

Bayer Center for
Nonprofit Management



“Good questions help us become both curious
and uncertain, which is always the road that opens
us to the surprise of new insight.”

Margaret J. Wheatley

January-May 2011 Course Calendar

Letter from the Executive Director

As I write, it is five days until Christmas and I am thinking of what has transpired this year and what awaits us all in the New Year. We've been talking about The New Normal so long, it's actually become true. This has been a hard and challenging year for many nonprofit people. It has been a grinding experience of doing-more-with-less and getting to know Paul robbing Peter all too well. The state budget crisis leaves many concerned about the fate of human services, the environment and educational causes. But in some ways, things are looking better. A recent study by the Foundation Center even uses the word "growth" in the same sentence with "foundation giving for 2011." Admittedly, it is qualified by the word "modest," but it is a distinct improvement from the last two years forecast. There have been some very generous gifts already made in 2010. All of us have worked hard to protect the things we hold most dear.

So what qualities of character are we called to possess as we enter this new year?

We spend January 1 walking through our lives, room by room, drawing up a list of work to be done, cracks to be patched. Maybe this year, to balance the list, we ought to walk through the rooms of our lives... not looking for flaws, but for potential.

Ellen Goodman

Merriam Webster just announced its word for 2010 and it's "Austerity." Boy, do a lot of people in nonprofits resonate with that word choice! However, in the spirit of the beginning of things, I nominate "Potential" as the word for nonprofits in 2011. 2011 with all its promises and fears calls us to be courageous, committed and curious. All those qualities require a sense of potential to make them powerful. The Greater Pittsburgh Nonprofit Partnership has led the charge on the issue of strengthening the nonprofit voice, urging more clarity of discussion of issues facing nonprofits and those we serve. I applaud these efforts. In uncertain times with much in flux, nonprofit people who see clearly the ramifications of public policy must speak up and out to seek justice. They must be courageous and committed.

But potential also requires newness and a sense of possibility. Curiosity is an under-rated quality of strong leadership in my opinion. We spend a lot of time in nonprofit management asking How and What. Again, in uncertain times, times that call for hard choices and tough decisions, we must remember to ask Why? and What could be better? and always, Why not?

The Old Year has gone. Let the dead past bury its own dead. The New Year has taken possession of the clock of time. All hail the duties and possibilities of the coming twelve months!

Edward Payson Powell

Cheers to a New Year and another chance for us to get it right.

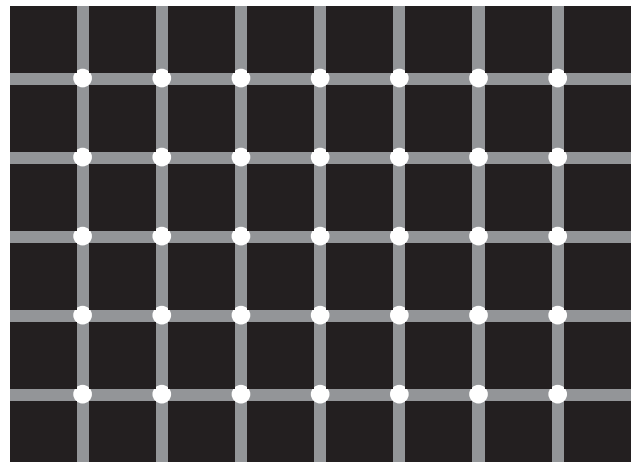
Oprah Winfrey

So with Oprah, I'll tell you *What I Know For Sure...* for those who are courageous, committed and curious, there is tremendous work ahead filled with enormous challenge for those with eyes open, but also there are great rewards because we work for the common good and we have the privilege of believing that we've gotten another chance to get it right.

Cheers and excelsior, my beloveds. Looking forward to working with you in 2011...

Peggy Morrison Outon, Executive Director

With this course listing's theme of questions, uncertainty and curiosity, please enjoy the perplexing images you'll find throughout.



How many black dots do you see?

Table of Contents

Letter from Executive Director	Inside Front Cover	
About the Bayer Center	2	
United Way and Bayer Center Resources	2	
Custom Training	2	
Featured Classes - Bayer Center Webinars	3	
Courses by Date	4	
Nonprofit Management	6	
Leadership Breakfast	7	
We Need to Talk	7	
Effective Presentations	7	
Telecommuting	7	
Human Resources Roundtables	7	
Employee Benefit Trends	8	
Event Planning	8	
Proposals that Get the Grant	8	
Project Management: Easy Ways to Get Things Done	8	
Presenting to a Funder	8	
Corporate Volunteers as a Community Resource	8	
Coaching Within	8	
Working with Women as Donors	9	
Crisis Communication: What to Say When You Don't Know What to Say	9	
Marketing for Nonprofits: Five Keys to a Winning Marketing Plan	9	
So You Wanna Be a 501(c)(3)?	9	
Pinpoint Planning Clinic	10	
Emerging Organizations Clinic	10	
HR Clinic	10	
Employee Handbook Clinic	10	
Storytelling Clinic	10	
Presentation Clinic	10	
Marketing Clinic	10	
Governance	11	
She-roses Brown Bag Lunches	11	
Activating Your Board	11	
Ask an Attorney Clinic	11	
Bylaws Clinic	11	
Finance	12	
Financial Wellness Package	12	
Cutting Overhead	13	
Bookkeeping Basics	13	
Mining and Designing QuickBooks	13	
Planned Giving: The Basics	13	
Planned Giving: Beyond the Basics	13	
Demystifying Financial Statements	13	
Technology	14	
Bagels and Bytes	15	
Introduction to Excel	15	
Intermediate Excel	15	
Writing for the Web and Social Media	15	
Social Media for Absolute Beginners	16	
Presentation Visuals that Work	16	
Choosing or Changing Your Fundraising Software	16	
Designing Usable and Accessible Websites	16	
Powering Up Your Database	16	
Mail Merge Magic	16	
The What, How, and Why of Tech Policies	16	
Engage! Surviving the Warp from Accidental to Professional NP Techie	17	
Beginning Web Design with Wordpress	17	
Does Your Website Work?	18	
Dreamweaver Clinic	18	
Now What? A Clinic on Access Databases	18	
Excel/Spreadsheet Clinic	18	
Web 2.0 and Social Media Clinic	18	
Website Accessibility Clinic	18	
Letter from the Associate Director	19	
Instructors	20–22	
Bayer Center Advisory Board, Funders, and Staff	23	
Course Registration Information, and Form	24–25	

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

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 spring semester at the Bayer Center.

They include:

- Clinics
- Fund Development
- ▲ Human Resources
- ★ Marketing

The Bayer Center for Nonprofit Management

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 ten years of service to the nonprofit community, the Bayer Center has completed over 900 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
- Heightened brand awareness
- 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
- 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.

Featured Classes - Bayer Center Webinars!

Just how do we define a webinar? We are in the Wild West era of the webinar as a learning opportunity. To some, a webinar means a canned, recorded presentation that you sit and passively view. To others, it means a live presenter with an endless onslaught of slides with awkward silences and no audience participation.

Well, here's what a webinar means at the Bayer Center today:

- An online learning experience that's as lively and interactive as we can make it. Interaction is non-negotiable because it enhances learning.
- No more than one hour at a time. If we have two hours of material, we break them into two one-hour sessions. It's hard to maintain focus in this medium for over an hour.
- Good handouts that help the learning stick. We just "hand them out" by e-mail after the class.
- Just \$25. What a deal!

In short, a Bayer Center webinar offers the same value and high-quality, practical learning experience you get from our traditional classes. And this catalog gives you lots of webinars to choose from on a variety of topics. Why not try one this season?

Telecommuting **WEBINAR**

Thursday, Feb. 17 from 2 – 3 p.m.

Telecommuting can be a great, low-cost option that benefits employees and the organizations they serve, but how do you get started? In this FREE webinar, hear how Ami Dar (founder and director of Idealist.org, a New-York based nonprofit) has allowed many of his employees to telecommute with great success, with offices across the United States and in several other countries. Ami will generously share how they do it, what they have learned, and what they recommend for organizations that would like to give it a try, with plenty of time for Q&A at the end of the session.

Instructor: Ami Dar, Idealist.org
Fee: FREE, but R.S.V.P. is required

Presentation Visuals that Work **WEBINAR**

Monday, Feb. 28 and Tuesday, March 1 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: \$25

Presenting to a Funder **WEBINAR**

Monday and Tuesday, April 25–26 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: \$25

The What, How, and Why of Tech Policies **WEBINAR**

Thursday and Friday, April 28 – 29 from 10 – 11 a.m.

Technology policies can protect your organization, help to manage employee expectations, and establish behavioral benchmarks for your organization. In this webinar, learn about the basic technology policies that every nonprofit should consider putting into place, why they are important, and how to go about establishing them. Time will be allowed for Q&A in the latter part of the session.

Instructor: Cindy Leonard, Bayer Center
Fee: \$25

Demystifying Financial Statements **WEBINAR**

Friday, May 6 and 13 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: \$25

Courses by Date

- 11 Bagels and Bytes Westmoreland
- 28 Leadership Breakfast

- 2 Bagels and Bytes Allegheny
- 3 Excel Day
- 7 She-roses Brown Bag Lunch
- 8 Bagels and Bytes Westmoreland
- 9 Writing for the Web and Social Media
- 10 Bagels and Bytes West
- 10 We Need to Talk
- 15 Effective Presentations
- 16 Cutting Overhead
- 17 Telecommuting
- 22 Social Media for Absolute Beginners
- 23 HR Roundtables
- 24 Employee Benefit Trends
- 28 Presentation Visuals that Work

- 1 Presentation Visuals that Work
- 2 Bagels and Bytes Allegheny
- 8 Bagels and Bytes Westmoreland
- 8 Bookkeeping Basics
- 9 Planned Giving: The Basics
- 10 Bagels and Bytes West
- 10 Choosing or Changing Your Fundraising Software
- 15 Event Planning
- 17 Designing Usable and Accessible Websites
- 22 Mining and Designing QuickBooks
- 23 HR Roundtables
- 23 Planned Giving: Beyond the Basics

January						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

February							# Webinar
S	M	T	W	T	F	S	
		1	2	3	4	5	
6	7	8	9	10	11	12	
13	14	15	16	17	18	19	
20	21	22	23	24	25	26	
27	28						

March							# Webinar
S	M	T	W	T	F	S	
		1	2	3	4	5	
6	7	8	9	10	11	12	
13	14	15	16	17	18	19	
20	21	22	23	24	25	26	
27	28	29	30	31			

April

Webinar

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

- 5 Powering Up Your Donor Database
- 6 Bagels and Bytes Allegheny
- 6 Proposals that Get the Grant
- 7 Mail Merge Magic
- 11 Project Management
- 12 Bagels and Bytes Westmoreland
- 14 Bagels and Bytes West
- 25 Presenting to a Funder
- 26 Presenting to a Funder
- 27 HR Roundtables
- 27 Corporate Volunteers as a Community Resource
- 28 The What, How, and Why of Tech Policies
- 29 The What, How, and Why of Tech Policies

May

Webinar

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

- 2 She-roses Brown Bag Lunch
- 4 Bagels and Bytes Allegheny
- 5 Activating Your Board
- 6 Demystifying Financial Statements
- 9 Coaching Within
- 10 Bagels and Bytes Westmoreland
- 10 Working with Women as Donors
- 11 Crisis Communication
- 12 Bagels and Bytes West
- 13 Demystifying Financial Statements
- 17 Marketing for Nonprofits
- 18 Engage! Surviving the Warp from Accidental to NP Techie
- 25 HR Roundtables
- 26 Beginning Web Design with Wordpress

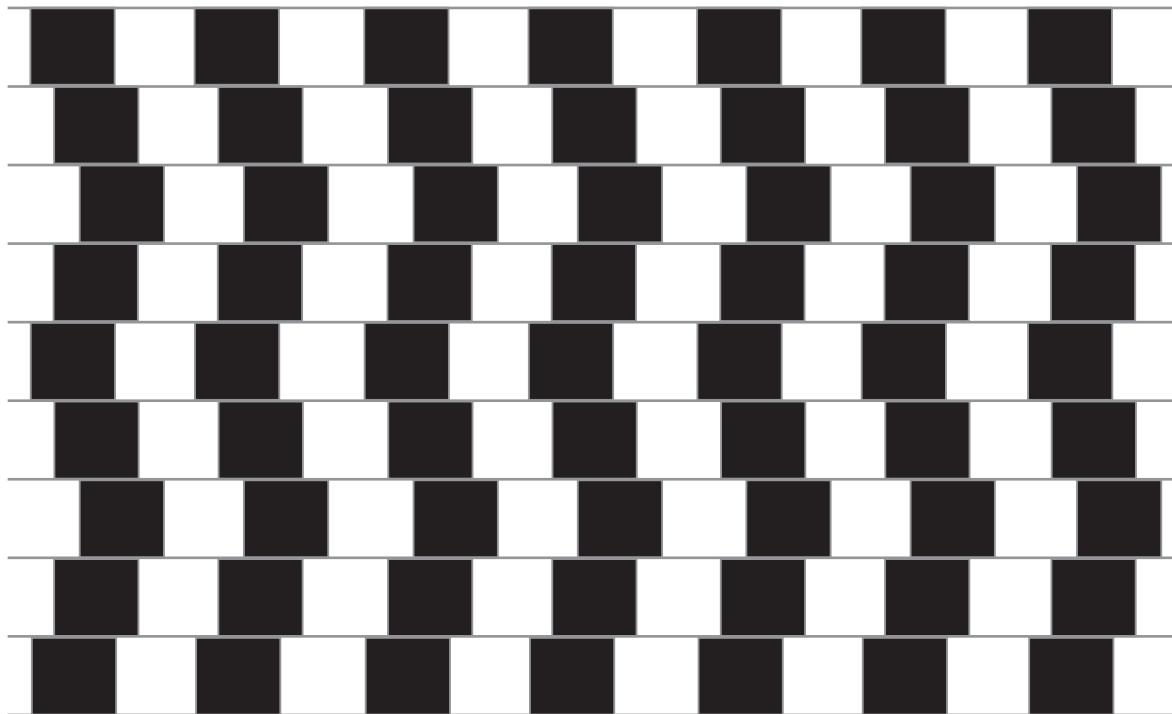
Nonprofit Management

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**.



Are the horizontal lines parallel or do they slope?

Leadership Breakfast ▲

Friday, Jan. 28 from 8 – 10 a.m.

The staff of a nonprofit is one of its most critical assets. Without committed, knowledgeable people who are dedicated to making a difference, the mission is compromised. The 2010 survey will provide the most current data about salary and benefits from our region – crucial to 990 compliance, and essential for valid decision-making by nonprofit executives. All nonprofit leaders who participated in the 2010 survey are invited to join the Bayer Center and the United Way of Allegheny County for this special breakfast presentation as we discuss the results. Sponsored by Horovitz, Rudoy and Roteman.

Fee: Free, but registration is required

Location: The Rivers Club, 301 Grant Street, Downtown

We Need to Talk ▲

Thursday, Feb. 10 from 9 a.m. – noon

The ability to have hard conversations at work is a skill that separates great managers from mediocre ones. This workshop will improve your ability to have conversations that get to the root of issues and challenges. Professionals who know how to facilitate effective communication when faced with a conflict know how to redirect an argument. They transform others around them from ordinary opponents to extraordinary teammates. You will understand the reasons why you are avoiding hard conversations at work – the very conversations that would make you more effective and have a ripple effect on the organizational culture.

Instructors: Seth Hufford, Carnegie Mellon University; Timothy Edris, Emerging Leaders Institute

Fee: \$65 (\$55 if paid by Feb. 3)

Effective Presentations ★

Tuesday, Feb. 15 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 by Feb. 8)

Telecommuting **WEBINAR** ▲

Thursday, Feb. 17 from 2 – 3 p.m.

Telecommuting can be a great, low-cost option that benefits employees and the organizations they serve, but how do you get started? In this FREE webinar, hear how Ami Dar (founder and director of Idealist.org, a New-York based nonprofit) has allowed many of his employees to telecommute with great success, with offices across the United States and in several other countries. Ami will generously share how they do it, what they have learned, and what they recommend for organizations that would like to give it a try, with plenty of time for Q&A at the end of the session.

Instructor: Ami Dar, Idealist.org

Fee: FREE, but R.S.V.P. is required

Human Resources Roundtables ▲

Wednesday, Feb. 23, March 23, April 27 and May 25 from 9 – 10:30 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, followed by open discussion.

Instructors: Ray Frankoski and Alan James, ESC Volunteers

Fee: \$10

Wednesday, February 23

Location: Mainstay Life Services, 200 Roessler Road

Topic: Compensation Planning and Administration:
Using the Wage & Benefits Survey

Wednesday, March 23

Location: Light of Life Ministries, 913 Western Avenue

Topic: "Wierdos in the Workplace" – Drawing out the best from people with unique personalities

Wednesday, April 27

Location: InVision Human Services, 1425 Forbes Avenue, Suite 301

Topic: Healthcare cost-cutting ideas and the impact of health reform

Wednesday, May 25

Location: Allegheny Center Alliance Church, 801 Union Avenue

Topic: OSHA and worker's compensation issues

▲ Human Resources ★ Marketing ● Fund Development ■ Clinics

Employee Benefit Trends ▲

Thursday, Feb. 24 from 9 – 11 a.m.

Does the expense of health insurance take away from you offering other important benefits to your employees? Worried about healthcare reform and the effect on your nonprofit? In this session specifically for large nonprofits (50 employees or more), you will learn how to:

- Develop wellness initiatives and implement biometric screenings
- Provide effective communication campaigns regarding wellness
- Take advantage of insurance carrier “Free Services”
- Strategize to leverage carrier renewals
- Deal with the effect of healthcare reform for your nonprofit and your employees
- Model top performers
- Work with advocacy firms to help reduce claims costs
- Get more for your money with dental, disability, and life carriers
- And more!

Instructors: Rick Enscoe and Dan Long, Enscoe Long Insurance Group
Fee: \$40 (\$30 if paid by Feb. 17)

Event Planning ● ★

Tuesday, March 15 from 9 – 11 a.m.

The key to a successful fundraising event or conference is PLANNING! Unfortunately, the planning process can seem overwhelming. Learn from four experienced nonprofit event planners on how they keep from pulling out their hair when planning events of varying budgets.

Instructors: Cindy Leonard and Carrie Richards, Bayer Center; Shannon Capellupo, Pittsburgh Symphony Orchestra; Nicole Garritano Meloy, Hello Bully
Fee: \$40 (\$30 if paid by March 8)

Proposals that Get the Grant ●

Wednesday, April 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: developing a strategic approach to funders, what you need to know before you start writing, the basic elements of successful proposals, and what you need to communicate.

Instructor: Teresa Gregory, Point Park University
Fee: \$65 (\$55 if paid by March 30)

Project Management: Easy Ways to Get Things Done

Monday, April 11 from 9 a.m. – noon

Ever wonder why sometimes everything comes together for one event or project but not for another? Maybe it was effort or lack thereof. Maybe it was synergy. Maybe it was luck! By following a simple outline of steps to take, you can have better and more consistent success. Bring your own upcoming project or event to the class and apply the principles you learn in a lab session. If you would like your project used as an example in the class, please contact the instructor at least one month before the class. This class is an introduction to project management.

Instructors: Bob Moll and Kevin Sweeney, ESC Volunteers
Fee: \$65 (\$55 if paid by April 4)

Presenting to a Funder ● ★ WEBINAR

Monday and Tuesday, April 25–26 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: \$25

Corporate Volunteers as a Community Resource

Wednesday, April 27 from 9 – 11 a.m.

The economy may still be uncertain and corporate pocketbooks tight, but that doesn’t mean that our friends in business don’t still have much to offer us. Corporate human capital – volunteers! – are a tremendous opportunity. Come and chat with business and human resource experts about building our nonprofit and for-profit missions together by sharing people and knowledge.

Instructors: Scott Leff, Bayer Center; Scott Hudson, Alcoa Foundation; Rebecca Lucore, Bayer Foundation; Juliana Shayne
Fee: \$40 (\$30 if paid by March 22)

Coaching Within ▲

Monday, May 9 from 9 a.m. – noon

Managing staff or teams is a challenging endeavor. You can bring out the best in your staff through a coaching approach to supervision and management. Coaching is a process that helps them to identify and build on their strengths and internal resources and to take new action to achieve their goals. This workshop is for senior managers and board chairs who want to help their employees reach new heights in a supportive, self-directed way.

Instructors: Marilyn Jenkins and Ray Frankoski, ESC volunteers
Fee: \$65 (\$55 if paid by May 2)

▲ Human Resources ● ★ Marketing ● Fund Development ■ Clinics

Working with Women as Donors ●

Tuesday, May 10 from 9 a.m. – noon

Women hold a significant portion of the nation's wealth, and women donors are increasing their gifts and their influence. This session will feature recent research presented at a conference on Women's Philanthropy hosted by the Center for Philanthropy at Indiana University. We are curious about your own experience working with women as donors. Come prepared to talk!

Instructor: Peggy Morrison Outon, Bayer Center

Fee: \$65 (\$55 if paid by May 3)

Crisis Communication:

What to Say When You Don't Know What to Say ★

Wednesday, May 11 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 by May 4)

Marketing for Nonprofits:

Five Keys to a Winning Marketing Plan ★

Tuesday, May 17 from 9 a.m. – 4 p.m.

Does your nonprofit have a strategic marketing plan? No? You need one! It's how you attract clients, secure funding, and get noticed. This practical how-to session presents five keys to unlocking a winning marketing plan. Work with case studies, sample materials, hands-on activities, and a marketing plan template. Begin your planning process in class and leave with tools for completion and execution. These techniques and materials work for every nonprofit and every skill level.

Instructor: Karen Bryant, KJ Bryant Marketing Matters

Fee: \$125 (\$115 if paid by May 10)

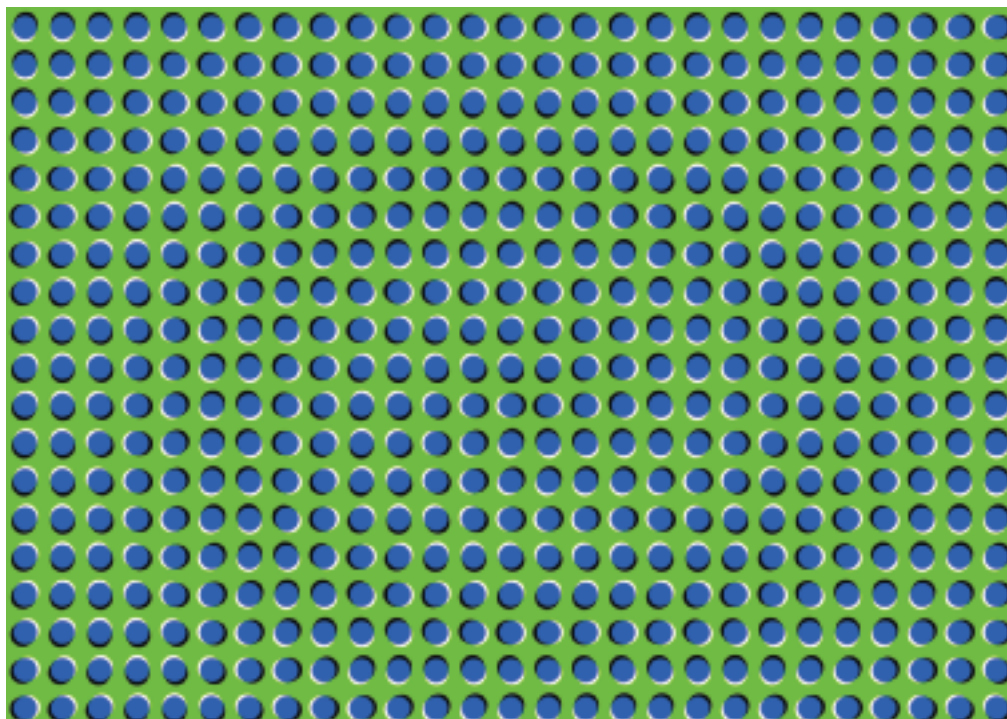
So You Wanna be a 501(c)(3)?

ONLINE

Now available continuously on line! Learn at your own speed!
Call 412-397-6000 for details.

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 it 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. This online course will provide you with the information you need to guide you through the next steps.

Fee: \$25



Can you see something moving? Overall the picture is stationary but it gives an illusion of movement.

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 Executive Service Corps volunteer professional 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

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

HR Clinic ■ ▲

60-minute sessions available by appointment

Do your HR policies need updating? Is expansion requiring more staff, more new job descriptions, layoffs, or have a pregnant staffer and no maternity policy. We 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

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 which are missing or require revisions.

Instructor: Ray Frankoski, ESC Volunteer
Fee: \$50

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

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

Marketing Clinic ■ ★

60-minute sessions available by appointment

In this one hour 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.

Instructors: Dorothy Hufford and Joyce Lewis Andrews, ESC Volunteers
Fee: \$50

▲ Human Resources ★ Marketing ● Fund Development ■ Clinics

Governance

Your organization deserves nothing less than dynamic governance. The surest road to success is an engaged Board working in collaborative partnership with a trusted Executive Director. The Bayer Center advises, teaches, and consults on basic Board functions like fiduciary responsibility, Conflict of Interest policies, and Board members' roles in fundraising. We also go beyond the nitty-gritty to help you build Board commitment, ensure the right mix of Board membership, and get your committees functioning the way they should. And if it happens that you don't have a good working relationship between your Board and E.D., might we suggest that the first thing on your plate should be making sure you have a good Succession Plan in place? By the way, we do that, too.

Some of the ways we assist organizations are:

- Educating Boards in best practices and state-of-the-art thinking about roles and responsibilities
- Clarifying officer and committee structures and responsibilities
- Integrating Boards into organizational fundraising
- Assessing Board make-up and assisting in recruitment strategy
- Providing tools, forms, and templates
- Getting Board members excited about their organizations

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

She-roe's Brown Bag Lunches

Monday, Feb. 7 and May 2 from noon – 1 p.m.

During *She-roe's Brown Bag Lunches*, we will continue our conversation on the lives of the women who represent 75 percent of the workforce in nonprofit organizations. Come and bring your lunch as we address issues of equity and how we can fully develop the potential of women seeking to meet the needs of our community. This facilitated conversation's agenda will be set by those who participate.

Fee: Free, but R.S.V.P. is required

Activating Your Board ●

Thursday, May 5 from 9 – 11 a.m.

Building on the success of those organizations which excel at individual giving activities, we will have a lively dialogue about what moves Board members and other volunteers to really get out there and fundraise! This conversation will be further enriched by fundraising best practices learned from the Grassroots Fundraising Journal. We will focus on strategies to motivate volunteers to help build and strengthen each organization's web of relationships so that individual giving grows as a percentage of budget.

Instructor: Peggy Morrison Outon, Bayer Center

Fee: \$40 (\$30 if paid by April 28)

Governance Clinics

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

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 to how to discuss these with your board.

Instructor: Sue McLaughlin, ESC Volunteer

Fee: \$50

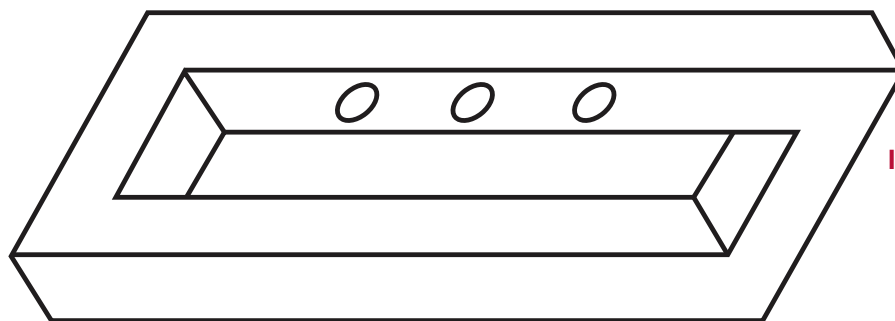
Finance

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**.



Impossible shape?

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.

Cutting Overhead

Wednesday, Feb. 16 from 9 a.m. – noon

Times are hard. Almost all nonprofits have had to tighten their belts, and some have had to make drastic cuts. Hear from experts about how to cut utility costs through energy efficiency, create joint purchasing agreements, negotiate contracts, and utilize performance contracting as an option to bring energy efficiency into your facility.

Instructors: Robert Phelps, LINC; Terrell Jefferson, ESC Volunteer

Fee: \$65 (\$55 if paid by Feb. 9)

Bookkeeping Basics

Tuesday, March 8 from 9 a.m. – noon

Come and learn the mechanics of nonprofit accounting, including bookkeeping terminology, accounting principles, and basic internal controls. A working demonstration will be provided on how to keep track of your finances using a spreadsheet bookkeeping system, and you'll leave with an electronic copy of the reference materials as well as a spreadsheet bookkeeping template.

Instructor: Pam Falkner, Bookminders

Fee: \$65 (\$55 if paid by March 1)

Mining and Designing QuickBooks

Tuesday, March 22 from 9 – noon

Get more out of QuickBooks! Learn how to set up your chart of accounts and how best to utilize jobs and classes for specific applications. Then, explore the features of QuickBooks' reporting system including basic design concepts and how to find, filter, sort, and export data in a variety of formats through a live demonstration of functionality. You'll go home with printed instructions, as well as a quick reference guide to bring this new, useful information back to your nonprofit.

Instructor: Pam Falkner, Bookminders

Fee: \$40 (\$30 if paid by March 15)

Planned Giving: The Basics ●

Wednesday, March 9 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 by March 2) OR \$115 (\$100 if paid by March 2) for both classes

Planned Giving: Beyond the Basics ●

Wednesday, March 23 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 by March 16) OR \$115 (\$100 if paid by March 2) for both classes

Demystifying Financial Statements

WEBINAR

Friday, May 6 and 13 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: \$25

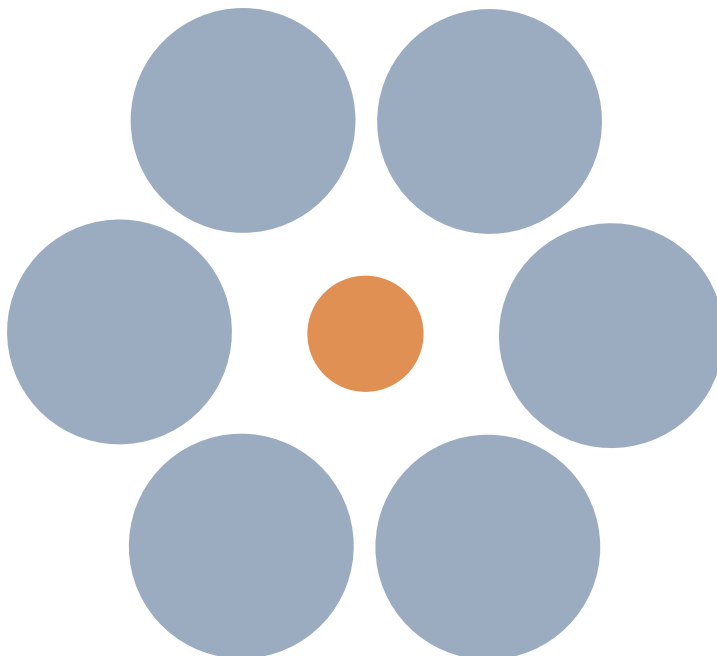
Technology

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.

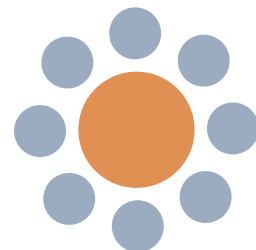
Some of the ways we assist organizations are:

- 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**.



Which orange center is larger?



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.

Westmoreland*

Tuesday, January 11 from 8 – 9:30 a.m. at Eat n' Park, Greensburg

Allegheny (Cost \$10)

Wednesday, Feb. 2 from 8:30 – 10 a.m. at Frick Art & Historical Center

Westmoreland*

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

West*

Thursday, Feb. 10 from 8:30 – 10 a.m. at Eat n' Park, Moon Township

Allegheny (Cost \$10)

Wednesday, March 2 from 8:30 – 10 a.m. at Frick Art & Historical Center

Westmoreland*

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

West*

Thursday, March 10 from 8:30 – 10 a.m. at Eat n' Park, Moon Township

Allegheny (Cost \$10)

Wednesday, April 6 from 8:30 – 10 a.m. at UCP/CLASS

Westmoreland*

Tuesday, April 12 from 8 – 9:30 a.m. at Eat n' Park, Greensburg

West*

Thursday, April 14 from 8:30 – 10 a.m. at Eat n' Park, Moon Township

Allegheny (Cost \$10)

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

Westmoreland*

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

West*

Thursday, May 12 from 8:30 – 10 a.m. at Eat n' Park, Moon Township

* Breakfast cost is individual responsibility and not included

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, Feb. 3 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 by Jan. 27) per session OR \$115 (\$100 if paid Jan. 27) for the whole day

Intermediate Excel 2007

Thursday, Feb. 3 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 (\$55 if paid by Jan. 27) per session OR \$115 (\$100 if paid Jan. 27) for the whole day

Writing for the Web and Social Media ★

Wednesday, Feb. 9 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)

Social Media for Absolute Beginners ★

Tuesday, Feb. 22 from 9 a.m. – 4 p.m.

Are you new to the concepts and tools of social media? Has the responsibility for your organization's social media just been thrust upon you, and you don't know where to start? This class, designed for social media beginners, will take you through an overview of terminology, tools, most popular networks, and a little strategy to get you started on your journey of this brave new world. If you are a little afraid of social media but really want to learn more about it, this class is for you!

Instructor: Cindy Leonard, Bayer Center

Fee: \$125 (\$115 if paid by Feb. 15)

Presentation Visuals that Work **WEBINAR** ★

Monday, Feb. 28 and Tuesday, March 1 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: \$25

Choosing or Changing Your Fundraising Software ●

Thursday, March 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 by March 3)

Designing Usable and Accessible Websites ★

Thursday, March 17 from 9 a.m. – noon

Use your website to create a vibrant *community*, not a passive *audience*. Learn some basic principles that will help you organize your content and create layout elements that present your message in an appealing and intuitive way. Get ready to embrace your sidebar; blast the myth of the page fold; don't get crazy with your primary navigation structure; and give your lonely footer some love. We'll discuss usability and accessibility from both a code and design perspective, so you'll be prepared to intelligently create or critique your current website or next website revision. Nonprofit marketing and web design staff, as well as beginning website developers, are welcome.

Instructor: Tiffany Kuchta, Allegheny Graphics Web Development, LLC

Fee: \$65 (\$55 if paid by March 10)

Powering Up Your Donor Database ●

Tuesday, April 5 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 by March 29)

Mail Merge Magic

Thursday, April 7 from 9 – 11 a.m.

Learn the easiest way imaginable to communicate with all your donors and constituents and still keep it personal. Find out how to maximize mail merge across the Microsoft Office suite at this hands-on session.

Instructor: Jeff Forster, Bayer Center

Fee: \$40 (\$30 if paid by March 31)

The What, How, and Why of Tech Policies

WEBINAR

Thursday and Friday, April 28 – 29 from 10 – 11 a.m.

Technology policies can protect your organization, help to manage employee expectations, and establish behavioral benchmarks for your organization. In this webinar, learn about the basic technology policies that every nonprofit should consider putting into place, why they are important, and how to go about establishing such policies. Time will be allowed for Q&A in the latter part of the session.

Instructor: Cindy Leonard, Bayer Center

Fee: \$25

Engage! Surviving the Warp from Accidental to Professional NP Techie

Wednesday, May 18 from 9 a.m. – noon

Your devotion to your organization's technology has finally been formally recognized in your title and/or job description. You are now officially an "NP Techie." But... what does that mean for your day-to-day goals and tasks? How do you think about and manage this new role, particularly if you've had no formal IT education or background? In this session, we will discuss ways to be successful in your leap from accidental to professional techie so that you don't feel like saying, "Beam me up, Scotty!"

Instructors: Michelle Hines, UCP/CLASS; Cindy Leonard, Bayer Center

Fee: \$65 (\$55 if paid by May 11)

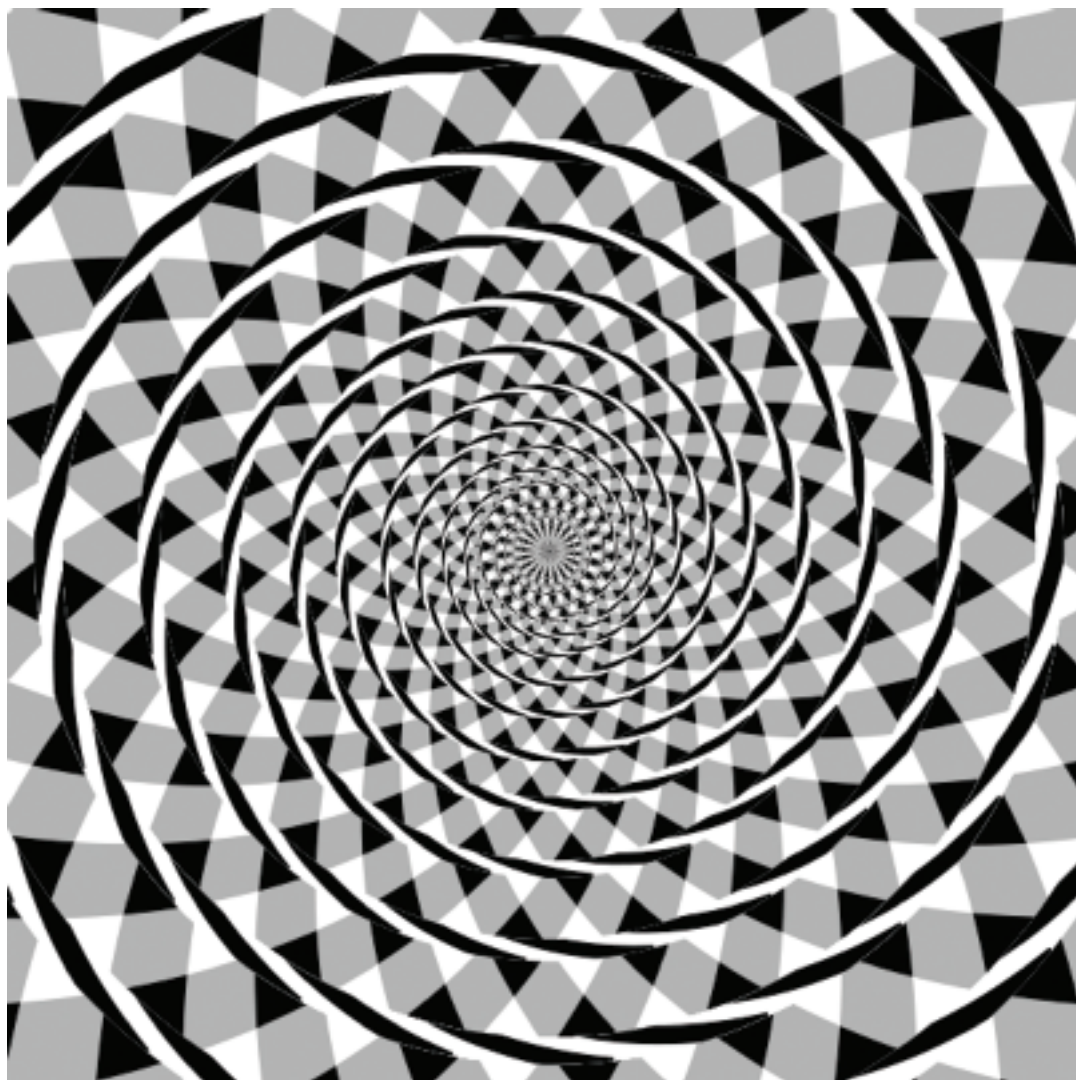
Beginning Web Design with Wordpress ★

Thursday, May 26 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 by May 19)



Look closely! Is this really a spiral?

Technology Clinics

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

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

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

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

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

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

Sometime's the question is more important than the answer

I was involved recently in an interesting conversation on an online discussion board.

An agency (not local) had lost its county contract, which also happened to be its only source of revenue. As a result, they described themselves as being "caught between a rock and a hard place" and came up with the following solution:

"...revising our Mission to include the goal of being a business development center, assisting small and/or incubating businesses within the community... While we intend to continue with work that is related to our primary Mission, though utilizing an avenue that is totally different to how we carried out the same in the last 20 years, we intend and foresee to have this new Mission take up about half of our time."

As a result, their question to the discussion board was, essentially, how to preserve their tax-exempt status when they were converting their business model substantially to commercial real estate?

This is one of those cases where the answer doesn't really matter. It's the wrong question.

If they (or you) need to change your mission in order to remain viable, then the question is not how to account for hoped-for profits as a new kind of "business," but rather an existential one.

Why has the primary funding for the primary mission dried up? Is it because the community, who is the true owner of any nonprofit, no longer values the mission in the same way it once did? If so, then the discussion probably should be exploring dissolution rather than expansion.

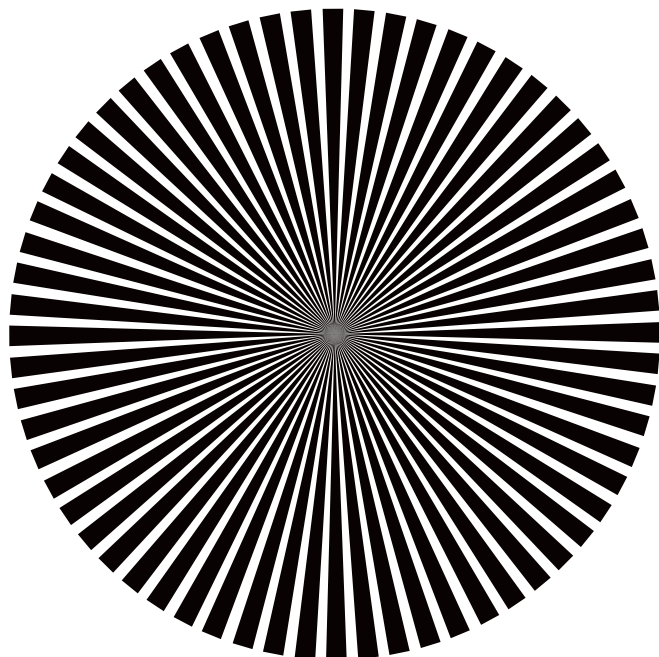
Is it because the organization doesn't deliver the service at a desired level and doesn't achieve sufficient outcomes, or because others are doing it as well or better? If so, then it's time to explore merger rather than expansion. While nearly all nonprofits think they're unique, very few really are.

Far too many nonprofits become too fixated on their own existences. This is completely understandable and fully human. What takes true courage and wisdom is the ability to recognize when the time has come to move on. Admittedly, this is a difficult and painful step. But if you should ever find yourself in this situation, before leaping in an entirely new direction, consider engaging an objective, outside, third party to assist you in working openly and honestly through this decision-making process. Rarely – very rarely, if ever! – do new, glommed on for-profit ventures serve as the solution to a nonprofit funding crisis. The problem is deeper than that.

So remember, if you're really struggling to get the smart answer for your critical question, maybe it's time to go back and reevaluate what you're asking in the first place.



Scott B. Leff, Associate Director



**Look into the center of this spiral for awhile.
Do you see white lines radiating out from the center?**

Instructors

Karen J. Bryant is an independent marketing consultant with over 25 years experience in the nonprofit, business, and corporate sectors. Her unique blend of corporate and nonprofit experience has helped nonprofits develop marketing plans to recruit volunteers and win clients, launch major events, conduct successful fundraising efforts and attract celebrity spokespeople and corporate underwriters. Ms. Bryant coordinates the annual Pathfinders Conference attracting 300 participants to Pittsburgh's premiere youth workforce development conference. She is a member of the International Association of Business Communicators.

Shannon Capellupo is the Director of Special Events at the Pittsburgh Symphony Orchestra where she has successfully designed and implemented an active and diverse event calendar, while efficiently managing budgets from small intimate events, to the top rated special event in the city of Pittsburgh as rated by the *Pittsburgh Tribune Review—the Gala*. In addition to her current position at the Pittsburgh Symphony, Shannon plays an active role in the Pittsburgh wedding and event scene through *A Reason to Celebrate* by offering a wide-range of services with her team of event professionals.

Garrett L. 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 and Community Human Services. He is a board member for The Union Project, and is working towards his Masters in Nonprofit Management at Robert Morris University.

Ami Dar is the founder and Executive Director of Idealist.org. Built in 1996 with \$3,500, Idealist has become one of the most popular nonprofit resources on the web, with information provided by 90,000 organizations around the world, 70,000 visitors every day, and a staff of 60 in New York, Buenos Aires, and Portland. Ami is an Ashoka Fellow and currently serves on the boards of the Nonprofit Finance Fund and Allforgood.org. He was born in Jerusalem, grew up in Peru and in Mexico, and lives in New York.

Timothy Edris specializes in team and leadership development as the principal consultant at Emerging Leaders Institute. He has over a decade of experience designing and implementing corporate and university training programs ranging from 10-person team-building sessions to 120-person managerial leadership programs. He has a Master's of Science of Organizational Leadership. He has coached people at all levels of management. Tim prides himself on his ability to uncover the truth about the culture of an organization's leadership that illuminates the way to healthy leader development.

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.

Rick Enscoe started his insurance career in 1987 as a sales representative for US Healthcare. After two years, he was promoted to Sales Manager for Western Pennsylvania. Prior to the sale of US Healthcare to Aetna, Rick joined TJ&S, a Pittsburgh based Group Benefits and Property & Casualty firm. He was employed by TJ&S for 12 years as an employee benefits consultant. In 2006 Rick and his business partner, Dan Long, founded their new firm, Enscoe Long Insurance Group, which provides insurance consulting services for many of Pittsburgh's leading companies and nonprofit organizations.

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.

Jeffrey Forster is a Senior Consultant at the Bayer Center for Nonprofit Management at Robert Morris University. He has assisted a variety of nonprofit organizations in the Pittsburgh area, specializing in the use of databases for process improvement. Previously, he served as Policy Analyst in the Pittsburgh Planning Department and as an Information Management Specialist at Carnegie Mellon University.

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, Ms. Foster 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.

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 an 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 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. Ms. Mahoney Hill holds a bachelor's degree in Human Development from Penn State and a master's from the School of Social Work at Pitt.

Scott Hudson is Senior Manager-Global Initiatives and Program Development for the Alcoa Foundation. He has over twenty years of international and US experience with program development and management. Scott holds an MBA from Southern Connecticut State University, and a Master of Science degree in Industrial Relations and Human Resource Management from Rutgers University. He is adjunct faculty with the Katz Graduate School of Business, and also has taught graduate level courses at the University of Pittsburgh's Graduate School of Public and International Affairs and Carnegie Mellon University's Heinz College.

Seth Hufford is a leadership development, group facilitation, curriculum design, and professional coaching specialist. In addition to being a partner in Emerging Leaders Institute, he currently serves as the program director for the Carnegie Bosch Institute housed at Carnegie Mellon University's Tepper School of Business. Seth spent the last decade directing yearlong community leadership programs in New York City and Pittsburgh, training and coaching over 300 mid-career professionals from business, government, and nonprofit organizations. He holds a Master of Public Policy and Management from the University of Pittsburgh, and a Bachelor of Arts from Dickinson College.

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.

Terrell S. Jefferson has spent more than 33 years as a junior and senior level healthcare manager and executive in economic development and materials and facilities management in the field of healthcare time management. His particular expertise is in the areas of facilities administration and management, contracts and utility energy price and consumption reduction and educating residents on ways to improve the overall cost of operating properties, technology strategy, organizational development, and executive management. Terrell joined ESC in 2010 and serves on 4 nonprofit boards. He holds a Masters Degree in Elementary Education from Duquesne University.

Marilyn Jenkins is the Executive Director of the Allegheny County Library Association, a federated system of 45 public libraries throughout Allegheny County. She is a graduate of Leadership Pittsburgh XIII and is certified in conflict resolution and mediation by the Pittsburgh Mediation Center. Marilyn currently serves on the Board of the Greater Pittsburgh Literacy Council, is a member of the Greater Pittsburgh Nonprofit Partnership, and is a peer reviewer for the Standards of Excellence certification program through the Pennsylvania Association of Nonprofit Organizations. Marilyn is also an executive coach and management consultant with ESC.

Tiffany Kuchta is the Director of Web Development at Allegheny Graphics Web Development LLC, and has overseen more than 130 projects, including several large-scale nonprofit websites with strict accessibility requirements. She is chairwoman of the steering committee for Infinity Women's Giving Circle and is a former chairwoman of the Tri-County Technology Consortium. Kuchta has a Bachelor's in Computer Science from Allegheny College, and has presented unique research at the Genetic and Evolutionary Computation Conference that was published in the conference's proceedings.

Scott B. Leff is the 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. Scott has an M.S. degree from Carnegie Mellon University and is a graduate of Leadership Pittsburgh.

Cindy Leonard is the Technology Services Manager for the Bayer Center for Nonprofit Management at Robert Morris University. She has over nine years of experience in helping nonprofits to leverage technology, including having served as the Information Technology Coordinator for PA CleanWays. She has also assisted various nonprofits in the past as a private consultant. An experienced website designer, she offers website planning, design, and assessment in the portfolio of services at the Bayer Center. Cindy holds a B.S. in Computer Science and an M.B.A. from Seton Hill University.

Dan Long started his employee benefits career with US Healthcare in the 1980s. He has been an Insurance Broker and Consultant for 17 years representing clients in all areas of employee benefits with a large emphasis in assisting nonprofit clients and social service clients. Dan serves on numerous nonprofit boards in the Pittsburgh area.

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.

Nicole Garritano Meloy serves on the Board of Directors and as the event and fundraising coordinator at Hello Bully, an all-volunteer nonprofit dedicated to rehoming, rehabilitating, and repairing the reputation of pit bulls and bully breeds. With a background in sales and marketing, Nicole's experience has brought Hello Bully great success in event-based fundraising, most notably in their annual "Lovers Not Fighters" gala which more than doubled the dollars raised between 2009 and 2010. Nicole also shows her love for pit bulls by teaching the "Bully Breed Ambassadors" class at the Western PA Humane Society.

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.

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 500 nonprofit clients. She served as founding member of the Drucker Foundation's international training team and as a trainer and advisor to the Institute of Global Ethics. In August 2006, she was named to the national Nonprofit Times Top 50 for Power and Influence.

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.

Richard Phelps has been employed by The Linc Group, a premiere global provider of technical building services and comprehensive green solutions, for over 10 years. In his role as Account Executive, he has helped nonprofit clients to address their infrastructural needs by utilizing the power of their operating budget. As a result of Linc Services, nonprofit clients have been able to maintain budget integrity by reducing and in some cases fixing the costs of owning and operating their facilities.

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.

Carrie Richards is the Marketing Manager for the Bayer Center for Nonprofit Management in charge of planning and marketing educational programs and special events. After working in the Washington, D.C., area as a youth minister and manager of a nonprofit coffeehouse, she moved to Pittsburgh in 2002 and worked at the Pittsburgh Project before joining the Bayer Center in 2007. Carrie serves as a volunteer for Hello Bully, holds an undergraduate degree in Youth Ministry from Eastern University, and will complete a Master's Degree in Nonprofit Management from Robert Morris University this May.

Tom Ryan is a Partner at the accounting firm of Horovitz, 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.

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.

Yvonne Van Haitsma has been a Consultant at the Bayer Center since 2000 and is Coordinator of the ESC program. She has 14 years of experience consulting with nonprofit organizations locally and internationally and has consulted 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.

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. Ms. Hyland 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.

Bayer Center Advisory Board, Funders, and Staff

ADVISORY BOARD

Rebecca Lucore, Chair	<i>The Bayer Foundation</i>
Dara Ware Allen	<i>YouthWorks, Inc.</i>
Doreen E. Boyce	<i>Buhl Foundation (Retired)</i>
Tracy Certo	<i>Pop City</i>
Gregory G. Dell’Omo	<i>Robert Morris University</i>
Carolyn Duronio	<i>Reed Smith LLP</i>
Robert S. Foltz	<i>Goodwill Industries of Pittsburgh (Retired)</i>
Courtland Gould	<i>Sustainable Pittsburgh</i>
Elizabeth Helmsen	<i>Pittsburgh Symphony Orchestra</i>
Scott Izzo	<i>Richard King Mellon Foundation</i>
Derya Jacobs	<i>Robert Morris University</i>
Kathleen Kartsonas	<i>Hunter Associates</i>
Elaine B. Krasik	<i>Highmark Inc.</i>
Mark Lewis	<i>POISE Foundation</i>
Peter Lucas	<i>MAYA Design Group</i>
Mildred E. Morrison	<i>Allegheny County Department of Human Services – Aging</i>
Darlene Motley	<i>Robert Morris University</i>
Edward A. Nicholson	<i>Robert Morris University</i>
Jack Owen	<i>Rhoades & Wodarczyk, LLC</i>
James A. Rudolph	<i>McKnight Development Company</i>
Tom Ryan	<i>Horovitz, Rudoy & Roteman</i>
Robert J. Schuler	<i>Blue Cross of Western PA (Retired)</i>
Walter Smith	<i>Family Resources</i>
William S. Stein	<i>Family Tyes</i>
Darcy Tannehill	<i>Robert Morris University</i>
Bonnie Westbrook VanKirk	<i>Media Networks/Time Inc. (Retired)</i>
Michael Watson	<i>Richard King Mellon Foundation</i>
Karen Farmer White	<i>Mesirow Financial</i>
Laura Zinski	<i>Mon Valley Initiative</i>

FUNDERS

The Bayer Center acknowledges with gratitude the catalytic support received from:

Richard King Mellon Foundation	The Grable Foundation
The Bayer Foundation	The Heinz Endowments
The Alcoa Foundation	Horovitz, Rudoy & Roteman
Allied Insurance Brokers	Ideal Integrations
The Bank of New York/Mellon Foundation	Jewish Healthcare Foundation
The Buhl Foundation	The Laurel Foundation
Colcom Foundation	Philadelphia Insurance Companies
Eden Hall Foundation	TowerCare Technologies
Fifth Third Bank	Tucker, Johnston & Smelzer, Inc.
FISA Foundation	United States Steel
The Forbes Funds of the Pittsburgh Foundation	

and our generous individual supporters and the invaluable nonprofit organizations whom we serve as clients and students!

BAYER CENTER STAFF

Peggy Morrison Outon	<i>Executive Director</i>
Scott B. Leff	<i>Associate Director</i>
Michele Cole	<i>Director of Nonprofit Master’s Program</i>
Garrett Cooper	<i>Associate Consultant and Researcher</i>
Jeff Forster	<i>Senior Consultant</i>
Shelby Gracey	<i>Office Coordinator</i>
Cindy Leonard	<i>Technology Services Manager</i>
Carrie Richards	<i>Marketing Manager</i>
Carrie Bennett Tancaitor	<i>Consultant and Researcher</i>
Yvonne Van Haitsma	<i>ESC Project Manager</i>

Adjunct Consultants

Jason Hansen	<i>Consultant</i>
Carolyn E. Kerr	<i>Consultant</i>
Juliana Shayne	<i>Consultant</i>
Claire Thornburgh	<i>Consultant</i>

Anniversary Sponsors



Bayer



MAYA Design Group
Sisterson & Co.

Hunter Associates, Inc.
United States Steel

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 by mailing or faxing the attached form or the general registration form at www.rmu.edu/bcnm 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

Early payment: A discount (see individual class listing for amount) will be applied for payments received at least one week prior to any scheduled class unless otherwise indicated. (Not applicable for Bagels and Bytes or Clinics.)

Organizations: Send three or more staff members from your organization to the same series or class and receive a 25 percent discount on all registrations for the course.

Individuals: An individual who registers on the same form for three or more workshops receives a 15 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 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 _____

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/bcnm.

Save the Trees

If you receive duplicates of our catalog, please send the labels to us indicating which label is correct, and we will update our records.

Thank you!



*Bayer Center for
Nonprofit Management*

425 Sixth Avenue, Suite 2610
Pittsburgh, PA 15219
www.rmu.edu/bcnm

January–May 2011

Course Catalog