



*Executive Search  
Nonprofit Leadership  
& Board Performance*

# DCM ASSOCIATES, INC.

## 2022 YEAR-END REPORT



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# LETTER FROM THE CHAIRMAN & FOUNDER

I am delighted to share with you our 2022 Annual Report highlighting the growth of our firm becoming one of the most trusted and respected search firms for executive nonprofit leadership in the nation. In addition, our Institute for Transformational Nonprofit Leadership has played a major role in helping clients successfully develop their emerging leadership talents while also improving the performance of their board of trustees and executive leadership team.

We made a strong commitment to our firm's commitment to diversity, equity, inclusion and belonging in conducting our searches to ensure that they are inclusive and reflect the values and aspirations of our clients. DCM encourages applicants from diverse backgrounds to identify qualified candidates to reflect the rich diversity of the clients we serve.

Our inaugural Certificate in Emerging Transformational Leadership Program was successfully completed. We are proud of the positive response we received from those who attended our program.

I am grateful to my DCM colleagues who have successfully worked extremely hard this past year surpassing client expectations in delivering the high level of qualified candidates are clients are seeking.

We look forward to continuing to serve our clients in 2023 with outstanding executive search services, providing them with our online executive leadership and board governance annual assessment evaluation surveys and tools, and supporting them with online courses and executive coaching services.

Finally, I want to thank all of our clients who demonstrated their confidence in us to serve their executive search needs and supporting them become high performing nonprofit organizations.

*Sincerely,  
Dennis C. Miller  
Founder & Chairman*



## NATIONAL PARTNERS



NATIONAL COUNCIL  
*for Mental Wellbeing*<sup>®</sup>

HEALTHY MINDS ■ STRONG COMMUNITIES



***THE NONPROFIT TIMES***<sup>™</sup>  
The Leading Business Publication For Nonprofit Management

## OUR COMMITMENT TO DIVERSITY, INCLUSION AND EQUITY

DCM believes that diversity, equity and inclusion are essential to our firm's effectiveness and excellence. We are committed to conducting searches that are inclusive and that reflect the values and aspirations of our clients. DCM encourages applicants from diverse backgrounds and strives to identify qualified candidates to reflect the rich diversity of the clients we serve. We define diversity in broad terms to include race, ethnicity, age, gender, religion, sexual orientation, gender identity and expression, disability, geography, and socio-economic status.

# DCM'S GROWING TEAM

In 2022, the DCM team added six additional experienced nonprofit leaders to our team bringing a total of sixteen team members. What distinguishes DCM from other search firms is that we are dedicated exclusively to serving the nonprofit and social impact sector. The other factor is that 100% of our team has decades of experience working in the nonprofit sector as CEO, COO, CFO, HR, Board Chair, Development Officer and more. We know the business you are in and our experience "being in your shoes" has consistently delivered high quality results to our clients.



**Dennis C. Miller**  
Founder & Chairman



**Joseph F. Duffy**  
President  
Executive Search



**Dr. Yvonne Styles**  
Executive Vice President



**Dr. James McGuirk**  
Executive Vice President



**Michele Hickey**  
Chief Marketing &  
Communications Officer



**Debbie Donohue**  
Chief Administrative Officer



**Michael Zaremski**  
Executive Vice President  
(DCM)



**Dr. Terrence F. Cahill**  
Managing Director



**Gregory A. Nielsen**  
Managing Director



**Jason Smith, CFRE**  
Managing Director



**Allan L. Weisberg**  
Managing Director



**Jay Weisman**  
Managing Director



**Gladys Torres Miller**  
Senior Vice President



**Jermaine "Jay" Suggs**  
Managing Director



**Carol Jee, CPA**  
Senior Vice President



**Shelley Feist**  
Managing Director



**John Vastag**  
Managing Director



# DCM STRATEGIC PARTNERSHIP WITH PM HCS



Michael Zaremski, President & CEO of PM Human Capital Solutions (PM HCS), entered into a national strategic partnership with DCM Associates in 2022 to conduct executive searches specializing in Chief Financial Officers, Directors of Finance and Controller positions in the nonprofit sector. PM HCS is an affiliate business of Prager Metis.

Prager Metis is a Top 50 US accounting firm and a Top 10 International firm with over 75 partners and principals, more than 500 team members and fifteen offices worldwide including London, New York, New Jersey, Los Angeles and Miami. PM HCS will enable DCM to expand and support the executive search needs of nonprofit organizations of all sizes recruit their chief financial officers, director of finance and controller positions.

Mike was the Human Resources Director for a top 5 New York City-based public accounting firm. Mike's responsibilities encompassed diversity and recruiting. He is an experienced search consultant in the area of chief financial officers and has extensive experience providing full-service staffing solutions to clients across the globe. PM HCS will focus on chief financial officer, director of finance and controller searches in the nonprofit sector.

Mike operates within a highly competitive landscape, finding and placing qualified professionals, senior-level executives, and critical support personnel that fit each client's individual needs. He maintains an exclusive and extensive candidate network that also has the capability to provide interim resource management, temporary staffing, interim CFO's and Controllers to service project-based financial consulting needs.

Dennis C. Miller states, "We are delighted to have entered into our strategic partnership with Michael Zaremski, President of PM HCS. He has added significant value to us when conducting searches for financial executives for our nonprofit clients nationwide."



# NONPROFIT EXECUTIVE LEADERSHIP SEARCH

We are pleased to present key highlights from nonprofit executive leadership searches successfully completed by our firm in 2022.

girl scouts  
of northern  
new jersey



DCM Associates, Inc. successfully concluded the search for a dynamic and visionary thinking President and Chief Executive Officer for Girl Scouts of Northern New Jersey (GSNNJ), with the recruitment of Sandra A. Kenoff.

GSNNJ serves girls ages 5-18 in 160 communities in Bergen, Morris, Passaic, Sussex and northern Warren counties, bringing the Girl Scout Leadership Experience to more than 17,200 girls and nearly 9,700 adult members.

Sandra brings to the role more than 20 years of experience as a marketing and fund development professional. Sandra has been the Chief Development and Chief Communications Officer for GSNNJ for nearly four years.

“Our board is delighted to have identified Sandra A. Kenoff as our next President and CEO,” say Board Chair Bette M. Simmons, Ed.D. and Search Committee Chair Shanna Jafri. “Sandra’s experience with GSNNJ and other nonprofits makes her uniquely qualified to preserve and enhance GSNNJ’s mission to build girls of courage, confidence and character who make the world a better place. Thanks to Dennis C. Miller and DCM Associates for guiding our search process which led to a choice among many outstanding candidates. We are also thankful for the incredible work and leadership of Betty A. Garger who recently retired from her role as GSNNJ’s President and CEO, and for the work of the entire GSNNJ team during the transition period.”

“I appreciated the efforts of Dennis Miller and his team throughout the process,” Sandra says. “They were easy to work with, responsive, and informative. I thank the team for their help and guidance as I navigated through this search and am honored to have been selected for the role of President and CEO of Girl Scouts of Northern New Jersey.”



# NONPROFIT EXECUTIVE LEADERSHIP SEARCH



Bancroft®, a Cherry Hill, NJ based nonprofit provider of programs and services for individuals with autism, intellectual and developmental disabilities and those in need of neurological rehabilitation, selected Brian Hancock, JD as its new Chief Program Officer following an extensive search by DCM Associates, Inc.



Through innovative programs supported by clinical experts, Bancroft offers a comprehensive range of services aimed at unlocking the full potential in each person and meeting their changing needs throughout their different stages in life. Programming includes special education, vocational training and supported employment, structured day programs, residential treatment programs, community living programs, and behavioral supports.

Brian brings more than 15 years of experience in significant leadership positions, including his most recent role as Executive Director of Devereaux Advanced Behavioral Health New Jersey. Brian is known for his ability to prioritize a mission-first approach, servant leadership principles, data-drive and proactive decision making, and inclusivity, ensuring that team members are engaged and connected to each other and the organization.

“Bancroft occupies such a unique place in New Jersey and the region,” Brian says. “I am so excited to join the team at such a pivotal time in the organization’s history. I would also like to thank the DCM team for executing the process flawlessly.”

“Brian is the right person for this new and critical role in the organization,” adds Bancroft President and CEO Toni Pergolin. “We appreciate DCM’s assistance in this process and we are confident that with Brian in the role of Chief Program Officer we will be able to achieve improved outcomes and sustainable programs stewarded by strong talent.”



# NONPROFIT EXECUTIVE LEADERSHIP SEARCH



**FAITH AT WORK**



DCM Associates successfully closed the search for a new Executive Director for its client, Catholic Charities Diocese of Houma-Thibodaux (CCHT).

Chamon Williams was selected to lead the Louisiana-based organization.

In 2020, CCHT addressed the needs of nearly 13,000 members of the community through programs providing disaster preparedness and relief services, food, clothing, employment readiness, shelter, emergency financial assistance, a developmentally appropriate and affordable childcare center for children ages 1 to 5 years, a foster grandparent program, and more. In addition, CCHT advocates for justice and more just social structures at the local, state and federal levels.

Chamon brings 17 years of experience working under the Catholic Charities umbrella. She has provided support for survivors of the 2019 ICE Raid and has served in disaster response within Mississippi, including response to the COVID-19 pandemic.

"In reflection of the scripture Romans 8:28, I know that I am abundantly blessed to be afforded the opportunity to return home and continue the good work of Catholic Charities," Chamon says. "I began the interview/recruitment process somewhat hesitant. However, after my first meeting with DCM Associates staff, the feeling of hesitation changed to eagerness. I am appreciative of the compassion and encouragement provided by DCM Associates."

"As Board Chairman of Catholic Charities of the Diocese of Houma-Thibodaux, we are thrilled to have Chamon bring her expertise of the Catholic Charities organization to the bayou region," says Karen Trahan David, the organization's Chief Administrative Officer and Board Chair. "Knowing that this is where she started her ministry of serving the communities of the Diocese, I am confident that Chamon will embrace her new role with energy, passion, and vision. I look forward to building a strong relationship with her and the CCHT Board."



# NONPROFIT EXECUTIVE LEADERSHIP SEARCH



The  
Calais  
School



DCM Associates is pleased to announce that it has successfully closed the search for a CEO for its client, The Calais School. John W. Cohrs has been named to the leadership role.

Located in Whippany, New Jersey, The Calais School is a state-approved, private therapeutic special education school serving students in grades K through 12 plus who have multiple learning disabilities as well as anxiety, mood, behavior and autism spectrum disorders. It serves students throughout New Jersey, in particular Morris, Somerset, Bergen, Essex, Middlesex, Monmouth, Ocean, Mercer, Passaic, Hudson, Hunterdon and Union Counties. The Calais School has a stellar reputation for nurturing and empowering at-risk students and young adults with multiple learning disabilities to become gainfully employed and socially engaged.

John brings to the role more than 20 years of experience in private education, most recently as Principal of the school. He has had ongoing engagement with the financial, legal and regulatory aspects of accredited independent schools, and has a proven track record of fiscal growth and school advancement. As CEO of The Calais School, he will guide the organization toward becoming the premier institution preparing higher functioning students and young adults with multiple learning disabilities for productive and independent lives.

“John was the most qualified and dynamic candidate that we met during the search process,” says Gerry Gross, Board Chair and Chair of the Search Committee. “His experience and dedication to our mission of serving special needs children is unsurpassed. John will succeed David Leitner who is retiring from the CEO position on June 30th. David provided incredible leadership at Calais and was responsible along with the Calais Team for many important program enhancements that benefited students at the School.”

“We are grateful to Dennis C. Miller and DCM Associates for assisting us in the search,” Gerry adds. “It was important to the Board to conduct a thorough and comprehensive search for a new CEO, and DCM was able to identify highly qualified candidates and guided us through the search process.”



# NONPROFIT EXECUTIVE LEADERSHIP SEARCH



DCM Associates, Inc. successfully concluded the search for a dynamic and visionary thinking Chief Executive Officer for its client, CUMAC, one of the largest food security organizations in Passaic County, NJ, with the recruitment of Jessica Padilla Gonzalez.

CUMAC operates a 28,000-square-foot facility serving over 3,300 people monthly. The Marketplace at CUMAC and at Freedom Village Senior Apartments provides guests with healthy, nutritious foods that they select to fit their preferences and culture. Its Regional Food Hub receives, stores, organizes and distributes 2 million pounds of fresh, healthy foods and high-quality shelf stable products annually, and a Benefits Enrollment Center provides free help to Passaic County residents. Place of Promise is a permanent supportive housing program for individuals who have experienced chronic homelessness. CUMAC serves approximately 40,000 people annually.

Prior to joining CUMAC Jessica worked for the Housing Partnership of NJ in Dover, starting as a Housing Counselor in 2006, then Home Ownership Manger, advancing to CEO in 2013.

“Our Board and Management Team are excited to have Jessica Padilla Gonzalez join the CUMAC family as Chief Executive Officer,” say Board President Julie Holland and Vice President Stephanie Schwartz. “Our Search Committee did a terrific job evaluating wonderful candidates and we know that Jessica’s work in the nonprofit world along with her compassion and enthusiasm have prepared her to help CUMAC continue to meet the needs of our community. We are extremely pleased with the efforts of Dennis Miller, Joe Duffy and their teams. Their ability to guide the search process and identify talented and qualified candidates made it much easier for the Search Committee to complete its goal in a timely manner.”

“Working with Joe Duffy and the DCM team was a pleasure,” Jessica adds. “They were informative and responsive throughout the entire process. I am grateful for their support and guidance and honored to have been selected as the new CEO of CUMAC.”



# NONPROFIT EXECUTIVE LEADERSHIP SEARCH



DCM Associates assisted its client, ERASE Racism, in recruiting Laura Harding, Esq. as successor to its Founding President Elaine Gross, who led the organization for its 21-year history. Laura, an advocate, attorney, and public administrator with extensive experience advancing racial justice, equity, and inclusion, became President of ERASE Racism in September.

Laura brings extraordinary experience in a wide range of areas that relate directly to ERASE Racism's advocacy and programs – especially in public education, housing, and other aspects of public policy. She brings a depth of knowledge in effective approaches to addressing structural racism and enabling systems change to impact government and school policies. Laura also understands Long Island, its history, and its opportunities. She earned her undergraduate degree at Adelphi University in Garden City, NY, where she currently has a consultancy as a facilitator in the Diversity Certificate Partnership Program, training Long Island residents about diversity, equity, and inclusion.

Board Co-Chairs Edward Pichardo and Kalpana Bhandarkar appreciate DCM Associates' diligence, responsiveness, and collaborative approach to identifying ERASE Racism's next President.

"Laura brings a breadth of talent and experience to the position of President," says Kalpana. "Her expertise in public education policy and programs centered on equity, her experience as an attorney focused on tenants' rights, and her years of stakeholder engagement make her uniquely qualified to be in this important role. She threads compassion through her work, and we are confident she will serve as a dynamic and effective leader."

"Laura has an adroit and deft command of the issues that impact the pursuit of equality on Long Island," Edward adds. "ERASE Racism is fortunate to have someone with her depth and skills come in to lead this illustrious organization."

"I am very excited by the opportunity to lead ERASE Racism and build on the legendary accomplishments of Elaine Gross," says Laura.



# NONPROFIT EXECUTIVE LEADERSHIP SEARCH



Rebecca Butz was appointed Chief Operating Officer (COO) for Family Promise of Morris County, a not-for-profit organization dedicated to ending the crisis of homelessness faced by far too many families in their community, following an extensive executive nonprofit leadership search conducted by Joe Duffy, President of Executive Search at DCM Associates.

Family Promise of Morris County partners with more than 1,600 community volunteers, civic and community groups, corporations and foundations, and individuals. The dedication and commitment of these partners leads to cost-effectiveness, allowing the organization to direct the majority of its \$3 million budget toward the needs of those they serve.

Becca is well known to FPMC, having worked there since 2013. She served her MSW internship there in 2012 after which she was hired as their Community Support Program Coordinator in 2013. In 2015 Becca advanced to become the FPMC Director of Housing programs, then to Director of Outreach Programs in 2019. As COO, she will ensure that the agency has effective operational and financial procedures in place and will work alongside CEO Joann Bjornson to plan, manage, coordinate, and implement all activities of the organization.

"It is truly an honor to have the opportunity to serve as COO for Family Promise of Morris County," Becca says. "I look forward to increasing our impact in the Morris County community and beyond for many years to come."

"We are happy to welcome Rebecca to our senior leadership team and we are excited for this next step with her supporting our amazing staff as we work to respond to the needs of our community," Joann Bjornson, CEO, says. "The recruitment for such a high-level position was new to us. The DCM team walked us through each step of the process and reached out to a broad scope of potential candidates. This was an extensive process, one that was much smoother than had we done so on our own. The DCM team worked with our timeframe, helping to ensure a quick turnaround from our first conversation to the final hire letter. I want to personally thank Joe, Michele and Dennis and acknowledge their wonderful team."



# NONPROFIT EXECUTIVE LEADERSHIP SEARCH



DCM Associates, Inc. successfully concluded the search for a dynamic, organized and compassionate professional to lead the Fighting Children's Cancer Foundation (FCCF), with the recruitment of Robert W. Medley.

The FCCF provides need-based financial assistance to families in New Jersey who are struggling with pediatric cancer. In addition, the FCCF strives to educate others about the challenges faced by families living with cancer and to generate additional support for their benefit.

Robert is an experienced leader with a 30-year proven track record of successful collaboration with stakeholders, boards and staff to create and execute a vision focused on enhancing the lives and strengths of individuals and communities of diverse backgrounds.

"I am grateful for the opportunity to serve as the new Executive Director of the Fighting Children's Cancer Foundation," Robert says. "I look forward to working alongside the board, volunteers and families in growing our mission of assisting families in need who are dealing with their child's cancer diagnosis and treatment. The Foundation has already had a tremendous impact in its 25 years of existence, and I am certain that we'll be able to build on that foundation and have an even greater impact in the years ahead."

"I am also grateful to Dennis and his team for their guidance during the search and hiring process," Robert adds. "Their expertise and support were quite helpful. Working with them was a pleasure."

"The Board and Advisory Board are excited to welcome Robert Medley to our Executive Director position," says Greg Porcino, President of the organization's Board of Directors. "Robert brings the experience and passion to guide FCCF through its 25th year celebration and beyond. We would like to thank Dennis Miller and his team for the qualified selection of candidates and valued guidance during our Executive Director search."



# NONPROFIT EXECUTIVE LEADERSHIP SEARCH

## HomeSharing



DCM Associates, Inc. successfully concluded the search for an Executive Director for its client, HomeSharing, Inc. Steven Nagel was selected to lead the organization.

HomeSharing's mission is to create affordable housing solutions by matching those seeking housing with those who need additional income or services to maintain their homes, while fostering independence and dignity. To date, the organization has made more than 1,800 matches, with service numbers increasing by approximately 10% annually.



Steven brings to the organization significant experience with several diverse housing programs, including those funded by FEMA and HUD. He has administered the Middlesex County Homeless hotline, as well as Homelessness Prevention Rapid Re-Housing Program funds in several counties. He is passionate about the need for affordable, permanent housing, and has served as the Chair of the Somerset County Continuum of Care Committee as well as a member of the Somerset County Human Services Advisory Committee.

"It is an honor to have been selected to serve as the Executive Director of HomeSharing," Steven says. "The organization's mission is to create affordable housing solutions by match those seeking housing with those who need additional income or services to maintain their homes, while fostering independence and dignity. The board of trustees has very aggressive goals to support even more people, and I am happy to lead the staff that will turn their visions into actions."

"Throughout the entire process, Dennis Miller and his staff displayed the utmost professionalism," he adds. "I do not believe the search would have gone as well as it did if someone else had been managing it. He even held a Zoom call with me at 9 PM on a Sunday night, showing his commitment to progressing as quickly as possible."

"We are excited to have Steven Nagel join HomeSharing Inc. as our new Executive Director to create a unique niche as a leading agency for the state in affordable housing," says Karen Thomas, the organization's Board President. "Welcome Steven! And thank you to DCM Associates for an outstanding executive search."

# NONPROFIT EXECUTIVE LEADERSHIP SEARCH



Irma Edington, LMSW was selected as the next CEO of Long-Island based Hope For Youth, following an extensive search by DCM Associates.

For more than 50 years, Hope For Youth has provided services for children, youth and families, spanning a continuum of care from out-patient, clinical and preventive services, to foster care, diagnostic and emergency residential services. With programs that span Nassau and Suffolk counties in New York, the organization's mission is to facilitate positive change in the lives of children, youth and families through programs that educate, motivate and empower individuals toward self-sufficiency.

Irma assumes this new role after nearly 23 years of success at the organization. She began her tenure at Hope For Youth as a Program Director, rising to Senior Director and, most recently, Assistant Executive Director. Irma brings earlier experience working with St. Christopher-Ottillie in Seacliff, New York and the Institute For Emotional Health in East Hills, New York.

"I wish to extend my appreciation to Dennis Miller, Jim McGuirk and the DCM team for their assistance and cooperation, but above all for their support in this process," Irma says. "I would also like to express gratitude to Dr. David Hegarty, my predecessor, for his guidance during his tenure and to the Board for their commitment and service. Hope For Youth would not be what it is today without them. As such, I am honored in being selected to continue fulfilling the mission of Hope For Youth as CEO and Executive Director. My sincerest thanks to all involved."

"Irma's experience and leadership make her uniquely qualified to preserve and enhance Hope For Youth's mission of facilitating positive change in the lives of children, adolescents and families," adds Peter Breckling, President, Board of Directors. "Thanks to Dr. Jim McGuirk and DCM Associates for guiding our search process which provided many highly qualified candidates for us to consider."



# NONPROFIT EXECUTIVE LEADERSHIP SEARCH



NJSACC, the Statewide Network for New Jersey's Afterschool Communities selected Ebony D. Grace, MFT as its next CEO, following an extensive search by DCM Associates. Ebony succeeds Diane Genco, who has retired.

Founded 40 years ago as a grassroots coalition of stakeholders in education, government, industry, not-for-profit, health and human services to improve the quality of the growing field of afterschool, NJSACC promotes and supports the development, continuity and expansion of out-of-school time programs.



Ebony brings to the role more than 20 years of professional experience in the afterschool and out-of-school time field, including eight years at NJSACC where she advanced from Director of Expanded Learning Opportunities to Chief Operating Officer. Prior to her work for NJSACC, Ebony was an Education Program Development Specialist with the New Jersey Department of Education. In addition, Ebony serves as a member of the Board of Directors of the National Afterschool Association.

"My personal and professional journey has afforded me the opportunity to continue to build NJSACC's legacy and work to create the same opportunities for the afterschool and out-of-school time providers that we serve," Ebony says. "I am truly excited for what the future holds for NSACC."

Ebony continues, "Dennis Miller and the DCM Associates team were an absolute pleasure to work with. I appreciate their support of me through every step of the interview process. The DCM team took the time to understand the needs of the agency and the staff as they implemented the search."

"On behalf of the Board of Trustees and the organization, I am excited to work with Ebony as we look forward to expanding our impact across the state," says Krista Glynn, NJSACC Board President. "I would also like to extend my sincere thanks to DCM Associates for their assistance and support. Having never experienced this process before, Dennis and his team were always available and supportive. They provided unwavering guidance as we navigated through this difficult process."



# NONPROFIT EXECUTIVE LEADERSHIP SEARCH



United Way of  
Hunterdon County



United Way of Hunterdon County selected Brenda M. Esler, LSW as its next Chief Executive Officer (CEO), following an extensive search conducted by DCM Associates.

United Way of Hunterdon County believes every individual deserves the opportunity to thrive. The organization's programs impact a wide range of challenges from developing financial wellness skills, ensuring students have adequate school supplies, and coordinating relief efforts in times of community emergencies.

Brenda brings to the role 24 years of experience at EmPoWER Somerset where she advanced from Coordinator of Prevention Services to Executive Director. In addition, Brenda is an active member of the Somerset County Business Partnership Board of Directors.

"The United Way of Hunterdon County Board of Trustees is delighted to welcome Brenda as our next Chief Executive Officer," says Rob Crane, Board President.

Search Committee Chair Becky Testa agrees. "Brenda's impressive organizational development, collaborative leadership, and strong communication skills will reinforce and build upon the strong foundation of support, partnerships and initiatives established by retiring CEO Bonnie Duncan. We are confident that Brenda will be an influential advocate, an effective and respected community builder, and an inspiration to our internal and external stakeholders."

Rob and Becky are thankful for the teamwork that resulted in a successful search. "We appreciate Dennis Miller and DCM Associates' facilitation of our search process, which led to a choice among many outstanding candidates."

"I first learned about this opportunity through an email announcement from DCM Associates," Brenda adds. "Their team was helpful and supportive throughout."



# NONPROFIT EXECUTIVE LEADERSHIP SEARCH



Via of the Lehigh Valley, a Bethlehem, PA nonprofit agency providing services to people with intellectual and developmental disabilities, selected Luke Schaeffer as its next Chief Financial Officer (CFO) following an extensive national search conducted by DCM Associates.

Luke joins Via from RKL LLP in Allentown, a professional services firm providing assurance, tax, advisory, wealth management, and IT solutions to businesses and nonprofit organizations. With extensive experience in public and nonprofit accounting, Luke brings internal control, cash management, budgeting, and strategic business planning experience to Via.

Luke holds a BS in Accounting from the University of Baltimore and an MBA in Business Administration and Management from Frostburg State University. His education and experience allow him to align accounting strategies with business growth initiatives to scale and shape the future, a particularly needed skill given today's changing nonprofit business environment. As a member of Via's Leadership Team, Luke will provide oversight of the agency's financial management, analysis, reporting, and strategic planning and execution.

"Luke's impressive background in finance and non-profit accounting makes him a great fit for his new role at Via of the Lehigh Valley," says President and Chief Executive Officer Lisa Walkiewicz. "Luke's vision and skillset are greatly needed in this time of recovery brought on by the pandemic. We look forward to his financial guidance, reputation as a strong 'hands on' leader, and an excellent collaborator with teams to ensure maximum program impact and outcomes."

Luke adds, "I am very excited to join the Via of the Lehigh Valley team and appreciate the opportunity to serve an organization that provides services for children and adults with disabilities. I am passionate about giving back to my community by contributing my time and resources and am happy to bring this passion to my workplace."

"Dennis Miller and his associates were responsive and great to work with," Lisa notes. "They learned about Via's mission, vision and needs to find us the best option for our Chief Financial Officer. I highly recommend DCM Associates for any organization seeking an executive leader."



# INSTITUTE FOR TRANSFORMATIONAL NONPROFIT LEADERSHIP & BOARD PERFORMANCE

Our mission is to provide educational tools to nonprofit boards and executive leadership through a series of online training programs, board and organizational assessments, annual board and CEO evaluations, webinars and conferences along with strategic advice to enable nonprofit organizations of all sizes to unlock their true potential and increase their social impact, whether locally, nationally or internationally.

Today, more than ever, nonprofit boards and leaders have to be performance and results driven. Board and leadership coaching, performance assessments and evaluations can be very beneficial to those who would like to improve their leadership results.

## ASSESSMENTS AND EVALUATIONS

### Annual CEO Performance Evaluation

The goal of the annual Chief Executive Officer performance review is to recognize how well the executive is performing in their job and to identify any needed improvements. This review should clearly be based upon the agreed organization's goals and performance expectations set by the Board for the CEO to the actual achievements of the organization and the CEO.

The annual CEO evaluation process is also a great time for the chief executive to first conduct a self-evaluation to document what they feel have been their key achievements and successes of the past year.

The CEO Annual Performance Review Product includes the CEO Self -Evaluation survey form too.

### Executive Leadership & Board Governance Online Assessment Survey

The best way to ensure your organization is successfully serving your mission is to complete our Executive Leadership & Board Governance Online Assessment Survey. This online survey will identify how well your Executive Leadership team and Board members work together as true partners in both sustaining your mission and achieving your strategic vision.

High performing nonprofit organizations have Boards that have developed into providing leadership to the organization "in partnership" with the CEO and the executive leadership team. This unique survey will identify areas of strength as well as areas that may need improvement to be truly considered "partners" based upon nonprofit leadership and board governance best practices.

Following completion of our survey, we will submit to you our written recommendations for making any needed improvements to better serve your mission.



## The DCM Associates 360 Leadership Development System

The DCM Associates 360 Leadership Development System is a non-threatening way to identify performance perceptions as viewed by certain groups of individuals who know and have had the opportunity to observe the leader in the work setting. Feedback to the leader is given openly and honestly. Remember, perception is reality. This is accomplished by rating the performance of 62 Leadership Behaviors presented as survey items. The responses are compiled from different observers such as: Self, Boss, Direct Reports, and Peers

*This is what a few of our clients had to say:*

*One of the most important responsibilities of a Governing Board is the annual assessment of the Chief Executive Officer to whom operations of an organization are delegated. Not for profit organizations with rotating officers on the board have a daunting task to standardize the evaluation. To make the process objective, and to engage all officers of the Board, takes much effort and time. CAHME determined to outsource the initial part of the process in 2020-21. DCM assists in standardizing the Performance Evaluation survey to make it timely and more efficient. DCM created and performed a Board survey with elements of our prior assessments. The survey was completed much earlier in the past with the entire participation of the Board. DCM also facilitated the CEO self-evaluation and summarized all results. I am extremely pleased that the Board chose DCM to assist CAHME in the Performance Evaluation survey and assessment process. I highly recommend that other organizations consider DCM.*

**Dolores G. Clement, DrPH, FACHE, Chairperson**  
*Commission on Accreditation of Healthcare Management Education*

*The DCM Executive Leadership & Board Governance Assessment Survey and their CEO Annual Performance Evaluation tools enabled our board and CEO to create a baseline evaluation of our current performances and helped us develop a specific plan of action going forward to ensure the sustainability of our mission. I highly recommend them.*

**Robert Kley, Chair of the Board**  
*Monarch Housing Associates*

*Dennis Miller and his team developed an extremely valuable assessment of our governing board at the Santa Fe Recovery Center. His perceptions and insights resulted in actional recommendations our board understood, embraced, and implemented. Those recommendations led to more effective oversight enabling us to become a more effective substance use disorder recovery organization. Furthermore, Allan Weisberg of DCM conducted 360 evaluations of both the board chair and CEO—one of the recommendations of Dennis's assessment. These evaluations were comprehensive, they effectively collected the perspectives of the many people who participate in our organization's success. Allan's insights into the meaning of the 360 results enabled me as board chair to develop an improvement plan that's paying great dividends.*

**Thomas Starke, Board Chair**  
*Santa Fe Recovery Center*

*DCM's Annual CEO Performance Evaluation including the CEO Self-Evaluation survey, the Executive Leadership and Board Governance Online Assessment Survey and the DCM 360 Leadership Development Survey create a comprehensive review and communication tool for the Board and CEO. The feedback provided from the assessment and evaluation tools was insightful and validating. The tools provide a comprehensive review of management competencies, leadership behavior, and progress toward meeting strategic organizational goals by incorporating the perspective of the board members and direct reports, compared to your own perceptions. I highly recommend these tools and the process supported by Dennis and his team!*

**Anne Ogden, Executive Director**  
*CTC Academy*



## ONLINE COURSES

### How to Become a High Performing Nonprofit Board

Most nonprofit organizations have great causes and powerful missions that are being advanced through the efforts of dedicated professionals, board members, donors and volunteers. Everyone has high hopes and dreams for their organization and is very proud to be associated with it.

Yet far too many still struggle to achieve the level of excellence their mission requires.

One of the key responsibilities of every nonprofit CEO is to engage and motivate their board and leadership team to be passionate about serving their mission and achieving their strategic vision.

#### As the CEO or Board Chair, you may ask yourself the following questions:

- How do I engage and motivate my board to be more passionate about our mission?
- How can I enable my board to gain more self-confidence to actively participate in our philanthropic initiatives?
- How do I recruit and develop new board members who can assist me in achieving our strategic vision?
- How do I develop my leadership team to learn the new competencies needed to achieve our strategic goals?
- How do I develop an organizational wide leadership succession plan to develop the future leaders of our organization?

DCM's online courses have enabled thousands of board members and executive leadership teams to learn the skills, competencies and self-confidence required to become a high performing nonprofit organization with the ultimate beneficiary being those you serve.

Our clients enjoyed our online courses at their convenience from home, office, computer, tablet, or mobile device.

#### TOPICS COVERED INCLUDE:

- Characteristics of high performing nonprofit boards, and the common obstacles to high performance
- The role and responsibilities of the nonprofit board chair, and what characterizes a high performing chair
- Board leadership succession
- Board recruitment, reappointment and best practices
- The board and CEO relationship
- Today's executive leadership competencies
- The board's role in strategic planning
- How to increase your nonprofit stock price
- Would your board rather have a root canal than raise money?
- Addressing difficult board member behavior
- Measuring and evaluating the board's annual performance



# How to Become a High Performing Nonprofit Executive Leadership Team

## TOPICS COVERED INCLUDE:

- Visionary Thinking
- Emotional Intelligence
- Entrepreneurial Spirit
- The CEO's Role in Philanthropy
- Positive Brand Building
- Strategic Collaboration
- Succession Planning
- Inspirational Motivation

*I recently completed the training “How to Become a High Performing Nonprofit Board.” This training covered the characteristics and obstacles of being a high performing board. Yes, this training should be an essential component of the new board member orientation and can be extremely useful for long serving board members. The key topics can lead to a rich discussion and learning by board members. I also believe this training is essential for Chief Executive Officers that report to the board – whether you are just beginning in your job, or a veteran. I look forward to utilizing the wealth of resources Dennis C. Miller has to offer to nonprofit leaders to move our agency mission forward.*

### **Laura Heintz, Psy.D.**

*CEO – Stanford Sierra Youth & Families*

*Dennis Miller has done it again - his own version of pushing a Board from good to great. In his new series of “How to Become a High Performing Board,” Dennis illustrates some of the most basic and strong practices needed by all non-profit Boards. Whether an experienced Board Chair or newer Board member, this is a valuable tool in helping to transition your Board to greater philanthropy opportunities, as well as the overall importance of Board impact on your organization. The success of your Board – and its leadership to the organization’s mission - is critical. Dennis’ focus on Leadership Development, Board Governance, Philanthropy and Succession Planning is a true win for all non-profit Boards.*

### **Todd Shellenberger, Vice President of Development**

*Make-A-Wish America*

*How to Become a High Performing Nonprofit Board identifies and encourages us to examine the areas critical to the optimal performance of non-profit boards. In this course, Dennis asks the tough questions in a respectful and non-threatening way. This course touches all the bases of non-profit board performance and will place you firmly on the road of improved board outcomes, for those of you truly committed to them. I strongly urge you to purchase this course.*

### **Stephen N. Lawrence, Ph.D., MPA, Chair, Committee on Trustees and Board Governance**

*Bonnie Brae School*

*I highly recommend Dennis Miller’s online course, ‘How to Become a High Performing Nonprofit Board’. The need for our programs in the social service or nonprofit sector is greater than ever. Our Board of Directors must be a diverse group of highly engaged, (without being micro-managers) leaders willing to step up no matter what the issue is, and work like a team. A tall order for busy professionals. While there is a lot of training out there most board members do not have the time to read tons of material or attend classes. Dennis Miller, a seasoned nonprofit leader, understands this dynamic and has developed an online video course that covers the basics in a little over an hour. Each of the eight modules will give your nonprofit board members the foundation they need to help your board work together with your organization to truly make a difference.*

### **Blair Bravo, Chief Executive Officer**

*Morris Habitat for Humanity, Inc.*



*Dennis Miller has created a wonderfully informative and instructive resource for nonprofit executives and boards in his new online courses. These courses are full of valuable information and tips that will assist executives and board members at all levels of their board and leadership team development. The videos are engaging and matched well with a companion handbook. I found the questions at the end of each module to be excellent for both stimulating discussion as well as a sound exercise in determining the functioning of the board and CEO. Many thanks to Dennis for sharing his sound knowledge and experience!*

**Allison Blake, PhD, MSW Chief Executive Officer**  
*Former Commissioner of Children and Family Services NJ  
Child and Family Agency of Southeastern Connecticut*

*As a long-term volunteer for over 40 years in numerous not-for-profit organizations including business/trade associations such as chambers of commerce, as well as both charitable & educational institutions, I found Dennis Miller's new online courses 'How To Become a High Performing Nonprofit Board' and 'How to Become a High Performing Nonprofit Executive Leadership Team' to be an excellent source of timeless information that is loaded with best practices for any board looking to improve upon its effectiveness. I highly recommend it to any Board member and/or CEO who is looking to educate new or experienced individuals in all areas of effective board governance, leadership development strategic planning as well as succession planning.*

**Walter J. Brasch, CPA, CGMA**  
*Treasurer New Jersey State Chamber of Commerce*

## **DCM INSTITUTE FOR NONPROFIT TRANSFORMATIONAL LEADERSHIP CERTIFICATE PROGRAM**

Eighteen nonprofit professionals from around the country participated in DCM's inaugural Institute for Nonprofit Transformational Leadership Certificate Program. The program's sessions provided by DCM's nonprofit leadership experts:

September 22, 2022  
**THE FOUR PILLARS OF SUCCESSFUL NONPROFIT LEADERSHIP**  
**Dennis C. Miller, Founder & Chairman**

October 6, 2022  
**FINDING YOUR NORTH STAR: STRATEGIC PLANNING FOR NONPROFIT TEAMS**  
**Gregory A. Nielsen, Managing Director**

October 20, 2022  
**TRANSFORMATIONAL LEADERSHIP COMPETENCIES NEEDED BY TODAY'S AND  
TOMORROW'S LEADERS**  
**Dr. Yvonne Styles, Executive Vice President**

November 3, 2022  
**LEARNING FROM ADVERSITY**  
**Dr. James McGuirk, Executive Vice President**



November 17, 2022

**TRUST COMES FIRST: THE LEADER'S ROLE IN A CHANGING PHILANTHROPIC LANDSCAPE**

**Jason Smith, CFRE, Managing Director**

December 1, 2022

**THINK BEFORE YOU SPEAK/ACT**

**Dr. Terrence F. Cahill, Managing Director**

December 15, 2022

**THE POWER OF STRATEGIC ALIGNMENT: HOW TO ENERGIZE YOUR LEADERSHIP TEAM AND ACHIEVE YOUR ORGANIZATION'S TRUE POTENTIAL**

**Dennis C. Miller, Founder & Chairman**

### **Participants' Reviews:**

- *I thought many of the topics were crucial for improving in my leadership role. All of these topics are areas that any leader should be mindful of and open to improving on within their respective positions.*
- *I enjoyed all of the sessions and the speakers were phenomenal.*
- *I look forward to using these tools this year as we relook at our mission statement, strategic planning, and fundraising efforts*
- *I appreciated the excellent responsiveness from all the presenters. And the session topics were relevant and the sessions themselves provided excellent information.*
- *I found the Transformational Nonprofit Leadership Certificate program to be a series of well covered topics that are crucial in the non-profit sector today. The high-level focus on topics such as strategic planning, communication, the four pillars of leadership, and learning from adversity are just a few of the needed skills for emerging leaders in the current challenging times of much transition.*
- *Our non-profit just celebrated 40 years of work in our community. The DCM Leadership Certificate program came at just the right time for me and our organization as we are reimagining and looking forward to what another 40 looks like.*



## WEBINARS

DCM webinars were offered to the public free of charge, and therefore are an important part of the firm's mission to support the nonprofit community and the dedicated individuals who keep their organizations moving forward toward a brighter future.

In 2002, DCM hosted 12 webinars attended by more than 1,300 nonprofit professionals.

Wednesday, March 23, 2022

### FINDING YOUR NORTH STAR THROUGH STRATEGIC PLANNING

**Gregory Nielsen, Managing Director**

Wednesday, March 30, 2022

### KEYS TO SUCCESSFUL EXECUTIVE NONPROFIT LEADERSHIP RECRUITMENT: THE FIVE KEY STAGES OF THE EXECUTIVE SEARCH PROCESS

**Dennis C. Miller, Founder & Chairman**

April 6, 2022

### DIVERSITY, EQUITY, INCLUSION & BELONGING JOURNEY: WHY LEADERS NEED IT AND HOW TO BENEFIT FROM IT

**Susan Hairston, Managing Director; Dr. James McGuirk, Managing Director; and Dr. Yvonne Styles, Executive Vice President**

April 28, 2022

### THE NONPROFIT LEADERSHIP DILEMMA: HOW TO IDENTIFY AND DEVELOP NEW LEADERS FOR TOMORROW'S LEADERSHIP CHALLENGES

**Dennis C. Miller, Founder & Chairman**

May 18, 2022

### EVALUATING YOUR BOARD'S COMMITTEE STRUCTURES AND THE IMPORTANCE OF THE GOVERNANCE COMMITTEE

**Dennis C. Miller, Founder & Chairman**

July 20, 2022

### THE FOUR PILLARS OF SUCCESSFUL NONPROFIT LEADERSHIP

**Dennis C. Miller, Founder & Chairman**

November 9, 2022

### KEYS TO SUCCESSFUL EXECUTIVE NONPROFIT LEADERSHIP RECRUITMENT: THE FIVE KEY STAGES OF THE EXECUTIVE SEARCH PROCESS

**Dennis C. Miller, Founder & Chairman**



November 16, 2022  
**NURTURING SAFE SPACE – ENSURING A HEALTHY ORGANIZATIONAL CULTURE**  
**Ginny Waller, Esq. CFRE, Managing Director**

November 30, 2022  
**NONPROFIT BOARD SERVICE: IMPACT AND EXPECTATIONS**  
**Jay Weisman, CAP®, Managing Director and Dennis C. Miller, Founder & Chairman**

December 7, 2022  
**MISSION AMBASSADORS - DEVELOPING EFFECTIVE ADVOCATES AND  
AMBASSADORS FOR YOUR MISSION**  
**Gregory Nielsen, Managing Director**

December 14, 2022  
**THE VALUE OF EXECUTIVE COACHING FOR TODAY'S NONPROFIT LEADERS**  
**Dr. Jim McGuirk and Dr. Terrence Cahill, Managing Directors**

December 21, 2022  
**HOW TO BECOME ONE OF AMERICA'S MOST SUCCESSFUL NONPROFIT ORGANIZATIONS**  
**Dennis C. Miller, Founder & Chairman**

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**RECORDINGS OF DCM WEBINARS ARE AVAILABLE ON YOUTUBE,**  
**<https://www.youtube.com/@dennisc.millerassociates1257/videos>.**



## BOARD AND CEO PERFORMANCE COACHING

Members of the DCM Team provides hundreds of hours of nonprofit leadership & board performance coaching through a series of confidential conversations that were designed and conducted to enhance the leader's well-being or performance. It is a process designed to facilitate thinking or learning new behavior for personal growth or professional advancement. Performance coaching has been very beneficial to those who would like to improve their leadership results to benefit their organization.

DCM team's extensive experience as chief executive officers, chief human resource officers, and board chairs allowed them to relate to others because they have been in your shoes. DCM believes coaching requires both parties to enter into the relationship willingly with clear expectations and agreements on how the process will work. It is a relationship, or partnership, which allows anything to be asked, said or considered. The ability to trust the "coach" is a crucial requirement of the relationship as well as the ability to listen and hear what the coach has to say without getting defensive.

### Clients of DCM's nonprofit leadership & board governance performance coaching state the following benefits:

- Increased confidence and ability to be a more effective leader
- Enhanced performance as CEO, board chair or entire leadership team
- Ability to constructively confront the tough issues and decisions making
- New insights and self-awareness into their behavior
- Ability to develop their own solutions rather than have them externally imposed
- A roadmap for personal growth

*The Children's Home of Easton has utilized DCM Associates for their Executive Coaching and a Board Retreat for Directors and Senior Leaders. Alan Weisberg worked with myself as Executive Director that enhanced both myself and my senior leadership team and as a result, we truly do now have a thriving high functioning senior leadership team. Dennis Miller facilitated our Directors and Senior Leadership Retreat and both Directors and Senior Leaders learned a great deal of how to work together to take our agency to the next level with improved communication, increased awareness, understanding our roles, and reviewed our structure as leaders, both board and staff. The information and presentations were extremely insightful and sparked great conversation about different areas of our agency and internal and external forces we face doing business. Working with DCM Associates is always professional, and we are grateful for what we all gained from them as a result.*

**Anita Jo Paukovits, M.Ed.**  
*Executive Director/President*

*We engaged Dennis Miller to facilitate a comprehensive board governance training. The content was informative and delivered in a conversational way that engaged all participants. As a board we decided to implement several items that Dennis touched on such as having a strategic question to discuss at each meeting and developing a board matrix. I highly recommend Dennis for board training. He helped me and other members understand the role we play on the board and created a renewed enthusiasm and commitment.*

**Darlene Blandina, Chairperson**  
*SCARC, Inc*



# VIDEO TESTIMONIALS



**Stephen N. Lawrence, PhD, MPA**  
Chair, Council on Trustees  
Bonnie Brae



**Tom Weatherall**  
President + CEO  
Make-A-Wish Foundation of NJ



# LOOKING AHEAD TO 2023

Our team of nonprofit leadership experts in executive search and board & leadership performance improvement look forward to continuing to serve the needs of the nonprofit and social impact sector in 2023. Whether your nonprofit organization is seeking to recruit a chief executive officer, chief operating officer, chief financial officer or other key executive leadership position, our firm has a well-established search process designed to exceed client expectations with high qualified candidates and a smooth transition process.

Today, more than ever, nonprofit boards and leaders have to be performance and results driven. Board and leadership coaching, performance assessments and evaluations can be very beneficial to those who would like to improve their leadership results.

The mission of our Institute for Transformational Nonprofit Leadership & Board Performance is to provide educational and enhanced performance development tools to nonprofit boards and executive leadership. DCM will continue in 2023 to support our clients through a series of online training programs, board and organizational assessments, annual board and CEO evaluations, webinars, retreats and conferences along with strategic advice to enable nonprofit organizations of all sizes to unlock their true potential and increase their social impact, whether locally, nationally or internationally.

We look forward to working with our national strategic partners of ANCOR, the National Council of Mental Wellbeing, Social Current and The NonProfit Times as well as the many state partnerships we enjoy working with. We hope everyone achieves a positive social impact to those they serve in 2023. Our firm is committed to be your partner in 2023.

I would like to thank all of our clients who engaged us in 2022 and expressed their confidence and gratitude for our services. DCM Associates would also like to thank a few of our key business partners in 2022:

**Studio 54 Print**

**Kraus Marketing**

**Silver Lining Communications**

**MetroMSP**

**Talexes**

**Strix Media**

