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## ***CURRICULUM VITA***

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**Sarah Smith Orr, E.M.B.A.**  
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### **EDUCATION**

Doctoral Student, Claremont Graduate University (CGU), School of Educational Studies.

Dissertation Committee Chair: Daryl Smith. Committee Members: Mihaly Csikszentmihalyi and David Drew.

Dissertation Subject: The Grand Adventure: Women Finding Meaning in Their Older Years.

Fellow, Claremont Graduate University, Preparing Future Faculty Program, 2002/2003.

1993 Executive Masters of Business Administration (E.M.B.A.), The Peter F. Drucker Graduate Management Center, Claremont Graduate University

1982-1983 Executive Management Program, Harvard Graduate School of Business

1961 Associate of Applied Science, Business/Secretarial Science, State University of New York at Delhi, New York

### **TEACHING EXPERIENCE**

Claremont Graduate School, School of Educational Studies, Adult Development Course, Guest Lecturer, "Adult Transitions—The Cycle of Renewal" (April 2003)

Claremont Graduate School, School of Educational Studies, Adult Development Course, Guest Lecturer, "Adult Transitions—The Cycle of Renewal" (April 2002)

Drucker School, Nonprofit Leadership Course, Guest Lecturer, "Board Leadership and Volunteer Development" (Fall, 2001)

Claremont McKenna College, Leadership Course, Guest Lecturer, "Women in Leadership" (Fall, 2001)

## **EDUCATIONAL PROGRAM AND TRAINING DESIGN**

### **Junior League of Pasadena**

2001-Present

Provide training to Board of Directors and Committee Chairs in areas of volunteer management, personal leadership and leadership styles—using MBTI and the Achieving Styles Inventory (ASI).

### **Leadership Pasadena**

1998-Present

Leadership Pasadena is a community-based leadership training program. As the inaugural chair of the organization, was instrumental in the design and presentation of the annual educational program. Involvement continues through the presentation of a two-three day seminar on adult change, utilizing a series of maps designed by The Hudson Institute of Santa Barbara, supporting participants in the design of a life plan that embraces their life purpose and values.

### **United Way of America**

1981-1988

National Academy for Voluntarism

Faculty member and trainer in areas of management and fundraising for international training function of the United Way system. Involved in the design and conduct of training programs over a seven-year period, working at United Way of America headquarters as well as other sites across the United States. Provided the field placement training for two United Way start-up locations in other countries: Jamaica and India.

## **PROFESSIONAL EXPERIENCE**

### **Smith Orr & Associates**

1989 to Present

Owner/principal of management and consulting firm, working primarily with non-profit, public and academic sector organizations. Serves in the capacity of consultant providing interim professional leadership (President, CEO or Executive Director), as a leader of strategic planning processes, management audits, executive director/CEO coaching and team building with executive management teams, fund development (corporate, individual, foundation giving as well as event management), organizational development, volunteer board development and executive search support. A partial list of clients includes: City of Pasadena, Los Angeles Women's Foundation, Children Affected by AIDS Foundation, Villa Esperanza Services for the Developmentally Disabled, Camp Fire, Covenant House California, UCLA School of Public Health, and the University of La Verne. Executive coaching to CEO's, senior executive teams and entrepreneurs is also a client service provided.

**The Hudson Institute of Santa Barbara**

1990 to 2000

Senior coach and trainer for institute that specializes in designing coaching and training programs for adults and organizations in transition. Worked with founder, Frederic Hudson, in the design and conduct of a professional coach-training program, the culmination of which is the presentation of a certificate to the successful coach candidates. Hold a certificate for the successful completion of the Coaching Certification Program.

**Leadership California**

February 1992 to December 1995

Founding executive director of Leadership California, a non-profit, educational program for high-level, high-achieving women leaders in the state of California. Began with \$160 and six dedicated women and built organization to a recognized leadership organization for women in the state attracting forum leaders such as Peter Drucker, Francis Hesselbein, Jean Lipman-Blumen, Joel Kotkin, Rosabeth Moss Kanter and Jeffrey Pfeffer. Directed leadership training program design and implementation throughout term as executive director.

**United Way, Inc.**

1986 to 1989

Los Angeles, California

Served as vice president, a member of the senior management team for the corporation and director of multi-functional activities of the San Gabriel Valley Region. Budget and fund development responsibility of over \$10 million. Management responsibility of administration/finance, agency relations/allocations and planning, communications and marketing; and the lead responsibility for selected large corporate gifts and employee campaigns. Highlights: development of system-wide target market strategies and programs for fund-raising, production of campaign training programs with videotape training module, securing designated grants for underserved programs, merger coordination, and the launching of Asian and Hispanic program initiatives.

**United Way of Berks County, Inc.**

1983 to 1986

Reading, Pennsylvania

Served as the executive director. Recruited to direct the multi-functional organization and to direct the strategic planning process that would redefine mission and lead organizational change. Budget and fund development responsibility of \$4 million. Three-year campaign growth: 27% in a depressed economy. Highlights: directed the development and implementation of United Way at Work program creating a year-round human services involvement and service program at the workplace (featured in a national promotional video for this program), negotiated with County Commissioners and City of Reading to collaborate in a county-wide needs assessment for a coordinated effort to determine human services funding directions for the county. Led the launch of Leadership Berks County.

**United Way of Midland**  
Midland, Texas

1979 to 1983

Served as the executive director. Recruited to lead reorganization and development of the United Way with the responsibility of the total administration of the multi-functional organization. Three-year campaign growth: 45%, achieving the distinction of the United Way with the highest per capita giving in the state of Texas. Highlights: established a community trust fund, which evolved into the Midland Community Foundation securing a start-up grant of \$550,000; managed a member agency capital campaign and building program. Served on the Private Sector Initiatives Committee for the State of Texas with George W. Bush, former Governor of the state, now President of the United States.

**United Way of Broome County**  
Binghamton, New York

1975 to 1979

Served as the Campaign Director for an organization raising over \$2.5 million. This was the beginning point of a professional career in United Way. Entry into the career path began as a volunteer—a role that started as a campaign solicitor and concluded as the community-wide general chair of the fundraising campaign raising over \$2 million—was the first woman and youngest person to serve in this capacity.

**CONFERENCE PAPERS/PRESENTATIONS**

Sarah Smith Orr. "The Challenge: Women Finding Meaning in their Older Years." Paper presented at the Thirteenth Annual Pacific Southwest Women's Studies Association Conference. Pomona, CA, 2003.

Sarah Smith Orr. "Creating Meaning: Midlife and Beyond." Workshop presented at the Los Angeles Women's Salon Forum. Beverly Hills, CA, 2003

Sarah Smith Orr. "With or Without Tenure—Future Faculty Talks About Teaching." Presented with Preparing Future Faculty Fellows at the Lily Conference on College & University Teaching—West. Pomona, CA, 2003.

Sarah Smith Orr. "The Community Leadership Model." Presented with R. Riggio at the International Leadership Association, Annual Conference. Seattle, WA, 2002.

Sarah Smith Orr. "Retrospective on Leadership." Keynote speaker at annual meeting of Leadership California. San Francisco, CA, 2002.

Sarah Smith Orr. Conference Co-Designer and Leader. 12<sup>th</sup> Annual Kravis de-Roulet Leadership Conference on Improving Leadership for Nonprofit Organizations. Claremont, CA, 2002.

Sarah Smith Orr. "Program Evaluation and Assessment." Panelist at the 12<sup>th</sup> Annual Kravis de-Roulet Leadership Conference. Claremont, CA, 2002.

Sarah Smith Orr

Sarah Smith Orr. "Breaking the Glass Ceiling: Women in Leadership." Kravis de-Roulet Leadership and Entrepreneur Seminar. Claremont, CA, 1995.

Sarah Smith Orr. United Way of America National and Regional Conferences: various presentations on innovation, management and leadership (1980-1988)

## **PUBLICATIONS**

Orr, S., Bass, B., & Riggio, R. (in press). Transformational leadership in nonprofit organizations. In Riggio, R., & Orr, S. S., (Eds.), *Improving leadership in nonprofit organizations*. San Francisco: Jossey-Bass.

Orr, S. S. & Riggio, R., Eds. (in press). *Improving leadership in nonprofit organizations*. San Francisco: Jossey-Bass.

Orr, S. S. (in press). Soul-based leadership. In Riggio, R., & Orr, S. S., Eds. (in press). *Improving leadership in nonprofit organizations*. San Francisco: Jossey-Bass.

Orr, S. S. (Winter, 2003). A Perspective on Ethics. *Illumine, Research in Leadership and Organizational Psychology*, Kravis Leadership Institute.

## **SERVICE**

### Educational Institutions, Leadership Programs or Institutes

- Kravis Leadership Institute, Claremont McKenna College, founding board member (1994-present)
- Leadership Pasadena, board member and founding board chair (1998-2003)
- Pacific Oaks College and Children's School, board member and vice chair (1994-1998)
- Vail Leadership Institute, Board of Scholars (2003-present)

### Community Based Organizations

- American Red Cross, San Gabriel Valley Chapter, honorary board member (1999-2003)
- Fort Marcy Compound Condominium Association, Santa Fe, New Mexico, board president; also served as vice president and secretary (1995-present)
- Junior League of Pasadena, sustaining member, sustainer coach to Center Stage (1986-present)
- Pasadena Community Access Corporation, board member and past vice president (1999-2003)
- Rotary Club of Pasadena, various committee chair positions, (1987-present)
- University Club of Pasadena (1987-2003)
- Western Justice Center, board member (2001-present)
- Day One, board member and vice chair (1990-1994)
- Huntington Memorial Hospital Marketing Committee (1990-1994)
- Pasadena Pops, founding board member (1987-1989)

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## **AWARDS**

Leadership California, Leader Award (1996)

Los Angeles Board of Supervisors, Exemplary Leadership in Nonprofit Sector (1989)

YWCA Trendsetter/Woman of the Year Award (1986)

Sertoma Service to Mankind Award (1976)

Broome County United Way Leader of the Year (1975)

## **PROFESSIONAL ASSOCIATIONS AND MEMBERSHIPS**

American Society on Aging (ASA)

American Counseling Association (ACA)

Association for the Study of Higher Education (ASHE)

California Society of Association Executives (CalSAE)

International Leadership Association (ILA)