

**Sarah M. Jouganatos, Ed.D.**  
**Associate Professor & Program Coordinator**  
California State University, Sacramento  
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**EDUCATION**

- **2014:** Ed.D.- Educational Leadership and Policy Studies; California State University, Sacramento
- **2008:** M.A. Education- Linguistically and Culturally Diverse Learners; California State University, Chico
- **2008:** California Multiple Subject Teaching Credential with Cross-Cultural Language and Academic Development (CLAD) emphasis; California State University, Chico
- **2005:** B.A. Liberal Studies emphasis in Child Development; California State University, Chico
- Credentials held:
  - California Clear Multiple Subject Teaching Credential (CLAD embedded)
  - California Clear Administrative Service Credential

**Areas of Interest and Related Research**

Educational Leadership, Policy and Practice; Transformative Leadership; Racial Justice English Language Learners; School Organization; Instructional Practice; Andragogy; Equity Focused School & District Leadership;

**PROFESSIONAL SUMMARY**

**UNIVERSITY-LEVEL APPOINTMENTS**

**Associate Professor, Field Experience Coordinator & Program Coordinator,**  
California State University, Sacramento. 8/2019-present

- Coordinate the Educational Leadership & Policy Studies (TK-12) program
- Coordinate the Administrative Field Experience
- Teach in the graduate and professional studies department
- Academic Advisor for Educational Leadership and Policy Studies (TK-12) students
- Lead accreditation process for the Preliminary Administrative Services Credential Program through CTC
- Collaborate with colleagues to develop cross-discipline lessons/simulations that better equip future school leaders
- Lead community Advisory Board on MA and Principal Preparation
- Contribute to the University in various forms (i.e. committees, panels)

- Engage in scholarly activities such as writing, research and presentations

**Assistant Professor & Program Coordinator**, California State University, Sacramento  
8/2016-8/2019

- Coordinate the Educational Leadership & Policy Studies (TK-12) program
- Coordinate the Administrative Field Experience
- Teach in the graduate and professional studies department
- Academic Advisor for Educational Leadership and Policy Studies (TK-12) students
- Develop curricula that aligns with state administrative standards
- Contribute to the University in various forms
- Engage in scholarly activities such as writing, research and presentations
- Reflect on teaching to ensure I conduct best practices

**Adjunct Professor**, University of San Francisco  
4/2014-7/2016

- Teacher education courses and Masters in Education courses
  - Develop syllabus and instructional materials for master's and credential courses
  - Conduct seminar and lecture style courses
  - Assess student learning and conduct instruction based on needs
  - Work collaboratively with other professors to enhance instruction
  - Conduct courses in an engaging, rigorous, and supportive environment

**Adjunct Professor**, California State University, Sacramento  
8/2014-5/2016

- Masters courses in: Research, teacher education, and counseling
  - Develop syllabus and instructional material for Education Master's students
  - Conduct seminar style courses in traditional style classrooms
  - Assess student learning and use data to drive instructional needs
  - Teach various educational research methods and analyses styles
  - Teach students how to use SPSS as an analysis tool for their thesis data
  - Conduct courses in an engaging, rigorous, and supportive environment

**Adjunct Professor**, National University  
11/2014-5/2016

- Administrative credential courses
  - Teach online courses using the National University curriculum and literature
  - Conduct weekly Collaborative Sessions with PowerPoint, guest speakers, and student collaboration
  - Utilize various online tools to evaluate and assist students in learning
  - Engage in discussion daily with students in discussion posts and virtual office
  - I consistently reflect on best practices and learn new ways to utilize the online recourses to enhance instruction

## P-12 LEADERSHIP EXPERIENCE

**Curriculum, Instructional Programs, & Assessments Coordinator**, Live Oak Unified School District  
6/2014-7/2016

- Budget Title and professional development dollars

- Budget for and coordinate district TK-12 curriculum adoptions
- Assist superintendent in the development & writing of the district LCAP
- Work with our Pre-kindergarten and transitional kindergarten (TK) on developing standards of excellence, curriculum, instruction and professional development
- Develop and budget for professional development district wide
- Conduct professional development for teachers and administrators
- Coordinate all district wide assessments (district and state testing)
- Analyze assessment results, present results, and lead development toward student needs based on data
- Utilize data to drive district wide instructional programs
- Work collaboratively with administration to support TK-12 teachers with effective instruction
- Advancement Via Individual Determination (AVID) District Director

**District ELD Coordinator**, Live Oak Unified School District 5/2013-7/2016

- Organize district wide California English Language Development Testing (CELDT).
- Budget Title dollars and align budget to LCAP
- Continuously monitor the district budget and spending of categorical funding for ELD and ELD support.
- Lead the district ELD Committee with collaboration to develop and continue a ELD program that is most effective for our students.
- Work with the Superintendent to ensure our ELD program meets state and federal guidelines.
- Use data to drive decision-making as it pertains to student second language needs.
- Develop parent and community connections through English Learner Advisory Committee (ELAC) and District English learner Advisory Committee (DELAC)

**District Instructional Coach**, Live Oak Unified School District 5/2012-6/2014

- Develop and implement trainings for TK-12 teachers.
- Support teachers in their classroom and in trainings with teaching core content and English Language Development.
- Collaborate with teachers and administration to identify effective teaching practices for our districts' population.
- Support teachers throughout the district with our adopted programs and with strategies for teaching second language learners.
- Analyze data to help ensure we are using best practices in TK-12 classrooms.

**Educational Consultant**, Independent Contractor 5/2013-7/2014

- Collaboratively develop trainings for districts in the implementation of a grammar focused English language development (ELD) program.
- Train and coach teachers and administrators in the implementation of the grammar based ELD program.
- Work collaboratively with other consultants to develop up to date teaching methods and practices.
- Work with administration and teachers through data driven decision-making.

## P-12 TEACHING EXPERIENCE

**Teacher**, Live Oak Unified School District 8/2008-5/2012

- Taught 1<sup>st</sup> grade, 4<sup>th</sup> grade, and English Language Development (ELD)
- Work alongside colleagues to organize and implement an effective curriculum.
- Build a multicultural curriculum alongside state standards and district mandates.
- Utilize cooperative learning in the classroom to build a safe class community.
- Utilize a multitude of teaching styles and techniques to teach to the diversity of needs.

**Pre-Kindergarten Lead Teacher**, Chico County Day School 9/2002-7/2008

- Led 5 preschool teachers in the development of curriculum and activities
- Created a positive learning environment for the entire school and my classroom
- Coordinated parent participation and volunteerism
- Worked diligently to develop an educational setting that met the needs of all students (special needs included)

## PUBLICATIONS:

### MANUSCRIPTS IN PRINT

Fowler D.J., **Jouganatos S.M.** (October, 2019) *Leadership Practices for Supporting Equity in the PreK-12 Educational Setting*. In: Papa R. (eds) Handbook on Promoting Social Justice in Education. Springer, Cham.

Link: [https://link.springer.com/referenceworkentry/10.1007%2F978-3-319-74078-2\\_110-1](https://link.springer.com/referenceworkentry/10.1007%2F978-3-319-74078-2_110-1)

Nevarez, C., **Jouganatos, S. M.**, & Wood, J. L. (Summer, 2019). Benefits of Teacher Diversity: Leading for transformative change. *Journal of School Administration Research and Development*, 4(1).

Link: <https://www.ojed.org/index.php/JSARD/article/view/1940>

Fowler, D. & **Jouganatos, S.** (2019). Book Review: Digital Badges in Education: Trends, Issues, and Cases. *Tech Trends*.

Link: <https://link.springer.com/article/10.1007/s11528-019-00387-1#citeas>

Fowler, D. & **Jouganatos, S. M.** (2019). Book review: The Civic University: The Policy and Leadership Challenges. *Education Review*.

Link: <http://edrev.asu.edu/edrev/index.php/ER/article/view/2531>

Graham, S. M. (November, 2018). Voices from the field: An interview with Trudy Arriaga. *SCPDS NewsMagazine*.

Fowler, D. & **Graham, S. M.** (2018). Book Review: Leading Diversity in the 21<sup>st</sup> Century. *Teachers College Record: Columbia University*.

Link: <http://www.tcrecord.org/Content.asp?ContentId=22422>

**Graham, S. M. & Nevarez, C.** (Fall, 2017). Transformative Leadership: A Multicultural Platform for Advancing African American Male Student Success. *Journal of African American Males in Education*, 8(2), 69-81.

**Graham, S. & Nevarez, N.** (Summer, 2015). Professional Development for K-12 EL Programs. *CCNews26*(2), 29-31.

**Graham, S. & Jougantatos, B.** (June 2014). Book review: Understanding Community Colleges. *Journal of Transformational Leadership*, (4)1, 46.

#### MANUSCRIPTS IN PRESS

Fowler D.J., **Jougantatos S.M.** (expected summer 2021) *The Role of Educational Leaders in the 22nd Century and Beyond: Possibilities of a World Imagined and Implications for PK-12 Education*. In: Papa R. (eds) *Artificial Intelligence (AI) and the Duty of Educational Leaders Without Borders (ELWB)* Springer, Cham.

#### MANUSCRIPTS ACCEPTED

Fowler D.J., **Jougantatos S.M.** (expected summer 2021) *School Leadership in the United States: An In-Depth Analysis of the Increasing Principal Turnover Epidemic in America*. In: B. Carpenter, J. Mahfouz, & K. Johnson. (eds) *An Empirical and Theoretical Examination of Leadership Wellbeing and its Effect on Student Achievement*

#### IN CONTRACT

Fowler, D., Helig, J., Jougantatos, S., & Johnson, A. (Eds.) (expected December 2021). *Equity & Access: An Analysis of Educational Leadership Preparation, Policy, & Practice*. Information Age Publishing.

#### CONFERENCE PRESENTATIONS

Fowler, D. J. & **Jougantatos, S. M.** (2021, June 2). The Role of Educational Leaders in the 22nd Century and Beyond: Possibilities of a World reimaged and Implications for PK-12 Education [Paper presentation] Presented at Educational Leaders Without Borders (ELWB) Annual Conference- held synchronously online.

Nevarez, C, **Jougantatos, S.** & Dinh, K. (2021, April 11). Students' perspective of faculty diversity: A transformative leader's impact [Paper session]. AERA Annual Meeting held virtually

Fowler, D. J., **Jougantatos, S.**, Raehll, M., Sweetland, Y, & Koehler, N. (2020, Aug 5-6). A Mixed-Methods Investigation: Ethical Leadership Perspectives of Superintendents in the state of California. Presented at The International Council of Professors of Educational Leadership (ICPEL) Annual Meeting- held synchronously online.

Wong, P. I., Noel, J., Blackburn, S., Porter, J., Gee, K. E., Cho, E. & **Graham, S.** (2020, Apr 17 - 21) Transdisciplinary Educator Preparation: What Is It and How Might It Operate? [Paper Session]. AERA Annual Meeting San Francisco, CA <http://tinyurl.com/v94osyl> (Conference Canceled)

Jouganatos, S. M. (2020, Apr 17 - 21) Collaborative Efforts to Design a Principal Preparation Program for Equity-Focused Leaders [Symposium]. AERA Annual Meeting San Francisco, CA <http://tinyurl.com/qw2nvzz> (Conference Canceled)

Faddis, T., **Graham-Jouganatos, S.** Rhodes, L. & Portin, B. (2019, Nov. 20-24). Principal Preparation Redesign in California: Partnership, Performance, Assessment, and Leading for Equity. [Symposium]. Presented at University Council for Educational Administration (UCEA) Annual Meeting New Orleans, LA.

Nevarez, C., **Graham-Jouganatos, S.**, & Dinh, K. (2019, Nov. 20-24). Benefits of Faculty Diversity: The Role of Transformative Leadership. [Critical Conversations & Networking Sessions]. Presented at University Council for Educational Administration (UCEA) Annual Meeting New Orleans, LA.

Rhodes, L., Faddis, T., & **Jouganatos, S.** (March 8, 2019). *Collaborative Redesign for Equity-Driven Leadership*. Presented at The California Association of Professors of Education Leadership (CAPEA) in Sacramento, California.

Rhodes, L., Faddis, T., & **Jouganatos, S.** (March 9, 2019). *Collaborative Redesign for Equity-Driven Leadership*. Presented at The CSU Teaching and Learning Symposium in Fresno, California.

Fowler, D., **Jouganatos, S.**, Lorden, D., Cook, J. & Portin, B. (October 19, 2019). *Reflections from a Self-Assessment and Re-Design: A Principal Preparation Program in California*. Presented at The California Association of Professors of Education Leadership (CAPEA) in San Diego, California.

Graham, S. M. (June 2, 2018). *Transformative Leadership: A Multicultural Platform for Advancing African American Male Student Success*. Presented at The Day of Powerful Learning in Sacramento, California.

Graham, S. M. (February, 2018). *Transformative Leadership: A Multicultural Platform for Advancing Student Success*. Presented at the National Conference of Minority Public Administrators (COMPA) in Los Angeles, California.

Nevarez, C. & **Graham, S. M.** (April 21, 2018). *Benefits of Teacher Diversity: Leading for Transformative Change*. Presented at the annual Multicultural Education Conference in Sacramento, California.

## **OTHER EDUCATIONAL ACTIVITIES:**

### FUNDED GRANTS & FELLOWSHIPS

- **2021-present:** Leader Consequential Task Workgroup Member: SDSU & The Stuart Foundation (Collaborate in a year-long workgroup consisting of members from leader preparation programs across California).
- **2018-present** Stuart Foundation. California Principal Preparation Redesign. Grant awarded to work with SDSU & CTC in evaluating our principal preparation program. Role: Principal Investigator at CSUS
- **2015** Quest for Teacher Education Research, California Council for Teacher Education (CCTE). Conducted research extending from my dissertation work pertaining to teacher professional development and growth.
- **2013** Packard Fellowship. Conducted primary research on the effectiveness of a grammar-based summer program for second language learners.

## EDITORIAL WORK

- 2018-present: Reviewer for the *Journal of Research in Innovative Teaching and Learning* (reviewed 25 articles)
- 2016-2020: Co-editor of the Southern California Professional Development Schools *NETWORK NEWS* (Seven publications put out)
- 2017-2019: Reviewer for the *Journal of African American Males in Education* (Two articles reviewed)
- September 2018: Invited reviewer for *The Journal of Transformative Leadership and Policy Studies* (Two articles reviewed)

## ACADEMIC SERVICE AND VOLUNTEER WORK

### UNIVERSITY (CSUS)

- Fall 2017-Spring 2020: Faculty Senate Academic Standards Subcommittee (member)
- Fall 2017-Spring 2020: Faculty Senate Curriculum Policies Committee (Vice-Chair Fall 2018-2019)
- March 2020: Juror for the Sacramento State Student Research Symposium
- Fall 2017-2019: Institutional Scholarship Committee (member)
- March 2019: Juror for the Sacramento State Student Research Symposium
- March 2018: Juror for the Sacramento State Student Research Symposium
- Spring 2017: Reviewer for Office of Graduate Studies- Undergraduate Writing intensive papers
- Spring 2017: Reviewer for the Pedagogy Enhancement Awards
- March 2017: Juror for the Sacramento State Student Research Symposium
- Fall 2016: Reviewer of applications for the 2017-2018 Research and Creative Activity Faculty Awards Program
- Fall 2016: WASC Writing Intensive Assessment Team

### COLLEGE OF EDUCATION

- Fall 2019-present: Primary Evaluation Committee (Chair)
- Fall 2018-present: Credential Unit Advisory Groups (CUAG) (member)
- Spring 2020: Ad-Hoc Scholarship Review Committee (member- reviewed 100 scholarship letters)

- Fall 2019-Spring 2020: EDLP (TK-12) faculty search committee (Chair)
- Fall 2019-Spring 2020: EDLP (HE) faculty search committee (member)
- Fall 2017-Spring 2019: Educational Research and Inquiry Committee (Co-Chair)
- Fall 2018-Spring 2019: EDLP (TK-12) faculty search committee (Chair)
- Fall 2017-2020: Multicultural Conference Committee (At-Large member)
- Spring 2018: Ad-Hoc Scholarship Review Committee (member)
- Spring 2017: Search Committee Chair for EDLP (TK-12) Tenure-track Professor
- Spring 2017: Ad-Hoc Scholarship Review Committee (member)

#### BRANCH (EDLP)

- Spring 2018-present: Educational Leadership & Policy Studies (TK-12) Program Coordinator
- Fall 2017-present: Administrative Field Experience Coordinator
- Fall 2016-present: Educational Leadership & Policy Studies (EDLP) TK-12 Cohort Advisor
- Fall 2016-present: Coordinator for the California Teacher Credentialing (CTC) California Administrative Performance Assessment (CalAPA)

#### COMMUNITY

- Spring 2018-present: Work with dean's office in Equity 360
- Summer 2017-present: Reviewer for CTC Administrative Services credential programs
- Summer 2018-2019: CTC Board of Internal Reviewers (member)
- Spring 2018-2019: CalAPA assessor
- Fall 2016-Spring 2020: Live Oak Unified School District- Support with parents of second language learners, community connections, English Learner Advisory Committee & ELD in-class instruction.
- Fall 2016-2020: Live Oak Unified ELD support, administrative training and Master Plan writing
- Fall 2017-Spring 2018: Integrated ELD plan and support to Elliot Ranch administrative team and teachers
- Fall 2017: Academic Decathlon volunteer
- Spring-Summer 2017: Provided training and continuous support to Calaveras teachers in ELD instructional best practices
- Fall 2016: Academic Decathlon volunteer

#### KEYNOTE

- October, 2018: Graduation keynote at Mule Creek Prison (2 events)
- May, 2018: Live Oak Alternative High School Graduation keynote

#### **THESIS, PROJECTS, & DISSERTATION ADVISING**

#### THESES/PROJECTS CHAIRED

Rebecca Clark, 2021

Sean Corson, 2021

Ruthie Caparas, 2020

Anwyn Tompkins, 2020

Stefany Aguilas-Hoang, 2020



Janet Borzelli, 2020  
Tizoc Garcia, 2020  
Nina Hankard, 2020  
Hamida Kakar, 2020  
Jenny Lakey, 2020  
Heather Minton, 2020  
Shalimar Paoline, 2020  
Kelly Thao, 2020  
John Kwiatkowski, 2019  
Lindsay Bruch, 2019  
Timothy Tibbs, 2019  
Nicholas Vaccaro, 2019  
Andrea Thorpe, 2019  
Ashlee Mingo, 2019  
Nick Lee, 2019  
Hannah O'Hearn, 2019  
Robert Shaw, 2018  
Brandon Bagozzi, 2017  
Jorje Cruz, 2017  
Noah Gomez, 2017  
Lyudmila Kotsura, 2017  
Daniel Latcham, 2017  
Janet Navatto, 2017  
Sandra Soto, 2017  
Christina Ceccatelli, 2017  
Shannon Alward, 2017  
Adabel Franco, 2017  
Thomas Lozano, 2016  
Jennifer Dalton, 2016

#### DISSERTATION COMMITTEE MEMBERSHIP

John Eick, 2021  
Sonya Stinsolotti, 2021  
Julius Walker, 2021  
Adelma Alvarez, 2020  
Cassandra Donnelly, 2020  
Caren Fernandez, 2020  
Isabel Acosta, 2020  
Fatma Elsayaf, 2020  
Jay Singh, 2019

#### **PROFESSIONAL DEVELOPMENT**

- Summer 2021: FLC E-2 Improving Your Online Course (IYOC)
- Winter 2020- Winter Camp Teach ON!-line
- Fall 2019-Fall 2020: Quality Matters course and Program review
- Fall 2020: The International Council of Professors of Educational Leadership (ICPEL) (attendee and presenter)
- Fall 2019: University Council for Educational Administration (UCEA) (attendee and presenter)

- Fall 2019: California Association of Professors of Education Leadership (CAPEA) (attendee and presenter)
- Fall 2018: Transformative Leadership Summit (attendee)
- Spring 2018: Training to score CalAPA submissions
- Spring 2018: Multicultural Conference in Education (presenter & attendee/committee member)
- Spring 2018: Conference of Minority Policy Administrators (presenter & attendee)
- Fall 2017: Faculty pioneer group for Canvas implementation
- Summer 2017: Center for Teaching and Learning's Summer Teaching Institute (participant)
- Summer 2017: Online Teaching Conference (attendee)
- Fall 2016-Spring 2017: Faculty Learning Community: Open Educational Resources (participant)

### **PROFESSIONAL AFFILIATES**

- **ACSA**, Association of California School Administrators
  - Fall 2019- Spring 2021: **SIG 168 Secretary and Treasure**
  - Fall 2020-Spring 2021: **Chair SIG 168 Publication Award Committee**
- **AERA**, American Educational Research Association
- **Americorps**, Cooperation for National and Community Service
- **CERA**, California Educational Research Association
- **CAPEA**, California Association of Professors of Education Administration
- **Kappa Delta Pi**, International Honors Society in Education
- **SCPDS**, Southern California Professional Development Schools