



*Executive Search
Nonprofit Leadership
& Board Performance*

DCM INSTITUTE FOR TRANSFORMATIONAL NONPROFIT LEADERSHIP & BOARD PERFORMANCE

WHEN HIGH PERFORMANCE MATTERS



OUR COMMITMENT TO DIVERSITY, INCLUSION, EQUITY AND BELONGING

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 ASSOCIATES
IS A PROUD MEMBER**



To Learn more about our Institute for Transformational Nonprofit Leadership and Board Performance services and the bios of our nonprofit leadership experts, please view www.dcm-associates.com or contact Dennis at dennis@dcm-associates.com

* Listen to video client testimonials on www.dcm-associates.com

ASSESSMENTS AND EVALUATIONS

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.

Our final report will include a comprehensive review and recommendations on the following topics along with a one-hour virtual consultation:

- **Mission, Vision, Values and Culture**
- **Strategic Goals**
- **Board and CEO Partnership**
- **Executive Leadership**
- **Board Governance**
- **Impactful Programs and Services**
- **Positive Brand Identity**
- **Philanthropy**

Ideal for board retreats, strategic planning and annual organizational performance evaluations.

▶ **ALL FOR ONLY \$975**

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 and leadership team at the Santa Fe Recovery Center. His perceptions and insights resulted in actionable recommendations our board and leadership team understood, embraced, and implemented. Those recommendations led to more effective oversight enabling us to become a more effective substance use disorder recovery organization.

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

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.

The DCM Annual CEO Evaluation Tool eliminates the hassle of distributing forms to your board members for completion and the need to compile the information. We do it for you.

The DCM Associates Chief Executive Officer Performance Evaluation includes the following topics for assessing the annual review of the CEO:

- **Overall Organizational Performance**
- **Strategic Leadership**
- **Board Relations**
- **Community Relationships**
- **Positive Brand Identity**
- **Fiscal Stewardship**
- **Culture of Philanthropy**

▶ **ALL FOR ONLY \$975**

One of the most important responsibilities of a governing board is the annual assessment of the chief executive officer. Nonprofit organizations with rotating board officers have a daunting task to standardize the evaluation. DCM created and performed a board survey with elements of our prior assessments. The survey was completed much earlier than 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 our board chose DCM to assist CAHME in the evaluation and assessment process. I highly recommend that other organizations consider engaging DCM to assist with board and CEO assessments.

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

In addition, we recommend that you include the DCM Leadership 360 Development System to include feedback from each executive’s direct reports on their perspective on his/her performance to enable everyone to have a better understanding of the executive’s relationship with the organization and his/her leadership team.

ANNUAL EXECUTIVE LEADERSHIP TEAM MEMBER PERFORMANCE EVALUATION

Annual reviews of the individual Executive Leadership team member's performance are an excellent way to identify and reward their performance as well as communicate key areas of needed improvement to successfully guide the organization forward. This review should also identify and include the establishment of organizational goals for the coming year's executive evaluation. It is vitally important for both the CEO and Executive Leadership team member to discuss and agree on these new goals. Our evaluation tool includes the same topics as the CEO evaluation tool above.

In addition, after each major section of the Executive Leadership team member's Annual Performance

Evaluation, their CEO is encouraged to write down any additional comments they feel would be helpful in assessing their team member's performance. For example, their CEO member might want to elaborate further on either a strength or area of needed improvement to be included in the final report.

We also recommend that the CEO include our DCM 360 Leadership Development System to include feedback from the Executive Leadership team member's direct reports on their perspective on his/her performance to enable the CEO to have a better understanding of the Executive Leader's relationship with the organization and his/her leadership team.

\$395 for each individual Executive Team member's annual evaluation including their self-evaluation form. Only \$1,895 for six members of your executive leadership team. Contact Dennis for discounted fees for executive teams larger than 6 officers.

LEADERSHIP ASSESSMENT & DEVELOPMENT

The DCM Leadership Assessment

Our DCM Leadership Assessment is structured to allow you to identify, recruit and retain the highest quality talent for all levels of leadership roles at your nonprofit organization or professional trade association. The DCM Leadership Assessment measures a candidate's behavioral traits, cognitive abilities, and professional interests. This assessment is also very helpful when considering upper-level leadership openings and promotions.

The purchase of our DCM Leadership Assessment includes a personalized debrief and the formulation of a personalized leadership development plan for everyone.

The DCM Leadership Assessment features the TalassureMX™ which measures core leadership traits, like:

- Reasoning ability
- Sense of Urgency
- Manageability
- Attitude
- Competitiveness
- Take Charge
- People Contact

\$250 per executive

Dennis Miller's keen instincts, broad executive experience, and strategy assessment enables him to quickly hone in on the underlying barriers of a team's success in addressing complex organizational decisions. His respectful, honest, and forthright approach was invaluable to our Leadership team gaining insight and confidence to develop a new vision statement and action steps.

**Marlene Lao Collins, Executive Director
Catholic Charities of Trenton**

THE DCM 360 LEADERSHIP DEVELOPMENT SYSTEM

The DCM 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. 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.

The purchase of our DCM 360 Leadership Development System includes a personalized debrief and the formulation of a personalized leadership development plan for each member of your team.

The Seven Leadership Competencies:

- Communications
- Teamwork
- Engagement
- Resourcefulness
- Decisiveness
- Leadership
- Achievement

The insights gained from the 360 Leadership Development System is to promote professional competencies, career growth and enable the leader to become more effective, efficient, and valuable to the organization.

\$350 per executive

Working with Allan Weisberg and Michele Hickey from DCM Associates has been a very positive experience for us, helping us to become better leaders, be more effective, efficient, and valuable to the organization through the DCM 360 Leadership Development System.

**Liza Gundell, Chief Executive Officer
Family Resource Network**

ONLINE BOARD AND LEADERSHIP COURSES

INVEST IN YOUR NONPROFIT BOARD MEMBERS AND EXECUTIVE LEADERSHIP TEAM'S SUCCESS

Most nonprofit organizations, trade associations and chambers of commerce have great causes and powerful missions that are being advanced through the efforts of dedicated professionals, yet far too many still struggle to achieve the level of excellence their mission requires.

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 participate in our philanthropic initiatives more actively?*
- *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 will enable your board members and leadership team to learn the skills, competencies and self-confidence required to become a high performing nonprofit organization with the ultimate beneficiary being those you serve.

HOW TO BECOME A HIGH PERFORMING NONPROFIT BOARD

Earn your Nonprofit Board Governance Training Certificate

An engaging online course that members of your Board can take from their home, office or mobile device.

Topics covered include:

- *The Four Stages of Board Governance*
- *The Characteristics of High Performing Boards*
- *The Board & CEO Relationship*
- *The Board's Role in Achieving Your Strategic Vision*
- *Board Leadership Succession*
- *Bolstering Board-Supported Fundraising*
- *Board Recruitment Best Practices*
- *Dealing with Difficult Board Behavior*
- *Measuring the Board's Annual Performance*

HOW TO BECOME A HIGH PERFORMING NONPROFIT EXECUTIVE LEADERSHIP TEAM

Earn Your Nonprofit Executive Leadership Training Certificate

A motivating online course that members of your leadership team can take from their home, office or mobile device.

Topics covered include:

- *Visionary Thinker*
- *Emotional Intelligence*
- *Entrepreneurial Spirit*
- *The ELT's role in Philanthropy*
- *Positive Brand Builder*
- *Strategic Collaboration*
- *Succession Planner*
- *Inspirational Motivator*

I had the pleasure of taking the Dennis C. Miller course “How to Become a High Performing Nonprofit Board”. I highly recommend this course to anyone serving on or running a nonprofit board who is looking to improve and energize their board. Whether it be leadership succession, how to activate board committees or to understand the roles of board chair, CEO and members, this course is well worth taking. It gives great guidance on how to educate, engage and challenge everyone.

Hal English
President & CEO
Princeton Mercer Regional Chamber

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 very useful for long serving board members. The key topics can lead to a very 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 created a wonderfully informative and instructive resource for nonprofit executives and boards in his new online courses. These courses are full of great 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
Child and Family Agency of Southeastern Connecticut
Former Commissioner of Children and Family Services

Complete each course in one hour at your convenience from home, office or mobile device or tablet.

Ideal for board member orientations, board and leadership retreats and ongoing staff development and education as well as executive team development and training.

Each course includes up to 90 minutes of interactive discussion with DCM at a time of your choosing to answer any of your questions or expand discussion beyond for any module of the course.

Only \$975 for each course and comes with a one-year license for up to 25 registrants per course. You may add and/or delete up to 10 individuals with each course.

SPECIAL PRICING OPTIONS

FOR THE INSTITUTE FOR TRANSFORMATIONAL NONPROFIT LEADERSHIP & BOARD PERFORMANCE

Purchase the
**EXECUTIVE LEADERSHIP
&
BOARD GOVERNANCE
ONLINE ASSESSMENT**

and add one of our online courses
for a discounted fee of **\$1,450.**

or

\$1,950 for adding both online
courses at the time of purchase.

Purchase the
ANNUAL CEO EVALUATION
tool and add our
**360 LEADERSHIP
DEVELOPMENT SYSTEM**

to provide perception of the
CEO’s performance by up to
6 team members for only

\$1,195.

Purchase the
**ANNUAL EXECUTIVE
LEADERSHIP TEAM
MEMBER PERFORMANCE
EVALUATION**

and add our

**360 LEADERSHIP
DEVELOPMENT SYSTEM**

for only **\$595** for each team member.

Please note that the purchase of our Executive Leadership & Board Governance Online Assessment tool or our Online Courses both include a free hour of virtual consultation. Purchase both and benefit from two hours of free consultation.

FACILITATION

COMPREHENSIVE BOARD GOVERNANCE WORKSHOP/RETREAT

How to Become a High Performing Nonprofit Board

Pre-Workshop Preparation:

- **Review of your bylaws, governance committee structure, board meetings, recruitment, annual report, etc.**
- **Completion of Executive leadership & Board Governance Online Assessment Survey**
- **Read “The Nonprofit Board Therapist: A Guide to Unlocking Your Organization’s True Potential” written by DCM.**
- **Register all members of your board and leadership team to online course, “How to Become a High Performing Nonprofit Board”**

Develop Agenda:

- **Develop Agenda in collaboration with your CEO and Board Chair**
- **Facilitate Open Discussion to address all aspects of effective nonprofit board governance**
- **Facilitate 2.5-hour workshop facilitation on-site or virtual**

Post-Workshop:

- **Submission of Executive Summary Report identifying all agreed upon goals and next steps**
- **One hour post workshop virtual consultation**

\$3,500 Virtual - \$4,500 On-site

Dennis succeeded in motivating our board to look at their processes, think about them, and create a plan for making changes to move the organization forward while maintaining the strong visibility, advocacy, and programs NJAMHAA is known for. NJAMHAA will surpass itself in evolving into even a stronger trade association thanks to Dennis C. Miller!

**Debra L. Wentz, Ph.D., Chief Executive Officer
New Jersey Association for Mental Health and
Addiction Agencies**

Dennis provided a valuable training to our board at which many board members and senior executive staff participated in hearty discussions with great profit to us. Many board members were grateful for his insights and help with several key areas of need. We are grateful for Dennis’ expertise and wisdom with non-profit organizational matters, and the assistance he gave to SCARC, Inc. We would look forward to a further relationship with Dennis and his company for future needs and assistance.

**Richard C. Lecher, Ph.D.
President and Chief Executive Officer
SCARC, Inc.**

COACHING

DCM’S DIVERSITY EQUITY INCLUSION & BELONGING LEADERSHIP DEVELOPMENT PROGRAM

DCM has designed our DEI&B leadership development program to make your organization a more inclusive and culturally sensitive workplace. Our team of talented professionals will help you assess, create and implement effective policies and practices at every level of your organization. By building your organization’s Diversity, Equity, Inclusion & Belonging capacity, your executive teams will expand their understanding DEI&B and commit

to the institutional and psychological processes that will serve to positively impact the ways your employees interact with each other. Our individualized culture assessments, diversity audit and DEI&B leadership competency program is designed to assist leaders in recognizing and counteracting implicit bias while doing the affirmative work of creating a supportive culture.

DCM EXECUTIVE COACHING SERVICES

DCM’s Executive Coaching Services are specifically designed for nonprofit leaders and board members. Our coaching services are equally valuable for the new emerging nonprofit leader, those mid-career individuals who are experiencing career and mission challenges and for current executive leaders looking for support in leading their organizations forward. DCM is uniquely qualified to provide outstanding support to the nonprofit executive and board

leadership of your organization, utilizing our decades of experience and track record of helping organizations select and develop great leaders. At DCM we realize that each situation and the needs in leadership are different. For that reason, we encourage you to contact us for a confidential, free consultation to discuss how our coaching services can help you and your leaders achieve great results and personal satisfaction.

WORKSHOPS ★ WEBINARS ★ RETREATS ★ SPEAKERS



Click here to see what
Stephen N. Lawrence, PhD, MPA - Chair, Council on Trustees / Bonnie Brae
has to say about us.



Click here to go to www.dcm-associates.com and scroll down to our client videos section to see what they have to say about us.

Dennis Miller is an absolute delight to work with. He captivated our audience at NatCon22 during his TED talk with his story of perseverance, believing in one's self and tenacity. It is a story all of us can relate to that highlights the importance of determination and grit. He is simply great with our members and they so enjoyed his story!

Jeannie Campbell, Executive Vice President
National Council for Mental Wellbeing

Thanks again for your participation in our 2021 PCCYFS Annual Conference – A Year of Resilience. It was very well received. Your presentation on The Nine Transformational Competencies Needed by Today's Nonprofit Leaders was lively, engaging and motivational in helping CEO's think strategically about what it takes to transform their organizations into high performance teams. PCCYFS highly recommends DCM Associates for any nonprofit organization that wants new tools to assess and evaluate their organization's performance.

Terry L. Clark, President & CEO
Pennsylvania Council of Children and Family Services

We would like to thank Dennis Miller and Allan Weisberg from DCM Associates for helping make this year's 2021 Texas Child Care Administrators Conference, Powering Connectivity the largest and most informative for our child and family services professionals in Texas. Their session, How to Assess, Develop and Retain Your Organization's Greatest Assets: Your Team's Leadership Talent, was very well received. Some of the comments include: "The session was GREAT!!! Loved the stories and strong engagement! Impressive delivery:" "Very useful information to be incorporated in our leadership role. It's difficult dealing with employees and keep us strong and supportive. EXCELLENT PRESENTATION! We hope to see them again next year!

Katie Olse, Chief Executive Officer
Texas Alliance of Child and Family Services (TACFS)

Dennis C. Miller, author of Moppin' Floors to CEO, was the keynote speaker at the 36th Annual Conference for the Maryland Association for Resources for Families and Children (MARFY) in 2016. Dennis speaks from the heart, has an engaging style and a great sense of humor. We all enjoyed the chance to meet him as he shared his courageous and inspirational journey.

Heather Iliff, President & CEO
Maryland Nonprofits

Thank you so much for your time and expertise facilitating our Alumni Board retreat! You led the group masterfully, keeping us on track with great humor and poise, and really made the retreat both productive and enjoyable. It is obvious that you have a lot of experience in managing nonprofit boards, and I am profoundly grateful for your willingness to share that expertise with us.

Arianne Andrusco, Director of Alumni Relations
Columbia University Mailman School of Public Health

We are deeply in Dennis' debt for a highly successful strategic planning retreat this weekend. Dennis listened to our concerns, embraced our goals, and skillfully built a consensus for them among our quite disparate board, all while living within our tight budget. He engaged the entire board and let them express their thoughts but without allowing any of them to dominate or take us on tangents. Dennis kept everyone thinking, but also smiling. He is a true professional.

***Chuck Freyer, Chairman, Princeton Internships in Civic Service
Princeton University***

Dennis Miller engages, excites, and educates every audience he speaks to. His expert, but nonpretentious presentations are practical and give board members realistic methods to apply the principles he teaches for being an effective non-profit board servant. His approach is refreshing, meaningful and rich with ideas for the newest board member as well as the longest tenured. Dennis' fundamentals made me a better board member. I look forward to hearing and learning from Dennis in the future. You should, too!!

***Judge Joe C. Bishop, Board Chair
Georgia Association of Community Service Boards***

We were pleased to have Dennis Miller present "Unlocking Your Board's True Potential" at our annual conference in Orlando which was attended by 64 chapters around the country and affiliates from 36 countries around the world. In short, Dennis hit a home run! His session was dynamic and practical. We will have him back again soon.

***David Williams, President & Chief Executive Officer
Make-A-Wish Foundation® of America***

On behalf of the Executive Directors of Union County Steering Committee, I congratulate you on your presentation: "Leadership Succession Planning: What Every Organization Needs to do NOW!" at our recent Nonprofit Networking Conference. The conference consisted of over 165 senior nonprofit administrators and Executive Directors of Union County nonprofits. The overwhelming feedback thought that your workshop was very motivational, thought provoking and high engaging and entertaining. We would highly recommend Dennis to any nonprofit organization seeking a dynamic speaker on leadership.

***Sidney Blanchard, Founder
Community Access Unlimited***

**To learn more about our team of experienced and dedicated nonprofit leadership experts,
please visit www.dcm-associates.com**

**Please feel free to schedule a free no-obligation consultation with
Dennis C. Miller, Founder & Chairman of DCM Associates by contacting him at dennis@dcm-associates.com.**



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