Sara E. McClellan

(209) 610-0668
sara@saramcclellan.com
Sara-E-McClellan

Skills

- University teaching (online, in-person & HyFlex)
- Intergovernmental and cross-sector collaboration
- Policy & program design and evaluation
- Strategic planning & project management
- Coaching, mentoring, and internship advising
- Executive leadership training design & delivery
- Facilitation & conflict resolution
- Organizational development & communication strategy

Values

- Stay curious
- Respect human dignity
- Pursue public good
- Foster community
- Engage in a shared search for reasonableness
- Invite creativity and play

Education

Doctor of Philosophy in Organizational Communication & Graduate Program Teaching Certificate / Univ. of Colorado at Boulder / 2012

Master of Public Administration / Univ. of Southern California / 2005

Certificate in Human Resources / CSU Sacramento / 2005

BA in Liberal Studies / Student President / CSU Monterey Bay / 1998

Experience

Associate Professor of Professional Studies & Public Administration (July 2026-Current)
Public Administration Graduate Certificate Coordinator (2023-Current)
Assistant Professor of Professional Studies & Public Administration (2023-June 2026)
University of Virginia (UVA) School of Continuing & Professional Studies.

Designs and teaches Public Administration classes and oversees program and course planning, hiring and assignment of faculty, and student advising in the UVA SCPS Public Administration Graduate Certificate Program. Supports SCPS instructor development via special projects and contributes to SCPS degree and program planning with a focus on instructional design. Designs and teaches undergraduate Bachelor of Interdisciplinary Studies courses and Master of Public Safety courses as needed.

UVA Courses Taught:

PSPA 5000	Introduction to Public Administration	F2023, F2024
PSPA 5020	Public Organization Management	Sp2024, F2024, Sum2025, Sp2026
PSPA 5010	Public Policy Analysis	Sp2025, F2025, Sum2026

PSLP-PSPS 5500	Cont. Issues in Leadership: A.I. Leadership (co-taught)	Sp2025, F2025, Sum2026
ISSS 3760	Issues in Leadership (co-taught)	Sp2024
ISSS 4670	Organizational Change & Development (co-taught)	Sp2024
PSPS 6040	Creating & Sustaining Community Dialogue (co-taught)	Sum2024
PSCJ 4350/5350	Individual & Organizational Effectiveness - (co-taught)	F2023, F2024

UVA Professional Learning Communities Co-Facilitated:

Govt. Leaders	Public Sector AI & Stakeholder Engagement (6-weeks)	Sp 2026
Govt. Leaders	Public Sector AI Leadership (6-weeks)	Sum2026

Lecturer / University of Virginia (UVA) Internship Placement Program

2022-2023. Taught ten sections of UNST 3910 Internship Reflection: Self and Organizations class on organizations, teams, and reflective practice for University of Virginia students engaged in internships in public, private, and nonprofit organizations. Worked with UVA Career Center directors, student interns, and employers to identify and document internship program strengths, challenges, and improvement opportunities.

Organizational Development Consultant (part-time) / Org Management Group

2022-2023. Provided **CommunityShare** with ongoing consultation on nonprofit development and stakeholder engagement with K-12 educators, community partners, and funders.

2021-2022. Co-designed and co-facilitated two Diversity, Equity & Inclusion Professional Learning Communities for administrators in southern California K-12 schools on behalf of **Marin and Los Angeles County Offices of Education**.

Assistant Professor / Sacramento State University Department of Public Policy & Administration (PPA)

2018-2022 (Asst. Prof); 2021-2022 (Hazel Cramer Endowed Chair). Designed and taught graduate courses in public management and collaborative policy; oversaw year-long student consulting teams focused on organizational improvement strategy; served in administrative support roles; served as a thesis advisor; and conducted action research related to public and nonprofit leadership and stakeholder engagement.

PPA Courses Taught:

PPA 200	Introduction to Public Policy & Administration	F2018, F2019, F2020, F2021
PPA 240A	Public Management & Administration (theory)	F2018, F2019, F2020, F2021
PPA 240B	Public Management & Administration (practice)	Sp2019, Sp2020, Sp2021,Sp 2022
PPA 270	Collaborative Policy Making (theory)	Sp2021
PPA 272	Collaborative Policy Making (advanced practice)	Sp2019, Sp2020, Sp2021
PPA 500	Culminating Project – Professional Portfolio	Sp2021
PPA 500	Individual Primary & Secondary Thesis Advising	F2018 - F2021

Training Consultant / Cooperative Personnel Services Human Resources

2016-2020. Designed and delivered public sector training for employees in California state and local government on various topics including:

- Leading Effectively
- Coaching & Mentoring
- Conflict Resolution
- Change Management
- Power & Influence and Political Acumen
- Ethics
- Disability Awareness
- Diversity, Equity & Inclusion
- Customer Service
- Completed Staff Work

Public Administration Executive Leadership Trainer & Adjunct Professor / USC

2011-2019. Designed and taught communication, leadership, and organizational change workshops in the Los Angeles County Executive Leadership & Development Program (ELDP); designed and taught organizational management and strategic communication courses for **USC Annenberg** and **USC Sol Price**.

USC ELDP	Communication Workshops	F2019
USC ELDP	Change Management Workshops	F2018
USC ELDP	Public Speaking Coach	F2018
USC ELDP	Decision Making Leadership Workshops	Sp2016, F2016, Sp2017
USC PPD 545	Human Behavior in Public Organizations Graduate Course	F2011, Sum2012, F2012
USC CM 508	Communicating Strategy & Change Graduate Course	Sp 2012

Associate Director, California Comprehensive Center & Organizational Development Specialist / WestEd

2012-2016. Managed work related to organizational effectiveness and efficiency consulting services to California school districts and the California Department of Education (CDE); conducted organizational assessments and applied research; led Comprehensive Center team organizational development services for three years within the CDE; coached state and district executives; co-designed and delivered training via the Association of California School Administrators on the following topics:

- Stakeholder Engagement
- Change Leadership
- Organizational Communication
- Strategic Planning

Graduate Part-Time Instructor & Asst. Internship Program Coordinator
University of Colorado at Boulder

2007-2011 (Graduate Instructor); 2010-2011 (Asst. Internship Program Coordinator). Taught undergraduate courses in organizational communication, public speaking, and collaborative technology; coordinated the CASE for Sustainability Student Internship program placement strategy to help students build cross-sector experience with sustainability-oriented administration and communication. Courses included:

COMM 4610	Teams & Technology - Teaching Assistant	F2010
COMM 2600	Organizational Communication - Instructor	F2009, Sp2010 - 4 sections
COMM 2360	Campaigns & Revolutions - Instructor	F2008
COMM 1300	Public Speaking - Instructor	Sp2008 - 2 sections
COMM 1300	Public Speaking - Teaching Assistant	F2007 - 2 sections

Community Partnerships Coordinator / St. Hope Public Charter High School

2006. Developed new and expanded partnerships with community businesses and academic institutions; advised students and taught college and career advisory classes; researched, prepared, submitted, and monitored grants.

Deputy County Administrative Officer & HR Manager / Amador County

2003-2005. Managed the Amador County Personnel Department; assisted the County Administrative Officer and Board of Supervisors with program development, public affairs, special projects, and grants; designed and implemented an integrative bargaining approach adopted by the County and local SEIU.

First 5 Executive Director / Amador County

2000-2002. Coordinated strategic planning and organizational and resource development activities for the Amador County Children & Families First Commission; served as liaison to State and other county commissions; facilitated

regional events; recruited, trained, and managed staff and volunteers; coordinated local media campaigns and provided technical assistance and coaching to grantees.

Strategic Planning Analyst / CSU Monterey Bay Office of the Provost

1999. Facilitated university-wide planning and policy discussions for students, faculty, staff and community stakeholders; 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 / CSU Monterey Bay Earth Systems Science & Policy

1997-1999. 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.

Assistant / CSU Monterey Bay California Faculty Association

1996-1997. Established office, developed information management and budget tracking systems, disseminated association updates, and coordinated workshops for CSU Monterey Bay's CFA Chapter.

Publications

McClellan, Sara (2026, Spring). Dreaming across borders. *Mosaic UVA Art & Literary Journal,* 44-49.

McClellan, S.E. (2025). *Enough! How we can turn outrage into action.* RadMod Press.

McClellan, S.E. & Haiman, B. (2025, March 27). Beyond the hype: Lessons on AI integration from public safety professionals. Police1.

Gustafson, B. G., & McClellan, S. E. (2023). Book Review of Walk the walk: How three police chiefs defied the odds and changed cop culture. *Policing: A Journal of Policy and Practice, 17,* 1-2.

Cuellar, N., McClellan, S.E., & Gustafson, B. (2022). Pro-equity policing in the 21st century. *FBI National Academy Associate Magazine, Q3*, 34-37.

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].

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

Gustafson, B. G., & McClellan, S. E. (2021, October). What's the real issue here? Problems, plans, and effective police-community engagement. Presentation at the annual conference of the International Association of Chiefs of Policy, Online.

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.* 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.

Funded Grants

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 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).*

Service

Co-Facilitator / 'Learning in an AI Era' 6-week Professional Learning Community - UVA SCPS Faculty / Sum2026

Webinar Presenter / 'Public Safety AI Strategy - Virginia VALEAC / January 2021

Panelist and Podcast Participant / 'Take It or Leave It' Intentional Teaching Podcast (Ep. 079) - AI in Higher Education Op Eds / Oct. 2025

Facilitation Consultant & Co-Facilitator / UVA Master of Public Safety Faculty Retreat / 2023, 2024, 2025

Panelist / UVA Virtual Innovations in Pedagogy Summit: Online Student Motivation in an Age of AI / April 2025

UVA SCPS Lecture / Public Administration in unprecedented times / April 2025

Co-Presenter / Karsch Institute Board Meeting - One Small Step Class Case Video Presentation / October 2024

Workshop Facilitator / UVA SCPS Online Teaching Workshop - Class Video Development / October 2024

Hiring Committee Member / UVA SCPS Master of Public Safety faculty hiring committees / 2024 - Current

Peer Reviewer / Public Administration Review / 2024 - Current

Peer Reviewer / International Journal of Public Leadership / 2019 - Current

Keynote Speaker & Panelist / UVA Community Public Service Fellows Panel / Oct. 6, 2023

Council Member / American Society for Public Administration Sacramento Chapter / 2019 - 2022

Board Member / Center for California Studies / 2020 - 2022

Dissertation Committee Member / Beth Hendricks, Ed.D., Dissertation - A Seat at the Table: How Districts Engage Stakeholders During LCAP Development and Decision Making / Spring 2022

Board Member / Awakening Wholeness (services for Veterans), Inc. / 2019 - 2022

Committee Member / CSU Sacramento Voter Engagement Committee / 2019 – 2022

Peer Reviewer / Public Personnel Management / 2021

Peer Reviewer / Policing: An International Journal of Police Strategies & Management / 2013 - Current

IGI Global Edited Collection Advisory Board Member & Reviewer / Voicing Diverse Teaching Experiences, Approaches, and Perspectives in Higher Education / 2021

RFP Reviewer / CSU Council on Ocean Affairs: Ocean & Coastal Compensatory Mitigation/ Fall 2021

Steering Committee Member / Sacramento Youth & Family Collective / 2019 - 2021

Peer Reviewer / Journal of Public Personnel Management / 2021

Focus group moderator / Delta Science Needs Assessment Convening / 2020

Board Member & Secretary / Southside Park Neighborhood Association / 2018 - 2020

Keynote Speaker / CSU Monterey Bay College of Education and College of Science Commencement / 2018

Juror / 32nd Annual CSU Student Research Competition / Spring 2018

TEDx Executive Board Member & Speaking Coach / TEDxSacramento / 2012

Organizational Strategy Coach / Sacramento Arts & Business Council Incubator / 2012

Peer Reviewer / Journal of Applied Communication Research / 2012

Public Speaking Instructor & Coach / Argonaut High School & Jackson Lions Club / 2011

Co-President / University of Colorado at Boulder Communication Graduate Student Association / 2008-09

Legislative Day Alumni Representative / California State University, Monterey Bay / 2002 & 2006

Youth Counselor / Amador County Operation Care Violence Prevention Retreat / 2002

Graduation Awards Master of Ceremonies / California State University, Monterey Bay / 2000

Accreditation Committee Member / Western Assoc. of Schools and Colleges: CSU Monterey Bay / 1996-97

Student President/CSSA Rep. & Tech Officer / CSU Monterey Bay Associated Students / 1996-97

ESL Tutor / Cabrillo College Writing Center / 1995

Professional Affiliations & Activities

- American Society for Public Administration (ASPA)
- The National Honor Society for Public Affairs and Administration (Pi Alpha Alpha)
- USC Alumni Association
- CSUMB Alumni Association