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Wednesday, October 1, 2008



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Jobs Watch

Featured Jobs

Director of Development,
Surgicorps International –
Pittsburgh, PA

Document

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

Executive Director (part–
time), Three Rivers
Community Foundation –
Pittsburgh, PA

Human Resources

Generalist, Wesley Spectrum
Services – Upper St. Clair,
PA

Program Director: Wesley
Spectrum Family and Child
Development Center for
Autism, Wesley Spectrum
Services – Upper St. Clair PA

Provost/Vice President of
Academic Affairs, Carlow
University – Pittsburgh, PA

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Jobs Watch postings

Mosaic Tip

In this month's Mosaic, we present the groundbreaking results of our nonprofit leadership study. Take some time to read through the report,

Mosaic has made some improvements!

Please take a moment to review our new additions:

- **Reader Poll** – A question will be presented each month. We encourage you to click on the link and answer the question. The results of each poll will be posted in the next month's issue.
- **Dear DK Consultant** – *Coming Soon!* A question will be answered by one of our Dewey & Kaye Consultants. If you have a question you would like to submit, please forward it to: dkopp@deweykaye.com
- **Client Case Study** – We will share the results of any client case studies we publish.

Want to Make Better Decisions?

Managers of nonprofit organizations, like all managers, make decisions affecting the performance of the organization. Whether these decisions impact operations, finance, human resources, production, transportation or a number of other areas, they essentially determine how scarce resources will be allocated. Resource allocation, especially in today's funding environment, is critically important for nonprofit organizations to maximize their operational efficiency and stretch their program dollars further. Ideally, these pivotal decisions would be made rationally, methodically, based on logic, data and facts. However, experience tells us that these decisions are often made based on less tangible, subjective factors; intuition or 'gut' instinct, anecdotal evidence, and unstated assumptions. Yet the quality of those decisions can often determine the success or failure of a new initiative, program or entire organization. The swirling environment that

particularly our findings on the competencies most often found among nonprofit leaders. Take some time to reflect on your own organization. What does the next generation of leaders look like? Where are they strong? Where could they use some additional development? And how can you adapt your performance evaluation methods to build internal leadership capacity?

Reader Poll

How does your nonprofit organization expect to end this year financially?

- **Surplus**
- **Deficit**
- **Break-even**

Please [click here](#) to answer the question.

Results will be shared in the next full issue of Mosaic.

Nonprofit Leadership Development Study Now Available

Dewey & Kaye has just published a nationally funded study that suggests ways to identify and grow nonprofit leaders. The study proposes a leadership development model that could be used by communities, sectors, individuals, and organizations to overcome the potential leadership deficit in the nonprofit sector. A common set of leadership competencies is suggested, along with insights into how nonprofit CEOs have developed their leadership skills. A practical model for identifying, assessing and developing emerging leaders is provided along with tips for boards, succession planning, grantmakers, and those who

organizations need to operate within can also cause decision overload. So the pivotal questions facing nonprofit organizations are how do you currently make decisions and how do you improve the quality of those decisions?

Decision modeling can help. Decision modeling is a data-driven, computer-based analytical technique that can help take a lot of the guesswork out of your decision-making processes. This technique, also known as operations research or management science, uses mathematical methods to determine an allocation of scarce resources that improves or optimizes the performance of a system. Essentially, decision modeling breaks down your decision into a series of mathematical formulas (a "decision model") and then solves the model to produce the optimal result.

The decision modeling process is extremely versatile and can be applied to many different types of organizations. Below are some examples of situations where decision-modeling could be used in the nonprofit and public sectors:

- A food bank wants to schedule its weekly food pick-ups and drop-offs in order to minimize its fuel costs.
- The parks conservancy wants to allocate its capital budget for park improvements in order to maximize overall benefit while staying within budget.
- A school district or individual school wants to allocate its teachers to maximize overall student performance using data on student to teacher ratios and school performance.
- A health department or nonprofit clinic wants to estimate demand for vaccinations in order to purchase enough to meet its clients' needs without incurring expenses for excess vaccinations.
- Given the rates of absenteeism and attrition throughout a given year, a large organization or city department (sanitation, police, etc.) wants to schedule its hiring to minimize overtime spending while meeting all its responsibilities.
- A hospital would like to allocate doctors, nurses and beds optimally to minimize cost and maximize the number of patients treated through a particular procedure.

The decision-modeling process, diagrammed below, consists of four steps:

- First, formulate a decision model that represents the behavior of a real world system, such as the distribution of food or the hiring of workers. The decision model is a series of equations that are entered into the computer using software that can execute the decision model.

aspire to the leadership role. For more information or to receive an electronic copy of the study send an email to Leslie Bonner at lbonner@deweykaye.com.

*Dear DK Consultant
Coming Soon!*

Mosaic Subscribers

Since our last issue, **38 new subscribers** have joined the Mosaic community!

Calendar of Events

Magnetic Resumes

Workshop

October 7, 2008

12:00 pm – 2:00 pm

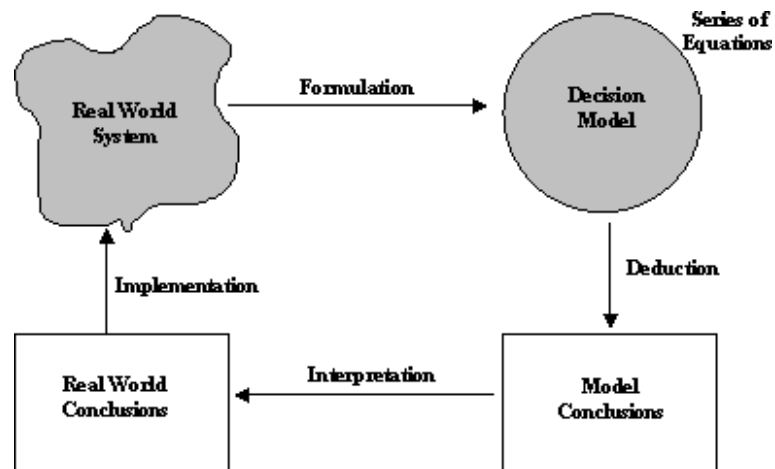
Please note: this is a date and topic change

[Click here](#) for more details.

[Microsoft Excel is one software application nearly all organizations already own that includes a decision modeling function.] The decision model contains three key elements:

- The system's constraints (regulatory, budget size, etc.)
 - The objective of the decision (to minimize cost, to maximize profit, etc.), and
 - The variables that can be changed in the model (number of workers hired, number of vaccines purchased, hours of operation, etc.).
- Once built, the decision model is executed using the computer's decision modeling software to analyze the formulas and produce conclusions.
 - Next, the model conclusions are interpreted by the organization's management to determine how they can be applied to the real world system.
 - Finally, the organization's management applies the results from the model to the real world system, improving the effectiveness and/or efficiency of the system. The results are measured and compared to previous results to assess the effectiveness of the decision model.

The Decision Modeling Process



In order to create decision models, the manager will need:

- Understanding of constraints and the behavior of the system.
- Data. If no data exists, Dewey & Kaye can work with your team to collect the data necessary to create the formulas for the decision model.
- Software. Most versions of Microsoft Excel include a "Solver" tool that can be used to execute a decision model. Depending on the nature of the project,

additional software may need to be purchased, such as Crystal Ball. Crystal Ball is a forecasting software application that allows you to simulate a decision thousands of times in a matter of seconds.

Dewey & Kaye can help your organization to make better decisions and improve its overall impact in the communities it serves. Please give us a call to discuss your organization's decision modeling needs.

Shawn Sheridan specializes in nonprofit strategic business planning. Contact Shawn at ssheridan@deweykaye.com.

The New 990

Dear Nonprofit Leader:

The new 990 has a lot of us biting our nails. One of the new changes will require nonprofits to benchmark their salaries in comparison to other nonprofits in the region. Fortunately, Southwestern PA nonprofits have access to **The Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit 501c(3) Organizations**. More than 10,000 organizations have downloaded the survey for their use, and this year's changes to the 990 will make it more widely utilized than ever. Commissioned every two years by the United Way of Allegheny County, this survey has been a trusted FREE resource for nonprofit organizations in our region since 2000. The 2008 survey will provide the most current data about salary and benefits from our region, crucial to 990 compliance, and essential for valid decision-making by nonprofit executives.

In order to continue offering the nonprofit sector this rich, free resource, we **NEED YOUR HELP**. In order for the data to be most relevant, we need results from both large and small organizations, newly emerged and tenured, with both large and modest budget sizes. All information submitted is held in the strictest confidence, viewed only by our independent consultants.

In addition to the benefit of having participated in a most highly respected and vitally important survey, additional benefits include a custom CD of the survey results, a discount coupon valid for any Bayer Center class, and you will be entered to win a \$250 American Express card. You will also be invited to a leadership breakfast on January 30, 2009, to discuss the survey results.

If you have any questions, please contact Carrie Richards at richardsc@rmu.edu or call 412-397-6008. Thank you in advance for your commitment to the nonprofit community and your participation in this vitally important survey.

Peggy Morrison Outon
Executive Director
Bayer Center for Nonprofit Management

Robert Nelkin
President and Chief Professional Officer
United Way of Allegheny County

Electronic Survey Instructions:

Download the [Excel File](#) and SAVE it to your computer. Complete the survey and make sure to save the changes. Email the completed survey to compsurvey@earthlink.net by **November 7, 2008**.

If you have any questions, please feel free to contact Carrie Richards at 412-397-6008 or richardsc@rmu.edu

Thank you!!



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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One Riverfront Center, 20 Stanwix Street, Pittsburgh, PA 15222
www.deweykaye.com



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