

**DON'T BE AFRAID
TO TAKE A BIG STEP.
YOU CAN'T CROSS A CHASM IN
TWO SMALL JUMPS.**

**David Lloyd George,
British Prime Minister**



**ROBERT
MORRIS** 
UNIVERSITY™

*Bayer Center for
Nonprofit Management*

**January–May 2012
COURSE CALENDAR**



Letter From the Executive Director

And now let us welcome the new year,
full of things that have never been.

~Rainer Maria Rilke

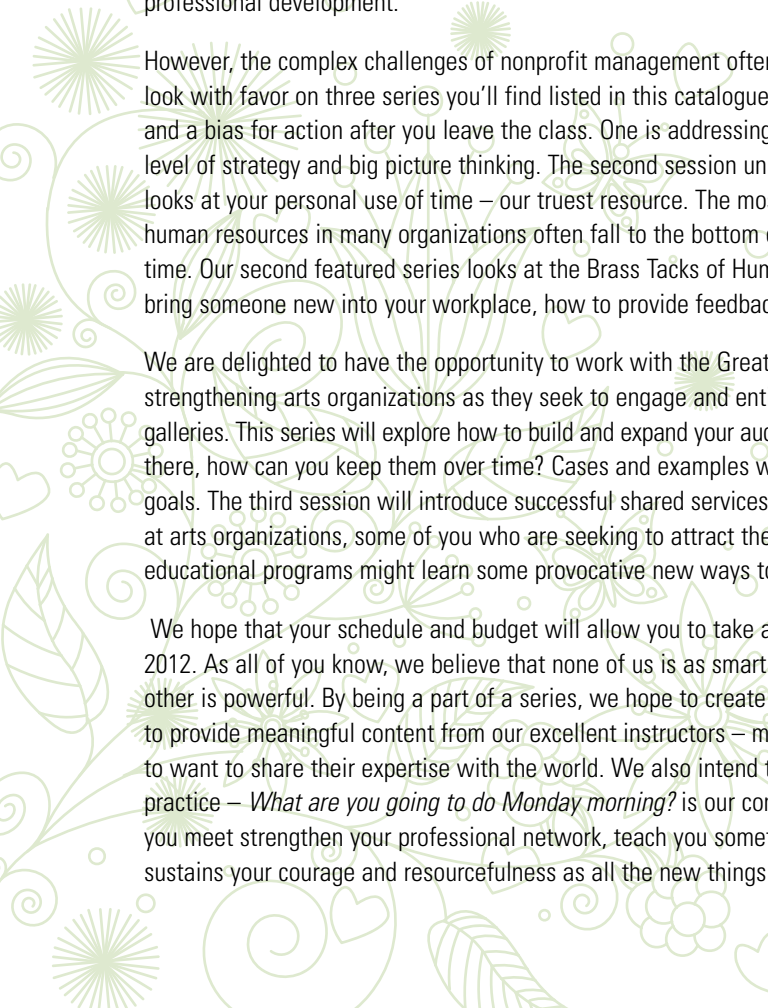
You're already moving at warp speed into this new year. January is one of the two times in the year when we are psychologically most ready to plan and change. This catalogue that you hold in your hand has many fine classes with outstanding instructors who are ready to lift your sights, make you think and help you jump the chasms you confront!

Over the years, BCNM has listened to our customers and thus, offers classes both in a format series and *a la carte* if you only have time, interest or money for one. As an educator, I like a good series. I like to think that multiple sessions strengthen the opportunity for the participant to apply what is being discussed and ask questions over time that make the lessons fit their experience. But as a busy person myself, I completely understand the constraints of our modern professional life and so, we seek to offer options and flexibility to meet you wherever you are in your needs for professional development.

However, the complex challenges of nonprofit management often require more than a half day's attention so I invite you to look with favor on three series you'll find listed in this catalogue. They are distinctive topics, but share a practical approach and a bias for action after you leave the class. One is addressing planning in several dimensions. There is planning at the level of strategy and big picture thinking. The second session unpacks how best to do project management and the third looks at your personal use of time – our truest resource. The most valuable asset any nonprofit has are its people. And yet, human resources in many organizations often fall to the bottom of the ToDo list and languishes for lack of expertise and time. Our second featured series looks at the Brass Tacks of Human Resources – how to interview, hire and productively bring someone new into your workplace, how to provide feedback that helps and if not, how to stay out of court!

We are delighted to have the opportunity to work with the Greater Pittsburgh Arts Council on a series dedicated to strengthening arts organizations as they seek to engage and entice the greatest number of people into their halls and galleries. This series will explore how to build and expand your audience whether it's for Mahler or Jesiri X. Once you get 'em there, how can you keep them over time? Cases and examples will help you think through how best to accomplish these goals. The third session will introduce successful shared services available to arts organizations. Although these are aimed at arts organizations, some of you who are seeking to attract the public to your events for environmental groups or other educational programs might learn some provocative new ways to think!

We hope that your schedule and budget will allow you to take a series approach to your professional development in 2012. As all of you know, we believe that none of us is as smart as all of us and dialogue in which we learn from each other is powerful. By being a part of a series, we hope to create an abbreviated cohort model. The Bayer Center promises to provide meaningful content from our excellent instructors – most of whom are community volunteers, generous enough to want to share their expertise with the world. We also intend to see that the content provides opportunity to improve practice – *What are you going to do Monday morning?* is our constant challenge of relevance. We know that the people you meet strengthen your professional network, teach you something new and bring the possibility of friendship that sustains your courage and resourcefulness as all the new things happen in 2012.



In 2012, we will continue our work generously funded by the Eden Hall Foundation and BayerUSA Foundation on *74%: Exploring the Lives of Women and Girls*. Below, I want to share with you a taste of what we're discovering as we look deeply both at the IRS 990 forms and engage in more than 33 interviews (will be 100 before we're through!). There is nothing simple about what we're learning and we are not deceived in thinking that there are easy solutions to these challenges. But what I know for sure is that as a sector, we can do better. I invite your thoughts and reactions to these first findings. We intend to continue our research and our conversations until we stage a major symposium in 2014 at which we will enlist the smartest, most insightful commentators in the nonprofit world to help us better understand how we **will** do better.

Happy 2012 – keep leaping those chasms and inviting the new with all its peril and possibility, beloveds... and come on over to the Bayer Center to share your stories, learn something new and I hope enjoy a hearty laugh at life when that's the very best thing to do!

Excelsior!

Peggy Morrison Outon

Peggy Morrison Outon
Executive Director



A few things from the 74% research we thought you might find interesting...

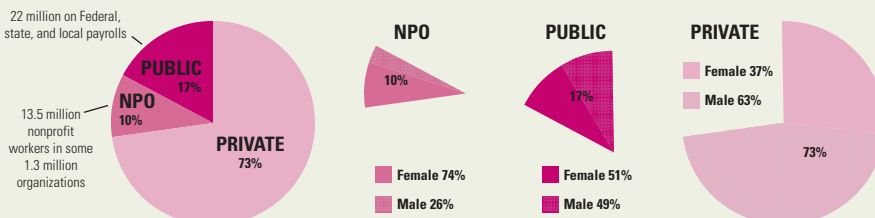
Average Compensation for Like-Gendered Executives and Board Chairs

	Large: > \$7 million	Mid- sized: \$1 – 7 million
Female Executive Female Board Chair	\$132,355	\$88,091
Male Executive Male Board Chair	\$284,971	\$143,011
Percent difference	115%	62%

US Workforce Sectors

The US nonprofit section has more than doubled in size in the past two decades. Between 1991 and 2010, the number of 501(c)(3) organizations increased from approximately 500,000 to more than 1.3 million, including private foundations.

Total employees: 131.1 million; approx. 43% women



Sources include Independent Sector's Nonprofit Almanac

Visit 74% online at <http://seventyfourpercent.wordpress.com/>

THE BAYER CENTER FOR NONPROFIT MANAGEMENT AT ROBERT MORRIS UNIVERSITY

Not like anybody else.

We're part of a university. We live the nonprofit life. We give you the time you need...

These are the things that set us apart, and are why thousands of organizations have come to trust the Bayer Center for Nonprofit Management at Robert Morris University as a comprehensive resource for education, consulting, coaching, research, and hands-on solutions for every aspect of nonprofit management.

Every one of our solutions is a custom solution.

At the Bayer Center, we build a stronger community by helping to build stronger, more knowledgeable nonprofits. We do this through collaboration, patience and relationships... combined with decades upon decades of diverse success experience.

Our approach to education is to stay on top of what's happening in the sector, plan for what's going to happen, listen to you, and offer the ever-adapting menu of classes you see described in this catalog.

Our approach to consulting and coaching is, when time permits and circumstances warrant, to enter into a process that builds mutual trust and respect and long-lasting results. And when time doesn't permit, to help you deal with crisis in the instant and on the ground.

Our approach to thought leadership is to leverage our role as a Robert Morris University Center of Excellence, and to listen to you – through conversations, surveys, research, and community gatherings – to bring together the best thinking on how our sector can most effectively enhance our community.

Your reality is our reality.

Organizations on the front line need realistic solutions. Sometimes that means taking a class. Sometimes it means an in-depth planning process. And sometimes it may mean figuring out how to keep the doors open next month.

In eleven years of service to the nonprofit community, the Bayer Center has completed over 1,000 consulting engagements and educated over 4,500 students. Our consulting clients include human service, arts, faith-based, community development, environmental and education organizations with budgets ranging from \$100,000 or less to more than \$50,000,000. Our intensive and customized Management, Governance, Financial and Technology consulting services are designed to educate leaders and have resulted in:

- Higher functioning governing Boards
- Enhanced financial planning and management
- Increased partnerships and strategic alliances
- More effective approaches to fundraising
- Better informed, evidence-based decisions for future directions
- More capable nonprofit leaders and organizations
- Effective management information systems
- Heightened brand awareness
- Prudent software choices and website design
- A strategic approach to decision-making

In short, at the Bayer Center, we work with you: *To provide effective and practical management and governance tools, information, education and research that strengthen nonprofit missions and multiply all investments of time, talent and money in regional nonprofit organizations.*

United Way and Bayer Center Resources

The **2010 Wage and Benefits Survey of Southwestern Pennsylvania Nonprofit Organizations** is a crucial tool for filling out the 990. You can access this free resource under the "For Agencies" tab at www.unitedwaypittsburgh.org.

This fall, we will be re-surveying for the 2012 edition. Please contact Carrie Richards at **412-397-6008** or richardsc@rmu.edu if you are interested in participating.

Custom Training

Got a great idea for a workshop? Looking for something that's not featured in our catalog? Having a tough time aligning schedules to attend a workshop? Custom training may be just what you're looking for. We can help you set up every aspect of your next staff workshop.

Frequently requested topics include:

- Technology
- Nonprofit finance
- Board development
- Fundraising
- Supervision and leadership
- Staff management

Our extensive experience in conducting workshops can be tailored to your organization's specific needs. For more information, contact the Bayer Center at **412-397-6000** or bcnm@rmu.edu.

ICONS

Throughout this catalog, you'll find various icons. These icons point you to the courses you've told us you need, and they'll help you plan your semester at the Bayer Center.

They include:

- ◆ Fund Development
- ▲ Human Resources
- Marketing

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NOTE:
All classes will be held at the Bayer Center, 425 Sixth Avenue, Suite 2610, unless noted otherwise.

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SUN	MON	TUE	WED	THU	FRI	SAT
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February

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March

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April

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May

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27	28	29	30	31		

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- 25 HR Roundtables

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- 2 Breaking out of the Groundhog Day Loop
- 16 Excel Day
- 7 A "Love Note" to the Women of the Nonprofit Sector
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- 13 Working Across Generations

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- 30 HR Roundtables



74%+
seventy-four percent

Exploring the lives of women leaders in nonprofit organizations

Women comprise a great majority of the nonprofit workforce in Southwestern Pennsylvania. In fact, 74% of those working in the regional nonprofit sector are female. Approximately 225,000 of those 300,000 employed in nonprofits in Allegheny and surrounding counties are women. But wage equity is not a reality for most women working in regional nonprofit organizations.

Through generous support from the Eden Hall Foundation and Bayer USA Foundation, the Bayer Center for Nonprofit Management at Robert Morris University is leading on behalf of women in the nonprofit workforce through research and education to promote change in this picture. A "Kitchen Cabinet" consisting of over 125 leaders in the private, public and nonprofit sectors has been formed to guide new research efforts on the lives of women in nonprofits, to ask hard, relevant questions, and to distill knowledge into action. And we intend to engage the power of 74% to do just that.

In order to continue to pursue our multi-faceted research on this topic through education, we offer these classes and others which will speak to the on the ground reality faced by both women and men in the nonprofit sector.

A "Love Note" to Women of the Nonprofit Sector

Tuesday, Feb. 7 from 3–4:30

You are cordially invited to join us as we re-convene to discuss new findings in our ongoing research project, "74%: Exploring the Lives of Women Leaders in Nonprofit Organizations." We have conducted over 30 interviews and have found some interesting patterns that we would like to test with your own experiences. Join us for tea, dessert and sandwiches while we continue to work on becoming a community movement and make some noise!

Fee: \$15

Location: The Rivers Club, 301 Grant Street, Downtown



Working Across Generations ▲

Friday, April 13 from 9 a.m.–noon

Each generation shakes its head in wonder at every other one. But the truth is that our generational diversity can be the source of great creativity and collaborative richness. Bring multiple staff to this session as we "cross the ages" and look at ways to work with and serve our youngers and our elders most effectively. This class is always fun as we explore the cultural and personality quirks that define the times in which we were born.

Instructor: Scott Leff, Bayer Center

Fee: \$65 (\$55 if paid online)

Making the Job You Have the Job You Want ▲

Friday, May 4 from 9–11 a.m.

Do you feel "stuck" in your current nonprofit position? Though Pittsburgh's nonprofit sector is large and vibrant, most nonprofits are small, leaving little room for career advancement. But that doesn't mean there isn't room to be challenged! Come and hear from both nonprofit employers and employees who have been able to get creative in order to stay stimulated and happy without having to change jobs.

Instructors: Diana Bucco, Forbes Funds; Rebecca Lucore, Bayer USA Foundation; Juliana Shayne and Carrie Richards, Bayer Center

Fee: \$40 (\$30 if paid online)

- ◆ Fund Development
- ▲ Human Resources
- Marketing



NONPROFIT MANAGEMENT

What isn't nonprofit management? At the Bayer Center, we view nonprofit management as a holistic quilt that weaves together diverse and mutually supporting skills from governance to fundraising to financial analysis to technology to marketing to forming partnerships and alliances... the list goes on and on. Put them all together and what you have is a strategic approach to decision-making that accounts for human needs and organizational sustainability. The following classes will help you learn the techniques; our coaching and consulting services will help you put them into practice.

Some of the ways we assist organizations are:

- Performing comprehensive organizational assessments
- Facilitating inclusive planning processes that adapt to an evolving definition of needs identified in the course of planning
- Recommending and exploring opportunities for partnerships and collaborations
- Creating fund development plans that reflect donor realities
- Researching and performing environmental scans that clarify the organization's position within its service and competitive landscape
- Offering professional coaching to nonprofit leaders

For information about Bayer Center Management Consulting, call **412-397-6000**.

Leadership Breakfast ▲

Friday, Jan. 27 from 8–10 a.m.

Susan Egmont, author of *Managing Leadership Transition for Nonprofits: Passing the Torch to Sustain Organizational Excellence*, will lead a discussion of the challenges and opportunities inherent in leadership transition. As we continue to talk to both women and men in the nonprofit sector as part of our ongoing 74% research, we find this issue to be of great concern for the nonprofit sector as it greatly affects the lives of the retiring staff, younger staff hoping to move up into leadership positions, the Board as they plan for the future, and the organization as a whole. Join us for breakfast at The Rivers Club as we look at this issue together under Susan's leadership and expertise.

Sponsored by Horovitz, Rudoy and Roteman.

Fee: Free, but registration is required

Location: The Rivers Club, 301 Grant Street, Downtown

Human Resources Roundtables ▲

Fourth Wednesday of the month from 8–9:30 a.m.

A nonprofit's greatest asset is often its staff, and managing, inspiring and ensuring a healthy work environment is key to achieving results. HR Roundtables offer a monthly peer-learning forum for discussing difficult issues. Each roundtable will lead off with a short presentation by ESC volunteers, and then be followed by open discussion

Fee: \$10 each

Long Term Employee Discipline and Retention

Jan. 25 at Three Rivers Youth

Family and Medical Leave Act

Feb. 29 at InVision Human Services

Wearing More Than One Hat

March 28 at Public Allies Pittsburgh

Going From Good to Great Performance Using 360 Degree Evaluations

April 25 at Allegheny Center Alliance Church

Encouraging Employee Volunteering

May 30 at Frick Art and Historical Center

Breaking Out of the Groundhog ▲ Day Loop: Managing Change When Change is Difficult

Thursday, Feb. 2 from 9 a.m.–noon

In the award-winning motion picture *Groundhog Day*, actor Bill Murray's problem was that each day when he woke up, things were exactly the same. Have you ever felt that your organization can't get out of its rut? Are you stuck waiting out "six more weeks of winter" every time you wish for change? This Groundhog Day, the Bayer Center offers hope. Getting actual humans to change their thought patterns and work habits can feel impossible, but it's not. Usually, it's only difficult. Using Chip & Dan Heath's framework from their bestseller *Switch: How to Change Things When Change is Hard*, this session will give you new perspectives on how to help new behaviors take hold, spread and last in your organization.

Instructors: Jeff Forster and Garrett Cooper, Bayer Center

Fee: \$65 (\$55 if paid online)

Effective Presentations ● ◆

Tuesday, Feb. 9 from 9 a.m.–noon

There are few things more horrible than losing your audience. A narrative that lacks a human touch or audience interaction can contribute to wandering attention. In this workshop, we'll focus on planning and executing a presentation with the specific goal of improving your audience's level of knowledge and interest in your topic. We'll discuss that optimal blend of facts and stories that make the experience memorable. Whether public speaking tops your list of fears or you want to take your presentation skills to the next level, this workshop will enhance your ability to present information in a way that engages your audience and moves them to action.

Instructor: Jeff Forster, Bayer Center

Fee: \$65 (\$55 if paid online)

Planned Giving: ◆ The Basics

Wednesday, Feb. 15 from 9 a.m.–noon

Fundraisers are often paralyzed by fear of the technical and legal details of planned gifts and leery of talking to donors about a gift that involves their death. This session offers simple ways to incorporate planned giving into your fundraising program immediately. Learn why planned giving is important for every development program and how planned giving can improve donor relationships and increase dollars raised – even during tough economic times. Participants will leave this session armed with the information and inspiration to convince themselves, as well as their boss and Board that they are ready to start. A useful follow-up to this class is *Planned Giving: Beyond the Basics*.

Instructor: Maureen Mahoney Hill, CFRE

Fee: \$65 (\$55 if paid online) OR
\$115 (\$100 if paid online) for both classes

Planned Giving: ◆ Beyond the Basics

Wednesday, Feb. 29 from 9 a.m.–noon

Are you and your Board ready to move beyond bequests? In this session, we'll explore more complex types of planned gifts including charitable gift annuities and charitable trusts, and we'll learn how partnering with allied professionals in the community can expand your planned giving program. We'll dig into your donor base to identify potential planned giving donors and learn to match particular gift options with the needs of your donors. This course is designed as a companion course to the session, *Planned Giving: The Basics*.

Instructor: Maureen Mahoney Hill, CFRE

Fee: \$65 (\$55 if paid online) OR
\$115 (\$100 if paid online) for both classes

Customer Service Essentials ▲ ●

Wednesday, Feb. 22 from 6–9 p.m.

Customer Service is the unsung hero of any organization's successful marketing plan, and it takes the right combination of communication, collaboration, conflict management and problem solving skills to create a customer-centric culture. This course will provide front-line, supervisory or management staff with practical tips and tools to build relationships with new or existing customers, solidify the loyalty of wavering customers, and help recover defecting customers to your mission.

Instructor: Joyce Lewis-Andrews, ESC Volunteer

Fee: \$65 (\$55 if paid online)

- ◆ Fund Development
- ▲ Human Resources
- Marketing

BRASS TACKS FOR HUMAN RESOURCES

If your organization is like most nonprofits, you do not have an HR Certified staff member managing the HR function – you have an “accidental” HR manager. This series will help you build your HR knowledge and keep you current on new laws and best practices.

Interviewing, Hiring ▲ and Onboarding

Wednesday, Feb. 22 from 9 a.m.–noon

The onboarding process is a critical transition component for staff hired into a new work environment. It includes more than a cursory “orientation” that involves a tour, technology set up, and an offer to “let me know if you need help.” Research shows that if you provide your employees with a proper onboarding experience, they are 70% more likely to stay for over 3 years. Good onboarding systems simplify the new hire process, expedite day-one readiness, drive engagement, improve retention and increase productivity.

Instructor: Juliana Shayne

Fee: \$65 (\$55 if paid online) OR
\$125 for the entire 3-part series

Praises With or Without Raises ▲

Wednesday, March 7 from 9 a.m.–noon

If you are not in a position to provide salary increases, what are some ways to reward employees with little or no cost? If your budget does provide for increases, how do you link those increases to performance to get the most “bang for the buck?” Spend the morning with us and learn different ways to say “thank you” to your top-notch employees through creative incentives and rewards.

Instructor: Ray Frankoski, ESC Volunteer

Fee: \$65 (\$55 if paid online) OR
\$125 for the entire 3-part series

Staying Out of Court ▲

Wednesday, March 21 from 9 a.m.–noon

What do you absolutely need to know as a nonprofit employer? Learn the basics of employment law to avoid costly employee litigation, no matter the size of your organization. We’ll provide an overview of Anti-Discrimination Laws and legal aspects of the disciplinary process and terminating employment, furloughs and layoffs as well as handling unemployment claims, creating severance packages and mediating legal conflict.

Instructor: Sally Griffith Cimini, Leech Tishman

Fee: \$65 (\$55 if paid online) OR
\$125 for the entire 3-part series

WEBINAR

Presentation Visuals that Work ●

Thursday and Friday March 1–2 from 10–11 a.m.

Bullets are not only dangerous in guns. Although your presence and preparation make a huge impact on the success of a presentation’s ability to inform and persuade, bad visuals can undermine your message. In fact, PowerPoint itself may have taught us bad habits. This class will help you create visuals that will make your facts, stories and ideas stick with your audience.

Instructor: Jeff Forster, Bayer Center

Fee: \$40

Powering Up Your Donor ◆ Database

Thursday, March 8 from 9 a.m.–noon

Get more out of your fundraising records through creative, insightful analysis. This interactive workshop will lay out manageable steps for moving from database management to database marketing. We’ll cover what to put in and what to pull out of your database. We’ll map out action plans for real-life scenarios. Also, you’ll take away the nine questions that will start your database analysis.

Instructors: Janet Emery, CFRE, J. Emery Consulting; Jeff Forster, Bayer Center

Fee: \$65 (\$55 if paid online)

AUDIENCE DEVELOPMENT AND ENGAGEMENT FOR ARTS ORGANIZATIONS

This series will look at the questions of attracting and retaining audiences for arts organizations across the spectrum, beginning with the question of how to reach new audiences and then moving to audience retention. We will conclude with a look at how partnership and collaboration can help all organizations expand their reach and impact. Led by Andrew Swensen, additional presenters will include Marc Fleming (Pittsburgh Cultural Trust), Mark Power (City Theatre), and David Seals (Greater Pittsburgh Arts Council).

Audience Development

Tuesday, March 13 from 9 a.m.–noon

The mission of an exhibiting, presenting, or performing arts organization is to deliver great art to an audience, serving both the art form and the community. This session will focus on the desire to expand audiences, for the benefit of the art and the sustainability of the organization. We will discuss case studies in audience development, featuring nonprofits from multiple sectors, sizes and budgets, and then consider the costs and benefits of these various initiatives. Finally, we'll evaluate outcomes in terms of mission fulfillment and expanding earned revenues and individual donor base through audience growth, and conclude with a creative session on how to apply the day's learning to participants' current situations.

Instructor: Andrew Swensen

Fee: \$65 (\$55 if paid online) OR \$125 for the entire 3-part series

Audience Engagement

Tuesday, March 20 from 9 a.m.–noon

Once you have attracted someone to your venue or to a performance, how does that attendee become a long-term patron? In examining audience engagement we will look at that evolving relationship of audience members as they begin to take ownership in an organization by becoming members, subscribers, and/or donors, ultimately translating an encounter into a relationship. The structure of the session will begin with case studies considered individually and then move to brainstorming creative solutions for current situations faced by session participants. This session will expand on the previous "Audience Development" session, though either can be taken individually.

Instructor: Andrew Swensen

Fee: \$65 (\$55 if paid online) OR \$125 for the entire 3-part series

Strategic Partnerships and Expanding Your Reach

Tuesday, March 27 from 9 a.m.–noon

Arts organizations seeking to improve audience outreach and engagement can find substantial impact in creating partnerships. Benefits include increased internal efficiencies in managing and expanding communication and reaching high-value audience prospects at substantially less cost. Yet, cooperative endeavors have their challenges and must be created wisely. This session will examine different levels of strategic partnership ranging from cooperation on a single project to full mergers. We will identify the potential benefits and challenges, discuss case studies, and workshop potential partnerships that participants can explore in their own work.

Instructor: Andrew Swensen

Fee: \$65 (\$55 if paid online) OR \$125 for the entire 3-part series

So You Wanna Be a 501(c)(3)?

Monday, March 19 from 6–9 p.m.

Setting up a 501(c)(3) involves a lot more than creating your website, opening your doors to clients and starting to fundraise. It's a tricky and costly process, and might not be the best choice right now. Learn about the incorporation process and alternatives that may be more appropriate, as well as nonprofit governance and management issues and requirements. You'll leave this class with information, homework and a template to guide you through the next steps.

Instructors: Yvonne VanHaitsma, Bayer Center; Bob Moll, ESC Volunteer; Jack Owen, Rhoades & Wodarczyk, LLC

Fee: \$65 (\$55 if paid online)

Becoming a Supervisor: ▲ Achieving Productivity Through People

Friday, March 23 from 9 a.m.–4 p.m.

Learn key strategies for building a productive team by developing appropriate boundaries, enhancing your skills for delivering bad news, giving and receiving feedback, dealing with conflict, and communicating with staff with different personality types based on your own style of leadership. We'll look at the advantages and skills of using a coaching perspective when working to improve performance or to encourage your best team member. You will be asked to bring real challenges you're facing for targeted application. This class is geared to new managers – especially those going from peer to supervisor!

Instructors: Barbara Pryor, ESC Volunteer; Wendy Hardman

Fee: \$125 (\$115 if paid online)

- ◆ Fund Development
- ▲ Human Resources
- Marketing

Developing Logic Models for Program Planning and Evaluation

Wednesday, March 28 from 9 a.m.–4 p.m.

Logic models are the gold standard of program development and service evaluation among nonprofits and their funders. How do you know that you're meeting your goals? Are you sure you're reaching the right constituents? In the morning, you'll learn to create a logic model for your program that helps you plan and evaluate, and provides your funders with the information they want, too. In the afternoon, learn how to work with indicators and develop a data collection plan to get the best information about how well your model is working and where it may need improvement.

Instructors: Maria Zeglen Townsend, Ph.D., Townsend Associates LLC; Sheila Bell, Allegheny County Department of Human Services

Fee: \$125 (\$115 if paid online)

Working with the Media ●

Thursday, March 29 from 9–11 a.m.

Every nonprofit needs the media to get its message out. Nonprofit leaders require insight into that world. Join three Pittsburgh media writers and editors who are longtime friends of our nonprofit community as they discuss techniques for creating and maintaining those valuable relationships. We'll have plenty of time for Q & A.

Instructors: Peggy Morrison Outon, Bayer Center; Tracy Certo, Pop City; Bill Zlatos, Pittsburgh Tribune-Review; Joyce Gannon, Pittsburgh Post-Gazette

Fee: \$40 (\$30 if paid online)

Choosing or Changing Your Fundraising Software ◆

Tuesday, April 10 from 9–11 a.m.

Don't make a mistake! Choose fundraising software that's right for your organization. We help you figure out what you really need and what you can do without. Then we point you in a direction that won't break the bank or your database.

Instructor: Jeff Forster, Bayer Center

Fee: \$40 (\$30 if paid online)

Get Your Stories Straight/ Ready for My Close-Up! ◆ ●

Thursday, April 12 from 9 a.m.–4 p.m.

A new twist on a class we've offered before! Arm yourself and your staff with the material that will come in handy when it's time to introduce people to your mission and story. This workshop will help you craft your tagline, one-sentence overview, an emblematic story you can tell in 15 minutes and a more detailed half-hour presentation that is sure to make sure your audience remembers what you want them to remember. After we talk through these four key communication tools for your organization, the Bayer Center's friends from Pittsburgh Community Television (PCTV) will videotape you delivering one of your organization's stories. You'll be able to see how you look on camera. As a group, we'll workshop your story and your delivery. You'll take the raw footage of your story with you.



Instructor: Jeff Forster, Bayer Center

Fee: \$125 (\$115 if paid online)

NONPROFIT PLANNING: FROM THE BIG PICTURE TO THE ITTY BITTY DETAILS

When working in a nonprofit, it's common to have to wear multiple hats...but how do you keep them all on straight? Join us for this three-part series on effective planning from big-picture strategic planning all the way down to the everyday itty bitty details.

Setting Strategy and Priority

Tuesday, April 17 from 9 a.m.–noon

This class will present the principles of effective planning. It's important that organizations have high quality, focused and comprehensive conversations about their future. By using pertinent questions and planning frameworks, participants will be able to understand how to conduct a comprehensive plan. Those who have a plan that may now feel out of date can learn some key questions to refresh their plan. And for those who lack the time to do a comprehensive plan, this session will discuss how to select key questions for examination. Anticipation is a hallmark of effective leadership. Bring your plans to class!

Instructor: Peggy Morrison Outon, Bayer Center

Fee: \$65 (\$55 if paid online) OR \$125 for the entire 3-part series

Moving from Strategy to Project

Tuesday, May 1 from 1–4 p.m.

Effective implementation is often based on good action planning, communication among team members and clear direction, timelines and accountability. Facilitating complex projects is difficult to manage. Learn the basic strategies behind successful project management, some technology applications that are useful, and some stories from the street on what works well.

Instructors: Kevin Sweeney and Joe McLaughlin, ESC Volunteers; Doug Van Haitsma, Mon Valley Initiative

Fee: \$65 (\$55 if paid online) OR \$125 for the entire 3-part series

Keeping it Together Without Coming Apart

Wednesday, May 16 from 9 a.m.–noon

Are your workload and your life load out of control? Do you procrastinate on tasks because you don't know where to start? Here's the good news: personal organization is a skill that can be learned, just like swimming or riding a bike. You'll leave this class with strategies that will help you get organized, reduce stress, increase your productivity and effectiveness, and start enjoying your work and life more!

Instructor: Cindy Leonard, Bayer Center

Fee: \$65 (\$55 if paid online) OR \$125 for the entire 3-part series

Crisis Communication: ● What to Say When You Don't Know What to Say

Wednesday, April 18 from 9 a.m.–noon

Led by the principals of one of the region's top media consulting firms, this interactive workshop prepares nonprofit spokespersons to react appropriately to the media in good times and in bad.

You'll learn:

- Time-proven techniques to guide media interviews
- The five commandments of media relations
- How to develop your message
- Mock radio interviews reinforce what you learn

Instructors: Sheila Hyland Yencik and Debbie Foster, FosterHyland and Associates

Fee: \$65 (\$55 if paid online)

Writing a Good Press Release... ● and How to Sell It

Tuesday, April 24 from 1–4 p.m.

The daunting task of writing a press release does not have to feel so scary. Then, there's the call to the media about getting it run! This discussion will center on the proper way to write a press release and talk with the media to work toward having it placed. We will take the fear out of the process together.

Instructor: Suzi Neft, Suzi Neft Promotes

Fee: \$65 (\$55 if paid online)

- ◆ Fund Development
- ▲ Human Resources
- Marketing

Video Success for Nonprofits ●

Wednesday, April 25 from 9 a.m.–noon

Video is fast becoming an essential tool for nonprofits. If a picture is worth a thousand words, then an engaging video about your organization is worth a million. Nothing tells your story better than a well-produced video production. Set yourself apart from other nonprofits by learning how to use video to cost-effectively promote your organization and bring in much needed dollars to support your mission. Learn how other organizations in the area have done it and how you can too.

Instructor: Carl Cimini, Pittsburgh Community Television

Fee: \$65 (\$55 if paid online)

WEBINAR

Presenting to a Funder ◆ ●

Monday and Tuesday, May 14–15
from 10–11 a.m.

Although presentations of any kind can make us nervous, presenting to a funder creates a special kind of anxiety. That's all the more reason to hone your material (what you're going to say) and your packaging (your visuals and the documents you'll leave with the funder) for maximum impact. This webinar will drill down from general principles about presenting effectively to focus on enlisting investment support from a funder.

Instructors: Peggy Morrison Outon and Jeff Forster, Bayer Center

Fee: \$40

Pinpoint Planning Clinic

60-minute sessions available by appointment

Tired of spending too much time and precious resources trying to figure out how to best improve your nonprofit? Consider using PinPoint Planning™, a tailored and time-limited approach that provides quick analysis of critical operations in the following areas: finances and financial management, fundraising, human resources, legal issues, governance and technology.

Each PinPoint Planning™ tool is a type of audit that will take organizations about an hour to complete. It provides executives and Boards with concrete information about practice gaps so that they can focus resources on specific areas needing improvement instead of a complete overhaul.

Organizations receive an internal assessment to complete and return. The Bayer Center will assign an ESC volunteer from the relevant field to review your materials and then meet with you for a working session. After your face-to-face meeting, you'll receive a report containing a number of concrete, actionable suggestions to enhance your current operations.

This program was developed by the Bayer Center for Nonprofit Management in partnership with the United Way of Allegheny County.

Instructors: ESC Volunteers

Fee: \$50 per hour



SAVE THE DATE!

Thursday, May 24 is Nonprofit Banjo Night!

Start your Memorial Day weekend off with a *TWANG!* with a night of live music, nonprofit games, dinner, a (cheap!) cash bar, and good times to boot! The "surprisingly hip" Pittsburgh Banjo Club (as deemed by Pop City) plays music that is classic Americana - Dixieland and Pop from the 20s and 30s, as well as the occasional polka. Dancing and singing along is highly encouraged. Don't miss this Bayer Center fundraiser at the Allegheny Elks Lodge #339 on the North Side – just a short walk from downtown!

Storytelling Clinic ◆ ●

60-minute sessions available by appointment

Stories that capture the essence of your organization's mission can be powerful tools for enlisting support. If you know that your organization does great work but you lack those two or three stories that help to explain it to outsiders, come work on your stories with one-on-one structured help. Although storytelling is a creative act, all good stories have specific ingredients. An outsider to serve as guide and first audience can hone your stories into compelling tools in your communication strategy. Note: This clinic may be done by phone if travel proves inconvenient.

Instructor: Jeff Forster, Bayer Center

Fee: \$50 per hour

Presentation Clinic ●

60-minute sessions available by appointment

There is always room to improve the visuals that we use to aid our presentations. Get one-on-one help to make that presentation sing. Clinic can be used for step-by-step instruction on particular techniques (e.g. formatting, animation, incorporating media) or to workshop an existing presentation for ways to punch up its informative and persuasive power.

Instructor: Jeff Forster, Bayer Center

Fee: \$50 per hour

Marketing Clinic ●

60-minute sessions available by appointment

In this clinic, we'll review your current marketing strategy and materials, and give you advice about where you should focus your energy to align with your mission, customers, and needs.

Instructor: Dorothy Hufford, ESC Volunteer

Fee: \$50 per hour

Emerging Organizations Clinic

60-minute sessions available by appointment

Thinking of starting a nonprofit? We'll give you one-on-one guidance with the next steps – whether it is more research, looking into fiscal sponsorship, or reviewing an exemption application. We'll guide you through different options and the decision-making process.

Instructors: ESC Volunteers

Fee: \$50 per hour

HR Clinic ▲

60-minute sessions available by appointment

Do your HR policies need updating? Is expansion requiring more staff and more new job descriptions? Are you facing layoffs, or do you have a pregnant staffer and no maternity policy? We can help you with these and other issues including:

- Creating better performance appraisals
- Improving employee relations
- Restructuring benefits and compensation

The session is for any staff person with HR oversight. Bring your materials including employee handbook, performance appraisal form, and anything else HR-related to your appointment.

Instructor: Ray Frankoski, ESC Volunteer

Fee: \$50 per hour

Employee Handbook Clinic ▲

60-minute sessions available by appointment

Is your employee handbook up to date? Does it include all the vital elements? Does its wording comply with wage and hour laws? Is it truly the employee information source that you would like it to be? We can help you get the answers to these questions and help you to modify and update your employee handbook as needed. During the clinic, we will do a complete review of your handbook and point out the sections that are missing or require revisions.

Instructor: Ray Frankoski, ESC Volunteer

Fee: \$50 per hour (Due to the complexity of this topic, a 2-hour minimum is required)

Ask an Attorney Clinic

60-minute sessions available by appointment

Remember the good old days? Things were easier, less transparent, with fewer surprises. Now you have reason to be nervous about signing that lease. What does that insurance policy really cover? Are your personnel practices a lawsuit waiting to happen? Take advantage of affordable, one-hour consultations at LawLinks' Ask an Attorney clinics. Meet one-on-one with an attorney after work and discuss legal issues that concern you, like:

- Confusing "legalese" and contract terms
- Employment law and whether your organization's policies and procedures are compliant
- Protecting your organization against lawsuits
- Trademark and copyright protection

Instructor: Varies

Fee: \$50 per hour

- ◆ Fund Development
- ▲ Human Resources
- Marketing

BOARDSWORK!



BOARDS **Work!**

Good governance is core to every organization's effectiveness and results. As an enhancement to our *BoardsWork!* program to train and match skilled Board members with *BoardsWork!* Award agencies, we are offering this slate of governance classes. Do your Board members know what questions to ask to provide strategic direction while leaving you room to manage? Do you know how to work with your Board members to help them feel fulfilled and passionate about their volunteering? Attend these classes together and smooth the road for your shared journey.

Demystifying Financial Statements

Wednesday, Feb. 8 from 9 a.m.–noon

In this overview webinar for people with little knowledge of financial statements, we'll examine the key reports that reveal the economic health of your organization. By the end, you'll begin to know how to use all those "meaningless" numbers to really help with critical management decisions and fundraising requests.

Instructors: Scott Leff and Garrett Cooper, Bayer Center

Fee: \$65 (\$55 if paid online)

Boardsmanship Basics

Friday, Feb. 24 from 9–11 a.m.

While this class is called "basics," we're invested in seeing that Boards are high functioning engines of opportunity for their nonprofits. We'll provide an overview of effective nonprofit governance including role clarity, what is expected of the Board by each other as well as the IRS and funding communities, how best to compose a new or revitalized Board, statement of expectations, and Board evaluation.

Instructor: Peggy Morrison Outon, Bayer Center

Fee: \$40 (\$30 if paid online)

The Board's Report Card

Thursday, March 22 from 9 a.m.–noon

Is it possible to evaluate Board members without insulting them? You bet it is – it's one of the healthiest exercises a Board can do to keep functioning at the highest level. This interactive class will focus on getting Boards to look at themselves both as a group, and as individual Board members, starting with Board job descriptions which set up expectations and provide a starting point for evaluation. We'll share various types of assessments so you can create what is best for your own Board.

Instructors: Lulu Orr, Bayer Center and Don Block, Greater Pittsburgh Literacy Council

Fee: \$65 (\$55 if paid online)

Board Governance and Fraud Prevention Issues

Tuesday, April 3 from 9 a.m.–noon

Theft or fraud committed against a nonprofit can have significant adverse impact on the organization, beyond the direct dollar amount of the loss. The current environment of heightened fraud awareness, nonprofit organizations can and should take affirmative steps toward fraud prevention and deterrence. This session will focus on the role of the Board of Directors of a nonprofit corporation with respect to fraud prevention and Board governance.

Instructors: Karl A. Jarek, The Nottingham Group, LLC and Janice Smith, Cohen & Grigsby,

Fee: \$65 (\$55 if paid online)

Boards and Fundraising ♦

Wednesday, April 11 from 1–4 p.m.

This interactive seminar will explore the inherent tension in any nonprofit between Board and staff roles and offer thoughtful insights about why each stakeholder must understand and accept his or her defined role. We'll provide practical tips on how to communicate clearly between Board and staff about this central and challenging issue. Open to staff or Board members, but most effective when an agency can send both!

Instructor: Dave Brewton, Coalition for Christian Outreach

Fee: \$65 (\$55 if paid online)

Bylaws Clinic

60-minute sessions available by appointment

Bylaws are important in directing the Board and the organization. Due to recent changes in the 990 legislation, many nonprofits' bylaws are not in compliance with best practices. During this clinic, we will review your bylaws, give you suggestions for improvements, and guide you on how to discuss these with your Board.

Instructor: Sue McLaughlin, ESC Volunteer

Fee: \$50 per hour (Due to the complexity of this topic, a 2-hour minimum is required)

FINANCE



If numbers were your favorite thing, you probably wouldn't have gone into nonprofits. But finance doesn't have to be scary, and it doesn't have to be hard. The Bayer Center's focus in our financial consulting and classes is always on the practical. We're pretty good with the numbers, but we've lost count of how many clients have told us that we made accounting understandable for the first time. Whether we're with you in a 3-hour class or working as your consultant, our goal is to help you use your finances as a tool for managing your organization and delivering your services more effectively. Clarity is our business.

Some of the ways we assist organizations are:

- Analyzing financial performance ratios to identify areas of concern and aid in management decisions
- Educating Boards on what to monitor in financial reports and how to interpret the data
- Clarifying cost allocations to determine how individual programs contribute to the bottom line or require subsidization
- Considering financial issues in strategic decision-making

For information about BCNM Financial Consulting, call **412-397-6000**.

Demystifying Financial Statements

Wednesday, Feb. 8 from 9 a.m.–noon

In this overview for people with little knowledge of financial statements, we'll examine the key reports that reveal the economic health of your organization. By the end, you'll begin to know how to use all those "meaningless" numbers to really help with critical management decisions and fundraising requests.

Instructors: Scott Leff and Garrett Cooper, Bayer Center

Fee: \$65 (\$55 if paid online)

Planned Giving: The Basics ♦

Wednesday, Feb. 15 from 9 a.m.–noon

Fundraisers are often paralyzed by fear of the technical and legal details of planned gifts and leery of talking to donors about a gift that involves their death. This session offers simple ways to incorporate planned giving into your fundraising program immediately. Learn why planned giving is important for every development program and how planned giving can improve donor relationships and increase dollars raised – even during tough economic times. Participants will leave this session armed with the information and inspiration to convince themselves, as well as their boss and board that they are ready to start. A useful follow-up to this class is *Planned Giving: Beyond the Basics*.

Instructor: Maureen Mahoney Hill, CFRE

Fee: \$65 (\$55 if paid online) OR \$115 (\$100 if paid online) for both classes

Planned Giving: ♦ Beyond the Basics

Wednesday, Feb. 29 from 9 a.m.–noon

Are you and your Board ready to move beyond bequests? In this session, we'll explore more complex types of planned gifts including charitable gift annuities and charitable trusts, and we'll learn how partnering with allied professionals in the community can expand your planned giving program. We'll dig into your donor base to identify potential planned giving donors and learn to match particular gift options with the needs of your donors. This course is designed as a companion course to the session, *Planned Giving: The Basics*.

Instructor: Maureen Mahoney Hill, CFRE

Fee: \$65 (\$55 if paid online) OR \$115 (\$100 if paid online) for both classes

- ♦ Fund Development
- ▲ Human Resources
- Marketing



Financial Wellness Package

You asked, and we listened. How do you know the right level of cash reserves? How can you create financial reports that are efficient, understandable, and help your Board members focus on what's important for them? Is your financial model sustainable?

The Bayer Center has looked at all of these issues and more to come up with a Financial Wellness Package for management and governance. A full Package will provide your nonprofit with any or all of:

- A financial assessment that looks at key indicators and evaluates whether you are at financial risk
- An analysis of financial performance that considers current performance along with trends over time
- A customized benchmarking study using the Bayer Center's database of over 240,000 organizations to compare you to any grouping of other nonprofits based on size, type, and location and give you the information you need to finally set meaningful and realistic financial goals
- A colorful and simple Financial Dashboard built around the questions that are important to you so management and Board members can assess financial performance at a glance
- A set of targeted questions to help Board members identify the information they need to oversee financial performance
- A presentation and training for the Board to use and understand the financial assessment and the Wellness Package tools

Contact the Bayer Center's Associate Director, Scott Leff, at **412-397-6006** to set up an appointment to learn more about how the Financial Wellness Package can enhance your organization's financial management and governance.

WEBINAR

Building a Financial Dashboard

Fridays, March 9 and 16 from 10–11 a.m.

Dashboards, dashboards, dashboards... what's an automobile part have to do with running a nonprofit organization? Plenty. This webinar session will focus on the tactics behind creating a financial dashboard for your organization, and how to optimize this tool. We'll share practical suggestions, external data sources, and actual examples of dashboards created and implemented for local nonprofits to help get you started on the road to financial transparency and wellness.

Instructor: Garrett Cooper, Bayer Center

Fee: \$40

WEBINAR

Benchmarking the Competition

Fridays, March 23 and 30 from 10–11 a.m.

Ever wonder how many volunteers other organizations with your same mission type and budget size average? Or what percent of total budget the average \$500,000 nonprofit spends on fundraising? Well, look no further – this webinar session on benchmarking will empower you with the data sources and practical knowledge you need to find the answers to these questions and more. Using actual case studies from past clients, and real data sources, let us show you the power of utilizing the free data all around you.

Instructor: Garrett Cooper, Bayer Center

Fee: \$40

Selecting an Auditor

Friday, May 11 from 9–11 a.m.

What level of customer service should you expect from your auditor? This session will provide that answer, and many others, from the auditors themselves. Please join us as we convene several local accounting experts to candidly discuss selecting an auditor, the audit process, and strategies on maximizing the auditor-client relationship. This is one class where you're sure to recoup your investment.

Instructor: Garrett Cooper, Bayer Center; panelists TBA

Fee: \$65 (\$55 if paid online)

TECHNOLOGY



Today more than ever nonprofits need to use technology wisely to stay competitive, prove effectiveness and communicate with constituents. The Bayer Center's tech consultants have a broad and deep knowledge of the technology issues challenging nonprofits. Whether in your office or in our classroom, we speak English, not Geek, so that you can understand the entire process. If you need a new website, can't figure out what fundraising software to buy, want your own database, or just feel like chilling out at Access Camp, you'll find that our support is always real, never virtual.

Some of the ways we assist organizations are:

- Assessing the state of technology being used and helping to prioritize improvements
- Developing technology plans to enhance long-term impact
- Creating social media plans and strategies
- Building and improving databases that track key organizational information
- Providing custom training on software applications at the Bayer Center or on-site
- Planning and developing websites
- Supporting sound technology decisions – projects have included: software selection, vendor RFP development and selection, policy and procedure development, development of staff job descriptions, and hiring of IT staff

For information about Bayer Center Technology Consulting, call **412-397-6000**.

Bagels and Bytes

Join your nonprofit techie colleagues for a new season of this popular gathering. We continue our discussion of managing and maintaining your IT. If you're responsible for your nonprofit's technology challenges, you're someone we want to know! Visit <http://tinyurl.com/bcnmbagelsandbytes> for more information.

Allegheny

Cost: \$10

Wednesday, Feb. 1 from 8:30–9:30 a.m.
at Frick Art and Historical Center

Wednesday, March 7 from 8:30–9:30 a.m.
at Frick Art and Historical Center

Wednesday, April 4 from 8:30–10 a.m.
at UCP/CLASS

Wednesday, May 2 from 8:30–10 a.m.
at UCP/CLASS

Sewickley

(Breakfast cost is individual responsibility)

Thursday, Feb. 9 from 9–10 a.m.
at Eat n' Park, Sewickley

Thursday, Mar. 8 from 9–10 a.m.
at Eat n' Park, Sewickley

Thursday, Apr. 12 from 9–10 a.m.
at Eat n' Park, Sewickley

Thursday, May 10 from 9–10 a.m.
at Eat n' Park, Sewickley

Westmoreland

(Breakfast cost is individual responsibility)

Tuesday, Jan. 10 from 8–9:30 a.m.
at Eat n' Park, Greensburg

Tuesday, Feb. 14 from 8–9:30 a.m.
at Eat n' Park, Greensburg

Tuesday, March 13 from 8–9:30 a.m.
at Eat n' Park, Greensburg

Tuesday, April 10 from 8–9:30 a.m.
at Eat n' Park, Greensburg

Tuesday, May 8 from 8–9:30 a.m.
at Eat n' Park, Greensburg

- ◆ Fund Development
- ▲ Human Resources
- Marketing

Introduction to Excel 2007

Thursday, Feb. 16 from 9 a.m.–noon

Learn Excel basics in the morning session including:

- Worksheet creation
- Formula creation
- Cell formatting using “mouse pointers”
- Absolute cell references
- Printing your worksheet

Instructor: Cindy Leonard, Bayer Center

Fee: \$65 (\$55 if paid online) per session OR \$115 (\$100 if paid online) for the whole day

Intermediate Excel 2007

Thursday, Feb. 16 from 1–4 p.m.

Learn more about Excel in the afternoon including:

- Worksheet templates creation and use
- Using functions
- Creating links between worksheets
- Database features
- Chart creation and formatting

Instructor: Jeff Forster, Bayer Center

Fee: \$65 (\$55 if paid online) per session OR \$115 (\$100 if paid online) for the whole day

Writing for the Web ● and Social Media

Thursday, Feb. 23 from 9 a.m.–4 p.m.

Writing content for your website or social media channels is very different from other types of communications, in large part due to the way people read online. Most of your written materials must be altered for use on a web page or social media site in order to make them readable and usable. In this class, learn how to improve your written website and social media content, increase your sites’ usability, and leverage your website and social media as communication tools.

Instructor: Cindy Leonard, Bayer Center

Fee: \$125 (\$115 if paid by Feb. 2)

WEBINAR

Presentation Visuals that Work ●

Thursday and Friday March 1–2 from 10–11 a.m.

Bullets are not only dangerous in guns. Although your presence and preparation make a huge impact on the success of a presentation’s ability to inform and persuade, bad visuals can undermine your message. In fact, PowerPoint itself may have taught us bad habits. This class will help you create visuals that will make your facts, stories and ideas stick with your audience.

Instructor: Jeff Forster, Bayer Center

Fee: \$40

Powering Up Your Donor ♦ Database

Thursday, March 8 from 9 a.m.–noon

This interactive workshop will lay out manageable steps for moving from database management to database marketing. We’ll cover what to put in and what to pull out of your database. We’ll map out action plans for real-life scenarios. Also, you’ll take away the nine questions that will start your database analysis. Get more out of your fundraising records through creative, insightful analysis.

Instructors: Janet Emery, CFRE, J. Emery Consulting; Jeff Forster, Bayer Center

Fee: \$65 (\$55 if paid online)

Beginning Web Design with ● Wordpress

Wednesday, March 14 from 9 a.m.–4 p.m.

Are you a website novice who needs to know how to design a basic website that works? Wordpress is a website content management system that is great for building and managing websites. This session is for beginners. Nonprofit staff with no previous web design experience and web design staff who want to learn Wordpress are welcome.

Instructor: Cindy Leonard, Bayer Center

Fee: \$125 (\$115 if paid online)

WEBINAR

Minimizing Risk Via ▲ ● Social Media Policies

Wednesday and Thursday March 21–22
from 10–11 a.m.

Social media is a hot topic in nonprofits. It provides real-time communication among your staff, volunteers, consumers, clients, students, and constituents. Without social media policies, however, anyone might speak on your organization's behalf, potentially opening up your nonprofit to liability. In this class, the key components of a social media HR policy will be explained. In addition, you'll learn how risk management and insurance policies for nonprofits can help protect the organization as well as cover potential liabilities caused by social media. Various types of insurance options for nonprofits that address social media will be discussed and explained as well as discussion on common mistakes that can lead to a claim. Online resources and examples of social media policies and insurance policies will be shared.

Instructors: Todd Whiteman, Enscoe Long Insurance Group; Dave Tinker, CFRE, ACHIEVA

Fee: \$40

Choosing or Changing ◆ Your Fundraising Software

Tuesday, April 10 from 9–11 a.m.

Don't make a mistake! Choose fundraising software that's right for your organization. We help you figure out what you really need and what you can do without. Then we point you in a direction that won't break the bank or your database.

Instructor: Jeff Forster, Bayer Center

Fee: \$40 (\$30 if paid online)

WEBINAR

Choosing Social Media Tools ●

Thursday and Friday, April 19–20 from 1–2 p.m.

You know you want to use social media to reach your constituents but aren't sure what tools to choose. What is best for your organization's style? How do you reach your intended audience? How do you choose tools that will be effective but that you can manage given the staff and time you have? In this class, we'll discuss the various types of social media tools, including the pros and cons of each category. You'll get to practice those skills in the "Social Media Game," a fun learning exercise designed to help you think about the trade-offs among time, intent, content, and manageability when it comes to social media tools.

Instructor: Cindy Leonard, Bayer Center

Fee: \$40

Video Success for Nonprofits ●

Wednesday, April 25 from 9 a.m.–noon

Video is fast becoming an essential tool for nonprofits. If a picture is worth a thousand words, then an engaging video about your organization is worth a million. Nothing tells your story better than a well-produced video production. Set yourself apart from other nonprofits by learning how to use video to cost-effectively promote your organization and bring in much needed dollars to support your mission. Learn how other organizations in the area have done it and how you can too.

Instructor: Carl Cimini, Pittsburgh Community Television

Fee: \$65 (\$55 if paid online)

Photo Editing with GIMP ●

Wednesday, May 23 from 9 a.m.–4 p.m.

Need a better photo editor than Microsoft Paint but you can't afford Adobe Photoshop? GIMP (GNU Image Manipulation Program) is full-featured graphics and photo editing software that is free to download! Learn the basics of photo editing in this application as well as tips and tricks to make your photos look even better. This class is for beginners - no prior photo or graphics editing experience is required.

Instructor: Cindy Leonard, Bayer Center

Fee: \$125 (\$115 if paid online)

- ◆ Fund Development
- ▲ Human Resources
- Marketing

Does Your Website Work? ●

60-minute sessions available by appointment

Your website may seem just fine to you, but maybe it's time you had an outsider's take on it. Sit down with our website expert as she provides an honest (and kind) assessment of your site and recommends changes that may improve it.

Instructor: Cindy Leonard, Bayer Center

Fee: \$50 per hour

Now What?

A Clinic on Access Databases

60-minute sessions available by appointment

Struggling with an Access database that came with the job and doesn't make sense to you? Have you built a database that's grown completely out of control? Bring a copy of that problematic database, and we'll help you make sense of it. Our database guru will:

- Examine and assess its structure and functionality
- Recommend whether to scrap it and start over, buy something off-the-shelf, or clean it up and continue to use it
- Build in some specific tracking and search features if you decide to keep using it

For intermediate to advanced Access users.

Instructor: Jeff Forster, Bayer Center

Fee: \$50 per hour (Due to the complexity of this topic, a 2-hour minimum is required)

Dreamweaver Clinic ●

60-minute sessions available by appointment

Have a great idea for a website, but no idea how to do it? Bring those Dreamweaver challenges and questions to our maven, and we'll help you create the site of your dreams! This problem-specific clinic is for all levels of current Dreamweaver users.

Instructor: Cindy Leonard, Bayer Center

Fee: \$50 per hour

Excel/Spreadsheet Clinic

60-minute sessions available by appointment

Other people work magic with spreadsheets; so can you! For complete beginners to advanced users with specific questions, this clinic is your opportunity to become the Excel magician you've always wanted to be! We'll teach you handy tricks of the trade that save time and effort:

- Write time-saving formulas so that you never have to hand-tally again
- Read formulas in existing spreadsheets and follow those crazy links
- Format your spreadsheets for readability
- Use spreadsheets to dynamically analyze scenarios

Bring your questions – or even better – a spreadsheet you want to improve.

Instructor: Jeff Forster, Bayer Center

Fee: \$50 per hour

Web 2.0 and Social Media Clinic ●

60-minute sessions available by appointment

Have you just been handed responsibility for your organization's activities in the realm of social media? Are you baffled and unsure how to begin? Let our social media guru mentor you one-on-one, and you'll be an active social media user in no time! Whether you are attempting to use popular social media tools (such as Twitter, Facebook, YouTube, or Flickr), need help setting up a blog or a wiki, or need assistance with social media strategy, we can help.

Instructor: Cindy Leonard, Bayer Center

Fee: \$50 per hour

Website Accessibility Clinic ●

60-minute sessions available by appointment

Do you serve a population that includes people with disabilities? Are you concerned that your website is not sufficiently accessible to your target audience members? Do you receive federal funding that requires you to be compliant with Section 508 guidelines for website accessibility? If the answer to any of these questions is "yes," we're here. These clinics are one-on-one sessions in which our expert will analyze your website for accessibility, answer your specific questions, and give you recommendations for improvement.

Instructor: Tiffany Kuchta, Allegheny Graphics Web Development, LLC

Fee: \$50 per hour

- ◆ Fund Development
- ▲ Human Resources
- Marketing

Now as **the region's only university-based center for nonprofit governance best practices**, we've rolled our governance work into a comprehensive suite of complementary services:

BOARDS *Work!*

Working with Boards has always been part of what we do at the Bayer Center. Whether...

- Enhancing technical skills
- Sharpening strategic thinking
- Smoothing succession planning
- Coaching on Board/staff roles, responsibilities and relations
- Streamlining policies
- Honing bylaws
- Increasing fundraising revenues
- Formatting supervision, compensation, and retention of the executive director

Promoting good governance is core to our effectiveness and results. As always, we are focused on the practical and the appropriate. *BoardsWork!* is designed to be beneficial without being burdensome. Smaller organizations will value its ease of implementation. Larger organizations will value the depth of experience and knowledge we bring to the table. And all will value the customized attention that tailors *BoardsWork!* to the specific needs and mission of each individual client organization.

BoardsWork! expands the general classes we offer for Board development. As part of our ongoing Bayer Center educational program, you'll find workshops like *Boardsmanship Basics*, *Boards and Fundraising*, *Evaluating the Executive Director*, and *Effective Board Meetings*.

BoardsWork! for Organizations

Organizations committed to governance excellence will have the opportunity to participate in the *BoardsWork! Awards Program* of training, consulting and coaching. Those organizations completing the program's skills-building and education activities will receive the *BoardsWork! Award* to display as a symbol of their commitment to effective governance. In addition, they'll be eligible for a Board matching program for the recruitment of new Board members. Plus, all *BoardsWork! Awardees* will be publicly acknowledged for their achievement by the Bayer Center.

BoardsWork! for Businesses

BoardsWork! offers a corporate program to train business managers and executives on how to be effective and responsible nonprofit Board members. Not only does this program provide new resources for nonprofits seeking more effective Boards, but it enhances the company's Corporate Social Responsibility profile and contributes to employee recruitment and retention. Participants in the corporate program also will benefit from follow-up services of targeted Board matching and ongoing coaching support.

BUT WAIT! THERE'S MORE...

Executive Coaching

In the Calls to Action from "Daring to Lead 2011: A National Study of Nonprofit Executive Leadership" by CompassPoint Nonprofit Services and the Meyer Foundation, the authors encourage:

"Increased support for and utilization of executive coaching, which stands out as a professional development activity that executives say is highly effective..."

At the Bayer Center, coaching has always gone hand in hand with our consulting services. When we work with organizations, our focus tends to be as much on coaching you toward finding solutions to your own challenges as it is about providing answers. Whether you are an individual or an organization, we believe in your wisdom and bringing it out through coaching.

Now we are taking our coaching to a new level. Associate Director, Scott Leff, has gone through formal coaching training to become a Professional Coach, and along with experienced coaches in our ESC program, we are offering both executive and organizational coaching as another Bayer Center service. Please call Scott at **412-397-6006** to learn more about how coaching can fit into your personal and organizational development.

According to the "Daring to Lead" study, 70 percent of nonprofit executives feel loneliness at the top....

You don't have to be lonely anymore.

Strong Boards build strong nonprofits;

BoardsWork! builds strong Boards.

We look forward to seeing you in *BoardsWork!* soon.

Please call Lulu Orr at 412-397-6012 to learn more!



Letter From the Associate Director

I completed formal training last year to qualify as a Professional Coach. I'm not talking about sports here. I spent many happy years coaching my sons' soccer and baseball teams, and I can assure you, I was anything but a professional sports coach. No, I'm talking about Executive Coaching, or what you might call... Life Coaching.



Euehhh!!! (That was me shuddering.) Let me tell you, it's really, really painful for this ex-banker, analytical hard case to utter those words – Life Coach. But I said it, and I am. A trained Executive (Life) Coach.

Let me give you an idea of why this is so hard for me. During our first coaching class at the start of six months of rigorous education and practice, we were asked to talk honestly about our expectations and feelings. So I honestly said that I was very skeptical, and that if things got too touchy-feely, I was out of there. From that day forward, the class joke became continual snickering about whether a given technique or method or principle would be “too woo-woo for Scott.”

Compound that problem with my need for explanations. You can teach me all the methodologies, you can fill me with all the best practices and conventional wisdom, but if you can't hand me the theoretical underpinnings that validate those things... Well, let's just say I'm not real good with “just because.”

Now flash forward a few months. I'm at the International Coach Federation's annual conference. There's a session on coaching research. It's being given by a Ph.D. who's been studying this subject for years and has recently been hired by Google to develop their corporate-wide internal coaching program. This is what I've been looking for! Over the next three hours, he imparts to us the two major findings of all coaching research:

1. Coaching works.
2. Nobody knows why!

Then I come home, and an Executive Director coaching client says to me at the end of our fifth session, “Thank you. You're watching a life change right before your very eyes.” Wow! Coaching works. And I don't have to know why.

Maybe it's thinking aloud, maybe it's being pushed into new perspectives, maybe it's as simple as just having someone to talk to... but, coaching works. So who cares why?

I don't know why my cell phone works, but I'm happy that I can call my wife from wherever I am. Coaching works, and sometimes it's okay to just go with the magic. Besides, you work in nonprofits, so you're already a champion of lost causes. You know that good results can happen even in the unlikely of circumstances... and you're a pretty likely circumstance.

So take it from the skeptic. You should give coaching a try.

Scott B. Leff,
Associate Director

Bayer Center Staff Bios

Peggy Morrison Outon is the founding Executive Director of the Bayer Center for Nonprofit Management at Robert Morris University. She is also the founding Director of the Centers for Effective Nonprofit Management in Austin, Texas, and New Orleans, and the founding Board Chair of the Alliance for Nonprofit Management. A nationally noted consultant and trainer, Peggy has worked with more than 700 nonprofit clients. She served as founding member of the Drucker Foundation's international training team and as a trainer. She has been an active community volunteer, serving on 33 community Boards and countless committees. In August 2006, she was named to the national Nonprofit Times Top 50 for Power and Influence and has been recognized locally by several organizations, including the Girls Scouts and Pittsburgh City Council.

Scott B. Leff is Associate Director of the Bayer Center for Nonprofit Management at Robert Morris University. He has spent more than 25 years as a senior-level business executive, entrepreneur, consultant to nonprofits, and Board member. His expertise is in strategic, financial, sustainability and business planning, marketing, social enterprise, mergers and alliances, organizational development, and executive management. Having served on more than 20 nonprofit Boards, he's currently treasurer of the Mattress Factory art museum and on the Boards of the Community Foundation for Fayette County. Scott has an M.S. degree from Carnegie Mellon University and is a graduate of Leadership Pittsburgh.

Garrett Cooper is Associate Consultant and Researcher at the Bayer Center for Nonprofit Management at Robert Morris University. Garrett holds a bachelor's and master's degree in Finance from the University of Maryland and spent five years building expertise in strategic management, corporate finance, financial analysis, and accounting concepts. Garrett is a Pittsburgh-Literacy AmeriCorps alum and a volunteer mentor for Big Brothers & Big Sisters. He is a Board member of the Union Project, Bricolage Theater and Yoga in Schools, and is pursuing a second master's degree in Nonprofit Management from Robert Morris University.

Jeff Forster is Senior Consultant at the Bayer Center for Nonprofit Management at Robert Morris University. For over a decade, Jeff has assisted a variety of nonprofit organizations in the Pittsburgh area, specializing in technology, presentations and storytelling. He holds a masters degree in Public Policy and Management from Carnegie Mellon University and a bachelor's degree from Yale University. He serves on the Alumni Schools Committee and is president of the Board of the Yale Club of Pittsburgh and serves on the Stewardship Committee at Church of the Ascension, Oakland.

Shelby Gracey is Office Coordinator at the Bayer Center for Nonprofit Management, responsible for keeping the center's office functions flowing smoothly. After receiving an A.S. from Lake-Sumter Community College as well as certification as a professional secretary, she went on to work in healthcare public relations, word processing and computer support. Shelby is also Organist and Director of Music at Sunset Hills United Presbyterian Church (where her husband is pastor) where she coordinates and plays music for church services, directs the adult, children's, youth, and handbell choirs, and teaches music for the Youth Club.

Cindy Leonard is Technology Services Manager for the Bayer Center for Nonprofit Management at Robert Morris University. Cindy has more than a decade of experience helping nonprofits leverage technology. She facilitates Bagels & Bytes meetings, organizes the Bayer Center's annual TechNow conference, and writes the monthly e-newsletter TechNotes, all while spending most of her time consulting with and teaching technology-related classes to local nonprofits. She has presented at conferences for a variety of national, state and local organizations. Cindy holds a B.S. in Computer Science and an M.B.A. from Seton Hill University.

Lulu Orr is Program Director of *BoardsWork!* at the Bayer Center for Nonprofit Management at Robert Morris University. As Founder and Executive Director of the Good Grief Center for Bereavement Support, she worked from the ground up in creating and running that organization for 10 years. Creating a Board of Advisors which transitioned into a Board of Directors, Lulu knows first-hand the importance of an educated and engaged Board. She currently serves on the Board of Hekima Place and Allegheny Cemetery and is an active member of the professional advisory boards of Forbes Hospice and Helping Hands Healing Hearts.

Carrie Richards is Marketing Manager at the Bayer Center for Nonprofit Management at Robert Morris University where she develops and markets BCNM's educational programs and events. A North Side resident and proud owner of a rescued pit bull, she is a volunteer grant writer for Hello Bully, an officer at the Allegheny Elks Lodge #339 and serves on the Board of the Saxifrage School. Carrie received a degree in Youth Ministry from Eastern University and recently completed a Master's Degree in nonprofit management at Robert Morris University.

Carrie Tancaitor is Consultant and Researcher at the Bayer Center for Nonprofit Management at Robert Morris University, responsible for the collection and analysis of customer, demographic, and survey data. She also analyzes financial statements and provides risk assessments for over 75 nonprofit agencies annually. A Schreyer's Scholar at The Pennsylvania State University, Carrie earned her degree in communications. She holds a Masters degree in Public Administration from the University of Delaware. In addition to being an active Board member and volunteer, Carrie is a marathoner and the proud parent to a tail-less shelter cat, Rocky.

Yvonne Van Haitsma has been a Consultant at the Bayer Center for Nonprofit Management at Robert Morris University since 2000 and is Coordinator of the ESC program. She has 14 years of experience consulting with nonprofit organizations in collaboration development, strategic planning, Board development, and executive transitions locally and in El Salvador and Ecuador. Yvonne earned her Master's in Community Organizing and Nonprofit Management at the University of Pittsburgh.



Instructor Bios

Sheila Bell is the Quality Assurance Director for the System of Care Initiative at the Allegheny County Department of Human Services. She has over 10 years of experience working with social service programs and nonprofit agencies to design and implement process and outcomes evaluations and to analyze and report data results. Sheila is also an adjunct faculty member of the Graduate School of Public and International Affairs. She holds bachelor's degrees in political science and sociology and a master's degree in social and public policy.

Don Block is Executive Director of Greater Pittsburgh Literacy Council (GPLC) where he has worked since 1984. He has extensive experience in working with Boards and fundraising, including capital campaigns. At GPLC, private giving has increased significantly in the past few years thanks to the close partnership between staff and Board. Under his leadership, GPLC received the Wishart Award for Excellence in Nonprofit Management, and he was honored as the Outstanding Administrator of Adult Education in the nation. Don holds a master's degree from Indiana University, Bloomington, and has served in the Peace Corps.

Dave Brewton is a native of Pittsburgh with a 25-year career working with faith-based nonprofits. He is the Vice President for Institutional Advancement for the Coalition for Christian Outreach whose mission is "transforming college students to transform the world." Prior to his position at the CCO, he was Associate Executive Director of the East Liberty Family Health Care Center, a Christian ministry that provides health care for all people without regard to ability to pay, and the first Executive Director of Breachmenders, Inc., an Oakland housing and community development ministry.

Diana Bucco is the President of The Forbes Funds, which supports nonprofit capacity-building, research and leadership development. She has been recognized by Pittsburgh Magazine's "40 Under 40" and by the state as one of the top ten of the GenX generation, and was recently awarded a German Marshall Fellowship. She serves on numerous Boards and advisory committees, including YouthPlaces, the YWCA, Pittsburgh Council for International Visitors and Advancing Academics, and is a member of the Women's Funders Roundtable. Nationally, she serves on the Independent Sector Public Policy Advisory Board, National Council of Nonprofit Board of Directors and the Grantmakers for Effective Organizations 2010 planning committee.


Tracy Certo is founding editor and publisher of Pop City. Former editor of AIA Pittsburgh's *Columns* magazine with her own writing and marketing business, she has written about topics ranging from architecture and urban design to sustainability and economic development. A two-time boomeranger, she returned to Pittsburgh from Los Angeles where she worked in national media sales, with post-grad studies in writing and photography at UCLA. In June, 2009 she traveled to Turin, Italy and Essen, Germany as part of a German Marshall Fund trip to study the revitalization of the two regions that, like Pittsburgh, were nearly felled by single-industry decline.

Carl Cimini is a seasoned video professional. Before joining PCTV in 2011, Carl was the owner of the Pittsburgh media production company Wobblimind Media. He has produced, directed and edited short and long format documentaries, commercial broadcast productions and private production pieces for over 15 years. He has worked with numerous nonprofit and corporate clients over the course of his career. Carl interviewed the Dalai Lama for "Dancing In Amdo," his documentary about Tibetan politics.

Sally Griffith Cimini is a partner at Leech Tishman and chairs the firm's Alternative Dispute Resolution and Employment Practice Groups with over 25 years of experience devoted exclusively to counseling and litigating on behalf of private and public sector employers in all aspects of the employment relationship, from hiring through termination. She has published numerous articles on employment law and is a regular speaker on employment, labor law and human resources issues and has served on the faculty of the Pennsylvania Bar Institute's Employment Law Institute and other PBI employment programs for many years.

Susan Egmont is Principal of Egmont Associates, a full-service national executive search firm for nonprofits, corporations, foundations and academic centers which includes executive search, leadership transition planning, and coaching. She is a co-author of *Managing Leadership Transitions for Nonprofits: Passing the Torch to Sustain Organizational Excellence*. Susan was formerly Deputy Director of the Boston Private Industry Council, Executive Director of Blue Cross and Blue Shield of Massachusetts' foundation and Associate Director of the Atlanta Community Food Bank. She holds an MBA from Emory University and was a founder of the Alliance for Nonprofit Management and Massachusetts Nonprofit Network, the statewide association of nonprofits.

Janet C. Emery, CFRE, brings nearly 30 years of successful development experience to her consulting business, J. Emery Consulting, Inc., which supports nonprofit sustainability through wise and ethical development practices. Services assist volunteers, chief executives and development professionals charged with improving external relationships and philanthropic support for nonprofit organizations. Her experience in the arts, education, healthcare, and human services supports a documented track record of success, most notably in the development, communications, and volunteer management disciplines.



Debbie Foster supervised crisis and issues management worldwide for H.J. Heinz Company. During her 32-year Heinz career, she also was responsible for developing and implementing the company's crisis management training program. As corporate spokeswoman, Debbie was interviewed by an average of 15-20 journalists weekly, including reporters from *The Wall Street Journal*, *New York Times*, *AP*, *Reuters*, and many others.

Joyce Gannon is a business staff writer at the Pittsburgh Post-Gazette with a diverse range of coverage: chemical companies, law firms, women in business and the business of nonprofits. She joined the Post-Gazette in 1988 after stints at the Wheeling (W. Va.) *News-Register*, Penn State University's public information department and the *Pittsburgh Business Times*. She holds a bachelor's degree in journalism from Penn State.

Wendy Hardman is an accomplished and versatile training and development professional with extensive experience assisting internal and external clients in improving performance and business results. Her clients have included the Leader to Leader Institute, Center for Practical Management, Ann Taylor, Wireless Generation, Cartus Corporation, Union Aid Society, BELL, the YMCA of Greater Pittsburgh, Federal Home Loan Bank, PNC Bank, and the University of Pittsburgh. Wendy earned her Bachelor's degree from the University of Michigan and her Master's in Developmental Psychology from Temple University. She has served as adjunct faculty at Duquesne University and Carlow College, and she is a former Peace Corps volunteer.

Karl Jarek is a Managing Director with The Nottingham Group LLC, specializing in fraud investigation and prevention, as well as other forensic accounting matters. Karl advises clients regarding internal accounting controls, fraud prevention techniques and investigations of suspected fraud and theft. He has over 25 years experience in these areas and is Certified in Financial Forensics through the American Institute of CPAs. His clients include nonprofit organizations, government entities and private corporations. Karl is a member of the Mount Lebanon Hospital Authority Board and is past Chair of the Young Leaders Group for the United Way of Allegheny County.

Joyce Lewis Andrews is an ESC volunteer and recently served as Chief Marketing Officer of Girl Scouts Western Pennsylvania (GSWPA) where she developed and oversaw strategies for public relations, promotions, branding, media, publications, and crisis management in a diverse 27 county area that serves approximately 35,000 girls. As an ESC consultant, she has assisted Northern Area Multi-Services Center, The Greater Pittsburgh Community Food Bank, Sheraden United Methodist Church, the Open Door, and the Creative Arts Renewal Project of the Emanuel United Methodist Church. A graduate of Point Park University, Joyce lives with her husband, David, in Ben Avon Heights.

Rebecca L. Lucore is Executive Director of the Bayer USA Foundation and Manager of Community Affairs for Bayer Corp. She oversees Bayer's corporate social responsibility programs including the STEM education partnerships, as well as U.S. donations management for the foundation. Besides chairing the Bayer Center's advisory Board, Rebecca is on the Board of ASSET Inc., an advisory committee member for the National Governors Association's Science, Technology, Engineering and Match (STEM) Center grant program, and a member of the Conference Board's Corporate Citizenship and Sustainability Council.

Maureen Mahoney Hill, CFRE, is an independent consultant working with nonprofit organizations to build fundraising, communications and marketing capacity, specializing in planning and strategy development for major and planned gifts. With almost 20 years experience in fundraising, she has held development positions with The Children's Institute, the Pittsburgh Foundation, Penn State and The Women's Center and Shelter of Greater Pittsburgh. Maureen holds a bachelor's degree in Human Development from Penn State and a master's from the School of Social Work at Pitt.

Joseph McLaughlin joined ESC in 2009. Retired from the Brentwood School District, Joe was a physics teacher for 25 years and is now a certified A+ Computer Professional. He has helped numerous local organizations with information technology planning and support, and website development, including OASIS of Pittsburgh, Friends of the Lawrenceville Library, and the Carnegie Mellon University/University of Pittsburgh Quality of Life Technology Center.

Bob Moll joined ESC in 2004 after serving as the Manager of IT Security & Policy for PPG Industries for 20 years. He has been a consultant for various organizations for the past 7 years including The Allegheny County Coalition for Recovery, Andrew Carnegie Free Library, Central Northside Neighborhood Council, Focus on Renewal, Peer Support & Advocacy Network, Pittsburgh Cares, POWER, Sewickley Community Center, and the School Performance Network. His expertise is in accounting and finance, information systems, and strategic planning.

Suzi Neft opened *Suzi Neft Promotes* after spending 20 years in radio and television and ten years in marketing and news media relations. She builds relationships between small and medium size organizations and their audience by telling their stories through connections with the media and has worked with clients such as Pittsburgh City Council, the Jewish Association on Aging, Mr. Rogers' Neighborhood, WQED Multimedia, HGTV, and PBS. A native Pittsburgher, Suzi holds a Bachelor's degree in Journalism and Communications from Point Park College and is working on her Master's in Corporate Communications at Duquesne University.

Jack Owen is an attorney in the Pittsburgh law firm of Rhoades & Wodarczyk, LLC, where he concentrates his practice in the areas of tax-exempt organizations, employee benefits, business law, and tax law. He received the Outstanding Volunteer Attorney award from Executive Service Corps in 2004 and serves on the Advisory Board for the Bayer Center for Nonprofit Management and as President of the Pittsburgh Planned Giving Council.

Barbara Pryor is an ESC volunteer and trainer, having trained in the areas of communication, conflict management, supervision, negotiation, decision making and problem solving, customer service and diversity. Her most recent position was as the coordinator of the Management Training Program at Mellon Financial Global Services for selected high potential employees to fast track into management. She also served as a victim services advocate in the Attorney General of the Commonwealth of Massachusetts, following a ten-year role as Senior Career Development Specialist at T.J. Maxx. She is actively involved in community organizations, and in the lives of her grandchildren.



Juliana Shayne has years of experience in performance improvement and leadership development. Her specialties include facilitating redesign teams, leadership competency assessment and development planning, and confidential executive coaching. Juliana holds a Bachelor's Degree in Nursing and Master's degree in Health Services Administration. She is currently an adjunct faculty member at Carlow University and Robert Morris University. She serves on the Baldwin Borough Library Board of Trustees and is President of the University of Pittsburgh's School of Nursing Alumni Society.

Janice Smith is a Director with Cohen & Grigsby, P.C. where she advises tax-exempt and nonprofit organizations regarding tax, corporate, regulatory, and operational matters. Jan's practice includes evaluating legal issues associated with the formation of new nonprofit corporations and trusts, obtaining recognition of federal tax-exempt status and state property and sales tax-exempt status, and nonprofit organization contracting issues. She also advises clients regarding mergers, acquisitions, and other corporate restructurings, and she counsels clients regarding conflicts of interest, intermediate sanctions matters, IRS "best practice" policies and procedures, and state law fiduciary duties for nonprofit directors and other nonprofit governance matters.

Kevin Sweeney has been working in the Information Technology field for over 20 years. His background encompasses Fortune 100 and 500 companies, retail, manufacturing, government, nonprofit and travel. He has also handled budgets in excess of \$43 million. He has a Master's Degree in Information Science from the University of Pittsburgh and recently graduated from the University of Pittsburgh – Katz Business School with a Masters Certificate in Advanced Project Management. Kevin also has a BA in Psychology which has helped him to understand many organizations. He joined ESC in 2010.

Andrew Swensen provides consulting and contracted professional services to nonprofits in the Greater Pittsburgh region. He holds positions as adjunct faculty to the Heinz College of Carnegie Mellon University, the CMU College of Fine Arts, and Point Park University. From 2006 through 2010 Andrew served as the Director of Pittsburgh Filmmakers. His professional career began in academic life, and he has held faculty positions at Brandeis University, Hamilton College, Wellesley College and Western Michigan University, teaching courses in literature and comparative humanities.

Dave Tinker, CFRE, is the Director of Development at ACHIEVA. Involved in fundraising since 1990, he is a past president of the western Pennsylvania chapter of the Association of Fundraising Professionals (AFP WPA). He served on AFP International's Social Media Committee which is developing social media policy standards for AFP, ASAE, NTEN and the Direct Marketing Association's Nonprofit Federation as well as the Boards of the Pittsburgh Planned Giving Council, Brewhouse Artists and YNPNPgh. Dave holds an M.P.A. with a concentration in Nonprofit Management from the Indiana University-Purdue University in Indianapolis.

Maria Townsend, Ph.D., is the President of Townsend Associates LLC and adjunct faculty at the University of Pittsburgh Graduate School of Public and International Affairs where she has taught evaluation, statistics and policy analysis. Over the past ten years, Maria has conducted needs assessments and evaluations across Pennsylvania. She has also trained staff from local and county human service agencies in Western Pennsylvania, county and state Mental Health and Developmental Disability providers, and countrywide child care planning committees across Pennsylvania on evaluation methodology.

Doug Van Haitmsa joined the Mon Valley Initiative (MVI) in 2004 to head the Real Estate Development Team. Prior to working with MVI, Doug worked for 12 years in project manager for several community development agencies, both locally and internationally. At MVI, Doug oversees a five person staff and a portfolio of work that includes for sale housing development, both new construction and rehab, multifamily rental development, commercial development in Main Street corridors, and other community development activities. Doug has a Master's of Science from the Heinz College at Carnegie Mellon University and Bachelor's degree from Calvin College.

Todd Whiteman is the Vice President of Property/Casualty at Ensco Long Insurance Group where he specializes in providing programs and consulting to the nonprofit sector. Todd is an active Board member of Association of Fundraising Professionals of Western PA, Pittsburgh Planned Giving Council and is one of the founding members and current Board President of Young Nonprofit Professionals Network of Pittsburgh. His personal commitment to the sector also includes Board/committee work at The First Tee of Pittsburgh, Mental Health America Allegheny County, Variety The Children's Charity, Emmaus and Junior Achievement.

Sheila Hyland Yencik is a familiar face to Pittsburgh TV news viewers. She spent 22 years in broadcast journalism with three network affiliates (ABC, CBS and FOX) as anchor, reporter, managing editor, writer, and producer. Sheila covered all major national crises in the last 20 years and conducted more than 10,000 interviews with business and political leaders including U.S. presidents, entertainers, and national sports legends.

Bill Zlatos covers nonprofits and both basic and higher education for the *Pittsburgh Tribune-Review*, where he has worked for nearly 10 years. He has also reported for the former *Pittsburgh Press*, *Valparaiso (Ind.) Vidette-Messenger*, and Fort Wayne (Ind.) *News-Sentinel*, where he was part of a staff that won a Pulitzer Prize for flood coverage. He was an education program officer for The Pittsburgh Foundation and has a bachelor's in political science from Indiana State University. Bill attended the Indiana University Graduate School of Journalism.

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COURSE REGISTRATION

REGISTRATION INFORMATION

The registration deadline for all classes is one week before the course begins (or the first session of a series). Register early – space is limited. You may register for any of the courses online at www.rmu.edu/bcnmregistration or by mailing to faxing the form on page 29 with payment in full by check or credit card. Need additional registration forms? Visit www.rmu.edu/bcnm for a general registration form.

SCHOLARSHIPS

Scholarships of up to 50 percent of program costs are available to a limited number of participants. For more information or to access the scholarship application, visit the education section of our website at www.rmu.edu/bcnm or call **412-397-6000**.

DISCOUNTS

Online payments: A discount (*see individual class listing for amount*) will be applied for payments received online at the time of registration. (*Not applicable for Bagels and Bytes, HR Roundtables, clinics or webinars.*)

Three or more classes: Send three or more staff members from your organization to the same class, or one individual from your organization to three or more classes and receive a 20 percent discount on each course.

WITHDRAWAL AND REFUND POLICY

A full refund will be granted if the Bayer Center is notified of withdrawal at least five business days prior to the start of the class. No refund will be granted if the individual fails to attend the class or fails to notify the Bayer Center at least five days prior to the start of class. Students may transfer their registration to another member of their organization without penalty but must notify the Bayer Center at least one business day prior to the start of the class.

CANCELLATION POLICY

The Bayer Center reserves the right to cancel any class. If a class is canceled, a full refund of tuition fees or credit towards another class will be given, per the registered student's preference. Please allow three to four weeks for processing of refunds.

QUESTIONS?

Please contact the Bayer Center at **412-397-6000** or bcnm@rmu.edu.

PLEASE NOTE

Registration confirmations, notices of class changes, and other critical information are conveyed via e-mail sent from bcnm@rmu.edu. Please check your e-mail the morning of any class for last-minute changes or cancellations. If your e-mail program uses a spam filter, it may be necessary to add bcnm@rmu.edu to your address book so that you receive updates and information.

The Bayer Center is proud to partner with:



The Allegheny County Bar Association
Raising the Bar on Legal and Community Service

LEADERSHIP



PITTSBURGH INC.



And the Region's 3,000 nonprofit organizations as students, clients and colleagues.

The Bayer Center is an active member of the following organizations:



JANUARY–MAY 2012 COURSE REGISTRATION FORM

Please print clearly

Name _____

Organization _____

Title _____

Address _____

City _____ State _____ ZIP _____

Phone _____ Fax _____

E-mail _____

Registration Please attach any additional registrations on a separate page as needed

Course Name _____ Date _____ Registrants _____ x \$ _____ Fee _____ Subtotal

Course Name _____ Date _____ Registrants _____ x \$ _____ Fee _____ Subtotal

Course Name _____ Date _____ Registrants _____ x \$ _____ Fee _____ Subtotal

= \$ _____ **Total**

Payment Information

Registration confirmation and more information will be sent via e-mail.

Amount Due \$ _____

Check Enclosed (made payable to Bayer Center for Nonprofit Management)

Charge my: Visa MasterCard Discover

Account Number _____ Exp. Date _____

Cardholder Name _____ Billing ZIP _____

MAIL COMPLETED FORM WITH PAYMENT IN FULL TO:

Bayer Center for Nonprofit Management at Robert Morris University,
425 Sixth Avenue, Suite 2610, Pittsburgh, PA 15219

OR REGISTER ONLINE at www.rmu.edu/bcnmregistration.

A discount (see individual class listing for amount) will be applied for payments received online at the time of registration.
(Not applicable for Bagels and Bytes, HR Roundtables, clinics or webinars.)

SAVE THE TREES

If you receive duplicates of our catalog or would like to receive fewer copies in the future, please call us at **412-397-6000** and we will update our records.

Thank you!



*Bayer Center for
Nonprofit Management*

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www.rmu.edu/bcnm

