

LAWRENCE MCMMASTER

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SERVANT LEADER | PRESIDENT & CEO | BUSINESS TURNAROUND EXPERT

AWARD-WINNING TRANSFORMATIONAL LEADER AND ASSOCIATION EXECUTIVE driving organizational change and fiscal accountability in highly competitive environments. Recognized for top performance in socially responsive organizations requiring **SUSTAINABLE BUSINESS TRANSFORMATION**. Repeatedly recruited, down-to-earth and deeply competitive in the pursuit of organizational results. Data-driven decision maker with focus on the digitization of business to achieve performance and deliver best-in-class service.



Critical Competencies

- Strategic Planning | Management
- Fund Development Skills
- Change Management Expertise
- Program Development | Delivery
- Donor Relationship Strategies
- Media and Government Relations
- National Health Policy Development
- Enterprise Technology Infrastructure
- Marketing and Business Development
- Volunteer Recognition and Rewards
- Capital Development | Project Planning
- Zero-based Budgeting | Cash Flow
- Community Relations | Advocacy
- Team Building | Performance Management
- Corporate Governance | Risk Management

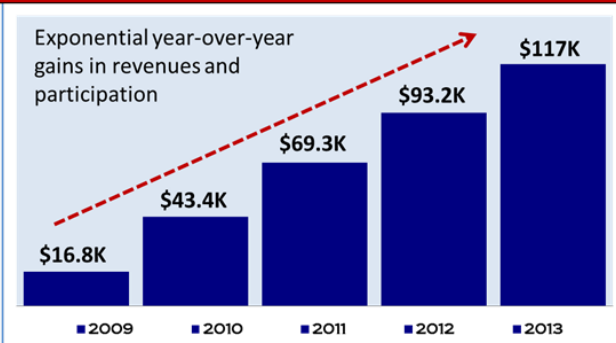
Professional Experience

PRESIDENT AND CEO Lung Association of Canada 2007 – Present

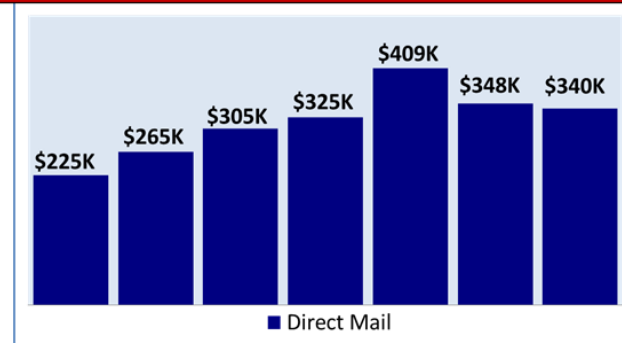
The Lung Association of Canada is a charitable health organization dedicated to improving quality of life by preventing and managing lung disease through research, advocacy, patient services and education.

CEO with full planning, operating, marketing, financial, legislative, regulatory and administrative responsibility for programs, services and business affairs. Reporting to the Board of Directors, lead a staff of 10 and **operating budget of \$1.2M**. Recognized for spearheading the transformation of the Lung Association into a highly competitive health charity through reorganization of an underperforming association to a sustainable results-oriented charity business.

CREDIT UNION OF CANADA LUNG RUN REVENUES



REVERSED 7-YEAR DECLINE IN DIRECT MAIL REVENUE



- Negotiated purchase and renovation of an 11,000 ft² commercial property serving as association headquarters in addition to lucrative tenant revenue stream, resulting in **zero rent expense**.
- Spearheaded redesign of direct mail program, including marketing and structure of the annual Christmas Seals Campaign, **reversing a 7-year decline** in net revenue.
- Initiated and drove the Credit Union Lung Run increasing participation from **280 to 850** and revenues from **\$17K to \$116K** in 5 years.
- Tracking to exceed \$91K initial major gift and planned-giving program with a **\$1M planned gift**—building sustainability and organizational equity in spite of a struggling market.

POSITIONED TO RAISE **\$10M** IN 5 YEARS FOR LUNG HEALTH RESEARCH BY SERVING ON THE CANADIAN LUNG ASSOCIATION NATIONAL RESEARCH FOUNDATION.

BUILDING SOCIALLY RESPONSIVE ORGANIZATIONS THROUGH INNOVATION, OPERATIONAL EXCELLENCE AND LEADERSHIP.

[Lung Association of Canada continued]

- Grew revenues from **\$32K to \$65K** by creating the “Airway Run” in partnership with the Montreal International Airport Authority increasing participation from **240 to 510 in 2 years**.
- Co-Chaired the National Health Strategy Committee and **secured \$300K** to guide the delivery of lung health services across Canada.
- Orchestrated and created “**Learn to Run for Smokers**” program—now delivered in three provinces.
- **Generated \$200K** from Public Health Agency of Canada to create “Asthma Aware”, an evidence-based program to educate community leaders with children in their care of critical information on lung health.

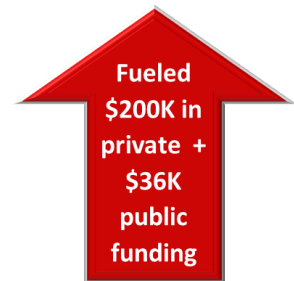
PRESIDENT AND CEO

Special Olympics of Canada

1992 – 2005

Initially hired as the Provincial Program Director, and led the creation of the athlete/coach development programs and the current competitive structure. Named as the national General Manager in 1995 and the first President and CEO. Transformed a poorly functioning financial condition by initiating an annual strategic planning process and in partnership with a core team, recruited, motivated, and engaged a high profile Board of Directors featuring numerous corporate and community leaders.

- Grew revenues from **\$250K to \$450K** and diversified the fundraising program, including: telephone campaign, national lottery, national partnership program and Gala Sports Celebrities Dinner.
- Increased sustainable public funding from **\$6K to \$42K** annually as a result of a successful provincial government assessment—result: Special Olympics of Canada ranked 7th over 60 national sport organizations.
- In partnership with National Tire, created the *National Tire Asthma Awareness School Program* presented to **12,000+ school children** and 350 teachers in inaugural year.
- Implemented sustainable system of volunteer and staff professional development and established a leadership structure within each of the **15 Special Olympic regions** building future sustainable growth.



CREATED “SPECIAL OLYMPICS NATION-WIDE REGISTRATION DAY” ACHIEVING A 12% AND 10% GAIN IN ATHLETE RECRUITMENT DURING 2004 AND 2005, RESPECTIVELY. MOST SUCCESSFUL ATHLETE RECRUITMENT PROGRAM IN CANADIAN SPECIAL OLYMPICS HISTORY. SUBSEQUENTLY INVITED TO PRESENT PROGRAM TO THE SPECIAL OLYMPICS INTERNATIONAL CONGRESS IN WASHINGTON, DC.

- Attended as Chef de Mission at 5 National Games and **directed 23 provincial multisport games** featuring 4-7 sports and approximately 1000 coaches and athletes.
- Served on the initial Special Olympics Canada Site Visit Team along with Dr. Frank Hayden—**world founder** of Special Olympics—evaluating the programs and structure of Special Olympics British Columbia.
- **Elected by national colleagues** to the National Sport Program Committee, Special Olympics Canada and selected as Sport Manager Team Canada at the World Special Olympics Summer Games in New Haven, CT.

Formal Education and Professional Development

Bachelor of Arts Degree in Economics and Marketing | University of New Brunswick, Fredericton, NB | 1992

Governor General’s Canadian Leadership Conference | Toronto and Ottawa | 2012

Canadian Lung Association Fundraising Conference | Toronto | 2008

Successfully Leading and Selling Change | Dalhousie University | Halifax | 2006

Strategic Planning to Lower Fundraising Costs and Boost Revenues | Ottawa University | Ottawa | 2006

Certificate in Leading Innovation | Saint Mary’s University | Halifax | 2005

Governor General’s Canadian Leadership Conference | Winnipeg, NWT and Ottawa | 2004

Special Olympics North America Leadership Conference | Washington, DC | 2004

IEG International Sponsorship Summit | Toronto | 2001

Awards and Accolades

- Awarded Queen Elizabeth II Diamond Jubilee medal by Special Olympics of Canada in 2012 in recognition of exemplary past contributions.
- Stamp of excellence in transforming Special Olympics of Canada from an unrecognized sport organization by Sport Canada in 1999 to **NATIONAL SPORT ORGANIZATION OF THE YEAR in 2004**.

BUILDING SOCIALLY RESPONSIVE ORGANIZATIONS THROUGH INNOVATION, OPERATIONAL EXCELLENCE AND LEADERSHIP.