

LEE CRUMBAUGH 5 STARs

Situation Task
Action Result

1. FORMATION OF VINYL FENCE, DECK AND RAILING MANUFACTURERS ASSOCIATION

SITUATION Vinyl fence, deck and railing manufacturers decided to form a trade group to promote their special interests.

TASK As Executive Director of American Fence Association, challenge was to bring group under the umbrella of the association and meet manufacturers' needs.

ACTION Worked with AFA Board to revise bylaws to allow divisions. Sold concept to manufacturers. Helped form Vinyl Fence, Deck and Railing Manufacturers Association as an AFA division. Worked with leadership to create strategic plan and budget, recruit members, create standards, and develop education, marketing and other programs.

RESULT Over five years, VFDRMA engaged key companies, created performance standards, influenced codes, monitored environmental groups, improved perception of vinyl products, provided educational programs and formed strategic alliances.

2. STRATEGIC PLANNING FOR COLLEGE OF DUPAGE BUSINESS AND PROFESSIONAL INSTITUTE

SITUATION New Director saw need for a vision, strategies and action steps to make BPI a preeminent business and professional continuing education and training center.

TASK As planning consultant, engaged to bring a planning process and facilitation skills to develop the plan, working with a staff threatened by a likely reorganization.

ACTION Process and schedule were adopted by Director and other BPI managers. Facilitated a five-month process that created and refined the comprehensive plan.

RESULT Plan was adopted by BPI and endorsed by the college leadership including President. Led to more effective staffing and significantly better performance.

3. MARKETING PLANNING AND IMPLEMENTATION FOR UNITED WAY OF SUBURBAN CHICAGO

SITUATION Strategic planning revealed opportunity to dramatically grow funds raised.

TASK Recruited from Board as VP Marketing & Research to plan and implement comprehensive new fundraising marketing program.

ACTION Recruited and worked with ad agency to research and plan initial fundraising marketing program. Developed and applied effective campaign themes, placed using outdoor boards, cable TV and print advertising. Improved program over seven years.

RESULT Funds raised grew from \$9 million annually to \$26 million. Became COO.

4. BUSINESS PLANNING AND LAUNCH OF A CONSUMER PUBLISHING COMPANY

SITUATION Identified market opportunity for consumer magazine in suburban area.

TASK Plan, obtain funds for and launch publication.

ACTION Formed Subchapter S corp.; wrote business plan; engaged attorneys, CPAs; raised \$750K from 27 investors; recruited 18 employees and board; organized editorial, design, sales; opened office; hired printer, suppliers; directed creation of prototype issue.

RESULT Published 15 high-quality issues, distributed to 125,000 homes and 400 newsstands; generated 365 advertising pages from 250 firms and 9,000 paid subscribers.

5. REBUILDING CORPORATE COMMUNICATIONS FUNCTION AT 7TH LARGEST US BANK

SITUATION Bank failure and federal rescue led to staff losses and need for change.

TASK Recruited as VP, Public Affairs, to rebuild corporate communications function.

ACTION Led communications team, hired designers and writers, and worked with new advertising agency. Assured inclusion of new communications initiatives in strategic plan. Developed messaging for and counseled senior management.

RESULT Delivered on need for change by adapting how and what was communicated externally and internally based on bank's changed circumstances and reduced budget.