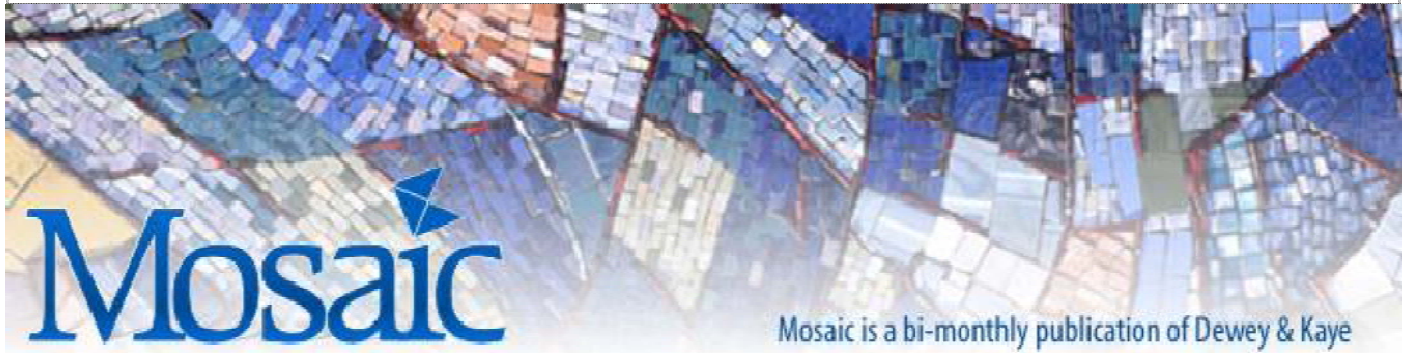


To ensure delivery of timely information, please add
<jobswatch@deweykaye.com> to your address book.

Tuesday, December 04, 2007



Individual settings and technology may not allow you to view Mosaic as it was intended to be published. If you are having difficulty reading this newsletter in your e-mail, [click here](#) to receive a PDF version.

Jobs Watch

Featured Jobs

Real Estate Loan Officer, The Pittsburgh Partnership for Neighborhood Development – Pittsburgh, PA

Senior Vice President & Chief Advancement Officer, The YMCA of Greater Pittsburgh – Pittsburgh, PA

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

Mosaic Tip

The New Year is a great time to take stock of your organization. Give Dewey & Kaye a call to discuss organizational assessments or other tools to help you take a look at how things are going. Call Jessica Obergas at 412-434-1335 or [e-mail](#).

Calendar of Events

The Art of Networking

Dewey & Kaye is pleased to offer this Career Development Center workshop for job 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, December 11, 2007 from 12:00 - 2:00 at Dewey &

Top 5 Trends of 2007

Dewey & Kaye has worked with over 200 organizations over the past year and has been retained to undertake a wide variety of thought provoking projects. These include the study of mergers for the Forbes Funds Tropman Reports and the national Leading Change study of foundations for Grantmakers for Effective Organizations.

First we thank you for the continued opportunity each of you have provided us to serve you, your organization and the community. It is these very partnerships that provide us with such a unique window on the environmental shifts that are occurring and the impact they have on the charitable sector. Here is my list of the Top 5 trends that you may want to keep on your organization's radar screen.

1. **Accountability and Transparency.** Maintaining the public trust through ethical and responsible practice will continue to place pressure on nonprofits to self-regulate their operations. The Panel on the Nonprofit Sector has released their guide: [Principles for Good Governance and Ethical Practice: A Guide for Charities and Foundations](#). These Principles are organized into four categories. They are:
 - a. Legal Compliance and Public Disclosure -- responsibilities and practices, such as implementing conflict of interest and whistleblower policies, that will assist charitable organizations in complying with their legal obligations and providing information to the public.
 - b. Effective Governance -- policies and procedures a board of directors should implement to fulfill its oversight and governance responsibilities effectively.
 - c. Strong Financial Oversight -- policies and procedures an organization should follow to ensure wise stewardship of charitable resources.
 - d. Responsible Fundraising -- policies and procedures

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.

Announcement

Dewey & Kaye is pleased to announce that we will continue offering the Career Development Center workshops for area job seekers. Job Search Strategies, The Art of Networking, and Magnetic Resumes/Cover Letters will continue to be offered with the new addition of "The Interview: Questions Answered". [Click here](#) for more information and the 2008 schedule.

organizations that solicit funds from the public should follow to build donor support and confidence

This resource a window into the changing expectations of charitable organizations. Make sure your nonprofit is taking steps to "stay fit."

2. **Technology Acceleration.** Technology innovation is driving new expectations of how organizations conduct business. Technology also creates tremendous opportunities to streamline what you do and how you do it. It allows organization to streamline data collection in ways that speed up billing processes and enrich quality control. However, innovation is happening so quickly it is difficult to stay on top of product development so you can make wise investment decisions. Secondly it is an expensive but essential budgetary item which is difficult to fully invest in when you are flat lined on funding. If you are feeling under the gun, a first step might be to engage someone who is immersed in technology application to serve on your board or a board committee.
3. **Financial Stress.** It is not pretty out there! Financial sustainability is the number one issue that organizations will be wrestling with for the next five years. The first step is getting a handle on what it costs you to provide a unit of service. How can you make decisions if you don't know what the tradeoffs are? How can you negotiate a contract and be confident it is in the best interest of the agency if you don't what it cost to actually deliver the service? The second step is to determine if and where you can begin to generate unrestricted revenue. Is it time for an annual appeal, charging for the time you are now giving away, or a membership program? Unrestricted dollars are precious and essential given the mercurial nature of public funding and the vacillating stock market.
4. **Demographics Create New Dynamics...At Last!** Shifting demographics will create opportunities and challenges depending on where you are. By 2015:
 - a. Pittsburgh and its surrounding communities will mirror other urban centers relative to age demographics.
 - b. The eastern part of our region will potentially benefit from the extraordinary out-migration Baltimore/Washington DC up the 270 corridor.
 - c. There will be a filling in between Cleveland and Pittsburgh corridor.
5. **Alliances Will Outpace Mergers as an Operating Model.** Because of many of the factors cited above, we can look for continued restructuring of the nonprofit sector. Based on our experience with mergers as well as strategic collaborations, mergers are not the solution for most organizations and they are expensive to undertake. Without a proper infusion of resources, two weak organizations joining together can create a larger weak organization. That said, when they do make sense they should be pursued with great vigor. Strategic alliances like the Human Resources Collaborative represent a better alternative

mcd dkn eml template

for most organizations because they allow the organization to retain focus on their mission, preserve their unique cultures, and share costs strategically.

If we can be of help to your organization in 2008 think through the implications of these trends or others you are witnessing on your organization, please give us a call at 412-434-1335.

Happy Holidays from Dewey & Kaye!

We wish you a very healthy and happy holiday season!

PLEASE NOTE: Due to the holidays, each of the January issues of Mosaic will be delayed one week. Mosaic will be distributed January 9th and January 23rd. Mosaic will return to its normal schedule in February.

Please click on the appropriate date to view previous issues:

[September 2007](#)

[October 2007](#)

[November 2007](#)



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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