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Wednesday, May 7, 2008



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Jobs Watch

Featured Jobs

Account Executive, Direct
Advantage Marketing -
Pittsburgh, PA

**Business Education
Coordinator**, CL Fund -
Pittsburgh, PA

**Development & Marketing
Director**, Fort Ligonier
Association - Ligonier, PA

**Director of Non-Instructional
Operations**, Propel Schools -
Pittsburgh, PA

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

Financial Director, East End
Cooperative Ministry -
Pittsburgh, PA

**Interim Management
Consultants**, Interim
Management Services - Dewey
& Kaye - Pittsburgh, PA

**President and Chief
Executive Officer**,
Pennsylvania Environmental
Council - Harrisburg, PA

**Senior Donor Relations
Manager**, The Nature
Conservancy - Pittsburgh, PA

**Vice President, Chief
Financial Officer**, Western

Unmet Expectations: Board and Executive Director Relationships

Dear DK Consultant,

I am the Chair of the Board for a community-based nonprofit. I am writing to ask for your advice in getting the Executive Director (ED) to work better with the Board. My first issue is that the ED, who is very hardworking, just doesn't seem to be able to communicate very well with the Board. She spends most of her time with us talking about how we need to help her with fund-raising or trying to get us to understand the financials of the organization. Many Board members just sit there and say nothing until a vote is called — if they even show up for a meeting. I can't say we are very "engaged" and think it might be because we don't get the right Board materials in advance to have a meaningful dialogue, the meetings are boring, and we just don't have enough to do. Right now we are down three Board members and the Director is having a difficult time recruiting new Board members and finding anyone willing to take on the Chair role when my term is up next month. The ED's performance review is upon us and I was wondering if you could help us do the ED Assessment and get her straightened out?

Bewildered Board Chair

Dear DK Consultant,

Help! I am the Executive Director of a community-based nonprofit organization and am seriously considering retiring early because of all the stress I am under. Our organization does great work but like many nonprofits is always worried about financial sustainability. I feel as though I spend all of my time chasing grants or doing fundraising. And to make matters worse, my Board seems to have checked out on me. They often ask what they can do for the organization, but as soon as I bring up the need for them to help in fundraising they shut down. Lately I have been getting complaints that the materials I send to them in advance are not enough, or include too much detail, or are not sent far enough in advance — and at the same time no one seems to be reading what I do send. Finally and perhaps most worrisome to me is that we currently have 3 vacant Board seats and no one willing to take

Pennsylvania Conservancy -
Pittsburgh, PA

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

Save the Date

Dewey & Kaye's 10th Annual Nonprofit Symposium, **Looking Forward A Mosaic of Issues, Practices & Political Insights** will be held on **Friday, June 20th, 2008**. Look for an invitation to arrive in the coming weeks.

Calendar of Events

Resumes/Cover Letters

Dewey & Kaye is pleased to offer this Career Development Center workshop for job seekers. You will learn the basic resume formats and styles, along with how to write a convincing cover letter. It will also provide you with techniques on approaching the content of your resume, from self-assessment to visual appeal. Call to reserve your spot in this FREE upcoming workshop which will be held on Tuesday, May 13, 2008 from 12:00 – 2:00 at Dewey & Kaye. Space is limited, so please contact Linsey Marshall at lmrshall@deweykaye.com or 412-434-1335 to reserve your spot. [Click here](#) to view a schedule of upcoming workshops.

Announcements

Dewey & Kaye and
Benevon Present:

**Major Gifts: Finding the
Perfect Donors
May 29, 2008**

What would it look like to have an ever-increasing stream of major donors who love your mission? To learn more about this free seminar on how to

on the Board Chair role next month. I didn't know I was expected to recruit new Board members by myself and don't really know where else to go to find some new board members. Maybe it is time to do a Board Assessment? Or should I just find a new job?

Desperate Director

While these aren't actual letters sent to us they do represent an amalgam (dare we say Mosaic) of the issues we help our clients confront on a regular basis; and it appears the trend is getting even more pronounced. At a Board Source conference last month we heard that over 3 million nonprofit Board seats are unfilled nationally. The *Daring to Lead* study tells us that Executive Directors are leaving their positions because of the stress of finding funds as well as dealing with the Board pressures. In a recent article in the *Chronicle of Philanthropy* we learn that, "a communication breakdown is often at the root of a breakup between a board and a charity leader... an important part of an executive director's job is that relationship with the board." And, a *Guidestar* article describing interviews with executive directors and board members about communication says, "Nearly every interviewee cited *unmet expectations* and *underdeveloped relationships* as the key reasons for executive director turnover."

Clear and Written Expectations for the Board and the Executive Director

Often the first thing we look for when asked to intervene in a Board/Staff conflict or discussion is whether there exists current, clear, realistic, and written expectations for both the executive director and the Board roles. Rarely do we find these documents in any useable form. Often when we do they date back to an early time or organizational life stage when both Board and staff did "whatever it takes" to build an organization. Often the work of defining these roles and responsibilities ends up addressing many of the other aspects identified in the letters above. To get you started we suggest these **ten basic responsibilities of a nonprofit board** published by BoardSource:

1. Determine the organization's mission and purpose.
2. Select the chief executive.
3. Support the chief executive and assess his or her performance.
4. Ensure effective organizational planning.
5. Ensure adequate resources/raise money.
6. Exercise fiduciary responsibility and oversight.
7. Determine, monitor, and strengthen the organization's programs and services.
8. Enhance the organization's public standing.
9. Ensure legal and ethical integrity and maintain accountability.
10. Recruit and orient new board members and assess board performance.

In our next issue of Mosaic we'll continue this article and address:

create sustainable funding for your nonprofit, [click here](#) for complete details and how to register.

- The role of the board in fundraising
- Board communication and materials
- Recruiting new board members and officers – who does what?
- The basics of board engagement

Leslie Bonner, a senior consultant at Dewey & Kaye, specializes in leadership and organizational assessment and development. Contact Leslie at bonnerl@deweykaye.com.

Mosaic Subscribers

Since our last issue, **57 new subscribers** have joined the Mosaic community!

How can JobsWatch and Mosaic help me?

Dewey & Kaye provides retained executive search and transition management services for our clients. While we're not an employment agency or placement service, we do provide a service to individuals interested in employment and organizations seeking an employee in the nonprofit sector.

JobsWatch is a webpage which lists current nonprofit job openings and is updated as postings are received. Please visit our webpage at www.deweykaye.com/jobswatch.

Mosaic, a free electronic newsletter published twice every month by Dewey & Kaye, keeps nonprofit, foundation and association leaders in the know on issues related to regional job opportunities, talent management, succession planning, management best practices, trends and events of interest. If you are not already a subscriber, join over 7,000 current subscribers by simply sending a blank email to join-dkijobswatch@jobswatch.dkiinc.com.



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Founded in 1951, McCrorry & McDowell LLC today ranks as one of the largest accounting and consulting firms in the region, offering a wide range of services through distinct, but integrated groups that include Dewey & Kaye, Diversified Medical Management, Three Rivers Institute, and McCrorry & McDowell's accounting, tax, and business consulting practices.

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