

The best time to plant a tree was ten years ago...



*The second best time is **now**.*



Bayer Center for
Nonprofit Management

Course Catalog

January-May 2010



Letter from the Executive Director

To the new year and all that it portends!

NO Y2K hype attends this year of 2010...it's amazing that we are a decade into the new century. Here at the Bayer Center, we are celebrating our 10th anniversary all this propitious year of 2-0-1-0...The Center officially opened its doors in March of 2000. I spent my first six months in town trying to figure out where I now lived (Who are the leaders? How do things get done here? Who used to be married to whom? - some of the essentials of helping nonprofits thrive in a highly competitive market). My next task was to ascertain how a new capacity-building management support organization could add value to a crowded field of consultants and management assistance programs. When I first started counting, I found nineteen nonprofit providers of education and advice, not to mention a number of skilled for-profit consulting firms! I did 166 interviews in my first six months in town. People were so generous with their time and their insights about southwestern Pennsylvania and how it was unique and valuable. I talked to nonprofit leaders and their funders, political leaders, academics, pastors and outstanding volunteers! I was offered twenty-one projects my first few months in town. I asked my husband if he saw a banana peel on the floor as some of these "gifts" didn't look too appealing!

What did I find ten years ago as I learned to love my new hometown? There had recently been a conference about the power of collaborations – and there were forty-one human service coalitions in 1999 – and Al Condeluci was a member of each one! There was a buzz on about the possibility offered by social ventures. The Nonprofit Leadership Institute offered a well-attended conference on the topic. Jerr Boschee, the keynote speaker, told us that one in three adult Americans believes the nonprofit sector is ineffective, corrupt and should die. He advocated for the importance of self-sufficiency through entrepreneurship. I regularly had conversations with people who assured that nonprofits were not businesses and should not be treated as such.

I listened and listened to smart, passionate people tell me their truth, and I worked to discern how BCNM could complement all the good work that was being done and still be working from its own vision of what needed to be done to advance the sector. Some themes from those conversations were:

- It's difficult to find information on the sector. Seems to reside in only a few heads.
- We need to better recognize the many leaders working in the sector and stop thinking we will be delivered by one man on a white horse.
- We need to be attentive to better measurement of outcomes and impact, but if we lose sight of the importance of strengthening the organization itself, these outcomes won't last.
- Technology as a tool of management is critical to nonprofit effectiveness.



**ON MAY 12, 2010, THE BAYER
CENTER WILL CELEBRATE
TEN YEARS OF SERVICE TO
SOUTHWESTERN PENNSYLVANIA.**

A note from my work journal from those days reads, "What interests me deeply is professional development – strengthening the bonds of collegiality, building stronger networks and personal relationships that keep people in the field in spite of its shortcomings – to work for increasing professionalism through formal education, mentoring, cohorts and peers – and for our new Center to help engender a sense of possibility that expands people's horizons." Our initial business plan addressed services to aid in better employment practices; improved fund development efforts, including work on individual giving; efforts to support collaboration and strategic re-organization; better use of technology by nonprofits; and applied research to advance the knowledge of the sector. We worked on these things then – and we are still working on those things today!

So in the ten years of our work and service to the thousands of nonprofits in southwestern Pennsylvania, we have had more than 3,500 as our clients, our students, our allies and friends. We have brought more than 50 nonprofit experts to share their insights with us and get excited about what's happening in Pittsburgh. We have conducted research over time on the use of technology by nonprofits and how people are compensated in nonprofits. We had a two and one-half year conversation with our community on the power of social capital and the vital importance of nonprofits having a social capital building strategy. We've published "Making More Than Money" and continued to probe for how the economy is affecting the business of nonprofits. We've rejoiced in the good work done by so many and we've participated in the on-going community dialogue about the issues of the day.

I am profoundly grateful to many of you and to this region for the last ten years. Each year has had many challenges and many successes. 2010 is going to present huge challenges as we once again seek to convince the public of the value and worth of nonprofit missions and programs, retain sufficient funds to do quality work and respond to the need for vibrant, resourceful leadership across the spectrum of age, race and access to opportunity. Personally with all of you as friends and allies, I say Bring It On! We Can Do It! I have a dear friend, Leon Pamphile of the Functional Literacy Ministry of Haiti, who signs every e-mail Excelsior. When asked, he explained Excelsior means Ever Upward!

Excelsior, Beloveds!



Peggy Morrison Outon

It has been our pleasure to work with more than 3,000 nonprofits over the past decade to make our communities better for everyone.

Please join us as we look back at the changing face of the nonprofit sector, look ahead to new models of productivity, and share good cheer and passion for a better world.

Forget about the usual speeches. We promise you a fun evening with intriguing and entertaining surprises, fellowship, and lots of laughs.

Please plan to join us at the August Wilson Center. You will honor us by allowing us to honor you.



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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:

-  Assuring Quality/Impact/Outcomes
-  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 frontline 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 700 consulting engagements and educated over 2,000 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.

Nonprofits build strong communities...

we build strong nonprofits

January-May 2010

Courses by Date

January

- 6 Human Resources Roundtables
- 12 Bagels and Bytes, Westmoreland
- 27 Keeping it Together Without Coming Apart
- 28 Working with Our Foundation Allies

January

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February

- 3** Bagels and Bytes, Allegheny
Human Resources Roundtables
So You Wanna Be a 501(c)(3)?
- 4** Strategic Giving
- 5** Working Across Generations
- 9** Bagels and Bytes, Westmoreland
The Constituent Pyramid: Converting Followers into Supporters
- 10** Demystifying Financial Statements
- 11** Bagels and Bytes, West
Giving Circles: A Recipe for Greater Philanthropy
- 12** Planned Giving: The Basics
- 16** Settling in with Office 2007
- 17** Beginning Web Design with Adobe Dreamweaver
- 18** Youth as Philanthropists
- 19** Planned Giving: Beyond the Basics
- 23** Mail Merge Magic
- 24** Every Number Tells a Story
- 25** A Generous Spirit
- 26** Executive Breakfast – The Strategic “No”

March

- 2** Managing Your Books Using QuickBooks
- 3** Bagels and Bytes, Allegheny
Human Resources Roundtables
- 4** Crisis Communication
- 8** Personal Effectiveness that Produces Results
- 9** Bagels and Bytes, Westmoreland
Dealing with Difficult People
- 10** A Makeover for Your Nonprofit’s Brand
- 11** Bagels and Bytes, West
Writing for the Web
- 16** Managing Your Books Using QuickBooks
- 17** Developing Logic Models for Program Planning and Evaluation
- 18** Effective Presentations
- 22** She-oes Brown Bag Lunch
- 23** Managing Your Books Using QuickBooks
- 29** PowerPoint Visuals that Work
- 30** PowerPoint Visuals that Work

April

- 7** Bagels and Bytes, Allegheny
Human Resources Roundtables
- 8** Bagels and Bytes, West
- 13** Bagels and Bytes, Westmoreland
Get Good Geeks
- 14** Proposals that Get the Grant
- 15** Choosing or Changing Your Fundraising Software
- 16** Nonprofit Marketing Power
- 19** Boardroom Dancing
- 20** Advanced QuickBooks
- 21** Putting Legs on Your Logic Model
- 23** Executive Breakfast – Retirement
- 27** Advanced QuickBooks
- 28** So You Wanna Be a 501(c)(3)?
- 29** Website Accessibility for Web Developers

May

- 4** Introduction to Excel 2007
Intermediate Excel 2007
- 5** Bagels and Bytes, Allegheny
Human Resources Roundtables
- 6** Technology Planning for Leaders
- 11** Bagels and Bytes, Westmoreland
- 12** Bayer Center’s 10th Anniversary Celebration
- 13** Bagels and Bytes, West
- 18** Social Media Planning and Strategy for Nonprofits
- 19** Emergency Succession Planning
- 24** She-oes Brown Bag Lunch
- 26** Great Graphics with Photoshop Elements

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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**.

Our Clients Speak . . .

Oftentimes, strategic plans are documents that sit on the shelf after they're developed. Not so with the strategic plan the Bayer Center developed for us. Ours is a working document frequently referred to throughout the year. The usefulness of our strategic plan as an annual planning and assessment tool is a testament to the expertise of the Bayer Center. They led a comprehensive process with our stakeholders and provided insightful facilitation that helped form a plan, which not only outlines long-term strategic goals but also clear measures for assessing our progress. Thank you Bayer Center! Ultimately, having a clear and comprehensive plan is further enabling our work to provide life-changing career preparation for vulnerable youth.

*Youthworks, Inc.
Dara Ware Allen, Executive Director*

Featured Program

The Faces of Philanthropy

Pittsburgh is known throughout our country for its outpouring of philanthropic dollars. Our region is fortunate to be home to so many generous and skilled philanthropic foundations. But philanthropy is powerful for individuals as well! This series explores several ways in which individuals are being very intentional about how and why they give. Please join us to learn more about tapping the power of the sometimes unexpected donor for your organization.

FD Working with Our Foundation Allies

Thursday, Jan. 28 from 9–11 a.m.

Generous gifts from foundations have often secured the future for regional nonprofits. In this time of financial turmoil, foundation leaders are challenged to use their more constrained resources for the greatest good. Come reflect with three of our region's most thoughtful foundation leaders about how they make those decisions.

Instructors: Peggy Morrison Outon, Bayer Center; Gregg Behr, Grable Foundation; Rebecca Lucore, Bayer Foundation; David K. Roger, Hillman Foundation

Fee: \$40 (\$30 if paid by Jan. 21, \$125 for the entire 5-part series)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

FD Strategic Giving

Thursday, Feb. 4 from 9–11 a.m.

Over the last several years, charitable giving has steadily increased in the United States. However, as amplified during our latest economic downturn, the needs served by charitable giving seem to increase at the same or greater pace. As this gap between community needs and resources to address those needs grows, how do individuals and organizations make sure they get the greatest impact for their giving? In this session, we will discuss the concept of Strategic Giving. What is it? What are its advantages and how is it done? Can you trust someone else to manage your charitable gifts and put them to the best use? Join us and gain an understanding of how individuals and organizations partner in giving strategically.

Instructors: Mark Lewis, POISE Foundation; Heather Arnet, Women and Girls Foundation; Jeanne Pearlman, The Pittsburgh Foundation

Fee: \$40 (\$30 if paid by Jan. 28, \$125 for the entire 5-part series)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

FD Giving Circles: A Recipe for Greater Philanthropy

Thursday, Feb. 11 from 9–11 a.m.

Mix an investment club with a book club, add in a pinch of camaraderie and a big piece of an appetite for social change and you get ... a giving circle. New research confirms that giving circle members give more, are more strategic in their giving and are more engaged in their communities when compared to other donors. In this class, you will learn about this new, flexible method of community philanthropy sweeping the country and hear about local takes on this exciting model. Attendees will be enthusiastically encouraged to try this recipe at home.

Instructors: Luci Dabney, Program to Aid Citizen Enterprise; Carrie Barmen, Pittsburgh Social Venture Partners; Justin Laing, The Heinz Endowments; Mark Lewis, POISE Foundation; Vivien Luk, The Forbes Funds

Fee: \$40 (\$30 if paid by Feb. 4, \$125 for the entire 5-part series)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

FD Youth as Philanthropists

Thursday, Feb. 18 from 9–11 a.m.

Many studies show that giving is a behavior that often begins early in life. Fortunate are youth who are taught and then helped to give. Several programs in the Pittsburgh region take the philanthropic impulse and enable it! This session will highlight the good work being done by young philanthropists and their organizational partners.

Instructors: Peggy Morrison Outon, Bayer Center; Sharon Perelman, United Jewish Federation Foundation; Wayne Jones, The Heinz Endowments; Tara Simmons, Women and Girls Foundation

Fee: \$40 (\$30 if paid by Feb. 11, \$125 for the entire 5-part series)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

FD A Generous Spirit

Thursday, Feb. 25 from 9–11 a.m.

A conversation with religious leaders about fundraising. What's a tithe and how is it calculated? How do people think about their giving? What principles have guided and currently guide individual philanthropy? What's going on out there?

Instructors: Peggy Morrison Outon, Bayer Center; Dave Brewton, East Liberty Family Health Care Center; Saleem Ghubril, Pittsburgh Promise; Leon Pamphille, Functional Literacy Ministry of Haiti; Frederick Thieman, Church of the Ascension

Fee: \$40 (\$30 if paid by Feb. 18, \$125 for the entire 5-part series)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610



Keeping it Together Without Coming Apart

Wednesday, Jan. 27 from 9 a.m.–noon

Are your workload and your life load out of control? Do you procrastinate on tasks because you don't know where to start?

Here's the good news: personal organization is a skill that can be learned, just like swimming or riding a bike. You'll leave this class with strategies that will help you get organized, reduce stress, increase your productivity and effectiveness, and start enjoying your work and life more!

Instructor: Cindy Leonard, Bayer Center

Fee: \$65 (\$55 if paid by Jan. 21)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

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

Wednesday, Feb. 3 from 9 a.m.–noon

OR Wednesday, April 28 from 4–7 p.m.

Setting up a 501(c)(3) involves a lot more than you may think. It's a tricky and costly process, and it might not even 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 homework, information 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 one week prior to class)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

Personal Effectiveness that Produces Results

Monday, March 8 from 1–4 p.m.

When effective managers get overwhelmed, they focus on better time management, scheduling and communication. They coordinate their work efforts and maintain good productivity. Managers with under 5 years experience will develop a specific plan of action to improve their own work performance, manage their commitments and communicate with others about getting work done and producing results. You will leave with tips and techniques for increasing personal effectiveness, time management, managing interruptions and recurring events, and what to stop doing.

Instructor: Alan James, ESC Volunteer

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

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

M A Makeover for Your Nonprofit's Brand

Wednesday, March 10 from 1–4 p.m.

A strong and healthy brand impacts client outreach, volunteer recruitment and funding. What's the shape of your organization's brand? This half-day workshop will help you assess the effectiveness of your brand and provide quick and easy strategies to get it in shape. It includes hands-on activities, an assessment checklist and real-life examples from organizations who have benefited from a brand makeover.

Instructor: Karen Bryant, KJ Bryant Marketing Matters

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

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

A Developing Logic Models for Program Planning and Evaluation

Wednesday, March 17 from 9 a.m.–4 p.m.

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

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

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

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

FD Proposals the Get the Grant

Wednesday, April 14 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, Robert Morris University

Fee: \$65 (\$55 if paid by April 7)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

**M Nonprofit Marketing Power:
How to Gain Essential Response, Resources and Support**

Friday, April 16 from 9 a.m.–4 p.m.

New social media techniques and proven marketing disciplines are a power combination for nonprofit leaders seeking to sustain programs and services, meet growing needs and seize new opportunities. This advanced session offers a mix of discussion and audio-visual presentations. You will develop a deeper understanding of marketing and new tools for success including:

- Three key steps for marketing in a social media world
- A cut-to-the-chase approach to positioning and branding
- Setting realistic and measurable marketing goals that guide planning and action
- Measure Once, Cut Twice: Key concepts for conducting a marketing audit
- Integrating cost-effective marketing research
- The new communications mix

Session materials include complimentary excerpts from the forthcoming 3rd Edition of *Marketing Workbook for Nonprofit Organizations*, a Fieldstone Alliance publication by Gary Stern and Elana Centor.

Instructor: Gary Stern, Stern Consulting International

Fee: \$125 (\$115 if paid by April 9)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

A Putting Legs on Your Logic Model

Wednesday, April 21 from 9 a.m.–noon

The logic model is a versatile tool, but often it sits on the shelf collecting dust. If this sounds familiar, it's time to dust off that logic model and bring it to class. We will explore how to use your existing logic model for strategic and specific program planning. Lecture will be used to provide direction, but be prepared to work individually and in small groups as you learn how to make the logic model work for you and your agency. Please bring four copies of your completed logic model, knowledge of your program/agency's resources and the desire to put your logic model to work.

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

Fee: \$65 (\$55 if paid by April 14)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

A Pinpoint Planning Clinic

C *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 & 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 their organization can focus its resources on specific areas needing improvement instead of a complete overhaul.

Organizations receive an internal assessment to complete and return. Then the Bayer Center will assign an ESC volunteer professional from the relevant field to review your materials and 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

Location: Bayer Center, 425 Sixth Avenue, Suite 2610



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**.

Our Clients Speak . . .

I have appreciated the opportunity to have the support and expertise of the Bayer Center for Nonprofit Management as we continue to build a board of excellence for Robert Morris University. This process of continuous improvement is characteristic of Robert Morris University's culture, and our board shows its leadership by always staying ahead of the game, and the Bayer Center is helping us be the very best we can be.

*Robert Morris University
Gregory G. Dell'Omo, Ph.D., President*

HR Human Resources Roundtables

Wednesdays, Jan. 6, Feb. 3, March 3, April 7 and May 5 from 8–9:30 a.m.

A nonprofit's greatest asset is often its staff – committed, knowledgeable people who are dedicated to making a difference. Managing, inspiring, and ensuring a healthy work environment is key to achieving results. The HR Roundtable gives managers of the human resources function and Executive Directors a peer-learning forum for discussing difficult issues they face.

Each roundtable will lead off with a short presentation by an ESC volunteer on one or two HR-related topics and be followed by open discussions on any other HR topics of current interest.

Among the topics included will be:

- Employee rules of conduct
- Dealing with “difficult” employees
- Employee performance appraisals
- Communicating difficult news to your staff
- Building a strong team environment
- Updating Employee handbooks
- Employee compensation issues and benefits package designs
- Overtime pay requirements

Instructors: Ray Frankoski and Alan James, ESC Volunteers

Fee: \$10

Location: Panera at Waterworks, 942 Freeport Road, Pittsburgh

HR Working Across Generations

Friday, Feb. 5 from 9–11 a.m.

Join us for an active and vibrant conversation with three exemplary leaders in the nonprofit sector representing three different generations: the Baby Boomers, Generation X, and the Millennials. Guided by the recently published book, “Working Across Generations: Defining the Future of Nonprofit Leadership,” this is one session that you won't want to miss. Come ready to talk!

Instructors: Peggy Morrison Outon, Bayer Center; Shirl Regan, Women's Center and Shelter of Greater Pittsburgh; Janera Solomon, Kelly-Strayhorn Theater; Joanna Deming, Housing Alliance of Pennsylvania

Fee: \$40 (\$30 if paid by Jan. 22)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

Executive Breakfast – The Strategic “No”

Friday, Feb. 26 from 8–10 a.m.

You work for a nonprofit – the word “No” isn't part of your vocabulary. Well, it should be. The inability to say “No” can threaten your organization's survival.

Let's have some breakfast together and talk about times that we need to say “No” – to programs, to staff, to donors... and how we can get ourselves to do it. Come share your thoughts and stories with colleagues and peers. I won't take “No” for an answer.

Instructor: Scott Leff, Bayer Center

Fee: \$35

Location: Rivers Club, 301 Grant Street, downtown

HR Dealing with Difficult People

Tuesday, March 9 from 1–4 p.m.

Conflict is all around us, especially when resources are tight and tempers are shorter—but most people lack basic conflict management skills. The potential for conflict exists in every interaction. But when one doesn't know how to deal with these disagreements constructively, they can escalate into unproductive and even destructive situations. The key is not to avoid conflict, but to recognize and manage it skillfully to produce the best possible outcome. Rather than react to conflict on a purely emotional level, learn to manage disputes and disagreements positively and proactively.

This training will teach you to recognize the causes of interpersonal conflict, and become aware of your own emotional triggers so you can prevent explosive situations. Learn new strategies to deal with difficult people that will improve your communication performance and ultimately increase the success of your initiatives.

Instructor: Dr. Lisa Palmieri, American Eagle Outfitters, Inc.

Fee: \$65 (\$55 if paid by March 2)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

Series - Effective Communication

Great communicators adapt their styles to their medium and their message. Our Effective Communication series is designed to make you a great communicator! Whether you have good or bad news to tell, a website to write, or a presentation to deliver, this series will help you connect with your audience and get the results you want.

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

Thursday, March 4 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 and Debbie Foster, FosterHyland and Associates

Fee: \$65 (\$55 if paid by Feb. 25 or \$150 for the entire 3-part series)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

M Writing for the Web

Thursday, March 11 from 9 a.m.–noon

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

Instructor: Cindy Leonard, Bayer Center

Fee: \$65 (\$55 if paid by March 4 or \$150 for the entire 3-part series)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

M Effective Presentations

Thursday, March 18 from 9 a.m.–noon

There are few things worse than losing your audience. A narrative that lacks a human touch or a lack of 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.

Two more opportunities to learn more about better presentations: To build your skills in creating good presentation visuals, see the webinar called Presentation Visuals that Work on March 29 and 30. For one-on-one hands-on help with PowerPoint presentations, see the PowerPoint Clinic on page 18.

Instructor: Jeff Forster, Bayer Center

Fee: \$65 (\$55 if paid by March 11 or \$150 for the entire 3-part series)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610



She-oes Brown Bag Lunch

Mondays, March 22 and May 24 from noon–1 p.m.

During SHE-oes 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 please R.S.V.P.

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

Boardroom Dancing

Monday, April 19 from noon–2 p.m.

Do you know how to get the best out of your board? It can be an executive director's most daunting task. Here's an opportunity to talk about the issue with your peers, find out how the most effective boards operate and learn basic processes to ensure sound board governance.

Instructors: Peggy Morrison Outon, Bayer Center; Doreen Boyce, Buhl Foundation (retired)

Fee: \$45

Location: The Rivers Club, 301 Grant Street, Downtown

HR Executive Breakfast – Retirement

Friday, April 23 from 8–10 a.m.

Most of us want to retire someday; few of us can figure out how we'll be able to. Come hear from an experienced attorney about retirement issues ranging from social security to medicare to tax rules for accessing your retirement accounts. Then we'll all join in a roundtable discussion and share stories, concerns and suggestions for keeping our golden years from turning into fool's gold.

Instructor: Scott Leff, Bayer Center

Fee: \$35

Location: Rivers Club, 301 Grant Street, downtown

HR Emergency Succession Planning

Wednesday, May 19 from 9–11 a.m.

One out of three people between the ages of 35 and 65 will become disabled for more than 90 days; one in seven for more than 5 years. So, even if no one in your organization is planning to retire soon, you still need a succession plan. Who's going to take over key responsibilities if someone gets sick, injured, or suddenly moves because a spouse is relocated? Come to this session and learn how to plan ahead so you don't fall behind.

Instructors: Scott Leff and Garrett Cooper, Bayer Center

Fee: \$40 (\$30 if paid by May 12)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

Ask an Attorney Clinic

60-minute sessions available by appointment

Remember the good old days? Things were easier, 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

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

HR Clinic

HR *60-minute sessions available by appointment*

Do your HR policies need updating? Is expansion requiring more staff, more new job descriptions and more care in treating everyone fairly? Maybe you're facing 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 HR materials – including employee handbook, performance appraisal form and anything else HR-related – to your appointment.

Instructor: Ray Frankoski, ESC Volunteer

Fee: \$50

Location: Bayer Center, 425 Sixth Avenue, Suite 2610



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**.

Our Clients Speak . . .

Our agency recently began taking advantage of educational sessions sponsored by The Bayer Center. We attended the Tech Now Conference and were very pleased with the ideas and direction that were provided to us, as we are anxious to enhance our network infrastructure. Additionally, we are considering expanding our program offerings and wanted to be sure we understand how to assess our financial landscape. The "cash flow" trainings offered pertinent insight into what we will need to consider. All of our efforts are in their infancy stage, but with The Bayer Center's trainings, we have a higher level of confidence regarding the potential for our success in each.

*Chartiers Community Mental Health and Retardation Center, Inc.
Susan R. Flynn, Chief Financial Officer*

Demystifying Financial Statements

Wednesday, Feb. 10 from 9 a.m.–noon

In this overview class 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.

A useful follow-up for this class would be *Every Number Tells a Story* on February 24.

Instructor: Scott Leff and Garrett Cooper, Bayer Center

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

\$115 (\$100 if paid by Feb. 3) for both classes

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

Every Number Tells a Story

Wednesday, Feb. 24 from 9 a.m.–noon

There is a message in the maze of mystery. The numbers in your financial statements talk to each other, and if you know how to listen, they'll tell you some very valuable stories. How do you figure out if one organization is thriving and another is struggling to survive? The numbers are whispering the answers.

Bring your latest audit or internal financial statements and a calculator to this highly interactive session. You'll work with your own numbers and leave with easy-to-use techniques for turning financial reports into decision-making tools. For people who have taken *Finance as a Second Language*, it's time to learn to speak Ratio!

Instructor: Scott Leff and Garrett Cooper, Bayer Center

Fee: \$65 (\$55 if paid by Feb. 17)

\$115 (\$100 if paid by Feb. 3) for both classes

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

FD Planned Giving: The Basics

Friday, Feb. 12 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 Feb. 5)

\$115 (\$100 if paid by Feb. 5) for both classes

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

FD Planned Giving: Beyond the Basics

Friday, Feb. 19 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 Feb. 12)

\$115 (\$100 if paid by Feb. 5) for both classes

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

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:

- 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.



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 at your location
- Planning and developing websites
- Supporting sound technology decisions – projects have included: software selection, vendor RFP development and selection, policy and procedure development, development of staff job descriptions and hiring of IT staff

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

Our Clients Speak . . .

Our agency needed an “immediate” solution to some reporting issues with our SQL-based database and hired a Bayer Center consultant to provide one-on-one SQL assistance and training. The consultant’s knowledge of SQL was outstanding and yet he took the time to get a working knowledge of the database we were working with. His easy-going demeanor made him a pleasure to work with. He was very patient when we weren’t catching on to things as quickly as we would have liked. His willingness to provide ongoing mentorship was a comfort for future endeavors. Having experts like this available through the Bayer Center can really save an agency some dollars!

*Family Resources
Sandy Sturgulewski, System Administrator*

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

Allegheny (Cost: \$10)

Wednesday, Feb. 3 from 8:30–10 a.m. at Café Amani

Westmoreland

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

West

Thursday, Feb. 11 from 8:30–10 a.m. at Eat n' Park, Moon Township*

Allegheny (Cost: \$10)

Wednesday, March 3 from 8:30–10 a.m. at Café Amani

Westmoreland

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

West

Thursday, March 11 from 8:30–10 a.m. at Eat n' Park, Moon Township*

Allegheny (Cost: \$10)

Wednesday, April 7 from 8:30–10 a.m. at United Cerebral Palsy

West

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

Westmoreland

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

Allegheny (Cost: \$10)

Wednesday, May 5 from 8:30–10 a.m. at United Cerebral Palsy

Westmoreland

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

West

Thursday, May 13 from 8:30–10 a.m. at Eat n' Park, Moon Township*

*Breakfast cost is individual responsibility and not included

The Constituent Pyramid:

Converting Followers into Supporters – Webinar

Tuesday, Feb. 9 from 1–3 p.m.

Often we spend so much time and effort spreading the word to get followers that we forget what to do with them once we get them! It is time to think about quality rather than quantity. While the initial goal is to get as many people as you can in the front door, you have to stand back and create a plan on what to do with them once they are in your living room. This webinar will look at the Constituent Pyramid and focus on how to convert followers into supporters, and how to manage that relationship and keep them interested in remaining supporters for years to come.

Instructor: Michael Weiss, imagistic

Fee: \$40 (\$30 if paid by Feb. 2)

Settling in with Microsoft Office 2007

Tuesday Feb. 16 from 9 a.m.–4 p.m.

Growing accustomed to a new version of software that we use daily can be both exciting and frustrating. We'll walk you through the promise and the peril of the core applications in the new version of Microsoft Word, Outlook and Excel. Topics will include the new menu ribbons, enhanced features, and refreshers on how to do familiar tasks.

Instructors: Cindy Leonard and Jeff Forster, Bayer Center

Fee: \$125 (\$115 if paid by Feb. 9)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

M Beginning Web Design with Adobe Dreamweaver

Wednesday, Feb. 17 from 9 a.m.–4 p.m.

Are you a website novice who needs to know how to design a basic website that works? Adobe Dreamweaver is the answer. This session is for beginners. Nonprofit staff with no previous web design experience and web design staff who want to learn Dreamweaver are welcome.

Instructor: Cindy Leonard, Bayer Center

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

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

M Mail Merge Magic

Tuesday, Feb. 23 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 Feb. 16)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

Managing Your Books Using QuickBooks

Tuesdays, March 2, 16 and 23 from 9 a.m.–noon

If you're the financial manager or bookkeeper of a smaller nonprofit (30 employees or fewer), QuickBooks is your solution for keeping track of all things fiscal.

We teach you how to:

- Track expenses and manage restricted and unrestricted income
- Reconcile bank statements
- Create basic financial statements and board reports
- Complete IRS 990s

This class is intentionally small, so bring lots of questions. Basic accounting knowledge is recommended for this course.

Instructor: Kathy Mahoney

Fee: \$180 (\$165 if paid by Feb. 23)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

M PowerPoint Visuals that Work – *Webinar*

Monday, March 29 and Tuesday, March 30 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 (\$30 if paid by March 22)

Get Good Geeks

Tuesday, April 13 from 9 a.m.–noon

Your organization brings extensive expertise to meeting your mission, but sometimes you need outside information technology (IT) experts. When it's time to buy new technology or hire someone for an IT project, the process can be intimidating. It can feel like you need to learn an entirely new language. And maybe break the bank.

This workshop will lay out step-by-step what you can do to build a successful relationship with an IT vendor. You will leave the workshop with more confidence in your ability to make good IT decisions and get your organization's needs met for a fair price.

Instructor: Jeff Forster, Bayer Center

Fee: \$65 (\$55 if paid by April 6)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

FD Choosing or Changing Your Fundraising Software

Thursday, April 15 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 April 8)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

Advanced QuickBooks

Tuesdays, April 20 and 27 from 9 a.m.–noon

Want to learn how to create custom reports, track income and expenses and use other QuickBooks functions that go beyond the basics? This two-session course is designed around your specific needs. We'll contact participants before the first class and design a course based on what you tell us you want to learn.

Instructor: Kathy Mahoney

Fee: \$125 (\$115 if paid by April 13)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

Website Accessibility for Web Developers

Thursday, April 29 from 9 a.m.–4 p.m.

Website accessibility is important for nonprofit organizations serving an increasing population that includes people with disabilities. Since accessibility goes hand-in-hand with overall website usability, it is to every organization's benefit to implement website accessibility standards when designing a site. In this class, we will teach you the basic principles of accessibility you'll want to consider when building or revising your website. We will also show you how to write accessible code using specific examples and hands-on instruction.

This class is for web development staff and professionals working at nonprofit agencies or web design firms. A working knowledge of HTML and CSS is required. This is an advanced level class that involves programming and coding.

Instructor: Tiffany Kuchta, Allegheny Graphics Web Development, LLC

Fee: \$125 (\$115 if paid by April 22)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610



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 introduction to new navigation and features

Introduction to Excel 2007

Tuesday, May 4 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: Jeff Forster, Bayer Center

Fee: \$65 (\$55 if paid by April 27) per session

\$115 (\$100 if paid by April 27) for the whole day

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

Intermediate Excel 2007

Tuesday, May 4 from 1–4 p.m.

Learn more about Excel in the afternoon including:

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

Instructor: Jeff Forster, Bayer Center

Fee: \$65 (\$55 if paid by April 27) per session

\$115 (\$100 if paid by April 27) for the whole day

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

Technology Planning for Leaders

Thursday, May 6 from 9 a.m.–4 p.m.

Technology planning can be tricky for managers and leaders without a background in technology, but it's part of the job of running an organization, dealing with technology staff, and talking to vendors.

This class will provide an introduction to strategic technology planning concepts for nonprofit leaders who want to be “in the know” when it comes to managing the technology function at their organizations. This introductory class is designed especially for non-technical nonprofit managers and leaders.

Instructor: Cindy Leonard, Bayer Center

Fee: \$125 (\$115 if paid by April 29)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

📅 Social Media Planning and Strategy for Nonprofits

Tuesday, May 18 from 9 a.m.–noon

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 leave this class with 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: \$65 (\$55 if paid by May 11)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

Great Graphics with Photoshop Elements

Wednesday, May 26 from 9 a.m.–noon

You've got Photoshop Elements and maybe you've even figured out how to crop or re-size your photos. You know there's more “stuff” you can do with the application – if only you knew what it was! We'll show you around the Elements interface so you know its capabilities. Learn how to add text, work with layers, remove red-eye, optimize for the web and much more. This is a class for beginners – no prior Photoshop Elements or graphics editing experience is needed.

Instructor: Cindy Leonard, Bayer Center

Fee: \$65 (\$55 if paid by May 19)

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

📅 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

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

C Dreamweaver Clinic

M *60-minute sessions available by appointment*

Have a great idea for a website, but no idea how to do it? Bring us those Dreamweaver challenges and questions, 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

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

C Now What? A Clinic on Access Databases

M *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 get the most out 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

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

C PowerPoint Clinic

M *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

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

C Excel/Spreadsheet Clinic

M *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

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

C Web 2.0 and Social Media Clinic

M *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 gurus 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, our experts can help.

Instructor: Cindy Leonard, Bayer Center

Fee: \$50

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

C Website Accessibility Clinic

M *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," our website accessibility guru can help. 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

Location: Bayer Center, 425 Sixth Avenue, Suite 2610

Ongoing Activities

ESC

ESC Volunteers bring the best of business thinking to the nonprofit sector through consulting and executive coaching. For more information on volunteer opportunities or hiring ESC, please call **412-397-6000**.

ESC: Leaders Circles

Connect with other nonprofit executives through shared experience and planning. Leaders Circle participants bring their unique knowledge, challenges and concerns, and set their own group's agenda. Guided by a trained ESC facilitator, members brainstorm, offer encouragement, and develop creative and practical solutions to the challenges nonprofit leaders often must grapple with alone.

These meetings provide participants a confidential environment in which they are free to talk about their organizations' most sensitive issues.

Each small group (5 to 7 members) meets once a month for eight months at a location and time determined by its members.

This is a unique opportunity for executive directors and senior staff to connect with their peers and discover solutions to their most pressing issues.

For more information about ESC: Leaders Circles, please call **412-397-6000**.

Fee: \$100 for the full year

ESC: Executive Advising

Attention nonprofit CEOs! Wouldn't it be wonderful to get a whole year of confidential advice and guidance from a smart, experienced private-sector executive? Someone who can help with extremely personal issues, like dealing with stress and burnout, as well as tricky professional issues, such as repairing relationships or managing change in your organization?

Executive Advising pairs you with an expert who will help you formulate goals and a work plan with the flexibility to accommodate the ever-changing realities of your job and your life.

Plan to meet face-to-face once a month, with more frequent phone and e-mail communication as needed.

Call The Bayer Center at **412-397-6000** for more information and fees associated with this service.

LawLinks

Nonprofits can access pro bono legal guidance on a variety of topics through LawLinks. Call **412-397-6000** for more information or to inquire about scheduling a consult or Ask an Attorney clinic.

Master of Science in Nonprofit Management

A unique degree program for nonprofit managers who want to upgrade their skills, offered through Robert Morris University's highly respected school of business. Study the major issues faced by nonprofits – mission, governance, development and others – and learn to use the best business practices to resolve them. For more information, call Kristen O'Hara at **412-397-6803**.

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.

Classes listed under "**Assuring Quality**" in the catalog explore logic models and program evaluations and relate to the new United Way allocations process.

Our **Wage and Benefits Survey** of nonprofits throughout the region 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 at the Bayer Center or at your office.

Frequently requested topics include:

- Nonprofit finance
- Board development
- Fundraising
- Supervision and leadership
- Technology
- 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**.

Letter from the Associate Director

Moving from the Dark Ages to the era of Nonprofit Enlightenment...

For the past several years, I have found myself frequently at odds with the ways in which nonprofits are continually told “to be just like a business.” Now, don’t get me wrong. I believe strongly that nonprofits should follow business-like practices – indeed, at the Bayer Center, we work very hard to consult with and educate nonprofits on business-like approaches to management. The issue is that the definition of what it means to be business-like is sometimes confused.

The problem, I believe, is that the phrase, “be business-like,” often is used as a euphemism for “spend as little money as possible.” There are two problems with this:

1. The most successful businesses are not generally those that spend the least amount of money; and,
2. Indiscriminate cost-cutting is not a sound business practice; cutting of unproductive costs is.

The misapplication of “business-like practices” has been most glaring when it comes to the subject of “nonprofit overhead.” Overhead costs are not unproductive. And yet, the message has been loud and clear: overhead is bad and money spent on overhead is money wasted. For how many years have so-called watchdogs like Charity Navigator and the Better Business Bureau’s Wise Giving Alliance used the amount of budget dedicated to overhead as a direct measure of the “worthiness” of a nonprofit?

They have continued to sing this song, despite the fact that, as long ago as 1991, respected scholars Harold Tuckman and Cyril Chang developed a sophisticated model for assessing nonprofit financial risk based, in part, upon rigorous research that identified low overhead expense as an indicator that a nonprofit is at financial risk. (Note: the Bayer Center uses the Tuckman-Chang model as part of our comprehensive risk assessment and Financial Wellness Package for nonprofits – see catalog p. 15.)

Well, kudos to Charity Navigator, Great Nonprofits, GiveWell, Philanthropedia, Guidestar, Hewlett Foundation, and Philanthropy Action, all of whom signed onto a December 1, 2009 press release that stated in its opening paragraph:

“...overhead ratios and executive salaries are useless for evaluating a nonprofit’s impact.”

While we rejoice at this painfully slow to arrive enlightenment in nonprofit thinking, let’s not lose sight of the fact that with reason comes responsibility. Recognizing the need for overhead and the rightness of fair wages does not give us a free ride; nor should it. These appropriate values simply make it ever more incumbent upon as nonprofits to justify our existence. How we do this is by demonstrating that our work has positive outcomes.

For some of us, this might mean economic impact. For others, it might mean a healthier populace, more educated children, or, simply, a wider array of entertainment options that contribute to a more desirable quality of life in our community. Sometimes our outcomes can be quantitative; sometimes they can’t. But we must show results.

So, as you launch into this new year, I encourage you to be thankful for the ways in which understanding of sound nonprofit management principles is expanding, thoughtful about how you can demonstrate the effectiveness of your own outcomes, and proud of the important role you play in our shared society. And, as always, it is the Bayer Center’s mission to be here to assist you with all of these.



Scott Leff



Instructors

Heather Arnet is Executive Director of the Women and Girls Foundation (WGF) and an Elected School Board Director of the Pittsburgh Public Schools. The mission of WGF is to achieve equality for women and girls in Southwest Pennsylvania. WGF recently led a successful “Girlcott” of Abercrombie & Fitch, which won them recognition from NOW and the International Women’s Funding Network as well as national and international media coverage. A board member of Grantmakers of Western PA, Forbes Fund and WQED, Ms. Arnet also wrote and directed “You Mama”— a play about the joys and challenges of motherhood.

Carrie Barmen has been an active member with Pittsburgh Social Venture Partners since 2001, participating in grant review processes, site reviews, chairing the Education Committee and Recruitment Team and serving on the Board. She is the founder and co-chair of PSVP Kids, which teaches young people about the responsibilities of giving both time and money to nonprofits in their communities. An avid community volunteer, she created *Solutions for Society* in 2007 to honor her late father – an annual event celebrating the leading thought and practice of social entrepreneurship, with the goal of informing, motivating and empowering individuals who want to make a difference.

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

Doreen Boyce was the President of the Buhl Foundation. She was also the first President of the board of Grantmakers of Western Pennsylvania, as well as President of the board of trustees of Franklin and Marshall College. Ms. Boyce has served on a number of other regional and national task forces and boards. She is a laureate of the University of Pittsburgh and a Distinguished Daughter of Pennsylvania.

Dave Brewton is a native of Pittsburgh with a 25-year career working with faith-based nonprofits. He is 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. Mr. Brewton is responsible for raising more than \$2 million annually and spearheaded a \$5 million campaign that more than doubled the center’s capacity. Formerly the first Executive Director of Breachmenders, Inc., an Oakland housing and community development ministry, Brewton is a graduate of the University of Virginia.

Gregg Behr is Executive Director of The Grable Foundation, a local foundation dedicated to improving the lives of all local children – by advancing early childhood education, improving classroom learning, supporting out-of-school time activities, and providing outstanding informal learning opportunities. From 2002-2006, Mr. Behr served as President of The Forbes Funds, another local foundation that supports nonprofit capacity-building, research, and leadership development. In that role, Mr. Behr twice chaired the Pittsburgh Nonprofit Summit and launched the Greater Pittsburgh Nonprofit Partnership. Prior to assuming his position at The Forbes Funds, Mr. Behr practiced as a litigator with Buchanan Ingersoll & Rooney.

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.

Garrett L. Cooper is a Consulting Assistant 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 has 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 Kelly–Strayhorn Theater and Yoga in Schools and is working towards his Master’s in Nonprofit Management at Robert Morris University.

Luci Dabney is the Executive Director of Program to Aid Citizen Enterprise (PACE). Her eclectic career includes 30 years in for-profit, nonprofit and higher education arenas. Passionate about the role community-based nonprofits play in creating healthy communities, she has expertise in the areas of public and private funding, strategic and business planning, small and large group meeting facilitation, assessment and program development. She is a founding member of the Sankofa Fund of SWPA.

Joanna Deming is the Director of Outreach and Engagement at the Housing Alliance of Pennsylvania. She is a Pittsburgh transplant who has worked at several nonprofits managing coalitions and programs, fundraising, planning events, educating, organizing, and engaging people in advocacy. An entrepreneur, she along with 6 friends operated a coffeehouse for over 3 years whose purpose was to build social capital on the Northside. In 2006, Ms. Deming was named one of Pittsburgh’s Top 40 Under 40. She has a Bachelor’s in Social Work from Hope College and a Masters in Social Work from the University of Pennsylvania.

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, Mr. Frankoski 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).

Saleem Ghubril is the Executive Director of Pittsburgh Promise, an ambitious initiative that promotes the reform of Pittsburgh Public Schools, leverages the development of Pittsburgh's neighborhoods, and provides college scholarships to Pittsburgh's students. Born in Beirut, Lebanon, civil war caused his family to emigrate to the United States in 1976. He attended college at the University of Iowa and received a Masters of Divinity from Dubuque Theological Seminary. An ordained Presbyterian minister, Mr. Ghubril served as Executive Director of the Pittsburgh Project for over 20 years, and is currently a co-pastor at Mosaic Community Presbyterian Church on Pittsburgh's North Side.

Teresa A. Gregory, CFRE, is Director of Foundation and Government Grant Seeking at Robert Morris University. 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. Ms. Gregory also has taught at the Foundation Center and in the Master of Arts Management program at the Heinz School of Public Policy at Carnegie Mellon University. She is an active member of the Western Pennsylvania chapter of the Association of Fundraising Professionals.

Sheila Hyland 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.

Alan James is recently retired from his position as 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. His recent clients include the Epilepsy Foundation and North Side Christian Health Center.

Wayne Jones is an officer with The Heinz Endowments' Children, Youth & Families Program whose portfolio seeks to increase opportunities for adolescents to nurture their development as individuals and members of larger communities. Prior to joining the Endowments, Mr. Jones worked for Great Lakes Behavioral Research as a consultant to Allegheny County's Department of Human Services. He returned home to Pittsburgh after serving as an analyst for Virginia's Joint Legislative Audit and Review Commission. Jones received his MBA from Yale University's School of Management, and bachelor's degree in government from the University of Virginia.

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. Ms. 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.

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.

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.

Justin Laing serves as Chairperson for the Sankofa Fund of Western PA. Additionally, he is a Program Officer in the Arts and Culture Program of the Heinz Endowments, a private foundation contributing roughly \$ 8 million annually to arts and culture programs in Southwestern PA. Mr. Laing's major responsibilities include management of the Small Arts Initiative which supports roughly 50 small and mid-sized arts organizations, and arts education, where he plays a significant role in all arts education work and leads the Endowments' early work in Culturally Responsive Arts Education.

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. Mr. Leff has an M.S. degree from Carnegie Mellon University and is a graduate of Leadership Pittsburgh. He has served on over 20 nonprofit boards.

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 adds website planning, design and assessment to the portfolio of services at the Bayer Center. Ms. Leonard holds a B.S. in computer science and an M.B.A. from Seton Hill University.

Mark Lewis is the 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. Mr. Lewis 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. He counsels many nonprofits and individuals looking to start nonprofits. His vision is to see a self-determining, self-sustaining African-American community adding tremendous value to the city of Pittsburgh.

Vivien Luk is a Program Officer at The Forbes Funds managing the Cohort Grant portfolio, Sector Leadership programs and awards various publications, including the Community Threads, and the Greater Pittsburgh Nonprofit Partnership, a coalition of about 300 area nonprofits. In her spare time, Ms. Luk is one of three co-founders of PGH Party for a Purpose (PPP), hosting fun, creative, and affordable parties for diverse and young-minded individuals while raising funds and generating support for nonprofit organizations in Southwestern Pennsylvania. Founded in November of 2006, PPP has benefited over 13 organizations, raised over \$20,000, and attracted thousands of party-goers.

Kathy Mahoney has worked in public accounting with Arthur Andersen & Co., and has audit experience with nonprofits, financial institutions and manufacturing companies. She has used QuickBooks for various clients including nonprofits, publishers, restaurants, service industries and a private school.

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, Outon 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 ESC in 2004 and serves on the advisory board for the Bayer Center for Nonprofit Management and as president of the Pittsburgh Planned Giving Council.

Dr. Lisa Palmieri is the Senior Manager of Learning + Development at American Eagle Outfitters, Inc., where she is responsible for developing leadership training, infusing technology into training, and helping teams grow stronger. She holds a Ph.D. in Instructional Management and Leadership from Robert Morris University. In addition, she holds a Master's in Marketing and Multimedia Technology from Duquesne University.

Leon D. Pamphile, Ph.D., is a pastor and the founder and Executive Director of the Functional Literacy Ministry of Haiti (FLM-Haiti). This organization aims to empower Haitians with education, healthcare and hope. He is the author of five books and twenty articles in Haitian-American relations. He is married to Rozelle Gousse. They have three children and three grandchildren.

Jeanne Pearlman is the Vice President for Program and Policy of the Pittsburgh Foundation, responsible for leading the implementation of the Foundation's grantmaking strategies locally, nationally and internationally. She currently holds adjunct faculty appointments at the H. John Heinz III School at Carnegie Mellon University and the University of Pittsburgh, Department of Urban Studies. Ms. Pearlman is a certified Project Management Professional and earned Masters Degrees in Education and in the History of Art and Architecture at the University of Pittsburgh. She is currently pursuing her Doctorate in Administrative and Policy Studies in the School of Education at the University of Pittsburgh.

Sharon Perelman is the Associate Foundation Director of the United Jewish Federation Foundation. In addition to providing professional leadership for the UJF Foundation with managed assets in excess of \$100M, Ms. Perelman is an attorney with 22 years experience and serves as lead staff for a \$12M Endowment campaign. She founded and developed a Teen Philanthropy Project securing matching funds for teens to participate in a grant-making organization that has distributed in excess of \$50,000 since its inception in 2006. The project won the Association for Fundraising Professionals Outstanding Philanthropic Innovation award in 2008.

Shirl Regan is the Executive Director of Women's Center & Shelter of Greater Pittsburgh, a program for abused women and children that serves over 6,000 clients a year. She is recognized statewide and nationally as an authority in domestic violence program management. The Pittsburgh Post-Gazette in 2006 named Regan to its *Top 50 in Business: Women at the Helm* for her leadership role at the center.

David K. Roger is the President and a Trustee of the Hillman Foundation whose mission is to improve the quality of life in Pittsburgh and southwestern Pennsylvania. Since joining the foundation in 2001, he has been involved in numerous projects including the Hillman Fellows Program in Innovative Cancer Research at the University of Pittsburgh Cancer Institute, Hillman Pediatric Transplant Center at Children's Hospital of Pittsburgh, and Hillman Center for Future-Generation Technologies at Carnegie Mellon University. He is a graduate of Saint Vincent College and holds a Master's Degree in Public Administration and International Affairs from the University of Pittsburgh.

Tara Simmons is the Director of Community Initiatives for the Women and Girls Foundation, responsible for managing the regional outreach efforts and programs that serve donors and grantees throughout southwest Pennsylvania. In this role, she manages WGF's Regional Change Agents program – an expansion of the successful 2005-2007 Girls as Grantmakers. Tara has spent nearly her entire professional career in the nonprofit sector. Prior to joining WGF, she served as Director of Member Services for Grantmakers of Western Pennsylvania and held several positions at Carnegie Mellon. Ms. Simmons serves on the board of the Three Rivers Community Foundation.

Janera Solomon is the Executive Director of the Kelly–Strayhorn Theater, a performing-arts center based in East Liberty which brings local, national and international artists to Pittsburgh. A native of Guyana and a member of the Solomon family known for its steel drum expertise, she has 10 years of work experience with arts programming and a lifetime of cultural diversity. Prior to taking over at the Kelly–Strayhorn, Ms. Solomon was a curator with Philadelphia Live Arts Festival, a sixteen-day contemporary performance festival, and developed and curated the August Wilson Center's first international performing arts festival, "First Voice."

Gary J. Stern is president of Stern Consulting International, specializing in governance, strategic planning, business planning and marketing with nonprofit organizations, associations, philanthropies, and multi-sector collaborations. He is author of *Marketing Workbooks for Nonprofit Organizations Volume I: Develop the Plan* and *Volume II: Mobilize People for Marketing Success*. Mr. Stern is a contributing writer and editor for many Drucker publications including: *Drucker Foundation Strategic Self-Assessment Tool*, *Tool Process Guide*, and *Meeting the Collaboration Challenge Workbook: Developing Strategic Alliances Between Nonprofits and Businesses*.

Frederick W. Thieman was named President of the Buhl Foundation, Pittsburgh's oldest multi-purpose foundation, in June of 2007. Prior to his current role, he pursued a 30-year legal career that included both private practice and serving from 1993-97 as United States Attorney for the Western District of Pennsylvania. Mr. Thieman has served on numerous nonprofit and foundation boards including the Heinz Endowments and the Buhl Foundation, and is the recipient of numerous civic leadership awards from organizations such as the University of Pittsburgh, the Urban League and the Mentoring Partnership of Southwestern Pennsylvania. He is a lifelong resident of the Pittsburgh area and an active member of Church of the Ascension.

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

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 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. Ms. Van Haitsma earned her master's in community organizing and nonprofit management at the University of Pittsburgh.

Michael Weiss is CEO and co-founder of imagistic, a Los Angeles-based Internet strategy, marketing and development firm. Mr. Weiss is a contributor for the Nonprofit Technology Network as a conference speaker and offers expertise to nonprofits through webinars, online office hours and writing articles. Mr. Weiss holds a B.A. in Psychology from Boston University, and M.A. in Counseling Psychology from Loyola-Marymount University. He is on the Advisory Boards for the Ojai Foundation and the Wildwoods Foundation.



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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, by telephone, or by mailing or faxing the attached form 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.

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. 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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January - May 2010 Registration Form

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

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*January-May 2010
Course Catalog*