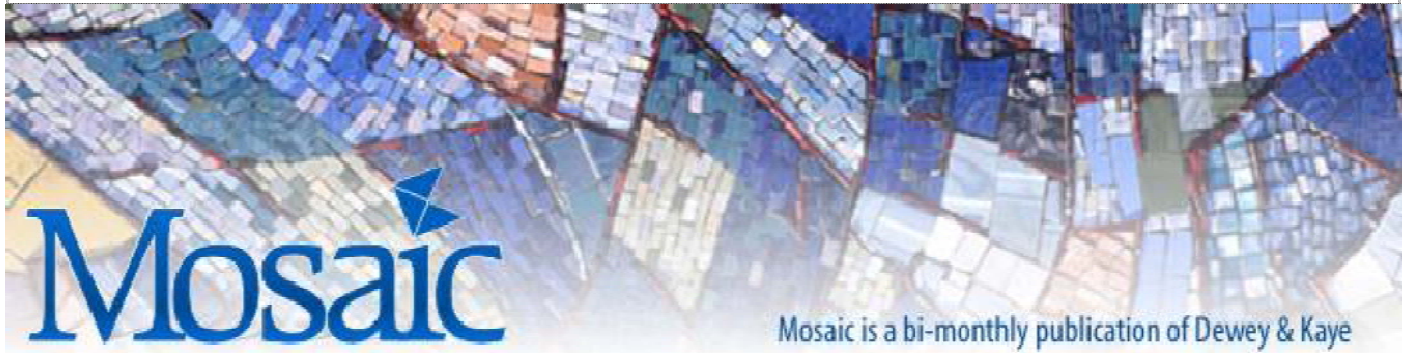


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Wednesday November 7, 2007



Jobs Watch

Featured Jobs

Administrative Assistant II

([Database](#)), Roy A. Hunt
Foundation – Pittsburgh, PA

Assistant Controller, Confidential
Family Business – Pittsburgh, PA

Development Director, Big
Brothers Big Sisters of Greater
Pittsburgh, Inc. – Pittsburgh, PA

Development Officer - Regional,
Western Pennsylvania
Conservancy – Pittsburgh, PA

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

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

Human Resources Manager,
Wesley Spectrum Services –
Pittsburgh, PA

President/CEO, The Pittsburgh
Foundation – Pittsburgh, PA

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

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

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Mosaic Tip

If you want to strengthen the voice of
the nonprofit sector, join the Greater
Pittsburgh Nonprofit Partnership.
Call 412-394-4271 or [e-mail](#)

Message from Kate

This issue highlights Part 2 of Mary Phan-Gruber's article, debunking common myths about grantseeking. We trust that this article will help you think differently about how you approach foundations and engage in grantseeking. If you missed the first part of this article, please be sure to [contact Mary](#).

Also in this issue, we explore the idea of engaging in public policy as a nonprofit organization. Jessica Obergas, an Associate with our team, shares insights garnered from her participation at the Independent Sector's Public Policy Action Institute, and her work with the Greater Pittsburgh Nonprofit Partnership's Public Policy Committee. We hope you find her reflections thought-provoking.

We wish you the happiest of Thanksgiving!

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

7 Myths about Foundation Grantseeking

Part 2

Misconception #4: **Program officers are special people.**

Grantmakers know they did not suddenly become much more attractive, funny or intellectually stimulating since they assumed their role, so be sincere in your dealings with them. Be respectful and remember that program officers are people too. They are not celebrities; don't stalk them. If you meet them in a professional setting - and they are able to talk with you - be prepared with "elevator speech" or a quick question about a project and follow up later if invited to do so. Resist the temptation to follow someone in to a restroom (this has happened). If you meet a grantmaker in a personal setting—you can quickly and graciously give them your card and ask if you might give them a call.

Have I taken advantage of attending funder panels, summits, or seminars to hear grantmakers talk about their work or trends?

Calendar of Events

Job Search Strategies

Dewey & Kaye is pleased to offer this Career Development Center workshop for job seekers. Everything you need to know about your job search, from researching job leads to accepting offers. Call to reserve your spot in this FREE upcoming workshop which will be held on Tuesday, November 13, 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.

Misconception #5: **Program Officers are the deciders.**

Program officers work for mission-based foundations and boards of directors or trustees who make grant decisions. Remember that when a program officer continues to ask additional questions, requests more information or revisions to your letter or proposal—it is because they must advocate for projects to their colleagues and boards and can anticipate many of their concerns. Their influence can be critical and their advice can be valuable. While it is a privilege to work as a grantmaker or funder, program officers don't enjoy saying no to nonprofits who may have good ideas but aren't a good fit for their foundation or aren't quite ready for funding.

Have I been responsive to the questions and suggestions offered by the program officer?

Misconception #6: **Write one great proposal and send it to everyone.**

Most foundations don't want to start with a proposal—they prefer to receive a clear letter of intent, concept paper, online grant form or in some cases, a phone call which concisely provides all the key information and is carefully targeted to match their foundation priorities. Be sure to include your contact information and offer to follow up within two weeks. The grantmaker can then ask for more information or advise of a rejection quickly. This saves everyone time and effort. While foundations are funded to provide grants, most foundations, even those who have the largest assets, have a small number of staff who handle grantmaking. As a result, many program officers (who may also be the executive director or have another administrative role) are not able to meet to simply discuss your organization in general or review untargeted proposals. Instead, they reserve their time to meet when there are specific initiatives or aspects of an ongoing grant to discuss. Review the funder's website, annual report, or guidelines and call the office to find out what the first step is in being considered for funding and if the guidelines you read have changed.

Did I research how to make an initial contact?

How can I use the time of the program officer most wisely?

Misconception #7: **The relationship is over once the check is sent.**

The grantmaker is an investor in your project and organization; once you receive funding it is important to treat them as a partner and keep them informed about the progress as well as the challenges of your work and any major changes in your organization. Don't let them hear about your executive's departure on the street. If there are problems, let them know and explain how you plan to address the issues. Be sure to send timely and complete reports and related articles—your record of success and communication will be considered the next time you apply for funds. Most funders expect to be recognized in your materials. Once the project or funding is over, stay in touch.

How do we set up internal systems to insure that reports are

complete and sent in a timely manner and funders are kept informed?

Is your project or organization sustainable? What is the level of readiness for diversifying your funding? Dewey & Kaye can provide organizational, project, or proposal assessments, and strategic planning at all levels, as well as assistance with succession planning and executive search.

Mary Phan-Gruber is an experienced nonprofit program manager, development associate, and foundation director. [Contact Mary](#).

Nonprofits and Public Policy: They Go Hand in Hand

Often, nonprofit organizations are hesitant to engage in advocacy around public policies that impact their missions or the individuals that they serve. Fears of losing tax-exempt status often fuel resistance to advocacy; other times, nonprofit staff and their boards of directors are so engaged in the day-to-day pursuing of their mission that they fail to realize the impact that public policy has on their work.

At the Public Policy Action Institute at the Independent Sector's Annual Conference, the message was loud and clear: nonprofit organizations should absolutely be aware of, and engaged in, public policy at the federal, state, and local levels. While organizations are prohibited from engaging in electioneering activities, nonprofits have the right (and some would argue the obligation) to engage in public policy debates.

As you read this article, our Congress is debating issues including the IRA Charitable Rollover Act that could result in dramatic increases in planned giving for nonprofits. The IRS is reviewing and revamping the Form 990, the standard reporting form used for all charitable organizations. At the state level, our legislature is considering several bills that could expand the sales tax, or increase its rate. At the local level, mayoral candidates are calling for increased contributions from the City of Pittsburgh's nonprofits to the Public Service Fund. This is only a small sampling of issues that could impact your organization and the people you serve. Additionally, there is a myriad of bills and regulations that impact different mission areas, the policies governing them, and the funding available.

Here are some simple strategies that your organization can follow to become more engaged in public policy.

- **Join an Association.** Tracking legislation and policy changes can be a daunting task; understanding how to engage in advocacy can be confusing as well. Fortunately, there are several resources available to organizations and individuals that are interested in engaging in public policy. The Independent Sector, the Pennsylvania Association of Nonprofit Organizations, and the Greater Pittsburgh Nonprofit Partnership are only a few of the associations that engage in public policy on behalf of the nonprofit sector. Consider joining one or more of these associations, or an association of organizations with a similar mission-focus to

yours. These organizations can be a resource for your organization about key issues that impact your work.

- **Get your Board Involved.** Engage your board in a conversation about public policy and advocacy; understand where they stand on involving the organization, and educate them about what it means to be involved.
- **Maintain Relationships Year Round.** Reach out to local legislators, and not just when you're looking for funding. Make sure they know who you are and what your mission is, and how important your work is to their constituents.

Most importantly, realize that **public policy advocacy is legal for nonprofit organizations**. With the support of associations and experts, your organization can make a difference in the public policy landscape that impacts your work and the people you serve. For more information about the resources listed above, [contact Jessica](#).

Jessica Obergas conducts project management, research and survey analysis for Dewey & Kaye. [Contact Jessica](#).



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.

Founded in 1951, McCrory & 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 McCrory & McDowell's accounting, tax, and business consulting practices.

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