
PROFESSIONAL SUMMARY

Resourceful leader, with 15 years of experience in higher education to include Academic Affairs, Student Affairs, and Enrollment Management. Drive millions of dollars in revenue by increasing student recruitment and retention, building cross-functional customer relationships, maximizing internal resources, and innovating strategies towards corporate, community, and international partnerships.

High-quality manager, surpassing new student enrollment targets three years in a row, targeted marketing penetration, and investment ROI. Excel even in the face of financial instability, undermanned staff, and limited resources. Effective communicator with experience building relationships with internal and external stakeholders to yield positive outcomes for institution.

EDUCATION

Ohio University

December 2013

Doctoral Program, Higher Education Administration

Dissertation: *The Social Identity Development of White Students Who Attend Historically Black Colleges and Universities*

Northwest Ohio Consortium for Public Health

May 2007

Bowling Green State University/ University of Toledo

MPH, Public Health/Health Promotion and Education

The University of Toledo

August 2005

Bachelor of Science in Exercise Science/ Associates of Applied Science in Cardiovascular Technology

KEY SKILLS

Budgeting and fiscal management | Complex problem solving | Strategic planning | Project management | Grant Writing | Managing highly productive teams

PROFESSIONAL EXPERIENCE

City Colleges of Chicago, Chicago IL

I have worked at City Colleges of Chicago within the Division of Academic and Student Affairs for a total of 2 ½ years. Currently I serve at the institution in dual capacity, my primary role is the Associate Vice Chancellor, Advising and Student Success and my secondary role is Interim

Dean of Student Development at Richard J. College. Below outline the various responsibilities in each role, as well as success outcomes:

Interim Dean of Student Development, Richard J Daley College (03/20 - Present)

Serves as the institutions Chief Student Affairs Officer, leading nine key student services departments comprised of 30 professional staff: Advising, Student Conduct, Registrar Office, Financial Aid, Athletics, Wellness Center, Veteran Services, Career Planning and Placement, and Student Activities

- Develops strategic plans, goals, and recommendations for student development activities, programs, and services
- Serves as co-chair for Higher Learning Commission accreditation process
- Evaluates staff performance on deliverables for core goals/objectives; District and campus policies; and collective bargaining agreements
- Serves as a key advocate and resolver of student complaints
- Provides strategic oversight of student conduct policies, procedures, and hearings
- Leads the institution on matters related to student engagement, development, and retention
- Works collaboratively with the Director of Enrollment Management on reframing new student orientation and implementing new student enrollment strategies
- Serves as the liaison for the District Office on student retention, wellness, and student engagement initiatives
- Maintains current knowledge of federal and state laws and national practices by NASPA/ACPA

Success Outcomes

- ✓ Successfully conducted training on providing virtual student services for four departments comprised of over 20 staff members during the transition to remote service delivery during COVID-19
- ✓ Aided in the cultivation of a relationship between the college and Special Olympics to create a college program
- ✓ Established a relationship between Daley College and the Little Village Reconnection Hub to increase academic and professional development programs for nearly 300+ Opportunity Youth (ages 18-24) in Chicagoland area

Associate Vice Chancellor for Advising and Student Success (02/18 - Present)

Oversees strategic initiatives of key student services areas for seven community colleges: Athletics, Student Activities, Judicial Affairs, Post-Secondary Navigator Program, Transfer Programs, Career Planning and Placement, Disability Access Centers, Wellness Centers, Veterans Centers, Academic Advising, and Tutoring Centers.

- Develops and implements data-informed strategies to improve district-wide and college-level retention and completion rates

- Leads and establishes an academic advising model, which emphasizes retention and completion; develops and implements new and innovative initiatives grounded in evidence-based practices and driven by data analysis
- Uses higher education research and best practices to design and direct strategic research that comprehensively evaluates the student experience, which identifies potentially hidden student barriers
- Supports and collaborates with the colleges strategic planning, metric development, budget creation and student success targets tied to academic progress, retention, time to degree, completion and transfer
- Serves as subject matter expert and consultative resource to CCC leadership on student success initiatives and first year experience
- Provides guidance for the development of rules, policies, and procedures for enterprise systems such as early alert, attendance campaigns, academic advising assignments, degree audits and rules associated with registration periods for specific student populations
- Creates infrastructure for basic needs services support and resources for CCC students
- Oversees District partnerships with community organizations that share a commitment to student achievement

Success Outcomes

- ✓ Secured a grant from the Illinois Criminal Justice Information Authority in the amount of \$818,000 for the implementation of expanding mental health and social services in response to multi-victimization of violent crimes.
- ✓ Secured a grant from the US Department of Justice Office of Violence Against Women in the amount of \$750,000 to support the implementation of robust program programming centered on addressing sexual misconduct, domestic violence, and stalking on campus.
- ✓ Developed protocols for the implementation of a \$500,000 emergency grant program for students who experience food and housing insecurity.
- ✓ Secured a grant for \$70,000 to hire a Housing Specialist to create a program to focus on the Continuum of Care for homeless students.
- ✓ Created an academic coaching model to enhance the educational planning and academic success for 20,000+ credit and adult education students.
- ✓ Implemented the infrastructure for the Veterans Program to increase funding support from the federal government.
- ✓ Implemented a transportation program for part-time students, which allowed them to obtain Chicago Transit Authority passes. In year one (2018-2019) nearly 1,000 students were serviced through the program.
- ✓ Led the revamping of the district-wide Student Code of Conduct, which is used to manage the campus behavioral expectations for nearly 80,000 students annually.

Central State University, Wilberforce, OH

I

I served at Central State University for eight years (2008-2013, 2014-2017) in a number of capacities, which span the areas of residence life, financial aid, academic advising and student support services, academic affairs, enrollment management, and student affairs. Each opportunity of advancement was due to promotion extended to me by campus leaders.

Vice President for Student Affairs and Enrollment Management (11/2014 (Official Start Date Jan. 2015) – 11/17)

Served as the Chief Student Affairs and Enrollment Officer, overseeing the operations of 11 departments: University College, Career Services, Student Judicial Affairs, Dean of Students Office, Student Activities, Greek Life, Health and Counseling Center, Residence Life, Office of Undergraduate Admissions, Financial Aid, and Disability Services, comprised of 60+ professional staff.

- Budget oversight of approximately \$5 million (i.e. Institutional, Title III, and Grants)
- Developed strategic plans for university-wide recruitment and retention strategies
- Worked to ensure the institution received reaffirmation of its institutional reciprocity and waiver agreements, which allowed CSU to provide a more affordable education for out-of-state students (reduced out of state surcharge by 76%)
- Facilitated partnerships with community organizations (i.e. scholarship foundations, corporations) to garner resources and support for students
- Established international partnerships with Nigeria and Bahamas to increase student recruitment and campus diversity
- Created a program to promote and support the access and educational attainment for Youth in Transition (i.e. Foster Care Alum and homeless youth)
- Coordinated institution-wide efforts for Sexual Assault Awareness and Title IX trainings and activities under our #NOMEANSKNOW Campaign
- Instituted transformational marketing strategies, which yielded successful enrollment increases
- Served as the principal grant writer and researcher for the student affairs division

Success Outcomes

- ✓ Obtained a \$300,000 grant from the U.S. Department of Justice Office of Violence Against Women for gender-based violence prevention.
- ✓ Secured a \$60,000 three-year grant from Ohio Reach to provide support services for Youth in Transition.
- ✓ Led the institution in increasing its first-year retention rate by 3-6%.
- ✓ Received over \$250,000 in grants from the Ohio Attorney General's Office to implement Sexual Assault/Title IX education programs.
- ✓ Orchestrated recruitment initiatives, which resulted in a 22% increase in new first-time freshmen enrolling into the university for fall 2016 and led the university's highest five-year enrollment of incoming students (new first-time freshmen and transfer) of 774 students in Fall 2017.

- ✓ Successfully developed and implemented two international Memorandums of Understanding, which secured a minimum \$1.5M scholarship revenue over four years.
- ✓ Facilitated the research and development team to propose and secure a 76% reduction in tuition cost for non-Ohio residents.
- ✓ Secured \$300,000 grant from Great Lakes Agency to provide a three-year paid internship program.
- ✓ Secured \$78,000 grant from Great Lakes Agency to provide a three-year emergency grant program.
- ✓ Secured \$30,000 from Home Depot for a campus beautification project.

Founding Interim Associate Dean of the University College

(06/11 - 06/13)

Project Manager for seven implementation teams comprised of 50+ faculty and staff to ensure the completion of all task outlined by the University College plan over a two-month time frame. Following implementation, I was asked to remain as the Founding Interim Dean to lead the day-to-day operations of the college.

- Redesigned the University College staffing organization structure to coincide with the change in university student demographic and in alignment with student retention best practices
- Managed a staff of 18 full-time professionals and over 20 student employees
- Provided budget oversight of approximately \$1.1 million, which was inclusive of institutional dollars and Title III funding
- Expanded the collaborative partnerships with various campus units to ensure the success of University College. This was inclusive of serving as an active participant on Deans Council, Academic Council, Enrollment Management Taskforce, University Scholarship Committee, and Faculty Senate.
- Developed a first-year student experience initiative, to include revamping curriculum, establishing a mentoring program, redeveloping a summer bridge program, and oversight of the institution convocation program

Success Outcomes

- ✓ Led the capital project to redesign various institutional spaces to serve as the permanent site for the University College.
- ✓ Developed relationship with the College of Education to provide trainings for Praxis Testing preparation. Students who participated in these trainings had a 100% Praxis passage rate.
- ✓ With concentrated efforts to enhance the marketing of our Tutoring Center, in fall 2011 there were 1,709 tutoring sessions conducted in comparison to 1,477 in spring 2010. This was an increase of 232 peer tutoring sessions held.
- ✓ Due to the increased emphasis placed on graduate school planning and preparation within our Student Support Services program, we had three students admitted into The University of Akron's Ronald E. McNair Post Baccalaureate Ph.D. Program in Spring 2012.

- ✓ Redesigned the Summer Bridge program, which serviced 100 student participants to provide skill enhancement in the areas of Math and English for students entering the university below the admission criteria.

Access & Investment Educator

(06/09 - 05/11)

- Created and implemented the financial literacy program for the campus community
- Created and managed the scholarship resource database for Central State students, which students could apply for internal and external opportunities
- Managed a \$4.5 million institutional fund and scholarship budget
- Created and implemented a Peer Access Educator Program
- Served as a financial aid officer - assisting students with their FAFSA, completing student verifications, and financial packaging
- Redesigned the campus Federal Work Study program. This system allowed all student-related employment paperwork to be completed electronically

Success Outcomes

- ✓ Aided the university in reaching its 1st year retention rate goal of 55%, which was an increase by 9%.
- ✓ Identified and assisted students in applying for over 100 scholarship opportunities annually.
- ✓ Secured \$6,000 grant from the National Academy of Public Administration for the implementation of Budget Ball Civic Engagement Initiative.
- ✓ Secured a \$2,500 grant from College Advantage 529 Savings Program to implement Central State's financial literacy program. These funds allowed us to establish some of the first programs geared towards financial literacy on campus.

Campus Coordinator

(08/09 - 04/13)

Served as a liaison between Central State University and Thurgood Marshall College Fund (TMCf). TMCf is a national organization, which provides programs and opportunities for students who attend one of the 47 public HBCUs/HBIs. It is the responsibility of the coordinator to inform the campus community on the various TMCf opportunities available for students, faculty, and staff.

- Identified and trained cohorts of students who were selected by TMCf to attend the annual Student Leadership Institute. Workshops were held on campus centered on personal branding, interview skills, networking, and strength finders.
- Promoted scholarship and internship opportunities to students to aid students in securing additional aid for school as well obtaining academic-centered employment during the summer.

Success Outcomes

- ✓ Over the period of 5 years, I aided students in securing nearly \$100,000 in scholarships.

Residence Hall Coordinator

(07/08 - 06/09)

Chief building manager for a co-ed residence hall for 298 students. Supervised a staff of 7 resident advisors and 12 work-study students.

- Developed programs centered on service learning, civility, conflict management, and social engagement
- Served as a member of the Women's Programming Committee
- Developed the Spring and Fall 2009 Resident Assistant training, which included developing the budget, speaker series, and interactive activities and team building for the staff
- Instrumental in the development of a Resident Assistant (RA) Class. This was a credit – based class designed to prepare students for the role to serve as an RA

Acting University Judicial Officer (Occupied role while serving as Residence Hall Coordinator)

- Served as the officer to conduct pre-hearing and administrative hearings for students who allegedly violated the student code of conduct
- Assisted in the revamping of the university judicial process to include different documentation process, revision of student handbook, and judicial proceedings
- Served as a student advocate. Assisted students in preparing for their hearing and ensured they understood their due process rights as it pertained to their case

University of Maryland Eastern Shore, Princess Anne, MD

Director of Retention

(06/13 - 01/15)

I served in the Division of Enrollment Management and Student Affairs for 1 ½ years at University of Maryland Eastern Shore as the Director of Retention. Within this role, I managed the day-to-day operations of the Center for Access and Academic Success (CAAS), managing a staff of over 9 full-time professionals and 40+ student employees.

- Served as the chair of the University Retention Committee and Scholarship Committees
- Developed the university's first black male initiative retention program, Men Achieving Dreams through Education (M.A.D.E.)
- Expanded the collaborative partnerships with various campus units to ensure the success of CAAS. This was inclusive of serving as an active participant on the Student Affairs/ Enrollment Management Leadership Team, University Retention Committee, and Staff/Faculty Senate
- Managed an institutional and Title III budget totaling \$500,000
- Established the infrastructure of the institutions Supplemental Instruction Program
- Utilized institutional data for predicative analysis regarding student behaviors related to enrollment and retention
- Worked collaboratively with faculty on conducting focus group research project on student retention

Success Outcomes

- ✓ Led the institution in increasing its first-year retention rate from 68% to 73% in one year.
- ✓ Facilitated strategies to aid the university in increasing its 2nd to 3rd year retention rate of 55%, from 52% the previous year through incorporating intensive outreach strategies.
- ✓ Under my leadership, the Center increased its number of student visitations by nearly 1,000 visits from fall 2012 to fall 2013; this was a conversion of serving 539 more students.
- ✓ During the initial three months of the male initiative program, 150 young men participated and reported improvement in their academic and social experiences.

The University of Toledo, Toledo, Ohio

Admission Coordinator

(12/07 - 08/08)

As a member of the Undergraduate Admissions team at the University of Toledo, I served in the capacity of Admissions Coordinator from December 2007 to August 2008. I managed a recruitment territory of over 90 high schools in the Columbus area. Worked collaboratively with high schools and access organizations to educate students on the admission process.

- Coordinated events, programs, college fairs, etc. to deliver information on college preparation
- Developed a strategic plan to increase the yield rates of students from the Columbus area to attend the institution
- Provided admission presentations on and off campus for students and their families to learn about the opportunities available at the institution. Advised students on academic and financial planning
- Served on the Multicultural Recruitment Taskforce committee, designed to develop initiatives to increase the minority student populations at University of Toledo

TEACHING EXPERIENCE

National Louis University – Adjunct Instructor, College of Professional Studies & Advancement Higher Education Leadership Doctoral program

Quality Assurance in Higher Education (2020) - In this course, students delve into the concept of quality in higher education (including standards-based and fitness-for-purpose quality frameworks), study internal and external quality assurance practices and processes, and explore the concept of accreditation and the regulatory environment of higher education in the United States.

Institutional Study (2019, 2020) - The institutional study serves as a broad review of major operational aspects of a selected higher education institution, contributes to the development of the doctoral capstone, and sets the stage for future research, including identification of a problem statement and further opportunities for specialized research.

Introduction to Doctoral Studies and Research (2019) – This course was designed to assist newly enrolled doctoral students in understanding the expectations and academic journey to obtain their EdD.

Student Development Theory (2019) – This course was designed to provide doctoral students with the foundational theories to aid them in developing strategies and interventions to impact student success.

Data-Driven Decision Making and Research (2019) - In this course students study methodologies, assumptions, and techniques for collection and analysis of organizational data. The course includes a review of current research and trends in data-driven decision making.

Wright State University – Adjunct Faculty, Department of Leadership Studies in Education and Organization, Student Affairs in Higher Education Master’s Program

Diversity Issues (2020) – This course will provide a multidisciplinary learning opportunity for students to explore and broaden their understanding of issues related to diversity and inclusion, privilege and oppression in the United States of America.

Introduction to Student Affairs (2019) – This course was designed to provide students with a comprehensive introduction to the field of college student affairs and its role in American higher education.

Designing Diverse Learning Environments (2019) - This course was designed to assist masters-level students with their understanding of how to outline and facilitate intentional learning experiences, which will serve diverse populations of students, faculty, staff, and community members.

Student Development Theory (2017, 2018) – This course was designed to study theories of student development and their use in research and practice in student affairs, focusing specifically on college students.

University of Maryland Eastern Shore – Adjunct Instructor, Department of Kinesiology, Undergraduate Program

Personal and Community Health (2014) - This course was designed to develop attitudes and practices which contribute to better individual and group health. Emphasis was placed upon major health problems of early adulthood. Developed syllabus, created course activities, and administered grades.

Central State University - Adjunct Instructor, Department of Health and Human Performance and University College

Adapted Physical Education (2017) - This course was designed to aid Physical Education majors in understanding how to create curriculum for students with disabilities.

Family Life/Disease Prevention (2012, 2013) - This course was designed to provide students in depth understanding of health-related issues. The curriculum covered the origin, symptoms, and treatment of various diseases and conditions. Developed syllabus, created course activities, and administered course grades.

Health and Wellness (2012, 2013) - This course was designed to provide a foundation of health and wellness. Students were taught information on how to have a holistically healthy life. Developed syllabus, created course activities, and administered grades.

First Year Seminar (2009, 2011) - This course was designed to provide incoming students with a variety of strategies to have a successful transition into college. Redesigned course syllabus, developed course activities to enhance student learning, and administered course grades.

PUBLICATIONS AND PRESENTATIONS

The Leader in Me, To Thine Own Self Be True, The Dayton Regional STEM School: Students Lead Dayton 2019 Conference, September 2019

Authentic Leadership, Training at the City Colleges of Chicago Faculty Development Week, August 2019

My Plate is Full- Managing Oneself for Success, City Colleges of Chicago Faculty Development Week, August 2019

“From Here to There: Navigating the Highways of Student Affairs”, Training for Malcolm X College Student Services Staff, June 2019.

Krah, S. (2019). Made it to the adult table: Being a black woman millennial leader in higher education. In K.K. Hope (Ed.), *Black Women Speaking from Within* (pp.35-47). New York, NY: Peter Lang.

“Moving Forward”, Keynote speaker at the Truman College TRiO, Student Support Services Scholars Banquet, April 2019

“Remember Your Why”, Presentation at the City College of Chicago College Advisor Professional Development Day, March 2019

“The Unwritten Rules and How to be Successful in College”, Presented at the Ohio Reach Foster Youth Alumni Fall Training, August 2016

“What’s Your 168? Practicing Self-Management”, Presented at the Central State University Aspiring Leaders Series, March 2016

“Diversity in Higher: Understanding Minority Serving Institutions”, University of Northern Iowa Higher Education Equity, Diversity, and Inclusion Seminar Class, February 2016

Krah, S. (2014, February), Changing Demographics: What Does it Mean Now and in the Future? *Diverse Issues in Higher Education*, <http://diverseeducation.com/article/60971/>

Krah, S. (2014, January). Changing Your Vantage Point: Perspective is Everything. *Women in Higher Education*, 23(1), 18

Krah, S. (2013, June) A Baby in the Boardroom. *Women in Higher Education*, 22(6), 1-2

Krah, S. (2013, April). Only Thing Constant is Chang. *Women in Student Affairs Blog*

“Male Students—Retention Programs and Graduation”, Presented at the 17th Annual HBCU Retention Summit, March 2013

“Utilizing Focus Groups to Collect Data on Student Experiences at an HBCU: Challenges & Successes”, Presented at the 17th Annual HBCU Retention Summit, March 2013

“HBCU Environments”, Presented to the Ohio University College Student Personnel Graduate Program, November 2013

“Personal Branding”, Presented at Central State University Thurgood Marshall College Fund Student Scholars Training, November 2013

“Local scholarships for local students – “Best Practices and Challenges”, Moderator for Delmarva Education Foundation Scholarship Sponsor Forum, October 2013

“Financial Literacy: Understanding Good Credit, Bad Credit” Presented for Central State University TRiO Student Support Services, February 2013

“College Preparation: The Things I Need to Know”, Presented for God’s Greatest Gifts Inc., June 2012

“Getting Them in is Just Half the Battle: Continuing College Access in College”, Presented at the 15th Annual HBCU Retention Summit, March 2012 and Southwestern Ohio Council for Higher Education (SOCHE) Student Affairs, June 2012

“A University College Wellness Initiative”, Presented at the American Association of Blacks in Higher Education, March 2012

“NPHC 101- What is the Divine 9?”, Presented for God’s Greatest Gifts Inc., September 2011

“Life After College: How to Prepare for Graduate School”, Presented for the Lionel H. Newsom Leadership Participants, Central State University, February 2011

“Are you truly a leader?” Presented at two Leadership Retreats, Kappa Alpha Psi Fraternity, Inc. and the National Pan-Hellenic Council, Toledo, Ohio August, 2007

AWARDS/RECOGNITION

University of Pennsylvania Center for Minority Serving Institutions Aspiring Leaders Forum (2017-2019)

American Association of State Colleges and Universities Millennium Leadership Initiative (2016-2018)

Higher Education Leadership Foundation Gamma Cohort (2016)

Central State University Employee Service Award (2013)

Central State University Academic Affairs Customer Service Award (2012)

Thurgood Marshall College Fund Outstanding Service Award (2011)

Central State University Presidential Leadership Institute Fellow (2011)

Central State University Women’s Leadership Initiative Award (2009)