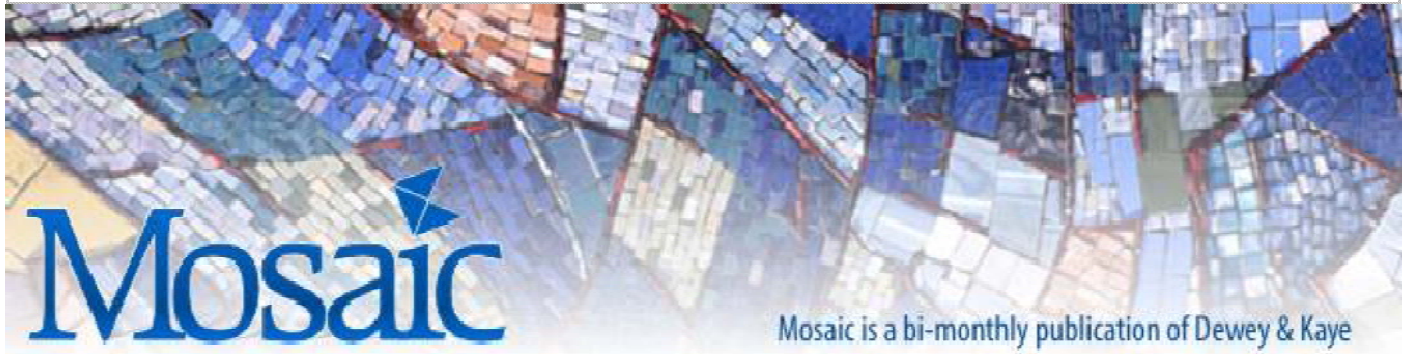


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Wednesday October 3, 2007



## Jobs Watch

### Featured Jobs

**Director of Corporate Communications**, Sheridan Broadcasting – New York, NY

**Director of Development**, Pittsburgh Ballet Theatre – Pittsburgh, PA

**Director of Information Technology**, Wesley Spectrum Services – Pittsburgh, PA

**Executive Director**, Susan G. Komen For The Cure – Pittsburgh, PA

**Executive Director of Development**, Pittsburgh Public Schools – Pittsburgh, PA

**Financial Development Officer**, American Red Cross – Pittsburgh, PA

**Help Desk Support**, McCrory & McDowell LLC – Pittsburgh, PA

**Human Resources Manager**, Wesley Spectrum Services – Pittsburgh, PA

**Project Manager**, Pittsburgh Public Schools – Pittsburgh, PA

**Vice President of Development**, Excelsa Health – Greensburg/Latrobe, PA

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

### Mosaic Tip

Remember the importance of continued communication with your funders, both current and potential. Update funders periodically with news and developments about your

## Letter from Kate

This month, we feature Mary Phan-Gruber, the newest addition to the DK team. Mary brings 10 years of experience in the foundation community, having served as the executive director of the Birmingham Foundation on Pittsburgh's South Side. In a special two-part series, Mary combines her extensive experience in program management, development and in a grantmaker role to debunk several myths about grantseeking. If you are new to grantseeking, this article might help you with a quick assessment of your organization's readiness and experience with grantmaking. If you are experienced, we hope you find it a useful tool to educate other staff, board or volunteers about the grantseeking process.

Also in this issue, we'll give you a glimpse into some of the exciting research that Dewey & Kaye is undertaking this fall. Covering topics such as mergers in the nonprofit sector, developing nonprofit leaders and foundation innovation, I'm sure you'll find something that interests you.

Enjoy the beautiful southwestern PA fall colors!

A handwritten signature in black ink that reads "Kate R. Dewey".

## 7 Myths about Foundation Grantseeking

### Part 1

Misconception #1: **Getting grants depends upon who you know.**

Over the past two decades, foundations have become increasingly professionalized; even many family foundations now have professional staff to facilitate the grantmaking process. Relying on an older model of contacts with trustees is less effective as the expertise of professional staff generally are relied upon to prepare grants for guideline-based decision-making by the board.

Getting grants does depend upon who you are! The credibility of your

news and developments about your programs and services.

### Calendar of Events

#### Resumes/Cover Letters Workshop

This session is designed to help you 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 upcoming workshop which will be held on Tuesday, October 9, 2007 from 12:00 - 2:00 at Dewey & Kaye. Space is limited, so please call Linsey Marshall to reserve your spot at 412-434-1335. [Click here](#) to view a schedule of upcoming workshops.

organization can be a key factor in consideration, and your history of success or response to previous projects is important. (Make sure reports on previous grants were submitted!) The leadership of your organization or project is another key factor considered by grantmakers since it also affects the potential for implementation.

*What is my organization's history with previous foundations?*

*What is my organization's and leadership's current credibility in the community?*

#### Misconception #2: **It is all about the money!**

It is a mistake to approach grantmakers with only money in mind. Foundations are also nonprofits, and they seek projects that can help them implement their own mission and advance the community. If your approach is well-founded and well-prepared but the grantmaker is not able to consider it for funding at that time, he or she might be willing to offer some other suggestions. They could connect you with other people who have expertise or could be partners, suggest other funding resources, or identify another approach to implementation. Some foundations publish materials related to their priority interests or geographic area of service or they may serve as conveners to address an issue or bring community leaders together. At the same time, grantmakers are pleased to learn from you about the specific challenges or trends in your field.

*Have I thoroughly researched the funder's mission, current priorities, and recent grants awarded?*

*If funding isn't possible, might this funder be willing to share any other suggestions?*

#### Misconception #3: **Getting grants involves some magic—I just haven't discovered it.**

Raising funds is not magical; it is about being strategic and doing the work of preparation. It is about planning or enhancing an excellent program with a well-crafted proposal and targeting it to appropriate funders. It is not a mystery—it is a skill which can be learned and honed. Many grant proposals are rejected because they are not well-crafted, are not targeted to foundations whose priorities are a good fit, or simply because there are too many applicants. Not receiving funding is painful, but you will do well if you view it as a learning process rather than a failure.

*Have I followed all of the guidelines as suggested, tailored my approach to the foundation, based it on best practices, and submitted a well-crafted proposal and materials?*

Stay tuned for Misconceptions 4–7 in November's issue of **Mosaic**.

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

### HOT OFF THE PRESS

This fall, the DK team is busy working on several exciting research projects.

**Nonprofit Leadership.** The most extensive project examines an issue that is certainly on the mind of many nonprofit professionals: Growing and Developing Nonprofit Leadership Talent. The study is being funded by the Bruner Foundation of Rochester, NY in partnership with The Heinz Endowments and The Forbes Funds. Thirty-seven high-performing executive directors from Allegheny County's human services sector have been brought together to answer the questions: What are the skills and competencies that these executive directors have in common? How are these skills and competencies developed? What can foundations and boards do to support the development of promising executives? What should organizations be looking for when hiring their next executive and how should they go about cultivating talent from within? Look for the final report in spring 2008.

**Mergers.** DK looks forward to presenting our research about nonprofit mergers at the 2007 Forbes Funds Research Conference on November 29, 2007. Commissioned by the Forbes Funds, we engaged nearly 25 nonprofit executives in candid discussions about their experiences exploring a potential merger and, for some, actually merging. What has resulted is a guide for nonprofits considering engaging in a merger exploration, consultants and management-service organizations as they support organizations in this important process, and funders considering support for merger explorations and implementations. We are also in the process of updating our guide to nonprofit boards on strategic restructuring. That publication will be available in the winter 2008.

**Foundation Innovation.** Finally, together with Grantmakers for Effective Organizations (GEO), DK has just completed writing "Leading Change: Transforming Grantmaker Practices for Improved Nonprofit Results," part two of GEO's Change Agent project. Our report was informed by interviews with approximately 30 foundation executives from across the United States that had been identified by their nonprofit partners as innovative grantmakers. Designed as an action guide for foundation executives, *Leading Change* highlights examples of innovative, transformative foundation practices, and provides a practical guide for foundation personnel to implement these practices in their own foundations and communities. Look for the final publication of this document later this fall.

We look forward to sharing the results of these and other studies with you as we continue to research the trends and information important to you, your organization, and our sector as a whole. If you have any questions about our research, please contact Jessica Obergas.

**Jessica Obergas** conducts research and survey analysis at Dewey & Kaye. Contact Jessica at [jobergas@deweykaye.com](mailto:jobergas@deweykaye.com).



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