

SARA E. MCCLELLAN

West Sacramento, CA

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EDUCATION**DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL COMMUNICATION**

University of Colorado at Boulder (2012)

Dissertation Title: "Planning for a Postmodern Era: Storytelling, Public Participation, and the Limits of Ordinary Democracy"

MASTER OF PUBLIC ADMINISTRATION

University of Southern California (2005)

BACHELOR OF ARTS IN LIBERAL STUDIES

California State University, Monterey Bay (1998) – Summa Cum Laude

CERTIFICATES**CERTIFICATE IN CRUCIAL CONVERSATIONS**

VitalSmarts (2013)

GRADUATE PROGRAM TEACHING CERTIFICATE

University of Colorado at Boulder (2011)

CERTIFICATE IN ADVANCED FACILITATION SKILLS

Napa Valley College Criminal Justice Training Center/California Commission on Peace Officer Standards & Training (2007)

CERTIFICATE IN HUMAN RESOURCES

California State University, Sacramento/CPS Human Resources (2005)

TEACHING/TRAINING EXPERIENCE

2022, Spring	Asst. Prof: Public Management & Administration (Sac State Graduate PPA 240B)
2021, Fall	Asst. Prof: Introduction to Public Policy & Administration (Sac State Graduate PPA 200)
2021, Fall	Asst. Prof: Public Management & Administration (Sac State Graduate PPA 240A)
2021, Spring	Asst. Prof: Culminating Project (Sac State Graduate PPA 500)
2021, Spring	Asst. Prof: Collaborative Policy Making: Adv. Practice (Sac State Graduate PPA 270)
2021, Spring	Asst. Prof: Public Management & Administration (Sac State Graduate PPA 240B)
2020, Fall	Asst. Prof: Introduction to Public Policy & Administration (Sac State Graduate PPA 200)
2020, Fall	Asst. Prof: Public Management & Administration (Sac State Graduate PPA 240A)
2020, Spring	Asst. Prof: Collaborative Policy Making: Adv. Practice (Sac State Graduate PPA 272)
2020, Spring	Asst. Prof: Public Management & Administration (Sac State Graduate PPA 240B)
2019, Fall	Trainer: USC Communication Workshops for Los Angeles County executives
2019, Fall	Asst. Prof: Introduction to Public Policy & Administration (Sac State Graduate PPA 200)

2019, Fall	Asst. Prof: Public Management & Administration (Sac State Graduate PPA 240A)
2019, Spring	Asst. Prof: Public Management & Administration (Sac State Graduate PPA 240B)
2019, Spring	Asst. Prof: Collaborative Policy Making: Adv. Practice (Sac State Graduate PPA 272)
2018, Fall	Asst. Prof: Introduction to Public Policy & Administration (Sac State Graduate PPA 200)
2018, Fall	Asst. Prof: Public Management & Administration (Sac State Graduate PPA 240A)
2018, Fall	Trainer: USC Change Management Workshops for Los Angeles County executives
2018, Fall	Public Speaking Coach for USC Los Angeles County Executive Leadership Program (ELDP) Capstone Project teams
Fall 2016 - Spring 2020	Trainer: CPS Human Resources classes: <ul style="list-style-type: none"> • Leading Effectively • Change Management • Power & Influence and Political Acumen • Ethics • Coaching & Mentoring • Disability Awareness • Workplace Diversity • Customer Service • Completed Staff Work
May, 2017	Trainer: USC Decision-Making Leadership Workshops for LA County executives
2016-2017	Trainer: CPS HR Resolution Leadership Training Series for California State Hospitals
Sept., 2016	Trainer: USC Decision-Making Leadership Workshops for LA County executives
Summer, 2016	Trainer: Delta Stewardship Council Presentation Strategy Workshops for Managers
May-Apr, 2016	Trainer: USC Decision-Making for Los Angeles County and LA Metro executives
Oct., 2015 & July, 2015	Co-trainer: Association of California School Administrators Leadership Academy (Change Leadership, Strategic Planning and the Local Control Accountability Plan)
2012, Fall	Adjunct Prof: Human Behavior in Public Organizations (USC PPD 545, Online)
2012, Summer	Adjunct Prof: Human Behavior in Public Organizations (USC PPD 545, Intensive)
2012, Summer	Adjunct Prof: Human Behavior in Public Organizations (USC PPD 545, Online)
2012, Spring	Adjunct Prof: Communicating Strategy & Change (USC Comm. Mgmt. 508, Online)
2011, Fall	Adjunct Prof: Human Behavior in Public Organizations—Main campus (USC PPD 545)
2010, Fall	Teaching Asst: Comm Study - Teams & Technology (CU Boulder COMM 4610)
2010, Spring	Instructor: Organizational Communication (CU Boulder COMM 2600), 2 sections
2009, Fall	Instructor: Organizational Communication (CU Boulder COMM 2600), 2 sections
2008, Fall	Instructor: Campaigns & Revolutions (CU Boulder COMM 2360)
2008, Spring	Instructor: Public Speaking (CU Boulder COMM 1300), 2 sections
2007, Fall	Teaching Assistant: Public Speaking (CU Boulder COMM 1300), 2 sections
2006, Fall	Sacramento High School Substitute Teacher
2004	Employee Performance & Recognition Workshop Series for Amador County Managers
1997, Summer	Technology Ed Workshops for San Francisco Fairmont K-5 teachers: (AT&T/CSUMB)

PUBLICATIONS

- McClellan, S. E. (2021). Time to collaborate: How time influences value creation for a nonprofit collective. *Administrative Theory & Praxis*. <https://doi.org/10.1080/10841806.2021.1891798>
- Adamson, F., Cowan, G., McClellan, S., & Wong, P. (2020). *SPSAs, improvement science, and school improvement: Voices from key actors in Sacramento City USD*. Report prepared for Sacramento City Unified School District. Sacramento State University.
- McClellan, S. & Gustafson, B. (2020, September 12). Policing for public value. *PA Times*.
- McClellan, S. E., & Wong, P. L. (2020). *Student teacher recruitment pathway report*. Report prepared for Sacramento City Unified School District. Sacramento State University.
- McClellan, S. (2020). Leading with humility in tumultuous times: Evidence from the United States. *International Journal of Public Leadership*, 16, 3, 265-277.
- McClellan, S. E., & Gustafson, B. G. (2019, October). Community planning for crime prevention: Dialogue, action, and accountability. *The Police Chief*.
- Futernick, K., McClellan, S., & Vince, S. (2012). *Forward, together: Better schools through labor-management collaboration*. San Francisco, CA: WestEd.
- McClellan, S. E. (2012). Citrix Online: 5 Strategies for Designing and Delivering High-Quality Online Instruction [White paper]. Retrieved June 19, 2012 from <https://news.citrixonline.com/wp-content/uploads/2012/06/5-Strategies-for-Online-Learning.pdf>
- McClellan, S. E., & Gustafson, B. G. (2012). Communicating law enforcement professionalization: Social construction of standards. *Policing: An International Journal of Police Strategies & Management*, 35, 1, 104-123.
- McClellan, S. E., & Gustafson, B. G. (2011). [Review of the book *Micronesian blues: The adventures of an American cop in paradise*]. *International Criminal Justice Review*, 20, 1.
- McClellan, S. E., & Konieczka, S. (2011). Environmental communication and public participation. In K. Wehr (Ed.), *Green culture: An a-to-z guide* (pp. 137-142). Thousand Oaks, CA: Sage.
- Futernick, K., & McClellan, S. E. (2001). *A guide for collaborating teachers*. Sacramento, CA: California State University, Sacramento.
- McClellan, S. E. (2000). *Amador County community assessment 2000*. Jackson, CA: Amador County Voices for Families.
- Head, W., & McClellan, S. E. (1998). *Monterey Bay retention, tenure and promotion policy*. Seaside, CA: California State University Monterey Bay.

OTHER SCHOLARLY WORK

- McClellan, S. E., & Gustafson, B. G. (2021, April). *Racial equity, policing and the push to reform: How framing influences problem definition*. Paper presented at the annual conference of the American Society for Public Administration, Online.
- IACP Crime Prevention Committee, McClellan, S. E., & Gustafson, B. G. (2021). *Support for police-community engagement*. [IACP Resolution CPC.09.20]. <https://tinyurl.com/knn9fkdd>.
- McClellan, S. E. (2019, October). *Threats to the Administrative State*. Paper presented at the annual conference of the Network of Schools of Public Policy, Affairs, and Administration, Los Angeles, CA.

- McClellan, S. E. (2019, October). *Bringing Public Affairs Graduate Students Closer to the Experience of Governance*. Paper presented at the annual conference of the Network of Schools of Public Policy, Affairs, and Administration, Los Angeles, CA.
- McClellan, S. E. (2019, October 22). Will Small Nonprofits Survive [Audio podcast episode]. In *Life Altering Events* with host Frank Zakaria.
- McClellan, S. E. & Gustafson, B. G. (2019, October 26). *Public Planning and Crime Prevention*. Paper presented at the annual conference of the International Association of Chiefs of Police Conference, Chicago, IL.
- McClellan, S. E. & Gustafson, B. G. (2019, March). *Promise in California: Public Planning as a Means to Improved Policy Accountability and Social Equity*. Paper presented at the annual conference of the American Society for Public Administration, Washington, DC.
- Anderson, S. & McClellan, S. (2019, February). *A Model for Nonprofit Collaboration* (panel and plenary presenter), Northern California's Nonprofit What If Conference, Sacramento, CA.
- McClellan, S. E. (2017, September). *Mediation and Conflict Resolution for Legislative Services and Security Personnel* (presenter), The Annual Conference of the National Legislative Services and Security Association, Reno, NV.
- McClellan, S. E. & Davis, G. (2015, December). *Successful Local Control Accountability Plan (LCAP) Implementation*. Mini-Course presentation at the California Educational Research Association (CERA) conference, Anaheim, CA.
- Davis, G. & McClellan, S. E. (2013, January). *Implementation tools and practices to support student success in a large school district*. Panel presentation at the Implementation science: Closing the gap between innovation and practice conference, UC Davis, CA.
- McClellan, S. E. (2010, October). Storytelling and planning convening (panelist). Symposium conducted at the Community Planning & Storytelling meeting of the Orton Foundation, Denver, CO.
- McClellan, S. E., & Gustafson, B. G. (2010, April). *Raising the bar for law enforcement: The promises and pitfalls of professionalization*. Paper presented at the annual conference of the American Society for Public Administration, San Jose, CA.
- McClellan, S. E. (2009, November). *Communicating locally: Reconceptualizing local government communication and participation*. Paper presented at the annual conference of the National Communication Association, Chicago, IL.
- McClellan, S. E. (2008, February). *The struggle for the New Urban identity: Life politics or consumptive lifestyle?* Paper presented at the annual conference of the Western States Communication Association, Tempe, AZ.

FUNDED GRANTS AND REQUESTS FOR PROPOSALS (RFP)

- 2019 "California Community Reinvestment Grant" Anti-recidivism Initiative (Co-authored with Angie Medina and Staci Anderson) on behalf of the Sacramento Youth & Family Collective (\$650,000).
- 2002 RFP's for the Amador County First 5 Commission in the form of grants and mini-grants related to childcare, health education, family violence reduction, and early childhood education (\$300,000).
- 2002 Amador Public Health "Child Abuse Prevention, Intervention and Treatment (CAPIT) and Community Based Family Resources & Support (CBFRS) Plan and Funding Proposal" (\$88,000/year for 3 years).
- 1999 "Science Center Proposal" to the Packard Foundation (Co-authored with Dr. William Head and Dr. Rick Kvitek) on behalf of CSU Monterey Bay Earth Systems Science & Policy - \$2.25 million).

1998 “Recruitment in Science Education (RISE) Planning Proposal” to the Berkshire Foundation/Bialek on behalf of CSU Monterey Bay Earth Systems Science & Policy (\$50,000).

EMPLOYMENT EXPERIENCE

CALIFORNIA STATE UNIVERSITY SACRAMENTO DEPT. OF PUBLIC POLICY & ADMINISTRATION

Hazel Cramer Endowed Chair (*July 2021-Current*)

Associate Chair (*August 2020-June 2021*)

Assistant Professor, Department of Public Policy & Administration (*August 2018-Current*)

Designs and teaches courses in Public Administration and Policy; serves as a thesis adviser for master's students; conducts research related to public sector communication, planning, and stakeholder engagement; serves on department and campus committees; and provides consultation to community organizations.

UNIVERSITY OF SOUTHERN CALIFORNIA

Adjunct Professor and Trainer (*August 2011-December 2019*)

Designed and taught courses in the USC Master of Public Administration program and in the USC Annenberg Communication Management Program; designed and delivered workshops on decision-making to public sector executives in the Los Angeles County Executive Leadership Development program.

COOPERATIVE PERSONNEL SERVICES (CPS) HUMAN RESOURCES

Training Consultant (*August 2016 – April 2020*)

Designed and delivered public sector training on organizational topics ranging from change management to conflict resolution for numerous state and local government clients; coordinated program development and curriculum design for new portfolio of risk management trainings; delivered a year-long conflict resolution and communication training series for supervisors and managers at Atascadero State Mental Hospital.

VISION LAUNCHERS, LLC

Part-Time Organizational Development Staff/Consultant (*February 2016-December 2016*)

Advised firm leaders and staff on pitching and managing projects for public sector clients.

WESTED

Associate Director, California Comprehensive Center/Organizational Development Specialist (*December 2012-February 2016*)

Managed WestEd's California Comprehensive Center work related to organizational effectiveness and efficiency; conducted Center outreach and built partnerships with the California State Department of Education (CDE); conducted organizational assessments and served as a problem-solving partner and coach for CDE directors and managers; conducted applied research on organizational policies and practices related to labor-management collaboration and professional development; managed Center staff and assisted with the design and delivery of training on topics such as meeting facilitation, project management, and stakeholder communication; also designed and conducted Local Control Funding Formula (LCFF) trainings in school districts throughout California.

UNIVERSITY OF COLORADO AT BOULDER

- **Assistant Director, CASE for Sustainability Program** (*August 2010-May 2011*)
Planned and coordinated a new sustainability-oriented student internship and service program for the Communication Department; developed new organizational partnerships and student internships; designed outreach materials; coordinated fellowship awards program; served as the liaison between CASE and department faculty and business leaders; managed student staff and volunteers; facilitated conversations between climate change scientists, communication scholars, and business owners; prepared reports and recommendations for program directors and funders.
- **Graduate Part-Time Instructor, Department of Communication** (*August 2007-December 2010*)
Taught undergraduate coursework in the BA Communication program as instructor of record.

ST. HOPE PUBLIC CHARTER SCHOOLS – SACRAMENTO HIGH SCHOOL, SCHOOL OF THE ARTS**Grants and Community Partnerships Coordinator (May 2006-December 2006)**

Developed new and expanded partnerships with community businesses and academic institutions; facilitated positive relationships with existing community partners; coordinated student arts events; conducted summer student advising and substitute teaching for college and career advisory classes; researched, prepared, submitted, and monitored grants.

AMADOR COUNTY ADMINISTRATIVE AGENCY

- **Deputy County Administrative Officer/Personnel Manager (March 2003-August 2005)**
Managed the Amador County Personnel Department; assisted the County Administrative Officer (CAO) and Board of Supervisors with program development, public affairs, special projects, and grants. Personnel management functions included oversight of department responsible for relations with 450+ employees and 100+ volunteers and interns. Duties included improvements to employee recruitment methodology and retention and succession planning strategies; coaching and training delivery for new managers; labor relations activities; development of new intern and volunteer programs; and disciplinary hearings. Took the lead on designing and implementing an integrative bargaining approach adopted by the County and local SEIU.
- **In-Home Supportive Services (IHSS) Coordinator (March 2002-March 2003)**
Managed and coordinated programmatic, administrative and budgetary activities of the Amador County IHSS Advisory Committee. Responsibilities included implementation and facilitation of new labor relations legislation designed to improve provider recruitment, training, and employment accountability measures for IHSS; coordinated public events; designed outreach materials and training curriculum; facilitated positive working relations between consumers, government, non-profit, and for-profit service providers.
- **Executive Director, Amador County Prop 10/First 5 (January 2000-March 2002)**
Coordinated initial community assessment, strategic planning, and organizational and resource development activities for the Amador County Children & Families First (Prop 10) Commission. Specific responsibilities included serving as liaison to State and other county commissions; implementing legislation; overseeing planning activities; facilitating regional events; recruiting, training, and managing staff and volunteers; chairing planning committees; collecting and evaluating data; overseeing the Commission budget, coordinating local media campaign; preparing RFP's, grants and reports; providing technical assistance to grantees; and presenting to community groups.

CALIFORNIA STATE UNIVERSITY, MONTEREY BAY

- **Strategic Planning Analyst, Office of the Provost (July 1999-December 1999)**
Facilitated university-wide planning and policy discussions for students, faculty, staff and community stakeholders; developed and presented planning protocol; coordinated planning retreats; developed systems for organizing, implementing and assessing cross-divisional planning activities to support student retention and success; and prepared reports, presentations, and recommendations for internal and external stakeholders.
- **Program Analyst, Earth Systems Science & Policy (September 1997-June 1999)**
Developed and analyzed academic program policy; managed student advising services within the sciences; coordinated outreach and recruitment and student academic advising activities; and co-developed a science education grant program for at-risk-youth in partnership with regional school districts.
- **California Faculty Association (CFA) Assistant (September 1996-August 1997)**
Office establishment, development of information management and budget tracking systems, dissemination of information, and coordination of workshops for CSU Monterey Bay's CFA Chapter.

ACADEMIC SERVICE

Beth Hendricks, Ed.D., Dissertation - A Seat at the Table: How Districts Engage Stakeholders During LCAP Development and Decision Making

Dissertation Committee Member (Spring 2022)

CSU Council on Ocean Affairs, Science & Technology: Ocean & Coastal Compensatory Mitigation

RFP Reviewer (Fall 2021)

Voicing Diverse Teaching Experiences, Approaches, and Perspectives in Higher Education Edited Collection (IGI Global-2022 release data)

Advisory Board Member/Reviewer (Fall 2021)

Journal of Public Personnel Management

Peer Reviewer (2021-Current)

International Journal of Public Leadership

Peer Reviewer (2019-Current)

Administrative State Working Group

University Member (Fall 2019-Spring 2020)

Policing: An International Journal of Police Strategies & Management

Peer Reviewer (2013-Current)

32nd Annual CSU Student Research Competition

Juror (May 2018)

Journal of Applied Communication Research

Peer Reviewer (2012)

University of Colorado at Boulder Communication Graduate Student Association

Co-President (2008-2009)

California State University/California State University, Monterey Bay

Legislative Day Alumni Representative at California State Capitol (March, 2006 and March 2002)

California State University, Monterey Bay

Graduation Awards Master of Ceremonies (May 2000)

Western Association of Schools and Colleges (WASC)—California State University, Monterey Bay

Accreditation Committee Member (Spring 1996-Spring 1997)

California State University, Monterey Bay Associated Students

Founding Student President/CSSA Representative/CSSA Technology Officer (April 1996-April 1997)

California State University Cornerstones Task Force 3

Accountability Task Force Partner (August 1996-February 1997)

Cabrillo College Writing Center

Tutor for ESL Program students (September 1995-December 1995)

COMMUNITY SERVICE

American Society for Public Administration (ASPA) Sacramento Chapter

Council member (Fall 2019-Current)

Center for California Studies

Board member (Winter 2020-Current)

Delta Stewardship Council

Volunteer focus group moderator for Delta Science Needs Assessment Convening (October 2020)

Awakening Wholeness, Inc. (AWI)

Board member for AWI, a veteran's support organization that provides counseling, healthcare, education, and workforce training (November 2019-January 2022)

Sacramento State Voter Engagement Committee

Committee member/Public Policy & Administration Department representative (January 2019-Current)

Sacramento Youth & Family Collective (YFC) YES Steering Team Member

Member and facilitator for the Sacramento YFC collective (January, 2019-Current)

Southside Park Neighborhood Association

Board Member/Secretary/Bylaws Committee (February 2018-January 2020)

TEDxSacramento

Executive Board Member and Speaker Coach (Spring-Summer, 2012)

Sacramento Arts & Business Council Flywheel Arts Incubator (Spring-Summer, 2012)

Organizational Management Coach for arts entrepreneurs and nonprofit managers

Argonaut High/Jackson Lions Club Public Speaking Workshops (November-December, 2011)

Public speaking instructor and coach for 40 high school students engaged in speech competitions.

HONORS, AWARDS, AND FELLOWSHIPS

2008-2011 University of Colorado at Boulder, Communication Department Graduate Fellowships

2007 CSU Monterey Bay, Alumni Advocate of the Year

2003-2004 USC School of Policy, Planning & Development Sacramento Center Director's Fellowships

1998 President's Award Scholar/Valedictorian (Summa Cum Laude); CSU Monterey Bay

PROFESSIONAL AFFILIATIONS AND ACTIVITIES

- American Society for Public Administration (ASPA)
- Innovative Pathways to Public Service (IPPS) Sacramento
- Network of Schools of Public Policy, Affairs, and Administration (NASPAA)
- The National Honor Society for Public Affairs and Administration (Pi Alpha Alpha)
- USC Alumni Association
- CSUMB Alumni Association

PROFESSIONAL SKILLS

- University teaching
- Organizational development
- Conflict resolution
- Online learning and collaboration tools
- Professional coaching
- Qualitative research and program evaluation
- Project management and planning
- Curriculum design and training
- Organizational communication strategy
- Organizational and policy research
- Human resources management
- Budget management
- Work across disciplines, sectors, and industries
- Collaborative governance
- Presentation design and delivery
- RFP and grant development
- Event and meeting design and facilitation
- Intermediate Spanish proficiency