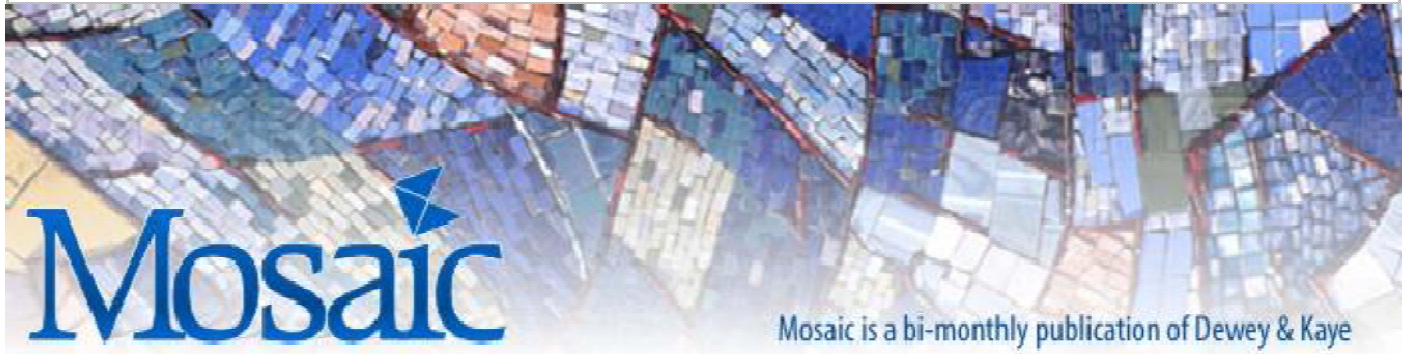


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Wednesday, September 5, 2007



Jobs Watch

Featured Jobs

Administrative and Program Coordinator, Pittsburgh Partnership for Neighborhood Development – Pittsburgh, PA

Chief Executive Officer, YWCA of Greater Pittsburgh – Pittsburgh, PA
****revised job announcement****

Chief Financial Officer, The Prevention Network – Beaver County, PA

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

Director of Development, Pittsburgh Ballet Theatre – Pittsburgh, PA

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

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Processor/Administrative Assistant (Part-time), McCrory & McDowell LLC – Pittsburgh, PA

Executive Director, Middletown Community Foundation – Middletown, OH

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

Financial Development Officer, American Red Cross – Pittsburgh, PA

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

Message from Kate:

Welcome back to Mosaic! We hope you enjoyed a relaxing summer and are gearing up for all that the fall season brings!

How would you fill in the blanks in this phrase, “The Board is to the Executive Director, as _____ is to blank _____”? How you answer will probably determine whether you think it is more important for the Board to evaluate the CEO annually or to evaluate itself. In our work helping Boards to conduct CEO evaluations we can clearly see that the strongest and most effective organizations balance the leadership assessment process by having the Board take a good hard look at itself on a regular basis. We believe that (Board evaluation and development) + (CEO evaluation and development) = Balanced Leadership. In the articles in this issue, Leslie Bonner, our resident expert in Performance Assessment and Development provides tips for both CEO and Board evaluation. As always we’d be happy to tailor a process to meet your organization’s unique situation.

I’d also like to take this opportunity to introduce and welcome the newest member of Dewey & Kaye, Mary Phan Gruber. Mary comes to us after serving as the Executive Director of the Birmingham Foundation for more than 10 years. We are excited to have her unique combination of talents and skills join those of our team. I hope you’ll have the chance to meet Mary soon!

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

Kate R. Dewey
Principal Dewey & Kaye
a McCrory & McDowell LLC company

Dewey & Kaye in the News:

Mosaic Tip

When setting your organization's calendar, be sure to plan time for the CEO evaluation at least two months before you have to set the new budget for the upcoming year. This will ensure that your organization has plenty of time to be thorough and thoughtful in the evaluation and have time to develop and agree on any related compensation changes and recommended developmental activities. These costs can be included in the upcoming budget.

Calendar of Events

The Art of Networking Workshop: The Art of Networking: 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 upcoming workshop which will be held on **Tuesday, September 11, 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.

Dewey & Kaye's own co-founder and Principal played a key role in O'Connor's "vision"...WAY TO GO KATE! [Read the entire article by clicking here.](#)

CEO Evaluation and Development

The research by the Center for Creative Leadership (CCL) has identified three key drivers of leader development: assessment, challenge, and support.

Assessment is the important first step to leadership development because it gives people an understanding of where they are now; their current strengths; the level of current performance or effectiveness; and what are seen by others as their primary development needs. Much like the SWOT analysis in a strategic planning process, the performance evaluation process points out the gaps between a person's current capacities and performance and some desired or ideal state.

In our work helping Boards to conduct effective, objective, and developmental evaluations we clearly see the effect that having good assessment feedback can have on helping the nonprofit CEO to focus his or her efforts. Follow-up work with the Board and CEO to create measurable but realistic goals that provide a bit of "stretch" allows us to incorporate the driver of "challenge" mentioned above.

The final driver of leadership development is support. Support means different things to different people. For some, seeing that others recognize and value their efforts is a form of support. For others, having the resources and freedom to move forward is the needed support. For the nonprofit CEO the largest source of support often comes from the Board of Directors. The CCL describes people support this way: "people who can listen to stories of struggle, identify with challenges, suggest strategies for coping, provide needed resources, reassure in times of doubt, inspire renewed efforts, celebrate even the smallest accomplishments, and cheer from the sidelines." Sounds like a good Board of Directors to me!

Board Evaluation and Development

No relationship is more vital to a nonprofit than that of the Board and the CEO. Together these two entities are the leadership team of the organization.

If this relationship is out of balance due to factors that contribute to disengagement of the Board or CEO (such as conflict, ineffective meetings, not having the right Board members, or poor role definitions) then the leadership power shifts to one party or the other and governance is effected. This is demonstrated in the graphic below:



A leadership partnership that is based on regular and candid assessment, feedback, development, and support is a partnership that will be able to deal with the inevitable challenges and crisis that are part of every organization's life. Board assessment to determine effectiveness and engagement can open Board members' eyes to their larger role and allow them to come to grips with their own successes and failures in meeting goals and objectives.

Board assessments do not need to be time consuming or painful. We employ a number of different tools in our work with Boards that can be tailored to deal with the unique needs of different nonprofits. The report from a Board assessment can be the springboard to a strategic plan and/or a complement to the CEO evaluation.

Leslie Bonner specializes in leadership development and the "people issues" facing organizations. Contact Leslie at bonnerl@deweykaye.com.

DK Client Spotlight - SPARC

In March 2004, the United Way of Allegheny County commissioned Dewey & Kaye to examine the state of non-school hour services to children and youth in Allegheny County. There were a number of programmatic and financing issues at the time of the study which challenged the accessibility, relevance, and quality of those services:

- Lack of flexible or encompassing hours of operations coinciding with the work schedule of the parents.
- Absence of process, licensing and evaluative measures to assure that safe, quality programs were being made available and delivered by trained, competent, caring staff.
- Fragmentation of the connections between school and non-school hour programs.
- Insufficient funding for agencies to obtain the physical and material resources necessary to hire and retain competent staff.
- A financing structure that often precluded low-income families from obtaining quality non-school hour services.
- Instability of state and federal funding for such services.

Funders and agency leaders agreed that public policy needed to be informed by data on utilization and location of services. That need gave birth to the Southwestern PA Afterschool Resource Collaboration

(SPARC) which is an exceptional resource for agencies, public policy makers, funders, and families. It is a project of 3 Rivers Connect (www.3rc.org) which has been guided by the Allegheny County Department of Human Services, A+ Schools, United Way of Allegheny County and many community organizations concerned about youth. The goal is to create an organized system of information about non-school hour services and programs and make this information accessible via www.SwpaAfterschool.org. Building upon the work of A+ Schools and www.pghafterschool.com, SPARC has expanded the scope of this initiative beyond just the City of Pittsburgh to encompass all of Allegheny County and the surrounding counties in southwestern PA. The information on the SPARC website is not only valuable as a community referral tool to help connect families with programs, it also provides information for a data driven foundation for planning and analysis. There are over 700 programs from almost 300 agencies in the system and SPARC provides the most comprehensive information on afterschool in the region. For agencies providing afterschool programs, now is the perfect opportunity to review your information and make any enhancements in time for back to school season. For more information about SPARC, please contact Alana Kulesa, Director of Education Programs at 3 Rivers Connect at (412) 392-1006 or akulesa@3rc.org.



The Dewey & Kaye division of McCrorry & 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.

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

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