



Sally H. Fri
2604 East 5th Street
Charlotte, North Carolina 28204
(704) 333-0876
Email: sallyfri@mindspring.com

CAREER SUMMARY

Fourteen years with non-profit organizations and twelve years in the hospitality industry, with strengths in project management, strategic planning, human resource training and development, team development and group facilitation, grant writing and administration, customer service, and administrative coordination.

PROFESSIONAL EXPERIENCE

- 2003 - 2006 **Product and Customer Specialist (2003 - 2005) and Planning Specialist (2005 - 2006)**
Planned Parenthood Federation of America, New York, New York
- 2001 - 2003 **Various consulting projects (see below)**
- 1999 - 2001 **Deputy Director, Organization Development**
Ipas, Chapel Hill, North Carolina.
- 1998 - 1999 **Manager, Strategic Planning**
Planned Parenthood Federation of America, New York, New York
- 1996 - 1998 **Executive Coordinator**
Ipas, Chapel Hill, North Carolina
- 1992 - 1995 **Strategic Planner (1993 - 1995) and Executive Assistant (1992 - 1993)**
Planned Parenthood of Northern New England, Williston, Vermont

CONSULTING PROJECTS

Research study on international non-profit organizational design and management, human resource salary evaluation, strategic planning guidance and workshops, organizational improvement consulting, medical practice evaluation, telephone surveying, and research and administrative assistance for:

- Ipas, Chapel Hill, North Carolina**
Planned Parenthood of Northern New England, Williston, Vermont
Lake Champlain Maritime Museum, Vergennes, Vermont
Planned Parenthood Federation America, New York City
Basin Harbor Club, Vergennes, Vermont
R. James LeFevre and LeFevre & Associates, Burlington, VT and New York City

EDUCATION

- 1998 - 1999 **American University, Washington, DC**
Candidate for MS in Organization Development.
- 1981 **Cornell University, Ithaca, New York**
Candidate in MPS program in School of Hotel Administration.
- 1974 - 1978 **University of Vermont, Burlington, Vermont (graduated 1978) and**
Williams College, Williamstown, Massachusetts
BA in political science, with related discipline in economics. *Graduated Cum Laude.*

PROFESSIONAL EXPERIENCE

- 2003 - 2006 **Planned Parenthood Federation of America (PPFA), New York, New York**
www.plannedparenthood.org
Planning Specialist (2005 - 2006)
Assisted in monitoring progress on strategic plan and designing and facilitating the strategic planning process for national organization with \$60 million budget. Collated and compiled periodic reports on organization's progress toward strategic plan goals, researched best practice strategic planning processes, designed planning survey instruments and analyzed results, coordinated production and design of final planning document, and supported national strategic planning team.
- Product and Customer Specialist (2003 - 2005)**
Administered national pharmaceutical contracts for 120 affiliates throughout U.S., which account for \$70 million budget margin in total. Provided all aspects of customer service for purchase of pharmaceutical and medical products for affiliates, acted as primary liaison to suppliers for all supply and delivery issues, interpreted government pricing compliance regulations to affiliates, tracked monthly data from vendors, compiled semi-annual national purchasing surveys, analyzed industry data trends, and drafted and distributed regular communications to affiliate customers.
- 1999 - 2001 **Deputy Director, Organization Development**
Ipas, Chapel Hill, North Carolina. www.ipas.org
Directed human resource development and organization development functions for international non-profit organization focusing on improving reproductive health care for women in the developing world and U.S (130 employees worldwide, \$12 million budget). Concentrated on implementing new matrix organizational structure, through assisting leadership in refining lines of authority and reporting; coaching global cross-functional teams, task forces, and team leaders; and developing tools and guidelines for teams. Created and implemented staff training and development plans. Designed and delivered staff training in matrix management, team development, conflict management, consensus decision-making, and meeting management. Wrote grant proposals and managed grants received. Member of agency's Senior Management Team.
- 1998 - 1999 **Manager, Strategic Planning**
Planned Parenthood Federation of America (PPFA), New York, New York
www.plannedparenthood.org
Researched and drafted concept documents for national federation-wide visioning process. Developed quarterly strategic plan progress reports for president, as assistant staff liaison to national Board's Strategic Planning Committee. Member of management's Organization Development Steering Committee, focusing on creating staff training and development plans. Conducted staff trainings in conflict management and team dynamics.

1996 - 1998

Executive Coordinator

Ipas, Carrboro, North Carolina www.ipas.org

Coordinated strategic planning process; assisted President in design of planning process, development of survey tools, facilitation of staff planning meetings, and drafting of strategic plan. Facilitated problem identification and solution planning retreats for International Programs Division. Provided administrative support for President, Board of Directors and senior management; fostered communications between the President and Board, Ipas staff, and external individuals and organizations.

1992 - 1995

Planned Parenthood of Northern New England (PPNNE)

Williston, Vermont www.ppnne.org

Strategic Planner, 1993 - 1995

Promoted to coordinate strategic planning for three-state Planned Parenthood affiliate (seventh largest in the U.S.), with \$10 million budget serving 50,000 patients annually at 27 clinics. Focused on health services positioning, by forging alliances with other health care agencies and researching managed care contracting opportunities, and implementing a new organizational development initiative in quality improvement. Developed programs and funding proposals with International Department, traveling to Uganda and Tanzania to plan with local family planning agencies. Member of agency's Management Team, Health Care Reform Task Force, Human Resources Systems Redesign Task Force; staff liaison to Board of Directors' Strategic Planning Committee.

Executive Assistant, 1992 - 1993

Coordinated administrative support for CEO, Board of Directors and senior management of affiliate. Assisted in developing agency's five-year strategic plan; completed reorganization and rewrite of affiliate's Board Policy Manual; arranged conference logistics and CEO's schedule, drafted executive internal and external communications, and supervised office services staff.

1991 - 1992

Global Media Awards Coordinator

The Population Institute, Washington, DC www.populationinstitute.org

Accepted in Institute's Future Leaders of America program. Coordinated annual Global Media Awards competition, honoring international journalists for excellence in reporting on overpopulation/environmental issues. Organized and led trip for award winners and Institute trustees in Turkey, arranging visits with Turkish governmental officials and family planning NGOs and facilitating Institute's awards ceremony hosted by President of Turkey. Directed training session for new interns.

1990 - 1991

Account Coordinator, Creative Images

Santa Fe, New Mexico

Directed all phases of public relations/advertising agency's client accounts. Researched and developed media calendars, drafted marketing and public relations plans, wrote and edited copy for ads and print projects, and developed client budgets. Acted as liaison between clients and graphic designers. Coordinated printing jobs with vendors and media placements with sales representatives.

Prior to 1989 Twelve years in the hospitality industry at three independently-owned hotels and resorts, supervising group sales and reservations functions, directing a conversion to a computerized system, coordinating on-site logistics for conferences, training front office staff, and streamlining administrative processes.

INDEPENDENT CONSULTING PROJECTS

- 2006 - present **LeFevre & Associates, Colchester, Vermont** www.lefevreassociates.com
Providing project management, research, and administrative contractual services for R. James LeFevre's non-profit organizational consulting practice.
- 2006 **Planned Parenthood Federation of America, New York City, New York**
www.plannedparenthood.org
Customer service quality assurance telephone surveying.
- 2001-2003 **Ipas, Chapel Hill, North Carolina** www.ipas.org
Developed and implemented study to gather lessons learned from other international non-profit organizations on headquarters-field office dynamics, examining the balance of centralized and decentralized decision-making; researched and compiled data for annual staff salary cost-of-living increases.
- 1996 **Lake Champlain Maritime Museum (LCMM), Vergennes, Vermont**
www.lcmm.org
Designed and facilitated retreats for staff on diagnosing organizational problems and improving work processes.
- 1996 **Planned Parenthood of Northern New England, Williston, Vermont**
www.ppnne.org
Conducted a comprehensive evaluation of gynecological medical practice.
- 1995 - 1996 **Basin Harbor Club, Vergennes, Vermont** www.basinhabor.com
Designed and facilitated retreats for senior management and owners on developing customer-driven organizational approach and beginning a strategic planning process; provided ongoing consultation throughout planning process.
- 1995 - 1996 **R. James LeFevre, Burlington, Vermont and New York City**
Provided administrative and research contractual services for Mr. LeFevre, first as he established his new management consulting practice and then in his role as COO of Planned Parenthood Federation of America, as he developed plans for an agency-wide organizational change initiative .

EDUCATION, PROFESSIONAL DEVELOPMENT, AND PROFESSIONAL AFFILIATIONS

- 1998 - 1999 **American University, Washington, DC** www.american.edu/spa/ntl
Candidate for MS in Organization Development degree through AU/NTL's executive master's program. Completed courses in Overview of OD, Methods of Problem-Solving, Human Interaction Laboratory, Individual and the Organization, Group Dynamics, Teambuilding, and Diversity.
- 1998 - 2001 **Triangle Organizational Development Network (TODN), North Carolina**
www.todn-nc.org
Member of local chapter of National Organizational Development Network;
- 1998 **Training Resources Group (TRG), Alexandria, Virginia** www.trg-inc.com
Completed Facilitator Training Program (3-day course)
- 1994 - 1995 **Susan Edsall, Organization Development Consultant**
Received 14 days of training for Management Team of PPNNE in group and team development theory, the problem-solving process, systems thinking, data collection tools, customer service, breakthrough thinking, facilitation, human resources systems, and leadership development.
- 1981 **Cornell University, Ithaca, New York** www.hotelschool.cornell.edu
Candidate in Masters in Professional Studies program in School of Hotel Administration.
- 1976 - 1978 **University of Vermont, Burlington, Vermont** www.uvm.edu
Bachelor of Arts degree in political science, with related discipline in economics. Graduated Cum Laude.
- 1974 - 1975 **Williams College, Williamstown, Massachusetts** www.williams.edu
Candidate for Bachelor of Arts degree.

PERSONAL DEVELOPMENT AND VOLUNTEER ACTIVITIES

- 2002 - 2005 **Catholic Social Services**
Charlotte, North Carolina
Volunteer English language teacher for Montagnard refugees from Vietnam
- 2002 - 2004 **Hands On Charlotte**
Charlotte, North Carolina www.handsoncharlotte.org
Volunteer literacy and math tutor for adults working toward GED.
- 1996 - 2001 **Planned Parenthood of Orange and Durham Counties (PPOD)**
Chapel Hill, North Carolina www.plannedparenthood.org/ppod/
Led visioning workshops for staff and Board of Directors; drafted workplan for CEO on positioning affiliate in emerging managed care health systems; developed and coordinated public affairs telephone alert system as a volunteer; volunteer caller with fundraising telephone campaigns.

1984 - present

Lake Champlain Maritime Museum (LCMM)
Vergennes, Vermont www.lcmm.org

Volunteered since founding of museum in 1984, invited to join the Board of Directors from 1987 to 2001 (Vice President in 1993, chaired Development and Long Range Planning Committees from 1993-1995); shifted to Advisory Committee from 2001 to present. Full-time volunteer as Development and Public Relations Coordinator in 1992, drafting grant proposals, fundraising correspondence and newsletters, operations budget, project workplans, press releases, and promotional materials.

1986

Traveled on own in 21 countries throughout Polynesia, Australia, New Zealand, Southeast Asia, China, East Africa, and Europe for one year. Subsequently lectured at community gatherings and consulted for other independent travelers.

REFERENCES AVAILABLE UPON REQUEST

