared and oversaw strategic plans for 4 divisions.
- Designed and implemented strategic plan for Educational Division leading to 42% growth.
- Utilized “No Child Left Inside” legislation to revamp program opportunities for school age children.
- Standardized the training for the educational facilitators by writing curriculum for each program and matching the programmatic objectives to state educational standards for elementary and middle school grade levels.
- Researched and communicated to staff about available professional development.
- Designed and implemented the use of an employee assessment tool that tracks personal/professional growth and evaluated 25 employees' performance to both enact promotions as well as pinpoint areas in need of improvement.
- Supervised and managed 25 staff.
- Member of company leadership team with sole objective to improve operations, increase sales of products and services, and increase company profitability.

**THE CORAL BAY SCHOOL** (Now Giffit Hill School) *Grades PreS-12* St. John, USVI ▪ 1999-2007

*Co-Founder, Co-Head of School, Teacher*

Established the first and only secondary school on St. John, US Virgin Islands in 2000 as a federally and locally recognized non-profit 501(c)(3) private school for grades 7-9 and expanded one grade per year. Merged with the local private elementary (PreS-6) to become a full-service, Middle States accredited PreSchool-12<sup>th</sup> grade for the 2004 school year.

- Developed, wrote, evaluated and maintained PreS-12<sup>th</sup> grade curriculum based upon national standards including core courses and elective offerings, and special needs accommodations.
- Created and implemented off-island, curriculum based field trip program grades 5-12.
- Created and monitored Special Services Program, which allowed identified students breakout class time to meet with support educational staff.
- Taught various math/science classes from 5<sup>th</sup>-10<sup>th</sup> grade.
- Primary author for Middle States Accreditation report, compiled after meeting with various review committees and gathering data.
- Hosted various community building in-school events such as open houses, Mother’s Day Tea, holiday celebrations and pageants, Spelling and Geography Bee contests, Science Fairs, Kindergarten and 6<sup>th</sup> grade Advancement ceremonies, and parent workdays.
- Hosted first graduation in St. John history in 2004, with 100% of students receiving college acceptance.
- Published a monthly newsletter to maintain open communication to all constituents about school developments.
- Developed fundraising strategies: Benefactor program, events, and grant writing.
- Orchestrated \$600,000 donation toward the purchase of land and beginning of construction for the school’s permanent campus in 2005.
- Orchestrated merger between Coral Bay School and island’s private elementary school (Pine Peace) to form the Giffit Hill School (briefly known as the St. John School on Giffit Hill) in fall of 2004.
- Expanded school diversity, both racially and socio-economically, by instituting a financial aid program offering tuition assistance to more than 50% of our student population.
- Balanced the needs of various (often competing) constituencies, including students, parents, faculty members, board members, donors and community members.
- Oversaw increase in school budget from \$100,000 to \$2 million over 7 years.
- Standardized test supervisor K-12, created school entrance exams for all grade levels
- Created and maintained all student record keeping, including attendance, report cards, transcripts, gradebook software, and Edline website communication tool.

**ADDITIONAL K-12 TEACHING EXPERIENCE:**

- **SOUTH SCHOOL** *Grades K-3 Special Education* Lancaster, OH ▪ 1999-2000
  - District Head of lower elementary programming for Severely Behaviorally Handicapped students.
- **ORCHARD MESA MIDDLE SCHOOL** *Grade 7 Math, Language Arts* Grand Junction, CO ▪ 1998-1999
- **PINE PEACE SCHOOL** (now part of Giffit Hill School) St. John, USVI ▪ 1996-1998
  - Grades 4-6 Math/Science: Assessment Practices purchased and published by Exemplars.

- Grade 3: Math/Science Coordinator, Standardized Test Coordinator
  - **BALDWIN SCHOOL OF PUERTO RICO** *Grade 6 English/Math/Science* Bayamon, PR ■ 1993-1996
  - **READAK EDUCATIONAL SERVICES** *Grades 5-12 Reading/Study Skills* Acton, MA ■ 1991-1993
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### PROFESSIONAL LICENSES:

Elementary Education 1-6 Massachusetts and North Carolina  
Elementary Education 1-8 Ohio  
Special Education K-3 Ohio  
Elementary Education 1-8 Colorado  
Highly qualified through Praxis in Middle School Math  
Highly qualified through BA in English for Middle School LA and HS English

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### CONFERENCES & PRESENTATIONS

#### *National:*

#### Achieving the Dream

- *Stackable On and Off Ramps: A Cultural Change to How One College Approaches Guiding Student Pathways to Success*, General Session, Sabrina Crawford, Sharon Setterlind, Lara Sharp, February 2017
- *Smart Start Finish Strong – The College Experience*; Sabrina Crawford, Joseph Leopold, Mark Strickland, Genral Session, February 2016.
- *A Clearer Path to Student Success: Building Guided Pathways at ATD Colleges*: Sabrina Crawford (SPC), Wendi Dew (Valencia College), Davis Jenkins (CCRC) Special Session, February 2015.

#### Guided Pathways

- *Developing Educational Pathways: An Ecosystem Model for Connecting Passion to Profession*, **Florida College Access Network**, Sabrina Crawford (SPC) and Jesse Coraggio (Community Foundation of Tampa Bay), May 2019
- *Guided Pathways: General Questions and Planning*, **Midlands Technical College**, Sabrina Crawford, Anne Cooper, March 2019
- *Pathways: A Model for Passion to Profession*, **Moving the Needle Conference**, November 2018
- *Guided Pathways: Promising Practices at St. Petersburg College*, **Hillsborough Community College QEP Spring Institute**, April 2017
- *Playbook for Implementing Guided Pathways*, **Moving the Needle Conference**, Sabrina Crawford, Mark Strickland, November 2016
- *Designing Student-focused Curriculum Through Academic Pathways*, **Michigan Community College Association**, Sabrina Crawford, Jesse Coraggio, Margaret Bowman, June 2016
- *Designing Student-focused Curriculum Through Academic Pathways*, **Front Range Community College**, Sabrina Crawford, Jesse Coraggio, Margaret Bowman, June 2016
- *Smart Start Finish Strong: A Model to Implement Guided Pathways at SPC*, **Moving the Needle Conference**, November 2015
- *Designing Student-focused Curriculum through Academic Pathways*, **Southern Association of Institutional Research**, Sabrina Crawford Margaret Bowman, October 2015
- *Designing Student-focused Curriculum Through Academic Pathways*, **2015 FL Academic Pathways Summit – Leveraging Meta-Majors to Accelerate Student Success**, Sabrina Crawford and Margaret Bowman, June 2015

#### Consulting Guided Pathways:

- *Building on Success – The Essential Role of Non-Credit in Guided Pathways*, **San Diego Continuing Education Faculty Convening, Keynote**, January 2019

- *Designing Student-focused Curriculum Through Academic Pathways*, **CT Community College STEM Pathways Summit, Keynote, Jobs for the Future**, September 2016
- *Designing Student-focused Curriculum Through Academic Pathways*, Sabrina Crawford and Jesse Coraggio, **College of Central Florida**, August 2016
- *Designing Student-focused Curriculum Through Academic Pathways*, Sabrina Crawford and Jesse Coraggio, **Virginia Community College System Student Success Leadership Institute**, February 2016
- *Creating Pathways for Student Success – WV Guides Pathways Innovation Summit, WV College System TAACT Complete College America*, Sabrina Crawford and Jesse Coraggio, February 2016
- *Academic Pathways at SPC, VCCS Chancellor’s Retreat, Guest Session Virginia Community College System*, Sabrina Crawford and Jesse Coraggio, October 2015
- *Creating Academic Pathways for Student Success*, **MA TACCCT Guided Pathways Institute, Complete College America**, October 2015
- *It Really Does Take A Village: Creating Academic Pathways for Student Success*, **Passaic County Community College, Keynote**, August 2015

#### Other

- *On-Site Committee is Coming!! Removing the “Fear Factor” and Instilling the “Pride Factor”*, **Special Session SACSCOC Annual Meeting**, December 2018
- *Articulating Credit from High School Career Academies to College*, **Annual Academics of Pinellas County Principal’s Retreat**, Sabrina Crawford and Jason Krupp, June 2018
- *SACSCOC Substantive Change Review*, **Northern Virginia Community College**, November 2017
- *SACSCOC Reviewer Shadowing*, **Howard College TX**, October 2016
- *Implementing a Business Intelligence Solution to Improve Student Success: A Panel Discussion – Association of Institutional Research* May 2014
- *Systemizing Formative and Summative Program Data Capture in E-Portfolios – Association of Institutional Research* May 2013
- *Embedding NC State Formative Assessment Online Modules in Pre-Service Teacher Education – NC State Assessment Conference & Webinars* Feb. 2011 – April 2011
- *Creating and Managing of Online Course Evaluations at the Institutional Level – Appalachian College Association* July 2010

#### ***Institutional:***

- SACSCOC Reaffirmation – Fall Faculty 2015
- Embedding Industry Certifications into Pathways – Summer Institute 2015
- Online Revitalization: Identifying the Steps in the Process – Dean/Provost April 2015
- Instructional and Academic Programs: Moving from Policy to Procedure – Leadership SPC 2015
- Academic Pathways – Summer Institute 2014
- Faculty Evaluation Process – SPC All College Day 2014
- Faculty Credentialing – SPC All College Day 2013
- E-Portfolios – City University of Seattle Semi-Annual Strategic Planning Faculty/Staff April 2012, January 2013
- Investing in the Professional Practitioner Model – CityU Semi-Annual Strategic Planning Faculty/Staff April 2012
- Curriculum Mapping & Outcome Alignment – CityU Faculty Nov. 2011
- NC FALCON Formative Assessment Online Modules – LMC Educational Faculty 2010-2011
- Curriculum Mapping - LMC Faculty Feb. 2010
- Use of Digital Story Telling, Wikis, SmartBoards, WebQuests, and Online Collaboration Tools in Elementary Education – LMC Faculty 2009-2010
- Use and Management of Online Gradebook Software to Reach Students – LMC Faculty March 2010
- Use of Course Management Software to Engage 21<sup>st</sup> Century Students – LMC Faculty Oct. 2009

## GRANTS

- Principal Investigator - Strengthening Guided Pathways and Career Success by Ensuring Students are Learning, Association of American Colleges and Universities, May 2019
- Principal Investigator – Tampa Bay Bridges to Baccalaureate LSAMP, NSF Grant 2017-2018
- Principal Investigator – Smart Start: Helping College Students Get on the Right Path to Degrees and Careers, Community College Research Center 2017-2019
- Principal Investigator – Middle Skills STEM, Achieving the Dream, Jobs for the Future, Helmsely Charitable Trust 2015-17
- Principal Investigator – Impact of Work-Based-Learning on Community College STEM Education and Careers NSF, Jobs for the Future 2017-2018
- Oversight – Perkins IV/ Perkins V, 2018-Present
- Committee Member – Lumina Talent Hub – LEAP Tampa Bay, 2019-Present

## PUBLICATIONS

*Third Grade Math Assessment Practices Exemplars*, Volume 4 #7 1997.