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Wednesday, July 2, 2008



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## Jobs Watch

### Featured Jobs

**Campus Coordinator,**  
Chatham University –  
Pittsburgh, PA

**Director of the Rachel  
Carson Institute and  
Sustainability,** Chatham  
University – Pittsburgh, PA

**Document  
Processor/Administrative  
Assistant,** McCrory &  
McDowell LLC – Pittsburgh, PA

**Executive Director,** The  
Pittsburgh Project – Pittsburgh,  
PA

[Click here to view the full list of  
Jobs Watch postings](#)

### Mosaic Tip

**Mosaic is taking a summer  
vacation this August! Watch  
for our next full issue in early  
September. Don't worry, job  
seekers; our "Jobswatch"  
edition will still be  
distributed. Have a great  
summer!**

### Calendar of Events

#### The Art of Networking

Dewey & Kaye is pleased to  
offer this Career Development  
Center workshop for job

## Here's What You Missed!

On Friday June 20, over 200 nonprofit professional gathered for Dewey & Kaye's 10th Annual Nonprofit Symposium. Titled "Looking Forward — A Mosaic of Issues, Practices, & Political Insights," the session was certainly a forward-looking event filled with interesting insights and important information. In case you missed it, some key points are outlined below.

- Jim Smith of Smith, Dawson, and Andrews shared his thoughts about this year's Presidential election and the impact that the ever-increasing federal debt and cost of entitlement programs will have on the availability of discretionary spending for community-based organizations. While the outcome is bleak, attendees were encouraged to become more proactive in tracking federal activities and giving voice to the issues of importance.
- Several of our community's new program officers shared their insights about working with foundations and the importance of communication between grantmakers and grantees. Attendees learned that grantmakers in our community continually balance the need to be strategic and forward-thinking in their grantmaking while still responding to the immediate needs of grantees and the people they serve. With increasing economic pressures on the community, this balancing act will become more complicated for all.
- In the discussion on Next Generation Leadership, moderator Leslie Bonner briefly summarized the results of a soon to be published DK study on Identifying and

seekers. This session is designed to help you learn the essential practice of networking. You will learn where to find contacts, how and when to approach them, and techniques for presenting yourself effectively. Call to reserve your spot in this FREE upcoming workshop which will be held on Tuesday, July 8, 2008 from 12:00 – 2:00 at Dewey & Kaye. Space is limited, so please contact Linsey Marshall at [lmmarshall@deweykaye.com](mailto:lmmarshall@deweykaye.com) or 412-434-1335 to reserve your spot. [Click here](#) to view a schedule of upcoming workshops.

### Special Congratulations

Terry Wirginis, Chair of the Board and Biff Swager, Chair of the Executive Director Search Committee of the **Birmingham Foundation** announced that **Mark Bibro** has been named **Executive Director**.

He replaces the Foundation's first Executive Director, Mary Phan-Gruber, who left after 10 years of service in 2007 to join Dewey & Kaye as a Senior Nonprofit Consultant. "Mary Phan-Gruber did a very effective job leading the Foundation during its first 10 years," said Chairman Wirginis, "and we knew it would take time to find someone comparable to fill the position."

The decision was announced after a nine month search process lead by local recruitment firm **Dewey & Kaye**, a division of McCrory & McDowell LLC, who facilitated the search. Over 100 applications were received for the position.

[Click here](#) to read the full press release.

Growing Nonprofit Leaders; three panelists from the community shared their own personal stories. Takeaways from the discussion included:

- There is no "one best way" to become an Executive Director of a nonprofit. All three panelists had very diverse career paths and leadership experiences.
- The one key ingredient that all panelists agreed as needed for success was a "passion" for the mission of the organization.
- All panelists also described the importance of getting – and really listening to — critical feedback about your competencies, and then taking steps to improve.
- Some skills, like finance, can be learned or staff with that expertise can be hired. Leadership attributes take a bit longer. Hire people who will complement you and compensate for your areas of weakness.

For more information about the study or the panel, contact Leslie at [lbonner@deweykaye.com](mailto:lbonner@deweykaye.com).

- Tom Lusk presented information about Achieving & Sustaining Nonprofit Excellence. For more on this topic, contact Tom at [tlusk@mccmcd.com](mailto:tlusk@mccmcd.com). Key tips include:
  - Maintain accurate and timely information.
  - Operate under management by fact and be results-driven.
  - Develop a work plan that includes budgets.
  - Know your costs of program delivery.
  - Have an orientation toward continuous quality improvement.
  - Be close to your customers and know their needs.
  - Develop a great Board of Directors that is engaged and able to strategically advance the organization.
- Mary Phan-Gruber led a discussion about small nonprofits, and the challenges and opportunities facing smaller organizations. See below for a full article about this important topic. Contact Mary at [mphangruber@deweykaye.com](mailto:mphangruber@deweykaye.com).
- Todd Owens and Michelle Pagano-Heck led a discussion about managing leadership change in an organization. Thoughts included:

### Mosaic Subscribers

Since our last issue, **42 new subscribers** have joined the Mosaic community!

- Make sure that all employees in your organization know how to do someone else's job (or at least a portion of someone else's job). Cross training is the key to developing your employees, and supports healthy succession planning.
- Work to ensure that no one "owns" any one relationship outside of the organization. This will limit your ability to successfully conduct succession planning and transition your organization.
- Know when to utilize the resources and expertise of a compensated interim executive leader.
- With guidance and oversight, give the interim leader the same power and authority that the more permanent leader would have.
- Build open, honest relationships with your board leadership — trust and communication are paramount to successful leadership changes.
- Life is change. Growth is optional. Choose wisely.

Email Todd ([towens@deweykaye.com](mailto:towens@deweykaye.com)) or Michelle ([mpaganoheck@deweykaye.com](mailto:mpaganoheck@deweykaye.com)) for more information.

We hope that you will join us next year for our Symposium! Also, watch for the rescheduled session on Program Evaluation later this summer!

### Small is Beautiful: Ideas to Make Your Small Nonprofit Successful

There is a pervasive sense that small nonprofits aren't "good enough". Yet in other sectors, small is actually preferred. Research by Rubicon Consulting indicates that many small businesses are happy in their "niche" market, see growth as a risky game, and identify themselves as "midsize" or a "leader in their field", rather than small. A national movement in education is moving to "small" high schools which are better environments for students. The majority of nonprofits are small; locally, the average nonprofit's operating budget is \$1.7 million but the median budget is \$463,000 (2003 Tropman Report, Billion Dollar Sector).

Perhaps the question should be: Can small nonprofits have impact? A recently published comprehensive study of high-impact nonprofits called Forces for Good concludes that a big budget, brand recognition, high ratings and perfect management and mission articulation are not the most

important aspects of an organization relative to high impact. Instead, characteristics that small nonprofits can offer, including an ability to adapt, engaging in and nurturing nonprofit networks, emphasizing advocacy, leveraging markets and inspiring others for the cause are among the key characteristics of high impact nonprofits.

Small nonprofits face particular challenges, including leaders and staff who must possess a broad range of skills to adapt and solve problems as well as "carry the passion" of the agency. Here are a few tips offered by our symposium panelists (Karris Jackson of Urban Youth Action, Carey Harris of A+ Schools and Michael Barfield of Outreach Teen and Family Services) and recent research.

- Involve all staff in the hiring process; hire and train for initiative and flexibility.
- Use technology and nontraditional marketing venues such as viral marketing, guerilla marketing, social media, and street marketing for impact.
- Build potential pro-bono relationships with vendors and board members.
- Outsource to small businesses who appreciate your size.
- Engage your board more effectively through:
  - Careful selection and clear expectations of commitment.
  - Engaging all directors in setting agendas and priorities.
  - Implementing regular board self-evaluation.
- Leverage your adaptability by collaborating with partners on larger goals, and staying close to needs of consumers while staying on mission.
- Nurture yourself as a leader with a support network or carving out lifespace while understanding that planning, priority-setting and taking action are key.

**Mary Phan-Gruber** is an experienced nonprofit program manager, development associate, and foundation director. Contact Mary at [mphangruber@deweykaye.com](mailto:mphangruber@deweykaye.com).

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The Dewey & Kaye division of McCrory & McDowell LLC provides strategy development, planning, financial sustainability, facilitation, training and executive search services to help nonprofits, foundations, community collaboratives and government agencies address strategic, operational and administrative issues.

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