

# Lee F. Crumbaugh, SMP

725 Kenilworth Avenue • Glen Ellyn, IL 60137 • 630/730-9619 (cell) • leepublish@gmail.com • www.leecrumbaugh.com

## STRATEGIST, MARKETER, COMMUNICATOR, FACILITATOR, EXECUTIVE, CONSULTANT

C-level executive leader and management consultant. A facilitator, advisor and coach who empowers staff, fosters teamwork, and develops strong commitment in and outside the organization. Highly successful strategic planner, marketer and revenue-generator. A certified strategist and excellent communicator who has built Boards of Directors, trade associations and non-profit organizations.

---

### EXPERTISE

- **Leadership.**  
*Passionate organizational leader. Recruits high-performing employees and board members. Develops and facilitates teams that think creatively, move quickly and drive growth.*
- **Marketing & Relationship Building.**  
*Deep marketing, branding, business development, sales, fundraising experience. Social marketer. Great writer, speaker, networker. Gets buy-in from top decision-makers.*
- **Strategic & Business Planning.**  
*Expert at evaluating opportunities and developing plans that align organizational priorities with operational objectives and growth and revenue expectations. Certified strategist.*
- **Business Insight.**  
*Excels at managing P&L, creating revenue, assessing risk and reward, finding solutions, implementing plans. Experienced consultant and entrepreneur. Expert board leader and board member.*

---

### TOP ACHIEVEMENTS

- **Grew revenue 1.7X to \$4.4 million for American Fence Association:** Guided Board and led staff to boost dues income and achieve 80% member retention; expanded trade show; revamped branding and marketing; enhanced education and certification programs; attained ANSI SDO status; launched standards initiatives; and tripled publishing revenue by upgrading magazine and sales function, and adding publications, digital editions and online advertising.
- **Rebuilt corporate communications for seventh largest U.S. bank** after federal rescue: Worked with senior executive team, staff and advertising agency to transform and refocus bank external and internal communications.
- **Grew fundraising by 188% to \$26 million for United Way via branding and marketing initiatives:** advertising, marketing and development programs leveraged funds 2.5X to produce on-going increases in awareness and contributions.
- **Co-founded and led entrepreneurship and economic development organization;** recruited Board and 100 corporate members; developed publication, meetings and awards program; improved area business climate.
- **Conceived and launched consumer publishing venture;** wrote business plan; raised \$750,000 from 27 investors; created high-quality magazine; led sales of 365 ad pages from 250 firms and acquisition of 9,000 paid subscribers.
- **Led strategic / business planning** for American Academy of Pediatrics and American Lung Association ventures, a community foundation, a college business institute, an international public affairs group and other organizations.
- **Directed and edited financial trade magazine for bank management:** won First Place, General Excellence, in national competition and earned rave reviews; marketing, research and forecasting programs helped triple ad revenue.

---

### PROFESSIONAL EXPERIENCE

**FORREST CONSULTING**, Glen Ellyn, Illinois

**1988 –1996; 2011-present**

**President and Founder** of management consulting firm serving companies, associations and non-profits. Provide counsel and services to management and Boards on planning, marketing, communications and business launch. [www.ForrestConsult.com](http://www.ForrestConsult.com).

- ✓ Drove performance by facilitating strategic planning for the College of DuPage Business & Professional Institute.
- ✓ Delivered insight and growth strategies through research and planning facilitation for DuPage Community Foundation.
- ✓ Worked with Village of Glen Ellyn Trustees and staff on board relations and strategy development.
- ✓ Produced a strategic vision and implementation strategies for an international lobbying and public affairs group.
- ✓ Helped the Board of a private college understand and adopt best practices in governance.
- ✓ Guided Association for Challenge Course Technology leaders in developing and executing strategy, strengthening governance, and assessing and improving the Executive Director/Board relationship.
- ✓ Counseled ad agency principals on business generation process and social media use, and an on-line eyewear retailer on establishing a joint venture with an international eyewear brand.

**CM SERVICES, INC.**, Glen Ellyn, Illinois**2004 – 2011**

Leading accredited association management firm with 14 trade association partners and 22 employees.

**Executive Director, American Fence Association (AFA)** (2004-2011) and **Vinyl Fence, Deck and Railing Manufacturers Association (VFDRMA)** (2005-2011). Responsible for board relations; meetings, trade show oversight; member/chapter relations; web development. **Vice President, Marketing**, (2005-2011). Supported CM business development.

- ✓ Led AFA volunteers and staff to grow revenues 1.7X and then limit contraction in recession: Unified national and chapter memberships, raised dues, added member recruitment and retention programs (achieved 80% retention), grew trade show.
- ✓ Facilitated strategic planning and budgeting; created 1400-step Microsoft Project plan for staff time and tasks.
- ✓ Drove creation of program to brand contractor members using national radio, print and cable advertising and PR.
- ✓ Tripled publication revenues by recruiting/supporting ad sales representatives, upgrading fence trade magazine, launching deck and railing magazine and convention newspaper, and fostering digital editions and online advertising.
- ✓ Led program to "professionalize" contractors: Upgraded certification program; launched school/curriculum development for new certification; developed deck and railing school, achieved ANSI standards development organization status for AFA.

**UNITED WAY OF SUBURBAN CHICAGO**, Oak Brook, Illinois**1996 – 2003**

Premier non-profit federation with 41 member United Ways; raised funds to support human care programs at 270 agencies.

**Chief Operating Officer** (1999-2003)

**Vice President of Marketing and Research** (1996-1999)

- ✓ Spearheaded marketing programs to grow campaign from \$9 million to \$26 million, including \$3.5 million from direct mail; advertising program produced on-going increases in awareness; contributed/discounted media leveraged investment 2.5 times.
- ✓ Drove introduction of Community Fund and research and programs to develop and implement new brand strategy.
- ✓ Reorganized 40 person staff with President/Board; spurred introduction of team management and outcomes measurement.

**Other Relevant Experience:**

- **DuPage Area Association of Business And Industry, President, Co-founder.** Recruited 100 companies, board; promoted entrepreneurship, economic development; created publications, meetings, awards.
- **LFC Publishing, Inc., CEO & President, Founder; Editor and Publisher - DuPage Magazine.** Formed Subchapter S corp.; wrote business plan; engaged attorneys, CPAs; raised \$750K from 27 investors, recruited 18 employees and board; organized editorial, design, sales, marketing; opened office; hired suppliers; managed company. Distributed prototype/15 issues to 125,000 homes, 400 newsstands, 9,000 paid subscribers; sold 365 ad pages to 250 firms.
- **Continental Illinois Corporation, Vice President, Corporate Affairs - Continental Bank.** 7th largest U.S. bank, operating worldwide.
- **United States League of Savings Institutions, Vice President, Editor, Savings Institutions; Marketing Director.** National banking trade association in Chicago and Washington, D.C.

---

**EDUCATION**

**Master of Business Administration, University of Chicago Booth School of Business**

Marketing management concentration, finance emphasis.

**Bachelor of Science, University of Illinois College of Communications, Champaign-Urbana**

News-editorial journalism major, magazine concentration. Internships: Chicago Daily News, Hinsdale Doings, Chicago Title.

**Colorado State University, Fort Collins.** Technical journalism major.

**Keyholder, Institute of Financial Education, Graduate School of Savings & Loan, Indiana University**

---

**CERTIFICATION**

**Strategic Management Professional (SMP)** certification (highest level), Association for Strategic Planning, October 2011.

## AFFILIATIONS, HONORS, PUBLICATIONS, SERVICE, ACHIEVEMENTS

### Professional Affiliations

**Current:** Association for Strategic Planning (*President, 2014-2015*), International Association of Facilitators, Social Media Club.

**Past:** American Marketing Assn., Institute of Management Consultants, Society of National Assn. Publications (*chapter president*).

### Honors

- Wrote thesis on interstate banking that was awarded “selected” status by the Institute of Financial Education.
- Edited financial trade magazine that won First Place, General Excellence, in Society of National Assn. Publications competition, as well as many other awards.
- Created messaging for cable television spot that was recognized in United Way of America contest.
- Received 2011-12 Phyllis Renfro Community Action Award from the League of Women Voters of Glen Ellyn, IL.
- Received National Merit Scholar Honorable Mention, Hinsdale (IL) Township High School.

### Publications & Presentations

- **Book:** *AHEAD: Strategy is the way to a better future* (2013), available in paperback and Kindle e-book on Amazon.com
- **Blog:** *Strategic Thinking & Strategic Action*, leepublish.typepad.com/strategicthinking (since 2007)
- **Columns & articles:** *Fencepost, DuPage Magazine, Savings Institutions, The Business Ledger; Savings Association Operations* chapter
- **Whitepapers:** *2013 Strategic Leader Survey; 2012 Strategic Leader Survey; 2012 Association Corporate Membership Packages Study; 2012 LinkedIn Success Survey*
- **Software:** Spreadsheet, word processing, database tutorials; financial modeling software/spreadsheets for periodical managers
- **Thesis:** On interstate banking (“selected” status), Institute of Financial Education
- **Greeting cards:** Published by California Dreamers, Inc.
- **Speeches:** American Society of Business Press Editors, Institute of Financial Education, Society of National Assn. Publications, United Way National Marketing Roundtable
- **Teaching:** Magazine start-up seminars, FOLIO/MPA; journalism instructor, George Williams College

### Board & Committee Service

**Current:** Danada Networking Associates (*Co-facilitator*)

#### **Past (selected):**

- **Community:** Community Renewal Society, Chicago (*Board; Chair, Development Committee; Finance Committee*); DuPage County Historical Museum (*Capital Campaign Committee*); DuPage County Sesquicentennial Celebration (*Co-Chair, Steering Committee*); Glen Ellyn Civic Betterment Party (*President; Treasurer; Chair, Nominating Committee*); League of Women Voters of Glen Ellyn (*Co-Chair, Education Study; participated in various studies*); Village of Glen Ellyn (*elected and served full term as Trustee; Environmental Protection and Plan Commissions*)
- **Education:** DeVry (*Chair, General Education Advisory Board*); Elmhurst College (*Communications Advisory Committee*); Glen Ellyn School Dist. 41 (*Facilitator, Blue Ribbon Committee; Facilities Committee*); Glenbard School Dist. 87 (*Area/District Chair and Spokesperson, Referendum Committees*); Partnership for Educational Progress (*Board, Secretary*)
- **Health & human services:** Arthritis Foundation (*Chair, National Editorial Committee; Board, Chicago Chapter*); Family Shelter Service (*Board; Development Chair*); Giving DuPage (*Steering Committee*); United Way of Glen Ellyn (*President; Board; Chair, Budget Committee; Community Needs*); United Way of Suburban Chicago (*Board; Chair, Finance & Allocations, Public Affairs Committees; Member Services*); United Way/Crusade of Mercy (*Board*)
- **Other:** First Congregational Church, Glen Ellyn (*Moderator; Council; Chair, Education, Fellowship, Planning, Nominating, Personnel Committees; Search and Constitution Committees*)

### Personal Achievements

- Completed 10 Ironman triathlon races
- Ran 43 marathons
- Competed in two short track speed skating national championships