

LAURA FREEBAIRN-SMITH

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Education

Saybrook Institute, San Francisco, California

Ph.D., Organizational Systems

Yale School of Management New Haven, Connecticut

M.B.A.

Elected member of Admissions Committee. Leopold Schepp Scholar.

University of California Berkeley, California

B.A., Philosophy and Political Science

Experience

1999 – Present **Organizational Performance Group**, Woodbridge, Connecticut

(www.organizationalperformancegroup.com)

Partner

- Generate data-based solutions to organizational issues – services include strategic planning, organizational development, climate and attitude surveys, project and program design, diversity services
- Design and provide executive-level management training in situational management, team building, diversity, and strategic planning

Yale University, New Haven, Connecticut

Lecturer (Leadership, Diversity, Team Building)

School of Drama

1999 – **Yale University** New Haven, Connecticut

2006 *Director, Organizational Development and Learning Center* (www.yale.edu/learningcenter)

- Founded Organizational Development and Learning Center.
- Led start up of campus-wide diversity initiative with other Diversity Council committee members.
- Provided counsel and advice to Deputy Provost on faculty diversity initiatives.
- Researched and wrote white papers for the Provost and other University Officers on human resource topics.
- Oversaw and guided all aspects of training curriculum for topics ranging from computer use to conflict resolution.
- Guided University in developing cross-campus organizational development initiatives and learning opportunities for staff.
- Participated, as requested, in labor negotiations with University's unions.
- Led case reviews of departments' organizational development issues; designed and led a wide range of organizational development interventions for units around campus, including team building, organizational diagnoses, diversity training, et al.
- Provided organizational development and learning services to over 11,000 employees, with a personal emphasis on faculty issues; designed and led faculty retreats.
- Managed staff of up to 27 organizational development and training professionals.

- A sample of completed initiatives includes:
 - Led redesign and roll out of Yale's performance management system (FOCUS) with cross-campus committee
 - Designed and led workplace survey initiative with multiple committees
 - Designed and oversaw competency-based Human Resources pilot program.
 - Expanded curriculum of both ad hoc classes and institutes.
 - Designed and led web site and electronic registration system implementation with cross-functional team.
 - Designed and implemented new employee orientation program.
 - Led review and hiring of new EAP firm with cross-campus committee.
 - Designed exit interview form and analysis procedures of quarterly data with recommendations for action.
 - Oversaw development and implementation of system to track compliance with federally mandated training requirements.
 - Researched and wrote white paper on existing and potential child care benefits.

1987 -
1999

Good Work Associates New Haven, Connecticut
Partner and Founder

Led company providing diversity, organizational diagnosis, management training, human resource, and strategic planning services. Clients included Aetna, New York Times Sports/Leisure Division, People's Bank, City of New Haven, Hospital of Saint Raphael, and Insurance Crime Prevention Institute. Sustained annual growth rate of 60% in revenues. Company awarded Greater New Haven Small Business Leadership Award in 1998.

January 1988 -
January 1990

Gesell Institute of Human Development New Haven, Connecticut

A nonprofit organization providing services in optometry, nutrition, pediatrics, teacher training workshops, psychological assessments, and child development research.
Managing Director

- Led team of employees and consultants to create Institute's first mission and strategic plan.
- Responsible for all human resource and financial functions for the Institute.
- Managed staff of over 65 local and national employees.
- Created staff evaluation system, policies, and other internal guidelines.
- Designed overhead allocation system, and budget and cash flow statements.
- Downsized organization to cope with decreased market demand for primary product.
- Analyzed financial viability of new products, recommending expansion into new product areas where appropriate.
- Increased local and national visibility of organization through conferences, newspaper articles, editorials, and other media.
- Provided support for Board of Directors.
- Promoted from Business Manager.

July 1986 -
Sept. 1987

Jobs for the Future, Inc. Stamford, Connecticut

A nonprofit organization specializing in long-range economic forecasting and development of programs for solving economic issues in states.
Chief Operating Officer

- Served as HR director; hired and supervised office staff, project managers, and interns; handled all legal matters related to HR issues.
- Developed and ran earned-income center for sales of Jobs for the Future publications and videos.
- Created financial systems using fund accounting software.
- Raised \$300,000 for annual budget from corporations, foundations, and individuals.
- Wrote successful \$1,000,000 proposal for Federal funding for economic analyses in four states.
- Presented organization's findings to Connecticut organizations.

- Completed relocation of company.

Summer 1985 **World Bank** Washington, D.C.
Analyst, Population, Health, and Nutrition Department

- Developed interactive spreadsheets for estimating construction costs of health facilities in Nigeria.

1980 - 1984 **International Rescue Committee** Bangkok, Thailand
Education Coordinator, Khao-I-Dang and Sakaeo Cambodian Refugee Camps

- Hired and trained Khmer and international staff of over 1,000.
- Researched, wrote, and administered grant proposals for education programs.
- Administered \$300,000 annual budget for Education Program.
- Managed accounts and wrote monthly financial and narrative analyses.
- Ordered and controlled inventories for 30,000 program participants.
- Presented analysis of program's needs and accomplishments at New York and Bangkok conferences.
- Coordinated all educational programs in consultation with Thai military officials, UNHCR staff, and other voluntary agencies.
- Implemented public relations activities for visiting dignitaries.
- Promoted from Field Assistant.

Teaching Experience

1990 – Present **Yale University, Central Connecticut State University, Georgetown University, and University of New Haven**

Leadership; Diversity I and II; Team Building I and II; International Management (a six-week intensive course for undergraduates from overseas that reviewed all aspects of strategic management; final project included creation of a company and soliciting “investors”); Strategic Planning; Nonprofit Management; Group Dynamics; Nonprofit Management; and, Organizational Behavior

Current Affiliations

- **Treasurer**, BrunoFilms

Recent Affiliations and Charitable Activities

- **Editorial Advisory Board Member**, “The Learning Organization – An International Journal”
- **Co-Chair**, Spring Glen Traffic Calming Committee
- **Member**, Town of Hamden Charter Revision Committee
- **Chair**, Yale University United Way Annual Campaign
- **Founder**, Rayford-Cafferty Fund for Minority Boys, Community Foundation of Greater New Haven
- **Board Member**, United Way of Greater New Haven
- **Advisory Board Member**, Greater New Haven Leadership Center
- **Board Member**, Yale Club of New Haven
- **Corporate Board Member**, LINK Magazine, New York
- **Tutor**, New Haven School Volunteers
- **Staff**, New Haven Mayor John Daniels' Blue Ribbon Commission, Committee on Housing
- **Association of Yale Alumni Representatives**, Yale School of Organization and Management Alumni Board. Elected position
- **Co-Chair**, New York Women's Foundation Sub-Committee on Community-Based Organizations

Publications, Research, and Presentations (complete list available on request)

- **Author**, “Stereotypes: On What Basis Do We Judge?,” Organizational Development Practitioner, Spring 2006
- **Author**, “Why Professors Won’t Learn (About Administrative Stuff),” NCURA Newsletter, August 2003
- **Author**, “Consulting to the Nonprofit Sector,” chapter in “Management Consulting: A Complete Guide to the Industry,” 1998.
- **Author**, “Management Teams in Learning Organizations,” chapter in “Developmental Management,” Ronnie Lessem, Editor, 1996.
- **Author**, "Decline is healthy part of business cycle...," New Haven Register, November 24, 1991.
- **Book Reviewer**, Foundation News, September 1991 issue.

Awards and Merit Scholarships

2001 United Way Campaign Coordinator of the Year Award
1998 Greater New Haven Chamber of Commerce Small Business Leadership Award
1992 Executive Roundtable Scholar, Boston University
1984 Leopold Schepp Scholar

Personal

Proficient in Excel, Word, Meeting Maker, Eudora Pro, PowerPoint, SPSS, NVivo; knowledge of Oracle
Basic competency in French. Knowledge of Thai, Italian, and Khmer.
Have traveled extensively in Nepal, Burma, Thailand, Italy, Mexico, Canada, Cuba.
Interests include poetry, languages, running, classical piano, philately, beadwork, and gardening.