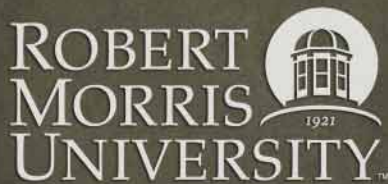


September–December 2011

Course Catalog

**A GREAT BOARD SEES
WHAT EVERYONE HAS
SEEN, BUT THINKS
WHAT NO ONE ELSE
HAS THOUGHT. -Dick Chait**



*Bayer Center for
Nonprofit Management*

Introducing

BOARDS *Work!*

NEW AT THE BAYER CENTER!

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.

Now, as the region's only university-based center for nonprofit governance best practices, we're rolling our governance work into a comprehensive suite of complementary services – BoardsWork!

BoardsWork! is already in its pilot phase, and we will continue to develop and roll-out its services over the coming year.

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.

Strong Boards build strong nonprofits; BoardsWork! builds strong Boards. We look forward to seeing you in BoardsWork! soon.

**Please call Scott Leff at
412-397-6006 to learn more!**

NOW OFFERING:

BoardsWork! Training

BoardsWork! will expand the general classes we offer for Board development. In this catalog, you'll see Boardmanship 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 benefit from 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 Corporations

BoardsWork! is developing a corporate program to train high potential executives in local corporations 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. Executives who go through the corporate program will have the additional benefits of focused Board matching and ongoing 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 on an individual or an organizational level, 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 towards national certification, and along with experienced coaches in our ESC

program, is 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.

BOARDWORK! COURSES

Boardmanship Basics

Wednesday, Oct. 5 from 2–4 p.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)

Boards and Fundraising

Thursday, Oct. 13 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 clearly-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)

Evaluating the Executive Director

Wednesday, Nov. 16 from 9–11 a.m.

Compass Point’s 2011 study of nonprofit executive leadership, “Daring to Lead,” reveals that 45 percent of nonprofit executive directors do not receive an evaluation from their Board...and even more disturbing is that only 18 percent of those who do receive an annual evaluation find it helpful. We need to do better! In this class for both staff and Board leaders, we’ll start with case studies where the evaluations were either helpful – or disastrous! Then we’ll present an evaluation tool to prepare for an effective (and helpful!) evaluation for your nonprofit’s E.D.

Instructors:

Peggy Morrison Outon and Juliana Shayne, Bayer Center

Fee:

\$65 (\$55 if paid online)

You’re the Treasurer. Now What?

Wednesday, Nov. 30 from 9–11 a.m.

“Okay, I signed the checks. Am I done for this month?” Well...no. Being treasurer is a critical leadership role. Hear from and ask questions of the experts on legal, accounting, audit and lending issues that the treasurer needs to understand. This session is for Board members, especially treasurers, and the staff who work with them.

Instructors:

Scott Leff and Garrett Cooper, Bayer Center, Jack Owen, Rhoades & Wodarczyk, LLC; Tom Ryan, Horovitz, Rudoy & Roteman LLC; Dan Sullivan, Bridgeway Capital

Fee:

\$40 (\$30 if paid online)

Reinvigorating the “Bored” Meeting

Fridays, Dec. 2 and Dec. 9 from 2–3 p.m.

Is your Board meeting a series of checking things off the list, then seeing how quickly everyone can go home? Do Board members smile and nod in glazed bewilderment through reports filled with dense financials, arcane acronyms, and technical program data they really don’t understand? If so, you’re not really serving them, and you’re not giving them the opportunity to really serve you.

In this webinar, we will work through putting depth into your Board meetings. Effective agendas, stimulating conversation, and lively debate are benchmarks of dynamic organizations. Learn how to move your Board from bored passivity to active engagement in the strategy and growth of your organization.

Instructors:

Scott Leff and Garrett Cooper, Bayer Center

Fee:

\$40

CLINICS

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 and 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

- 📅 Webinars
- 🔄 Fund Development
- 📁 Human Resources
- 📢 Marketing

LETTER FROM THE EXECUTIVE DIRECTOR

The Bayer Center for Nonprofit Management at Robert Morris University is delighted to announce BoardsWork!, its new program to assist you in building your 21st Century Board. The program will include in-depth governance consulting, innovative and intellectually challenging training opportunities, both in classes and in agency Board settings. In addition, there will be specific and tailored outreach to businesses and corporations to build a talent pool of prospective Board members for matching your needs for expertise. We intend to publicly celebrate the region's effective Boards and those that aspire to be more effective.

I am especially delighted that we now have this opportunity as Boardwork and governance is a deep and long personal interest of mine. Since I was a young mother and first served on the Board of my son's nursery school, I have loved Board service, making some of my best friends in life by serving with them on Boards of agencies that fed my soul. There have been thirty-three such agencies in my life, so when I think about Boards, I am always sitting on both sides of the table. As a nonprofit management consultant, I have consulted with more than 700 Boards and presented to many thousands more Board members all over the country. So I am a deeply informed observer of governance, and much of what I see is of real concern to me. Board members often need better work and staff deserve stronger Board leadership.

Our new program, BoardsWork!, will continue to promote the conventional governance wisdom that has proven helpful. We will help you compose the Board you need and seek to educate your Board on your cause, your constraints and your business realities. We will custom design Board evaluation tools and help you craft your statements of expectations so Board members, new and experienced, will share an accurate understanding of what it means to lead your agency at this moment in time and will be able to specifically praise excellence in performance and directly address the areas that need to improve.

But beyond structure and tools, we are also interested in Board culture. We hope to help you have meetings that advance progress...meetings in which smart people talk about the things that matter and formulate plans that move your work through these churning waters of change. Nonprofit leadership, volunteer and staff, is hungry for conversations that are real, characterized by incisive questions and genuine discussion of risks and opportunities.

So we will help you take a look at how decisions are made in your Board room. What affects the decision making capacity of your Boards? For years, my now grown children have teased me that I can make anything about nonprofits so it is not a surprise that when I read a recent article in *The New York Times Magazine* about the enormous number of decisions we each make daily and how we tire of choice, I began to wonder about how that might affect governing Boards. The article posits that the volume of decisions exhausts our brain, but unlike physical exhaustion, we do not have a signal that we're spent. What happens is that we avoid making decisions or we default to taking the recommended option. It's called ego depletion. And it responds to food! A shot of glucose at the right time can restore the brain's capacity to choose... so this suggests to me that the time of day your Board meets is important to effective decision making... some protein is a good idea for the Board table... and structuring meetings so people are restored by multiple stimuli, stories, personal involvement and creating a sense of trust that allows people to be genuine can be integral to effective decision making, and therefore, important to leadership...

This is not your usual governance conversation, but since Sarbanes-Oxley, Boards have been expected to act differently. Supporting effective governance takes some non-traditional thinking as well as application of best practice. At the Bayer Center, we are committed to doing whatever it takes to help you preserve your programs and services as we navigate our way in the New Normal. Please allow us to help you build the Board that will lead your agencies with clout and voice.

And I am hoping for a fall that is filled with success for you and all those you serve, beloveds!



Peggy Morrison Outon, *Executive Director*

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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:

-  Webinars
-  Fund Development
-  Human Resources
-  Marketing

NOTE:

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

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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, 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 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 United Way has revised its allocations process, and that means new evaluation and reporting responsibilities for its funded agencies and an emphasis on collaboration among the nonprofits it supports.

The Bayer Center has once again joined forces with the United Way to offer valuable resources for nonprofits that are, or want to become, United Way partner organizations.

Pinpoint Planning is a toolkit that allows organizations to take a critical look at their finances and financial management, fundraising, human resources, legal issues, governance, and technology situations. Look for these tools under the "Nonprofit Management" section of this catalog.

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

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.

COURSES BY DATE Webinar

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Public Relations: From the Press Release to Facebook
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- 16** Evaluating the Executive Director
- 18** Working with our Foundation Allies
- 29** Facebook Fan Pages 
- 30** Human Resources Roundtables
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- 20** Maintaining Work/Life Balance
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- 28** Demystifying Financial Statements 

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- 13** Bagels and Bytes, Westmoreland
Free Range Data
- 20** Free Range Data

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.

Nonprofit Career Path

Friday, Sept. 23 from 9–11 a.m.

Is there a career path for nonprofit professionals? Most of the nonprofits in our region are small, with little room for career advancement. This dynamic panel will discuss both theory and application about how ambitious and intelligent nonprofit professionals can build their careers through advanced education, understanding their opportunities to improve their current job and seeking mentors and sponsors.

Instructors:

Peggy Morrison Outon, Bayer Center; Kevin Kearns, University of Pittsburgh; Maureen Hogan, Pittsburgh Partnership for Neighborhood Development; Columbus Brooks, The Early Learning Institute

Fee:

\$40 (\$30 if paid online)

Equitable Employee Compensation

Wednesday, Oct. 19 from 9 a.m.–noon

Are you satisfied with your salary and wage scales? Are they competitive and internally equitable? This program will take you from the basics of developing accurate job descriptions, through job evaluations, market pricing of jobs and ultimately to establishing and maintaining equitable pay scales. It will also cover determining individual pay rates and linking pay to individual and organizational performance.

Instructors:

Ray Frankoski and Ed Vogeley, ESC Volunteers

Fee:

\$65 (\$55 if paid online)

Maintaining Work/Life Balance

Thursday, Oct. 20 from 9–11 a.m.

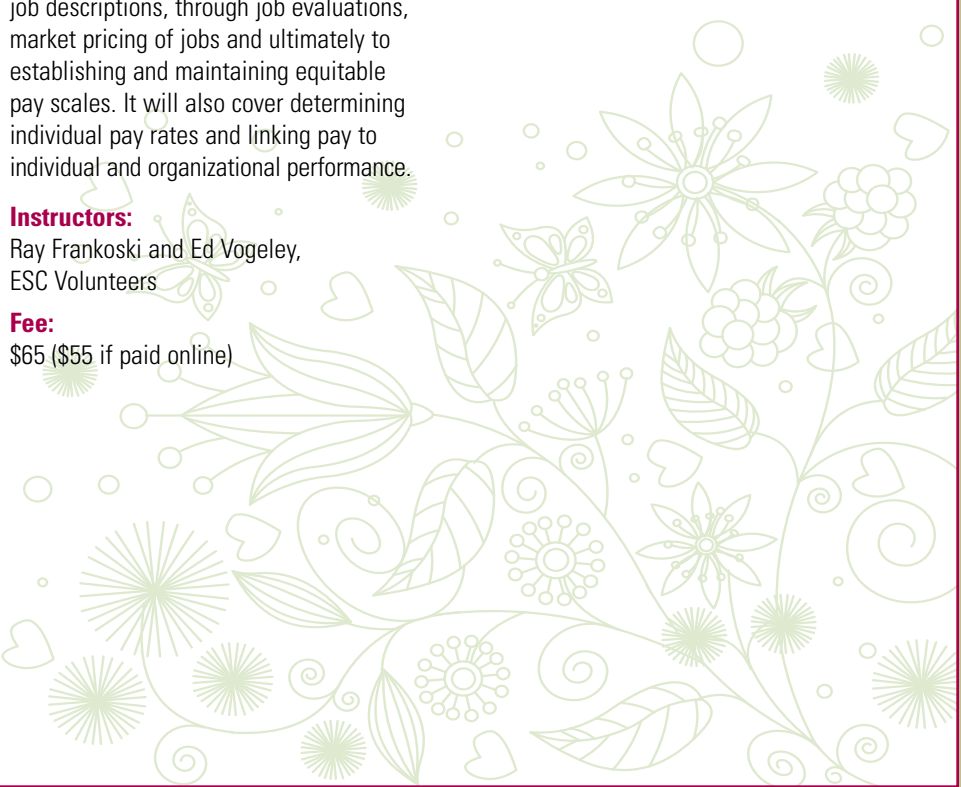
Sustaining energy and creativity is an asset for your organization, but nonprofit work is so consuming that professionals are often challenged to balance work and family. Are you caring for children or parents? Not finding enough time to work out or practice your art? This panel will reflect on healthy, productive lives dedicated to nonprofit service now and well into the future. Productivity is key to a healthy nonprofit sector.

Instructors:

Jeff Forster, Bayer Center; Rebecca Lucore, Bayer Corporate Foundation; Dara Ware Allen, YouthWorks; Peg Fiedler, PACE

Fee:

\$40 (\$30 if paid online)



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 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
- Researching and performing environmental scans that clarify the organization's position within its service and competitive landscape
- Creating fund development plans that reflect donor realities
- Recommending and exploring opportunities for partnerships and collaborations

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

Individual Giving

Thursday, Sept. 15 from 9 a.m.–noon

Of the three sources of contributed income for nonprofit organizations (corporations/businesses, foundations, individuals) the one major untapped resource is individuals. Although individuals are an important source of contributed funds, they are also the most difficult to approach. This class will focus on why individuals give and how to prepare Board members and other volunteers to make effective asks of individual prospects.

Instructor:

Dee Jay Oshry

Fee:

\$65 (\$55 if paid online)

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

Tuesday, Sept. 20 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)

Marketing Planning

Tuesday, Sept. 27 from 9 a.m.–noon

You've set a campaign goal...will your hard work and efforts deliver results? Don't panic, focus your campaign and START with a marketing plan! In this class, you'll learn how to:

- Set actionable marketing goals
- Target your defined customer
- Assess the marketing situation
- Relate your message through an engaging communication strategy
- Target the "bull's-eye" with the right execution process

Instructor:

Suzanne Spahr, ESC

Fee:

\$65 (\$55 if paid online)

Human Resources Roundtables

Wednesdays, Sept. 28, Oct. 26, Nov. 30 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, then be followed by open discussion.

Sept. 28 *How to Develop and Administer a Merit Increase Fund*
at Frick Art & Historical Center

Oct 26 *Ensuring New Employees' Success: Best Practices for Employee Onboarding*
at Light of Life Rescue Mission

Nov. 30 *The Do's and Don'ts of Administering Employee Discipline*
at the Urban Impact Foundation

Instructors:

Ray Frankoski and Alan James, ESC Volunteers

Fee:

\$10

Presenting to a Funder

Monday and Tuesday, Oct. 3–4 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 material (what you're going to say, 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 presenting effectively when enlisting investment support from a funder.

Instructors:

Peggy Morrison Outon and Jeff Forster, Bayer Center

Fee:

\$40

-  Webinars
-  Fund Development
-  Human Resources
-  Marketing

Volunteer Management: Leveraging Your Greatest Resource

Wednesday, Oct. 12 from 1–4 p.m.

Volunteers are the lifeblood of the nonprofit sector. The Corporation for National and Community Service estimates that in 2009, volunteers contributed 8.1 billion hours of service, with an estimated dollar value of nearly \$169 billion. Is your nonprofit using the talents and skills of volunteers in a way that leverages your impact? Come to this introduction to volunteer management to help develop a program to recruit, train, provide staff support, motivate, and celebrate volunteers.

Instructor:

Fay Morgan, North Hills Community Outreach

Fee:

\$65 (\$55 if paid online)

Writing Irresistible Newsletters and Appeals

Friday, Oct. 14 from 9 a.m.–noon

You need your donors and friends to actually read the content you are delivering. Embed irresistible elements in your newsletters, invites, and fundraising appeals to raise money and fans. This workshop is packed with interaction and ideas to fuel your creativity for speaking to your nonprofit's audience online and in print. Homework: Submit your most intriguing tweets to inspire donors to kick off the session.

Instructor:

Yvonne Hudson, New Place Collaborations

Fee:

\$65 (\$55 if paid online)

Effective Presentations

Thursday, Nov. 3 from 9 a.m.–noon

There are few things worse 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 to maximize 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)

Eleven Principles for Creating Events on a Shoestring

Monday, Nov. 7 from 1–4 p.m.

Who says you need a huge budget for an event showcasing your organization? Even the most extravagant gala with engraved invitations can seem as dull as a rubber chicken dinner that sends guests scrambling for the door. Just employ the 10 top tips plus a bonus principle to steer your event, fund-raiser or retreat to success. This fun, interactive seminar will get your creative ideas flowing. Use some powerful yet simple principles to tackle this task, one that is often, "not in your job description."

Instructor:

Lynette Asson, New Place Collaborations

Fee:

\$65 (\$55 if paid online)

Public Relations:

From the Press Release to Facebook

Tuesday, Nov. 8 from 1–4 p.m.

What does it mean to practice public relations in the age of social media? In this class, you will learn all the basics of PR, including how to write a compelling press release and distribute it to maximize its impact. You'll also discover the role of public relations in helping your organization meet its strategic goals, and how new technologies have changed the way that public relations is practiced – to your advantage.

Instructor:

Jonathan Potts, Robert Morris University

Fee:

\$65 (\$55 if paid online)

Creating a Fundraising Strategy

Wednesday, Nov. 9 from 9 a.m.–noon

Most nonprofits' fundraising strategies can be summed up in one of two ways: "It's the way we've always done it," or "We're forever holding out a tin cup." Charitable revenues are the lifeblood of our missions. We wouldn't approach any other aspect of our work the same way. What are best practices in fundraising that the most successful nonprofits know and consistently do? How does what your agency is doing stack up? Come to this class with your organizational budget and current fundraising methods and leave with an outline of a true strategy to guide your future successful fundraising efforts. This class may be taken independently or in connection with "Diversification of Fundraising Sources" offered the following day.

Instructor:

Dave Brewton, Coalition for Christian Outreach

Fee:

\$65 (\$55 if paid online)



**"BEST MONEY WE'VE SPENT.
VERY, VERY VALUABLE EXPERIENCE."**

KATE BAYER, CFRE

DIRECTOR OF DEVELOPMENT & COMMUNICATIONS, MILESTONE CENTERS INC.

Diversifying Your Funding Sources

Thursday, Nov. 10 from 9 a.m.–noon

A healthy nonprofit doesn't depend too heavily on one type of funding, particularly in these times. Let's discuss funding that doesn't come from government or foundations. We'll get very practical about donations from individuals, special events, fees for service, planned giving, and endowments. Then you'll pick one diversification strategy that you will test in your organization in the coming months.

Instructor:

Don Block, Greater Pittsburgh Literacy Council

Fee:

\$65 (\$55 if paid online)

Presentation Visuals that Work

Monday and Tuesday, Nov. 14–15
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

Working with Our Foundation Allies

Friday, Nov. 18 from 9–11 a.m.

Generous gifts from foundations have often secured the future for regional nonprofits. In this time of financial uncertainty, foundation leaders are challenged to make every dollar count. Come reflect with three of our region's most thoughtful foundation leaders about how they make those decisions.

Instructors:

Peggy Morrison Outon, Bayer Center; Bobby Vagt, The Heinz Endowments; Mark Lewis, POISE Foundation; Claire Walker, Pittsburgh Child Guidance Foundation

Fee:

\$40 (\$30 if paid online)

Proposals that Get the Grant

Tuesday, Dec. 6 from 9 a.m.–noon

Take that great idea and get it funded! But how? This class explores the indispensable principles of writing winning proposals:

- Develop a strategic approach to funders
- Identify what you need to know before you start writing
- Learn the basic elements of successful proposals
- Understand what you need to communicate

Instructor:

Teresa Gregory, Point Park University

Fee:

\$65 (\$55 if paid online)

Get Your Stories Straight

Thursday, Dec. 8 from 9 a.m.–4 p.m.

Arm yourself and your staff with the material that will bring excitement when it's time to introduce people to your mission and story. This workshop will help you craft your one-sentence overview, an emblematic story you can tell in 15 minutes and a more detailed half-hour presentation. Learn how to keep all three lively and make sure your audience remembers what you want them to remember.

Instructor:

Jeff Forster, Bayer Center

Fee:

\$125 (\$115 if paid online)

CLINICS

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 – unlike the others – 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

-  Webinars
-  Fund Development
-  Human Resources
-  Marketing

NONPROFIT MANAGEMENT CLINICS

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

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

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

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

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

- 📖 Webinars
- 📖 Fund Development
- 📖 Human Resources
- 📖 Marketing

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
- Clarifying cost allocations to determine how individual programs contribute to the bottom line or require subsidization
- Educating Boards on what to monitor in financial reports and how to interpret the data
- Considering financial issues in strategic decision-making

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

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.

Expense Tracking with QuickBooks

Tuesday, Oct. 11 from 9 a.m.–noon

New to using QuickBooks? This course provides an introduction on how to pay bills and track expenses using QuickBooks. Attendees will obtain hands-on experience with all aspects of the accounts payable functions in QuickBooks.

Instructor:

Pam Falkner, Bookminders

Fee:

\$65 (\$55 if paid online)

Demystifying Financial Statements

Friday, Oct. 21 and 28 from 10–11 a.m.

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:

\$40

Nonprofit Accounting with QuickBooks

Wednesday, Nov. 2 from 9 a.m.–noon

Looking for the best ways to implement QuickBooks for your nonprofit organization? Learn how to set up and use QuickBooks to track grants, programs and events. This course will focus on class tracking design, data entry and reporting.

Instructor:

Pam Falkner, Bookminders

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
- 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
- Creating social media plans and strategies
- 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/bagelsandbytes> for more information.

Allegheny (Cost \$10) Rodef Shalom
Wednesday, Sept. 7 from 8:30–10 a.m.

Sewickley* Eat n' Park, Sewickley
Thursday, Sept. 8 from 8:30–10 a.m.

Westmoreland* Eat n' Park, Greensburg
Tuesday, Sept. 13 from 8–9:30 a.m.

Allegheny (Cost \$10) Achieva
Wednesday, Oct. 5 from 8:30–10 a.m.

Westmoreland* Eat n' Park, Greensburg
Tuesday, Oct. 11 from 8–9:30 a.m.

Sewickley* Eat n' Park, Sewickley
Thursday, Oct. 13 from 8:30–10 a.m.

Allegheny (Cost \$10) Achieva
Wednesday, Nov. 2 from 8:30–10 a.m.

Westmoreland* Eat n' Park, Greensburg
Tuesday, Nov. 8 from 8–9:30 a.m.

Sewickley* Eat n' Park, Sewickley
Thursday, Nov. 10 from 8:30–10 a.m.

Allegheny/Sewickley* Dave & Buster's
Friday, Dec. 9 from 1–4 p.m.

Westmoreland* Eat n' Park, Greensburg
Tuesday, Dec. 13 from 8–9:30 a.m.

* Breakfast cost is individual responsibility and not included



Twitter Tools

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

Do you hate using Twitter? You're not alone. Many users (aka Twits, Tweeps, Twitizens) find Twitter to be more manageable (and even fun!) after switching from the Twitter.com website to a free third-party tool. During this webinar, we will demonstrate some of our favorite tools for working with Twitter on both PCs and mobile devices.

Instructor:

Cindy Leonard, Bayer Center

Fee:

\$40

Social Media Planning and Strategy for Nonprofits

Thursday, Oct. 6 from 9 a.m.–4 p.m.

Like any other project, using social media for your organization requires planning, strategy and management. Learn what you should consider before getting your nonprofit started in the social media realm, what to expect afterwards and how to keep the ball rolling. You will have the opportunity to work on a draft strategic plan for your organization's social media that you can take back to your office and refine.

Basic social media concepts and terminology are recommended but not necessary for attending this class. We will focus on planning and strategy rather than on "how to" use the social media tools.

Instructor:

Cindy Leonard, Bayer Center

Fee:

\$125 (\$115 if paid online)

- Webinars
- Fund Development
- Human Resources
- Marketing

Choosing or Changing Your Fundraising Software ☺

Tuesday, Oct. 18 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)



Thursday, Oct. 27 from 8:30 a.m.–3:30 p.m.

TechNow is the only event of its kind in the region: an entire day devoted to technology in nonprofits. Not just for techies, TechNow features useful information and stimulating conversation for executives, Board members, finance people and fundraisers.

This year, the Bayer Center for Nonprofit Management is pleased to feature keynote speaker John Kenyon, Principal at John A Kenyon Consulting and Adjunct Faculty at the University of San Francisco. John's presentation is entitled *Cornerstones before Waterslides: Why your Website and Email Strategy Matter in the Social Media Age*. Though social media is currently all the rage, a strong Website and email campaigns remain critical pieces in your organization's online presence and engagement strategy. Find out why, and learn how to strengthen your organization's Website and email in this interactive keynote session.

More details on the individual workshops and schedule are available online at <http://technow2011.wordpress.com>.

Fee:

\$100 (\$90 if paid online)

Location:

Sewall Center at Robert Morris University, Moon Township

Presented by:



Facebook Fan Pages 📧 ⓘ

Tuesday and Wednesday Nov. 29–30 from 10–11 a.m.

Facebook pages are a great way for your organization to engage constituents and share content on Facebook. In the first day of this webinar, we'll start at the beginning and go over the basics of creating and configuring a page. On the second day, we'll discuss tips and tricks for making your page awesome! This webinar is recommended for beginning to intermediate Facebook users.

Instructor:

Cindy Leonard, Bayer Center

Fee:

\$40

Free-Range Data

Tuesdays, Dec. 13 and 20 from 9 a.m.–noon

There's tons of information in Access. But do you know how to retrieve, manipulate, format and use it? Learn practical and efficient procedures that make your Access database work for you. We teach you how to:

- Access your data and manipulate information from single-record retrieval to aggregating data from multiple tables for complex analysis
- Select fields, order records, enter and bundle parameters to create one-table queries, multi-table queries, queries based on queries and manipulation queries
- Format your information legibly and attractively
- Create summaries for groups of records and for an entire report
- Manage reports with a user-friendly menu

For intermediate to advanced Access users.

Instructor:

Jeff Forster, Bayer Center

Fee:

\$115 (\$100 if paid online)

Excel Day for Office 2007

Excel Day consists of two sessions: Introduction to Excel in the morning and Intermediate Excel in the afternoon. Hands-on instruction with Excel 2007 includes an introduction to new navigation and features.

Introduction to Excel 2007

Thursday, Dec. 1 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 per session (\$55 if paid online)
OR
\$115 for the whole day (\$100 for the whole day if paid online)

Intermediate Excel 2007

Thursday, Dec. 1 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:

Cindy Leonard, Bayer Center

Fee:

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

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

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

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

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 timesaving 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



- 📺 Webinars
- 🔄 Fund Development
- 📁 Human Resources
- 📍 Marketing

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.

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

Lynette Asson, Principal of New Place Collaborations, is an events and marketing maven who creates powerful marketing strategies for businesses and nonprofits. She produces events ranging from intimate receptions to large convention center shows. Lynette worked as national production manager for the International Beauty Show. Her expertise includes training, artist relations, and trade show management for international corporations Goldwell/KMS, Wella, and Redken. This *Johannes factotum* happily returned to Pittsburgh where she was operations manager for Pitt Theatre Arts, and has worked with the National Performing Arts Convention, GPAC, Gilda's Club, Squonk Opera, Srishti Dances of India and Poets Corner.

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.

Columbus Brooks is the Director of Human Services at the Early Learning Institute. With over 10 years experience in HR and an MBA in Human Resources Management from the University of Phoenix, he advocates for HR best practices to meet both the needs of both the company and the individuals who work there. Columbus is a member of the Pittsburgh Human Resources Association, the Greater Pittsburgh Arts Council, and a Board member of the Pittsburgh Chapter of the Young Nonprofit Professionals Network. In 2010, he was a recipient of the Human Resources Leadership Award from the Pittsburgh Business Times.

Pam Falkner joined Bookminders in 2001 as a bookminder servicing clients. Since then, Pam has been promoted to various positions within the company; the most recent is her current position as Business Development Manager. Prior to joining Bookminders, Pam worked in public accounting as well as in various industry accounting positions after graduating from Washington & Jefferson College. Pam resides in a suburb of Pittsburgh with her husband and three children.

Peg Fiedler is Consultant/Grants Manager at Program to Aid Citizen Enterprise (PACE) focusing on planning & organizational development, marketing & business development, project management, communications, grants management, fundraising, training & education and coaching. Her 20-year professional experience has allowed her the opportunity to work within the for-profit, nonprofit and academic sectors. Peg received her Master's of Science in Professional Leadership from Carlow University and has a certificate in Peace Studies and Conflict Resolution from Duquesne University. She served as adjunct faculty at Carlow University in Pittsburgh, Pennsylvania, teaching in the Graduate Professional Leadership program.

Ray Frankoski joined ESC as a volunteer in 2001 following his retirement as Director of Human Resources at Westinghouse Government & Environmental Services Company. In addition to serving as an ESC Project Manager, Ray has consulted with the Holy Family Institute; ALS Association, Western PA Chapter; Braddock's Field Historical Society; Gwen's Girls; The Mattress Factory; Parkinson Chapter of Greater Pittsburgh; and Peer Support and Advocacy Network (PSAN).

Teresa A. Gregory, CFRE, is Assistant Professor in the Sports, Arts & Entertainment Management program at Point Park University. Previously, she was the Director of Foundation and Government Grant Seeking at Robert Morris University. Over her 25 year career, she has directed campaigns of \$200,000 to \$20 million for a wide variety of organizations, including major research universities, professional theaters, museums, and small grassroots organizations. Teresa has also taught at the Community College of Allegheny County, the Foundation Center, and in the Master of Arts Management program at the Heinz School of Public Policy at Carnegie Mellon University.

Maureen Hogan is Deputy Director of the Pittsburgh Partnership for Neighborhood Development (PPND) and has over 25 years of planning and community development experience in the private and public sectors including nonprofit employment, private consulting and employment in municipal and state government. She presently serves on the Board of directors of the Union Project,

and is the Vice President of the Brashear Association. Maureen has a Masters in Public Administration from the Graduate School of Public and International Affairs at the University of Pittsburgh and a BA in Political Science from Wheeling Jesuit University.

Yvonne Hudson, principal of New Place Collaborations, is a versatile marketing/PR expert who creates mission-driven solutions for nonprofits and businesses. She directed communications at Carnegie Mellon, Chatham, Pitt, New York Law School, and Yeshiva University. She has worked for The Shakespeare Society, Westchester Philharmonic, Folger Shakespeare Library, Pittsburgh Symphony, Opera Theater, Srishti Dances of India, City Theatre, Three Rivers Shakespeare Festival, and Kelly-Strayhorn Theater. The founder and director of Poets Corner, Yvonne earned an MA in arts management and developed her solo show *Mrs Shakespeare* at Pitt Theatre Arts. She is a journalism and psychology alumna of Point Park University.

Alan James was formerly Dean of Student Affairs at California University of Pennsylvania. His areas of expertise are in personnel management, leadership development, and management coaching. He is a certified Stephen Covey Trainer, and has completed the Center for Creative Leadership's Coaching for Development Program and coursework in Administration and Leadership Studies from the Indiana University of Pennsylvania.

Dr. Kevin Kearns has held a variety of leadership positions in higher education and philanthropy. His book, *Private Sector Strategies for Public Sector Success*, was honored with the Terry McAdams Best Book Award by the Alliance for Nonprofit Management. In addition, he has won numerous awards for outstanding teaching from the University of Pittsburgh and Carnegie Mellon University, including the 2004 Teacher of the Year Award from the GSPIA Student Cabinet and the 2005 Chancellor's Award for Distinguished Teaching. He holds a bachelor's degree from the University of Dayton and master's and doctoral degrees from the University of Pittsburgh.

John Kenyon is a technology educator and strategist who's worked with nonprofits for over 20 years providing advice, teaching seminars and writing articles. John authored the chapter "Effective Online Communications" in the book *Managing Technology to Meet your Mission (Jossey-Bass/Wiley, 2009)*. Along with Beth Kanter, he helped craft curriculum for and present the "We Are Media" social media training for nonprofits, and he frequently speaks on social media topics. He is a member of the Executive Consultants Select Group at the Alliance for Children & Families and an adjunct professor at the University of San Francisco.

Mark Lewis is President and CEO of POISE Foundation, a local community foundation focused on growing and developing philanthropy and self-sustainability within Pittsburgh's African-American community. Mark has over 20 years experience in both for-profit and nonprofit arenas. His experience ranges from auditing and consulting at Big 4 accounting firms to assisting Boards and nonprofits with accounting, financial and strategic planning. His vision is to see a self-determining, self-sustaining African-American community adding tremendous value to the City of Pittsburgh.

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, Ms. Lucore 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.

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.

Fay Morgan has served as Executive Director of North Hills Community Outreach since 1993. Under her direction, NHCO has grown from one site to five, serves over 4,000 low-income families annually, and received the Alfred W. Wishart Jr. award in 2011. Fay is a recipient of the ATHENA Award from the Northern Allegheny County Chamber of Commerce for professionalism and excellence in community service and was named one of Pittsburgh's top 50 female leaders by the Pittsburgh Post-Gazette. Fay holds a BA in Social Welfare from Pennsylvania State University and a Masters of Education from University of Toledo.

Dee Jay Oshry, CRFE, is a respected strategist, teacher, motivator and facilitator who brings vast experience in the management of capital campaigns, major gift fundraising and leadership development. He was honored as Outstanding Fund Raising Executive by the Association of Fund Raising Professionals and as recipient of the CNG (now

Dominion) Volunteer in the Arts Award. Dee Jay has worked extensively with Boards of Trustees of nonprofit organizations, particularly in helping them to understand their role as representatives of the community. He serves on the Board of Directors of City Theatre and on WQED Multimedia's Board of Trustees.

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 the "Allied Professional of the Year" award in 2005 from the Pittsburgh Planned Giving Council for his efforts to promote philanthropy professionally and through personal example. He serves on the advisory Board for the Bayer Center for Nonprofit Management at Robert Morris University

Jonathan Potts, a former newspaper reporter and editor, has been the Director of Public Relations at Robert Morris University since 2007. In that capacity he oversees media relations, publications, strategic communications and social media initiatives. He previously served as the Director of Media Relations for the College of Humanities and Social Sciences at Carnegie Mellon University. His media placements have included the New York Times, the Wall Street Journal, NBC Nightly News, the Pittsburgh Post-Gazette and the Chronicle of Higher Education.

Tom Ryan is Partner at the accounting firm of Horowitz, Rudoy and Roteman, responsible for assurance services provided to firm clients in the nonprofit sector. Tom has worked with both business and nonprofit clients during his career. Although he is actively engaged in serving business clients, he specializes in the nonprofit industry due to his extensive work experience in that sector and commitment to community-based organizations. He received his undergraduate degree in accounting and master's degree in taxation from Robert Morris University, where he serves on the advisory Board for the department of accounting and taxation.

Suzanne L. Spahr is a senior marketing communications professional with 25 years of managerial experience in both corporate marketing programs and external advertising agencies. Before joining ESC in 2010, she managed the GlaxoSmithKline Consumer Healthcare marcom where she was recognized for her community service contributions through the "Women's Leadership Initiative" group, "Days of Caring" program, and other corporate programs (including United Way of Allegheny County, POWER, Dress for Success, and Operation Smile) that embodied the spirit of the GSK Mission, "Helping people do more, feel better and live longer."

Robert "Bobby" Vagt joined The Heinz Endowments as President in January 2008. During his career, he has been warden of a North Carolina prison; Director of Clinical Programs in an Alabama mental health center; Assistant Director of the Budget for the state of New York; President of Davidson College; and Executive Director of several public benefit corporations. He has served as chairman of the Children's Defense Fund and as a parish associate responsible for youth programs at churches in New York and Texas. Bobby earned a Bachelor of Arts in psychology from Davidson College and a Master of Divinity magna cum laude from Duke University.

Ed Vogeley is an ESC volunteer who recently retired from Westinghouse Electric Company where he served as Director, Compensation and Benefits. He has his own HR consulting company specializing in pay and benefits programs. Ed is a Certified Compensation Professional and teaches certification seminars around the country including through the Allegheny Library Associations. He is a volunteer recruiter for Catholic Charities of Greensburg, works with several charities in North Carolina, and has his green belt in Six Sigma.

Claire A. Walker, Ph.D., is the Executive Director of the Pittsburgh Child Guidance Foundation, a foundation devoted to promoting the emotional health of children. Since 2003 the Foundation has focused its resources on advocacy for children whose parents are arrested and incarcerated. Before accepting this position in 1997, Claire founded and directed Family Resources, the largest child abuse prevention and treatment service in Western Pennsylvania. During her tenure, budget, staff, and service grew six-fold and endowment increased 700 percent. She has 40 years of successful experience partnering with local, state, and national decision makers and funders.

Dara Ware Allen is Executive Director of YouthWorks which provides career preparation for at-risk youth. She is a founding member of the Urban League Young Professionals Pittsburgh Chapter and has served on the Pittsburgh Public Schools High School Reform Task Force, the Allegheny County Jail oversight Board, the youth policy council of the Three Rivers Workforce Investment Board and Three Rivers Connect. Dara recently earned a Ph.D. in workforce education and development from Penn State University.



LETTER FROM THE ASSOCIATE DIRECTOR

At the Bayer Center, we know Boards...

I did a quick mental calculation this morning. Among the Bayer Center's nine person staff, we have served on somewhere around 80 nonprofit Boards! So, when it comes to our new BoardsWork! program, governance isn't just what we do... it's also what we live.

One of our new BoardsWork! initiatives is the development of corporate partnerships. The world of "come to the office, do your job, go home, and what you do on your time is your time" is gone. Increasingly, businesses are finding that if they want to attract and retain the highest potential and highest performing employees, they must demonstrate serious commitment to their communities – or Corporate Social Responsibility, in bizspeak.

From the employee's perspective, part of the expectation is that this commitment extend to support of the employee's philanthropic interests. From financial contributions to, more importantly, considerations like paid time off for volunteering, for-profit employees expect to be able to blend work, family and community into a holistic continuum. And this is great news for nonprofits!

One of the most common challenges we see nonprofit Boards facing is a lack of skills diversity. Typically, nonprofit Boards are rich in people who understand the mission and how to deliver it; people who are committed, dedicated, passionate and compassionate. Where they start to struggle is when it comes to finding some of those external skills – Board members who understand marketing, accounting, human resources, legal issues. The for-profit world is a rich mine for what nonprofit Boards need. But just as minerals must be refined from their raw states into usable forms, for-profit expertise must be adapted to the practical realities of the nonprofit sector. And that's where we come in.

In our new corporate BoardsWork! program, we offer in-house training to for-profit managers and executives on nonprofit principles and Boardmanship. Then, we will work with them – and with you – to match our "graduates" with nonprofits best suited to their interests and most in need of their skills. And we'll stay with them and you – following the relationship, answering questions, and working constantly to strengthen the ties between the sectors for maximum benefit to both.

So, let us know... Let us know what kinds of Board members you're looking for. Let us know of companies you think would be interested in our training and matching services. Let us know what your corporate Board members need to understand better in order to serve you best.

And work with us to break down the barriers between sectors as we all contribute to a better world.

BAYER CENTER ADVISORY BOARD, FUNDERS AND STAFF

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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 21 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.

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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.

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



SEPTEMBER–DECEMBER 2011 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 _____ Registrants _____ x \$ _____ Fee _____ Subtotal

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

Course Name _____ 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 _____

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MAIL COMPLETED FORM WITH PAYMENT IN FULL TO:

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A discount (*see individual class listing for amount*) will be applied
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