

# SHERIDA A. MORRISON SANTIAGO, MSOD

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## ORGANIZATION DEVELOPMENT PRACTITIONER

Workforce Development • Change Management • Learning and Development

Organization Development Practitioner with over 21 years of experience designing and executing transformative strategies to drive organizational growth and excellence. Leveraged 17 years of specialized expertise in workforce development to implement system-wide change, enhance workforce initiatives, optimize organizational performance, and expand partnerships. A results-driven leader with a proven track record in developing and executing strategic plans, leading organizational change, and driving impactful policy development. Renowned for expertise in process management, coaching, and delivering measurable results through innovative solutions.

### *Competencies & Core Skills*

- |                           |                            |                                 |
|---------------------------|----------------------------|---------------------------------|
| ✓ Team engagement         | ✓ Workforce development    | ✓ Data collection and analytics |
| ✓ Project management      | ✓ Change management        | ✓ MBTI Trainer                  |
| ✓ Organizational behavior | ✓ Training and development | ✓ Strategic planning            |
| ✓ Employee engagement     | ✓ Partnership development  | ✓ Curriculum development        |

## PROFESSIONAL EXPERIENCE

### FACULTY (Primary) – COLLEGE OF BUSINESS

Coppin State University

2021-Present

Design and deliver dynamic, industry-relevant courses in business, communication, and leadership, driving student engagement and measurable learning outcomes. Conduct impactful research that addresses critical business challenges and contributes to both academic knowledge and practical applications. Provide strategic academic advising, curriculum development, and course assessment, ensuring program excellence and alignment with emerging market trends. Actively lead and contribute to committees, fostering innovation and advancing key program initiatives in collaboration with faculty, staff, and industry leaders. Build and sustain high-value partnerships with community and industry stakeholders to create transformative opportunities that enhance student success and program impact.

### *Key Course Contributions and Accomplishments*

- **Reestablishing and elevating the Entertainment Management Program** by integrating cutting-edge industry practices to align with evolving market demands, resulting in a 50%+ increase in program enrollment.
- **Leading curriculum updates and assessment initiatives** to ensure compliance with accreditation standards, address workforce trends, and enhance student employability outcomes.
- **Cultivating high-value partnerships with premier organizations** such as the Fearless Foundation, Oakview, Group, CFG Bank Arena, Emma Bowen, Penguin Random House, and Wasserman Group, securing internships, guest speakers, and industry collaborations that directly expand student opportunities.
- **Providing strategic academic advising and mentorship**, significantly boosting retention rates and driving a measurable increase in graduates securing competitive roles in the entertainment and business sectors.
- **Improving and delivering high-impact courses** equipping students with essential skills to excel in the workforce and adapt to dynamic industry demands.
  - Digital Marketing
  - Risk Management
  - Artist Management
  - Emergent Leadership
  - Business Storytelling
  - The Business of Music
  - Organizational Behavior
  - Principles of Management
  - Management of Technology
  - Business and Professional Ethics
  - Essentials of Business Communication
  - Introduction to Entertainment Management

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## PROGRAM COORDINATOR (Secondary)

Coppin State University

2021-Present

- Provide expert guidance and personalized support to students, ensuring successful navigation of academic advising, course selection, and degree requirements for optimal outcomes in the College of Business.
- Drive impactful program promotion by collaborating with marketing and recruitment teams to design compelling strategies and materials that highlight the unique value of College of Business programs, increasing enrollment and visibility.
- Contribute dynamic insights to committees focused on program development and academic excellence, strengthening the quality, relevance, and innovation of College of Business offerings.
- Plan and execute engaging events, including orientations, workshops, and information sessions, that build connections with prospective students, enhance program awareness, and foster relationships with key stakeholders.
- Leverage continuous professional development and industry insights to implement cutting-edge approaches that enhance the effectiveness and relevance of College of Business programs.
- Build strategic partnerships with industry professionals, alumni, and employers to create internship pipelines, host impactful guest lectures, and develop networking opportunities that elevate students' educational experience and career readiness.

## DIRECTOR OF WORKFORCE AND STRATEGIC INITIATIVES

Pressley Ridge

2018- 2021

Spearheaded workforce initiatives aligned with the strategic vision and mission of Pressley Ridge, delivering measurable success and sustainable funding through Maryland's Employment Advancement Right Now (EARN) and Workforce Innovation and Opportunity Act (WIOA) programs. Provided expert leadership as a subject matter authority in workforce development, guiding statewide programs across Maryland. Led teams to secure full program accreditation in Delaware, Pennsylvania, Ohio, Virginia, and West Virginia, strengthening organizational credibility and operational excellence. Fostered strategic collaboration with cross-departmental teams and community partners, enhancing workforce readiness and talent pipelines while leveraging key funding streams to drive long-term program sustainability and impactful outcomes.

### *Key Contributions and Accomplishments*

- **Successfully planned, implemented strategies, and obtained new organizational accreditation** which sets standards for child and youth development programs. This accreditation provides a framework to support teams in providing quality experiences that help youth and foster care and department of juvenile services thrive while in our care.
- **Redesigned and delivered a quality program model** that enhanced services, supported partner needs, and resulted in quality student outcomes.

## MANAGER OF YOUTH SERVICES

Baltimore County Department of Economic and Workforce Development

2014 – 2018

Directed a \$1.8 million youth workforce program for Baltimore County's Department of Economic and Workforce Development under the Workforce Innovation and Opportunity Act (WIOA), achieving strategic outcomes and measurable impact. Provided leadership to a team of five, ensuring effective grant administration and strategic oversight for programs delivered through local community colleges, community-based organizations, and government entities. Actively supported the local workforce board by advising on policy development, program alignment, and strategic initiatives to address workforce needs and improve service delivery. Managed a diverse portfolio of projects, including strategic planning, personnel management, partnership development, leadership training, and change management. Served as the public spokesperson for youth services, delivering impactful presentations, training, and technical assistance, while being recognized regionally as a subject matter expert in workforce development.

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## *Key Contributions and Accomplishments*

- **Successfully planned and implemented strategies for youth teams, vendors, and partners** during a major federal legislative and organizational transition. Devised and implemented change management methods, theories, and strategies to effectively streamline structural and systematic processes.
- **Designed and delivered training** for our internal and external partners, team building, transition management, inclusive programming, recruitment strategies, service delivery strategies, research, and data collection.
- **Enhanced workforce development visibility, partnership engagement and increased the annual program budget by 20% within the first year** through strategic partnerships and resource sharing within intergovernmental and cross-departmental teams to develop new programs and cultivate existing resources.
- **Developed plans and evaluate risk for improved performance outcomes audits led by the State of Maryland and Department of Labor** by revising the service delivery model, developing policies, procedures, conducting professional development, coaching sessions, and technical assistance that improved records maintenance and overall performance outcomes.
- **Federal, State, and Local agencies are actively assisted** by providing input on WIOA, State/local policy development, while providing insight on technical assistance and new legislative processes.

## **CAREER DEVELOPMENT SPECIALIST**

Goodwill Industries of the Chesapeake, Baltimore, Maryland

2009 – 2014

Led community-facing career development initiatives, designing impactful training programs and curricula to address diverse workforce needs. Spearheaded efforts to equip participants with practical skills and resources, fostering career advancement and community engagement. Recognized for creating innovative solutions that align training objectives with both individual and organizational success.

## *Key Contributions and Accomplishments*

- **Partnered with executive leadership and departmental teams** to design, implement, and evaluate professional development and training programs, resulting in improved workforce performance and measurable ROI.
- Successfully led teams and trainees in achieving organizational vision, mission, and goals by cultivating an inclusive and collaborative learning environment that enhanced teamwork, resolved conflicts constructively, and fostered individual growth.
- **Leveraged internal and external relationships** to strategically manage human, financial, and information resources, directly contributing to the **renewal of a \$3 million federal grant**, ensuring program sustainability and growth.
- **Maintained precise data collection and reporting** using Efforts to Outcomes (ETO) and Maryland Works, driving informed decision-making and continuous program optimization.

## **RESEARCH/CONSULTING PROJECTS (partial list)**

**RCDC, Anne Arundel County, MD – Professional Development 2025**

*Corporate Training:* Facilitated a five-day leadership development training focused on communication, conflict resolution, trauma informed leadership, youth mentorship and stakeholder engagement.

**Coppin State University, Baltimore, MD – Faculty Advisor 2024**

Served as Faculty Advisor, providing strategic oversight to 23 student researchers for the Mastering Marketplace Communications.

**Fearless Impact Foundation, Baltimore, MD – Faculty Advisor 2024**

Served as Faculty Advisor, providing strategic oversight to student researchers and fostering impactful community collaborations through innovative research and engagement.

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## **Center for Strategic Entrepreneurship**, Baltimore, MD – Researcher 2024

Researcher for Excellence in Entrepreneurial Learning Research Project.

## **Coppin State University**, Baltimore, MD – Training Co-Facilitator 2023

Co-facilitated a orientation and training with Researchers for Excellence in Entrepreneurial Learning Research Project.

## **Kajabi**, Irvine, CA – Focus Group Facilitator 2022

Facilitated focus a focus group for an Executive VP team with a lens on employee retention and diversity, equity, inclusion, and belonging.

## **RCDC**, Anne Arundel County, MD – Annual Retreat Development 2021

*Corporate Retreat*: Facilitated a three-day leadership retreat focusing on team engagement, communication, and organization performance.

## **Rails-to-Trails Conservancy**, Baltimore, MD – Consultant 2021-2022

*Community Perseveration and Equity – Stakeholder engagement and Research*: Facilitated stakeholder research and community discussions for the development of an equitable development plan.

## **Westfield Neighborhood Improvement Association**, Baltimore, MD – Moderator 2020

*Neighborhood Association – Community conversation*: Moderated a community conversation between 250 Westfield community members, incoming rehabilitation center, and other community stakeholders.

## **Himendi**, Lake Worth, FL– Program Development 2019

*Youth Program development*: Consulted a youth development program director and conducted research to support program funding within the Lake Worth Florida community.

## **Anne Arundel Workforce Development Corp.**, Anne Arundel County, MD – Workforce Development 2017 - 2018

*Workforce Development – Program development and facilitation*: Advanced over 425 Anne Arundel County constituents through several workforce development skill building trainings. A comprehensive workforce development program was developed to support training and facilitation to support performance outcomes of the emerging workforce.

## **Pepco Holdings Company**, Washington, DC - Substation Engineering Employee Retention 2015- 2016

*Employee Retention - Change Management*: Facilitated internal research to support overall employee engagement and morale using the Action Research Cycle. As a researcher and consultant, I analyzed the corporate environments, developed survey tools for engagement, conducted interviews and supported large engineering teams with recommended changes to support sustainable workplace efficiency and retention.

## **European Space Agency**, Amsterdam, Netherlands - Technology Business KPI Development 2015

*KPI Development/Employee Engagement – Cultural Transformation*: Facilitate internal research through stakeholder interviews, surveys and focus groups to increase departmental alignment within the overall system and enhance employee engagement while mobilizing internal stakeholders toward producing outcomes in alignment with Key Performance Indicators.

## **CONFERENCES/PRESENTATIONS (partial list)**

“Accountability in Action-Stewarding Leadership with Integrity”, Pasadena, MD 2025

“Convergence Leadership Summit: Crowned to Lead”, Cadre Network, Charlotte, NC 2025

“Women’s History Forum”, Coppin State University, Baltimore, MD 2025

“Elevating Education”, Coppin Academy Professional Development, Baltimore, MD 2025

“Grants Development”, EAD Leadership Summit, Baltimore, MD 2024

“Stakeholder Engagement”, ACBSP Regional 2 Conference, Baltimore, MD 2024

“Leading with Authenticity”, USM Women’s Forum, Rockville, MD 2024

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"Sphere of Business in Entertainment", EICAC, Baltimore, MD 2024  
"Coppin Academy's AI Professional Development", Coppin State University, Baltimore, MD 2024  
"Convergence Leadership Summit: Gain Your Seat at the Table", Cadre Network, Charlotte, NC 2024  
"United Nations International Women's Day: Invest in Women: Accelerate Progress", Washington, DC 2024  
"AI in Secondary Education" Coppin Academy, Baltimore MD 2024  
"Baltimore Together Summit: EXCEL", Baltimore, MD 2023  
"Elevating Business Education: The Role of Chat GPT" Baltimore, MD 2023  
"Convergence 2023: Arise and Build", Winchester, VA 2023  
"The Work of Leadership", EAD Leadership Summit, Baltimore, MD 2023  
"Grants Development", Spring Summit, Orlando, FL 2023  
"Leading Under Construction", Maryland United for Youth, Annapolis, MD 2022  
"Me Inc., Personal Branding for Success", Coppin State University, Baltimore, MD 2022  
"Leadership Development", Eastern Atlantic Diocese, Baltimore, Maryland 2022  
"Faith, Forgiveness, and the Process of Reconciliation", TII, Baltimore MD 2022  
"Getting The Bag", Mayor Brandon Scott's Youth Summit, Baltimore MD 2022  
"Principles of Peace Building on the Korean Peninsula", IADP Peace Forum, Virtual, 2021  
"Leading Under Construction", Maryland United for Youth, Virtual 2021  
"EARN Workforce Mini Conference", MD Department of Labor, Virtual 2021  
"Front Lines: Post-Pandemic Strategies", GW School of Medicine, Virtual 2021  
"Entrepreneurship," Butler Squared Launch, Baltimore, Maryland 2020  
"Guest Leader," United Peace Federation, Seoul Korea, 2020  
"Leadership Amplified," Institute for Economics and Peace, Sydney Australia 2020  
"MBTI Training," Pressley Ridge Independent Living, Towson, Maryland 2019  
"Leadership Amplified," Eastern Atlantic Diocese, Baltimore, Maryland 2019  
"Pathways 2 Success, Promoting Leadership, Youth Symposium Annapolis, Maryland 2019  
"Infinite GRIT," Glow Up Conference, Portsmouth, Virginia, 2019  
"Change and Transition Towards Winning Outcomes," Workforce 180 – Presenter 2018  
"Leadership Amplified," YES Youth Development, 2017  
"Findings Report", ESA, Amsterdam, 2015  
"You Win," My Life Matters Presented by Toyota, Owings Mills Maryland 2015  
"Baltimore Co. Youth Symposium", Baltimore Co. Government, Towson, Maryland 2015

## Co-presentations:

Lucas, T., Magness, W., Santiago, S., "Stakeholder Engagement for Academic Success", ACBSP Regional Conference, Baltimore, MD 2024  
Morrison, S., Pollard, M. "Grants Development: Funding Your Ideas the Right Way", Florida, 2023  
Morrison, S., Ali, S. "Different Isn't Deficient," MD Raising the Bar, Columbia Maryland 2019  
Morrison, S. Rivera, M., Ali, S. "Career X" AAWDC Workforce Development Series 2017

## **BOARD/OFFICE APPOINTMENTS/COMMITTEE ASSIGNMENTS**

- Co-Chair, Faculty Recognition Committee, Coppin State University 2024
- Advisory Board Member, Grants Committee Chair, Mentoring Mentor 2023-2027
- Faculty Student Club Advisor, College of Business 2023
- Student Engagement Co-Chair, College of Business 2023
- Member, Assessment Committee, College of Business 2023
- Member, Eagle Choice Awards Committee, Coppin State University 2022
- Member, Campus Affairs, Coppin State University 2022
- Member, Leadership Team, College of Business 2022
- Member, Hiring Committee, College of Business 2022
- Peace Ambassador, United Federal of Peace for the UN's Economic and Social Council 2022

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- Elected Official, Maryland Democratic State Central Committee 2022-2026
- Executive Board Member, Adonai Partners 2022
- Peace Ambassador, Institute for Economics and Peace 2021
- Diversity and Inclusion Committee, Pressley Ridge 2020- 2021
- Advisory Board Member, Business Volunteers Maryland 2017-2019
- Baltimore County Workforce Board, Staff Member, 2011-2014

## **EDUCATION**

**University of Maryland College Park**, Doctor of Business Administration - Present

**Certified Career Coach**, PARW/CC - 2019

**American University**, Master of Science Organization Development- 2016

**Coppin State University**, Bachelor of Science Sociology 2004