Sandra L. Hammerly

Superior, CO USA sandiehammerly@gmail.com

High energy entrepreneurial non-profit executive with 20+ years in resource development and financial management; marketing and relationship-building; strategic planning and program implementation.

Executive Director

January 2003 to May 2009

Ultimate Players Association, *US governing body for team sport of Ultimate Frisbee*

Boulder, CO

In support of the mission, goals, policies, and programmatic priorities established by the Board of Directors, provided executive leadership for and day-to-day operational management of the largest sport governing body in the world (30K members) dedicated to the sport of Ultimate Frisbee.

- Organizational planning. Directed innovative process to develop organization's first five year member-driven strategic plan. Incorporated athlete/organizer decision-making via online surveys, blogs, community forums, regional summits, and focus groups in order identify needs, assess priorities and develop vision/goals/tactics and implementation plan.
- ♦ Fiscal accountability. Restructured organization's accounting and record-keeping systems in order to increase transparency and ensure financial stability. Increased annual operating budget from \$500,000 to approximately \$1.3 million. Increased organizational reserves from \$100,000 to approximately \$850,000.
- ♦ **Technology infrastructure**. Collaborated with technology chair to successfully complete evaluation of existing data management system and develop RFP process to indentify/hire contract software designer for development of new custom web-based membership and event data management system. Initiated scheduled program for replacement/upgrading of information systems hardware.
- ♦ **Personnel management**. Increased staffing for organizational programs and priorities from 4 to 9. Implemented structured personnel program including development of policy manual, creation of family leave and retirement savings program, annual employee goal setting and review process in order to ensure peak staff performance, increase morale and enhance staff retention.
- External communications/marketing. Negotiated and executed sport's first television broadcast contract (CBS College Sports). Successfully increased quality of broadcasts over five year period (from 30 minute, edited to full length, live to tape). Skillfully managed partner relationship with online video production provider to implement video clips and ultimately live web-streaming (3500+ viewers) of world-recognized college and adult club championships.
- Resource development. Redesigned licensing, merchandising and sponsorship programs in order to minimize financial risk and increase cash and in-kind revenue (net increase 300%+). Negotiated contracts with sponsors and licensees. Initiated participation in Combined Federal Campaign (doubled contributions). Secured first ever 100% competitive apparel sponsorship for US National teams.
- ♦ **Membership development.** Facilitated growth (700%) of youth participation through increased commitment of resources and development of new events (eastern and westerns championships, state high school tournaments) and implementation of coaching certification and development program.
- Public relations. Implemented improvements to UPA website and print publications in order to enhance internal and external perception of Ultimate Frisbee and its athletes, the integrity of Ultimate championship competition and the sport's emphasis on sportsmanship and self-officiating ("Spirit of the Game"). Managed legal and operational activities designed to protect brand and program services in light of perceived threat from profit-making organization.

Assistant Executive Director - Resource Development U.S. Field Hockey, U.S. Olympic national sport governing body

April 1995 to August 2001 Colorado Springs, CO

Served as member of US Field Hockey senior management group with fiscal and operational leadership responsibility for staff and volunteer team charged with maintaining and expanding public and private support.

- In cooperation with volunteer leadership, identified and developed opportunities for new revenueproducing programs including corporate sponsorship/marketing (cash and value-in-kind), publications advertising, licensing/event sales, and charitable giving. Negotiated contracts; provide ongoing partnership services.
- Directed and managed Joint Marketing Partnership and related activities with US Olympic Committee.
- Prepared and managed revenue and expense budget and supervised staff for all membership, marketing, licensing, event sales, and communications and public relations programs.
- Developed and maintained relationships with existing and new marketing partners (cash and in-kind); reviewed all written agreements for contractual integrity and equity; conducted analysis to ensure financial and practical objectives. Developed event supplier bid process; implemented consistent contractual process for the procurement of licensees, and event vendors; managed relationships.
- Developed annual gift campaign strategy; prepared solicitation and acknowledgement materials. Designed and implemented special events to cultivate donors and enhance public image of US National teams and Olympic development programs. Composed proposals, market research tools, letters, brochures, related reports.
- Served as managing editor for bi-monthly magazine and Internet site. Conducted research, identified prospects, solicited advertising, and executed contracts.

Executive Director, Educational Foundation International Society of Hybrid Microelectronics (dba now as IMAPS)

May 1990 to September 1994 Reston, VA

Based on organizational priorities established by Board of Directors, provided executive leadership, planned and implemented budgetary and administrative functions for technical society educational foundation. Developed marketing plan for educational foundation; designed and produced corporate case materials and special events. Developed and implemented all non-dues fund raising including sponsorships, special events, annual giving and in-kind contributions. Served as executive editor and publisher of bimonthly trade publication, quarterly technical journal, and annual industry guide. Directed grant distribution program including selection process, interface with grants recipients and university staff, dissemination of research results. Provided staff leadership in development of plan to reorganize operations of affiliated technical society in period of financial crisis.

Manager, National Corporate Relations

December 1988 to March 1990

United Way of America, National service/ training center for 1400 local United Ways

Alexandria, VA

Provided consultation and training to CEOs and senior management of Fortune 1000 corporations. Developed and implemented strategies for enhancing relationships between local United Ways and national corporations.

Account Executive, Corporate Benefit Sales

November 1987 to September 1988

Malone & Hyde, Corporate service center - wholesale grocery distributor

Memphis, TN

Conducted solicitation and sales of service-focused employee benefits programs.

Assistant Campaign Director

June 1985 to November 1987

United Way of Greater Memphis, Non-profit fund raising (\$15 million) & allocation

Memphis, TN

Conducted research, developed fund raising message strategies and volunteer training programs for top 50 accounts (\$8 million). Established Board committee to assess competitive issues, corporate giving attitudes, develop market strategies.

EDUCATION. Lynchburg College (VA). B.A. Magna cum Laude, English, Philosophy. Phi Kappa Phi