



179 Moonlight Ridge, Colchester, Vermont 05446
ph 802.922. 8659 fax 802.288.8037
JimLeFevre@LeFevreAssociates.com www.LefevreAssociates.com

R. James LeFevre, Jr.

Employment

2006-2009

Owner, and principal consultant, LeFevre & Associates, 179 Moonlight Ridge, Colchester, Vermont 05446, 802-922-8659.

LeFevre & Associates is a consulting firm, focusing on the needs of nonprofit organizations striving to succeed in challenging and competitive times. Jim specializes in strategic planning, executive coaching, transition leadership, top management teambuilding, board development, mergers/acquisitions/strategic alliances and organizational alignment of governance/management/operations/programs.

Recent clients are the Lake Champlain Maritime Museum, Southern Vermont College, United Way of Chittenden County, Planned Parenthood of Northern New York and Northern Adirondack Planned Parenthood, the Vermont Community Loan Fund, Flynn Performing Arts Center, Johnson State College, Everybody Wins! Vermont, Greater Burlington YMCA, New Sudan Education Initiative, Planned Parenthood of Connecticut, Vermont Public Health Association, Rutland Public Library, and the Vermont Ethics Network. Jim is lead faculty person with the Champlain/Marlboro College Nonprofit Management Certificate Program.

1999-2006

Chief Strategic Officer, Planned Parenthood Federation of America, 434 West 33rd Street, New York, New York, 10001, (212) 261-4630.

The senior executive for strategic planning, R&D projects, and organizational change and development and works directly with PPFA President on long-range and strategic initiatives. Facilitated three planning cycles for the organization. Created major future planning process that included every PPFA affiliate and involved thousands of volunteer leaders, affiliate CEOs and program staff throughout the USA, which culminated PPFA's Vision for 2025; this unique groundbreaking initiative has received many accolades and was featured in *Fast Company* magazine (February 2002). Led research and development pilot projects in "The Future of the Pill", contraceptive acquisition, in branded product development, and in enhancement of the organization's pursuit of becoming a "Great Place to Work/Volunteer."

1996-1999

Chief Operating Officer, Planned Parenthood Federation of America, 810 Seventh Avenue, New York, New York, 10001.

COO is second in command at PPFA and is responsible for programs and support in areas of finance, administration, information technology, legal affairs, medical affairs, international programs, affiliate services, and human resources. Led major revamping of operational policies/systems and major restructuring and expansion of technical assistance and consultation services provided for 130 Planned Parenthood affiliates. Worked directly with board of directors and planning and finance committees, and linked with President and board

~ Enabling nonprofit organizations to thrive in a challenging and competitive environment ~

chair. Created extensive quarterly status reports on outcome achievements against planned milestones. Wrote articles and leadership speeches for President.

1995-1996

Interim Co-President, Planned Parenthood Federation of America, 810 Seventh Avenue, New York, New York, 10001.

Along with PPFA Executive Vice President, led PPFA through a challenging and sudden transition. Re-established financial solvency and feasible budget priorities; withdrew from costly and national initiatives that did not enjoy the support of most affiliates; re-created a sense of trust and partnership between the national organization and the affiliates; re-established a course of action consistent with Planned Parenthood's mission and core competencies. Afforded the board of directors time and stability to select their new President; provided a transition and orientation to the new leadership.

1977-1995

Executive Director, Planned Parenthood of Northern New England, 51 Talcott Road, Williston, VT 05495.

Chief executive officer of seventh largest Planned Parenthood affiliate in the United States, with a FY 94 budget of 10 million dollars, providing care for over 50,000 patients. Created clinical systems delivery network that operates reproductive health and primary care services in 27 communities throughout Maine, New Hampshire and Vermont.

- Authored long-range planning effort to diversify the agency's program and financial base, positioning it to succeed in the era of managed care and reduced government support.
- Operationalized a management approach that blends approaches of private sector business with goals of cause-oriented, nonprofit institutions by
 - integrating MBO planning methods
 - marketing to targeted constituencies
 - developing a people-oriented leadership style
 - emphasizing continuous learning
 - seeking excellence in a total quality and customer-driven environment.
- Orchestrated six organizational mergers, creating a unique regional, three-state nonprofit organization.
- Developed a three-state public affairs effort to influence public policy for the state and federal level, including direct and grassroots lobbying, media campaigns, and legislative initiatives.
- Designed a unique international program division that provided training and technical assistance projects in Uganda and Newly Independent States (Russia), supported by major grants from the International Planned Parenthood Federation (IPPF), United States Agency for International Development (USAID) and awards from private foundation

1976-1977

Deputy Director for Clinical Services of Planned Parenthood of Vermont.

The Associate Director to the Executive Director had complete responsibility for all programmatic aspects of the agency. Created a regional and decentralized management approach to consumer-oriented health care and information systems and orchestrated programs for cost reduction productivity.

1974-1975

Northwest Area Director for Planned Parenthood of Vermont.

Supervised the largest region in Vermont for birth control services and community education activities.

1970-1974

Youth Services Director for the Greater Burlington YMCA.

Directed the agency's youth program, which included a day care center, juvenile delinquency prevention projects, and five summer camp operations (of which four were developed as original endeavors).

Publications

A Case for Merger: The Story of Planned Parenthood of Northern New England. (October 1986) This book assists nonprofit agencies who may be considering merger and consolidation as part of current or future business planning.

Redirecting Boards: A New Vision of Governance for Planned Parenthood. (February 1993) This book explores the changing role of the nonprofit trustee in the governance and stewardship of family planning agencies, providing both conceptual views and suggestions for practical applications.

A Sampling of Consultations and Presentations

- Family Planning Association of Jordan and the John Snow Institute. Designed and led a two-day seminar on improving the effectiveness of the FPA's board of directors. The event was held in New York City and was part of a study tour composed of the volunteer and staff leadership of this agency.
- The Vermont Land Trust. Management study focusing on facilitating an organization-wide strategic discussion on future directions, designing a five-year financial forecast, and working with the management team and the board of directors at several retreats where key policy decisions were made in order to move the agency forward. Interviewed over 25 persons (internal and external) to seek their perceptions of VLT effectiveness and their perspectives on changing conditions in the outside world.
- Howard Center for Human Services, Baird Children's Center, and Champlain Drug and Alcohol. Provided technical assistance to the leadership of three agencies that culminated in a merger in July 1994. Facilitated a retreat of eighty persons that led off the formal negotiating process.
- St. Michael's College, Nonprofit Management Certificate Program. Taught the eight-week core course, The Nonprofit Organization. The topics covered included leadership/management, governance, fundraising, marketing, financial management, and strategic planning.
- Vermont Healthcare Alliance, consortium of providers and payers. Created a revised strategic plan.
- Fletcher Allen Healthcare. Provided executive coaching to senior vice president, focusing on communications style and effectiveness.

- Family Planning Health Council of Central Pennsylvania. Facilitated strategic discussions between the management staff of umbrella funding agency (the Council) and family planning agencies. Led board retreat of Council to create long-range plan, congruent with other family planning agency input.
- United Way of Chittenden County. Presented half-day workshop on the Role and Responsibilities of the Executive Director, focusing on the different dilemma of shared leadership between the board and the nonprofit CEO.
- Vermont Chapter of the American Society for Public Administration Symposium. Invited speaker on “The Third Sector: Emerging and Entrepreneurial.” The focus of the conference was on managing through financial crisis.
- Vermont Council on the Humanities. Provided in-depth consultation on organizational structure, articulation of long range goals, and management leadership style.
- Planned Parenthood affiliates in Tacoma, Washington; Trenton, New Jersey; Chester, Pennsylvania; Columbia, Missouri; San Antonio, Texas; Phoenix, Arizona; five downstate affiliates of Illinois; Detroit, Michigan; Middlesex/Monmouth Counties, New Jersey; Buffalo, New York; Mercer County, New Jersey; Harrisburg, Pennsylvania; Glens Falls, New York. Facilitated Board-Management retreats on strategic planning, board policy development and merger negotiations.
- Planned Parenthood of Southeast Pennsylvania. Facilitated a day-long planning session of trustees and staff regarding the development of a major role initiative in family life education.
- Southern Adirondack Planned Parenthood. Provided a long-term consulting relationship with rural, northeastern New York affiliate. Worked with Board of Directors in what began as a “crisis intervention” – organization needing stabilizing after a series of four directors had left in rapid succession. Led board through a planning process, a decision to merge, a process to select merger partner, and merger negotiations.
- Cicatteli and Associates. Provided a two-day workshop on the lessons of “In Search of Excellence” as they relate to ambulatory reproductive health care.
- Family Planning Council of Southeastern Pennsylvania. Presented a workshop in “Strategic Planning” at their “Marketing for Family Planning” conference.
- Planned Parenthood of Finger Lakes, Inc. Developed a long-range strategic planning process to create a funding and program mix which concentrated on private sector business management techniques and public sector independence.
- American Public Health Annual Meeting, Montreal, Province of Quebec, Canada. Invited speaker to address public health officials on the process of involving private sector support to traditional public areas of concern.
- American Rural Health Association, Summer Institute, Jeffersonville, Vermont. Present seminar titled “Reaching Past Government Dependence: A Case History of an Agency that Succeeded.”
- Planned Parenthood Federation of America. Provided consultation to national headquarters on methods to refinance affiliate program efforts to combat withdrawal for government dollars while maintaining integrity to the basic mission and primary constituency groups (the poor and disenfranchised).

Awards and National Service

- Honored in 2002 with naming (The Jimmy) of the annual Vision Innovation Award to two best papers for cutting edge ideas to advance the organization.
- Chaired PPFA's Strategic Management Team 1996-1999.
- Traveled to Thailand and Laos in 1999, visiting Family Planning International Assistance (FPIA) projects in service delivery for reproductive health services.
- Appointed as one of the nine members of The Reinvention Group for the national Planned Parenthood organization, October 1994 to April 1995. The task of the Reinvention Team was to literally design PPFA in order to succeed in the era of health care reform, radical reshaping of health care finances, and the market restructuring caused by the effects of managed care. Created a Reinvention Plan and 400 delegates passed the resolutions that enacted virtually all aspects of the plan and moved Planned Parenthood Federation of America toward the 21st Century.
- Traveled to Uganda in 1993, partnering with the Uganda Family Planning Association on a grant for management and governance assistance.
- Recipient of the first annual Award of the National Association of Nurse Practitioners in Reproductive Health for outstanding support at the NFPRHA Annual Meeting, San Diego, California, October 1989.
- Awarded Ruth Green Award at PPFA Annual Meeting, St. Louis, Missouri in October 1988. This award is given to the PPFA Executive Director who demonstrates outstanding efforts in board development, public affairs, fundraising, planning and service to the Federation.
- Member of PPFA's Strategic Planning Team, 1988-1992.
- Served on PPFA's national task forces on revamping service delivery (1981) and modernizing regional structures (1983).
- Chair of the Metropolitan Executive Directors Council (MEXDICO), 1985-1986. This council represents the 35 largest Planned Parenthood affiliates of PPFA and meets semi-annually. Served on steering committee which wrote the position paper "Planned Parenthood 2000."
- Served on the National Family Planning and Reproductive Health Association (NFPRHA) board of directors, 1984-1988. Chaired NFPRHA's Long Range Planning Committee.
- Served as Vice-Chairman of the PPFA National Executive Directors Council, 1981-1982.
- Appointed member of PPFA National Board of Directors Public Affairs Committee, October 1981.
- Appointed member of National Executive Directors Council steering committee, 1980.
- Received Mott/National YMCA graduate fellowship, 1974.
- Served as member of National Council of Young Men's Christian Association, 1973-1975.
- Appointed chairman of Vermont Day Care Advisory Committee, 1972-1974.
- Elected chairman of Child Advocates, Inc. Board of Directors, 1971.

Education

M.Ed. in Community Leadership and Development, Springfield College, Springfield, Massachusetts, 1978. Wrote a culminating thesis titled "A Contemporary Examination of Human Service Management."

B.A. with Community Organization emphasis, Goddard College, Plainfield, Vermont, 1974. Studied film-making, administration in a human service setting and organizing institutional changes and development.

References

Available upon request.