



## SARAH J. PASHAGUMSKUM, Ph.D.

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### CONTRIBUTING COMPETENCIES AND SKILLS

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Over 20 years' experience in developing result-oriented strategic plans with measurable and defined deliverables; producing quality and high standards-oriented programming; providing collegial professional development sessions based on strategic plans as well as long-term; ensuring collaboration between departments through effective supervision of staff; dedicated to working collaboratively across organizations and political entities. Highly motivated and passionate about implementation and use of success measures, knowledgeable and articulate about First Nations culture and education issues, ability to achieve intended results at an exemplary level. *Experienced in effective leadership, strategic planning, budgeting, project management, partnership building, community consultation, qualitative and quantitative research, data analysis, report writing and proposal writing.*

Demonstrated success record in:

- **Non-profit, public organization leadership and management**
- **Funding negotiation** with Provincial and National partners
- **Program development** towards mandate and goal realization
- **Departmental planning** and institutional development
- **Coordinating and reporting** research projects.
- **Coordinating** consultation projects and processes.
- **Strategizing and following through** program implementation.
- **Designing collaborative initiatives** between entities towards functional goals.
- **Motivating colleagues** to peak performance levels.
- **Proven record of taking initiative** in areas of need and in designing creative solutions.
- **Developing competency in others** through effective leadership and accountability strategies
- **Ability to work at the local and regional level** while integrating program content with accountability structures

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## HIGHLIGHTED CAREER ACHIEVEMENTS

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- **Lead Aanischaaukamikw Cree Cultural Institute to recognition at the national level, with awards for excellence in education programming, innovation and outstanding achievement**
- **Contribution to heritage at the national level: Member of the Reconciliation Council addressing the TRC Call to Action 67; Member of the Board of Directors of the Canadian Museums Association**
- **Financial restructuring, streamlining for effectiveness, accountability measure development and implementation for Aanischaaukamikw Cree Cultural Institute**
- **Strategic, long term planning for Aanischaaukamikw Cree Cultural Institute**
- **Department development and staffing organization development for Aanischaaukamikw Cree Culture Institute**
- **Textbook development** – Co-wrote and edited *A History of Quebec and Canada* Secondary 4 textbook.
- **Major Research Project Coordination** – Coordinated the Cree School Board Language of Instruction Research Project to completion and ensured proper reporting.
- **Curriculum Development**
  - Coordinated the development of a new research and standards based Cree Language of Instruction Program for Kindergarten through Grade 2
  - Coordinated, researched, and collaborated on the writing a new Secondary History Program from a First Nations (primarily Eeyou) perspective.
- **Guaranteed and Viable Curriculum development participant.**

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## PROFESSIONAL EXPERIENCE

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**AANISCHAAUKAMIKW CREE CULTURE INSTITUTE, Ouje-Bougoumou, Qc 2014-present**  
*Executive Director*

*Recent professional activities*

- Strategic, long-term planning geared towards mandate fulfillment, while ensuring accountability to stakeholders at the regional, provincial and national levels.
- Financial and organizational restructuring to ensure accountability and effectiveness, and streamline human and material resources with a focus on mandate attainment.
- Development of short and long term planning tools and implementation in all departments.
- Development of stakeholder engagement framework, strategy and plan.
- Development of comprehensive 5 Year Plan for organization.

- Negotiation of major funding agreements with provincial and national partners
- Focus on strategies for capacity development of staff.
- Development of partnerships with Cree communities, regional entities, and various levels of government within Eeyou Istchee.
- Development of partnerships beyond Eeyou Istchee with heritage organizations throughout Quebec and Canada and other First Nations cultural institutes and organizations.
- Cyclical evaluation and analysis of programming to ensure effective and strategic planning process.
- Ensure collaboration between various department positions and with other departments in the organization.
- Reporting to the Board of Directors on financial position, organizational development, mandate realization and goal attainment.
- Reporting to major partners and stakeholders.

**AANISCHAAUKAMIKW CREE CULTURE INSTITUTE, Ouje-Bougoumou, Qc      2011–2014**  
***Director of Programs***

***Highlighted professional activities***

- Development of 5 Year Program Plan for Education, Library, Archives, Museum, geared towards meeting regional, on-site, academic, research, educational and tourism industry needs.
- Program development and implementation at local, regional, and virtual levels.
- Community, youth and elder involvement to increase the cultural relevancy of programming developed.
- Focus on strategies for cultural maintenance initiatives through capacity development of staff and other stakeholders.
- Work closely with community partners to identify their needs and challenges and provide solutions-oriented collaborative actions.
- Developed employee work plans and assessments to ensure accountability and productivity.
- Re-evaluate and analyze programming to ensure effective and strategic planning process.
- Ensure collaboration between various department positions and with other departments in the organization.
- Reporting to the Board of Directors on mandate realization and goal attainment.
- Initial set-up of Programs Department including organizational structure and staffing
- Development of planning process, accountability structures, and work monitoring tools

**LAKEHEAD UNIVERSITY, Thunder Bay, Ontario      2016 - 2018**  
***Instructor in Indigenous Education, Master's of Education Program***

- Developed and taught Indigenous Education course in the Master's of Education Program

**CREE SCHOOL BOARD, Chisasibi, Quebec      2001 – 2011**  
***Education Services***

- Project and research coordination
- Language Arts and Social Studies consultation

- Curriculum development and implementation
- Community, youth and elder involvement to increase the cultural relevancy of curriculum developed
- Focus on strategies for literacy development in professional development of teachers and recommendations for schools
- Work closely with teachers to identify their needs and challenges and provide solutions-oriented inservice.
- Develop board-wide student assessments in order to gather valid and reliable data for analysis
- Examine student data, share information and analyze programming to ensure effective and strategic teaching and student evaluations.
- Collaborate with colleagues towards achieving the goals of the strategic plan in line with increased student success.
- Provide best counsel to the board on issues pertaining to education, learning and school success.
- Provide specialized training to meet specific needs to classroom teachers.

**MCGILL UNIVERSITY, Montreal, Quebec**

**Summer 2010**

***Instructor, Bachelor of Education Program***

- Taught a required course in the Bachelor of Education Program

**PRIVATE CONSULTANT, Chisasibi, Quebec**

**2000 - 2001**

***Writer, A History of Quebec and Canada***

- Co-author history textbook from a First Nations perspective for the secondary level

**JAMES BAY EYYOU SCHOOL, Chisasibi, Quebec**

**1997 – 2001**

***Secondary Teacher***

Taught a variety of subjects at all levels of secondary

- Secondary Remedial Teacher
- Secondary 2,3,4,5 Moral and Religious Instruction Teacher
- Secondary 4/5 History of Quebec and Canada teacher
- Secondary 1, IPL
- Generalist: English Language Arts, Math, Geography, Ecology, Moral and Religious Instruction

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## EDUCATION

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### Degrees

**PhD in Educational Studies, Lakehead University** 2014

*Focus*

- First Nations student success factors
- First Nations student retention and school leaving
- First Nations students as second language learners
- First Nations student engagement factors
- Measuring First Nations student engagement
- Cultural relevancy and schooling
- Qualitative and Quantitative research methods
- Indigenous research and participatory approaches

*Dissertation title:*    *First Nations Student Engagement in Secondary School: Enhancing First Nations Student Success in a Northern Eeyou Community*

**Master's in Education, Lakehead University** 2005

*Focus*

- Parent and community involvement towards increased student success
- Increasing cultural relevancy towards increased student success

*Thesis title:*    *Seeing Education Through Two Pairs of Eyes: An investigation of parent and community involvement in a Northern Cree community*

**Bachelor's of Education, University of Toronto** 1996

*Majors*

- English and Drama

*Focus*

- First Nation Learners' Literacy Development

**Bachelor's of Arts (Honours), University of Toronto** 1995

*Major*

- English Specialist

*Focus*

- Post colonial literary criticism and feminist critiques

**Other**

**Masters Certificate in Public Management, Carleton University**  
*Sprott School of Business*

**2016**

*Focus:*

- Globalization and Trends in Public Management
- Critical Thinking and Problem Solving
- Performance Measurement and Program Evaluation
- Leading Innovation
- Transformational Leadership
- Public Private Partnerships
- Stakeholder Relations, Strategic Alliances and Political Acuity
- Influential Communication for Leaders
- Risk Management

**Professional Certificate in Management Skills, Carleton University**  
*Sprott School of Business*

**2015**

*Focus:*

- Essential Skills for Managing People
- Communication Skills for Managers
- Finding the Right People
- Managing Change
- Managing Performance Effectively
- Financial Management
- Managing Projects
- Leading Teams to Higher Performance

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