“Hospitality is not to change people, but to offer them space where change can take place.”

~Henri Nouwen
HOME

As I write this, it is early morning and I sit in my home awaiting the holidays. My Christmas tree, awash in treasures from all the years, glows in the dining room windows, and a lighted Christmas moose and two lit cardinals sit on our porch roof. Christmas in America is Home on steroids!

We are excited about our new home for the Bayer Center, and throughout this catalogue, you’ll see pictures of our nice, new digs. We’ve already baptized it as we do at BCNM with a party. Having friends over for food and stories is a big part of how we make a place real for those of us who have chosen to work at the Bayer Center.

Home for us is welcoming all of you. This home is particularly satisfying because for the first time in our nearly fourteen years, we are co-located with RMU academic programs. It is a real pleasure to share our home with RMU students and faculty, and we are glad for the efficient use of space and other resources. Robert Morris, like all institutions of higher education, is using every penny carefully and looking hard at efficiencies.

The whole nonprofit sector has been and remains in that place, seeking to maximize every resource and making every dollar stretch until the eagle sings! I actively sought this co-location because while the Bayer Center makes very active use of facilities during the day (353 people + 28 business meetings in our first month!), they mostly sat idle at night - the very time many people can go to school. Hence, a perfect opportunity for collaboration...

As you can see from the pictures, we got a beautiful new facility. Our offices are comfortable and attractive, but the real plus in our new arrangement is our two new classrooms. As they are now equipped as fully functioning college classrooms, the technology upgrade is substantial over our previous facilities. Come down and play with our smart boards as you learn something new about governance or finance. Channel your inner Wolf Blitzer and make your answer grow or shrink on the screen!

Seriously, we believe that nonprofit work is of vital importance and deserves equipment and facilities that support the highest quality learning. We are grateful to President Dell’Omo and the RMU Board for their support of our new space, but it was all done to better serve you. We hope to see you there soon.

2013 has a propitious sound...all things, both good and evil, await. Homes that are true are characterized by not only love and acceptance, but also by justice. We at the Bayer Center celebrate all of you who are working for justice for those you serve. We support the efforts of the Campaign for What Works and the work of the GPNP as they seek to make our voices louder and clearer in the halls of government. Our 74% Project is advocating greater opportunities for younger professionals, increased ownership by boards of their responsibilities to their own employees and better solutions for all those who have given their lives in service to their communities and are now facing an uncertain economic future at the end of those careers. These issues will reverberate through the coming months as we work together to keep Pittsburgh and this region a decent and humane place where all of us can be truly at home.

Much success, great courage and stimulating adventures in 2013, beloveds...

Peggy Morrison Outon
Executive Director
THE BAYER CENTER FOR NONPROFIT MANAGEMENT
at Robert Morris University

Not like anybody else.

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

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

Every one of our solutions is a custom solution.

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

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

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

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

Your reality is our reality.

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

In twelve years of service to the nonprofit community, the Bayer Center has completed over 1,000 consulting engagements and educated over 6,500 students. Our consulting clients include human service, arts, faith-based, community development, environmental and education organizations with budgets ranging from $100,000 or less to more than $50,000,000. Our intensive and customized Management, Governance, Financial and Technology consulting services are designed to educate leaders and have resulted in:

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

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

EXECUTIVE COACHING

It doesn’t have to be lonely at the top…

Not if you have a professional coach there with you.

Bayer Center coaches have all been trained in International Coach Federation approved programs, representing the highest standards of coaching ethics and excellence. More than just a sympathetic ear, our coaches can help you be more effective at:

- Managing others
- Managing yourself
- Managing change
- Balancing the demands of your professional and private lives
- In short…
  being more effective at work and play

Coaches don’t tell you what to do; they help you draw on your own natural wisdom to make better decisions from a place of clarity and confidence.

Coaching can provide you with targeted support in making difficult choices as you identify what is most vital to your organization’s mission.

In short, coaching can help you achieve one of the most precious gifts of all — a more effective organization and a peaceful night’s sleep!

For more information on affordable individual or peer-to-peer group coaching at the Bayer Center, please contact Scott Leff, Associate Director, at 412-397-6006 or leff@rmu.edu.

“My coach provided a sounding board for ideas and concerns, made me think further ahead than I normally do, and increased my confidence in areas where I was not so sure of myself.”

— Roy Kraynyk, Director of Land Protection
  Allegheny Land Trust

“Thank you. You’re watching a life change right before your eyes.”

— Jeffrey Dorsey, Executive Director
  Union Project
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NOTE: All classes are located at the Bayer Center for Nonprofit Management located in the Heinz Building at 339 Sixth Avenue, Suite 750, unless noted otherwise.
**DISCOVERY SERIES**

Remember when you were a kid and you made a new discovery and how exciting that was? Well, move over Ponce de Leon, because the Bayer Center’s new Discover Series is your fountain of youth. In these free(!) sessions, come learn about some of the truly exciting opportunities the Bayer Center has to offer and discover how they can enhance your professional effectiveness and personal satisfaction.

**Discovery Series: Coaching**
Friday, Feb. 1 from 8 – 9 a.m.
Why does almost everyone who goes through professional coaching recommend it to all their friends? In this discovery session, you’ll find out. Come get a better understanding of what coaching is and actually see it in action as one lucky volunteer works with a professional coach to begin uncovering the solution to some thorny challenge right before your eyes.

**Instructor:** Scott Leff, Bayer Center
**Fee:** FREE, but registration is required

**Discovery Series: Using the Wage and Benefit Survey**
Friday, March 1 from 8 – 9 a.m.
Those who have used the information provided in previous Wage & Benefit Surveys have been enthusiastic about their ability to influence their Board’s thinking on matters of pay equity for staff – some even report getting a raise themselves! But some fail to reap these benefits because they find the document impenetrable. Good news! If you are one of those and would like a primer on how to use the 2013 survey to analyze your organization’s competitiveness in the nonprofit marketplace, please join us for this session on Using the Wage & Benefit Survey. We’ll look at a sample agency and plot their staff salaries and also allow time for your specific questions.

**Instructor:** Peggy Morrison Outon, Bayer Center
**Fee:** FREE, but registration is required

**Discovery Series: ESC Fair**
Friday, April 5 from 8 – 9 a.m.
ESC Management volunteers come from a variety of backgrounds — corporate, higher education, nonprofit, some are retired, some are working; but all have this in common: They are highly skilled, highly dedicated volunteers who understand the realities of nonprofits, and want to help people with their management challenges. At the ESC Fair, you’ll receive a free one hour clinic with ESC consultants in the areas of finance, HR employee handbook reviews, HR advice, bylaws, organizational development, or staff development. In addition to the tailored assistance, you’ll meet a group of caring, professional advisors who are ready to serve!

**Instructors:** ESC Volunteers
**Fee:** FREE, but registration is required

**Discovery Series: Technology Planning**
Friday, May 3 from 8 – 9 a.m.
Planning for technology helps an organization avoid a piecemeal or “hit and miss” approach that can end up costing more in time and dollars than intended. In this session, we’ll discuss the process of technology planning, including areas of consideration and assessment, planning timeframe and people to involve.

**Instructor:** Cindy Leonard, Bayer Center
**Fee:** FREE, but registration is required

**2013 LEADERSHIP BREAKFAST**
Friday, Jan. 25 from 8 – 10 a.m.
Retirement is a big, scary word for most people. For long-time nonprofit employees, many of whom have been chronically under-paid, it is particularly challenging. Our continued research in the 74% project has exposed the urgency around helping dedicated nonprofit staff better understand their choices with their retirement funds — and how to ameliorate the effects of too little money saved. Please join us as we learn from Cindy Hounsell, President of the Women’s Institute for a Secure Retirement (WISER), who has devoted the last 25 years to helping women protect their financial futures with better strategies for retirement income.

The program will also include the results of the 2013 Wage & Benefit Survey presented by BCNM Executive Director, Peggy Morrison Outon. Please join us as this presentation has never failed to be a valuable discussion.

**Sponsors:**
- Bayer USA Foundation (74% sponsor)
- Eden Hall Foundation (74% sponsor)
- Horovitz Rudoy and Roteman (Leadership Breakfast and 74% sponsor)
- The United Way of Allegheny County (Wage and Benefit Survey sponsor since 2000)

**Fee:** $25 (Free for Wage and Benefit Survey participants and members of the 74% Kitchen Cabinet)
**Location:** The Rivers Club, 301 Grant Street #411 Pittsburgh, PA 15219

Cindy Hounsell has agreed to be a resource for a workshop on retirement strategies to immediately follow the Leadership Breakfast. Please join us for more and deeper information on retirement and its financial challenges.
Women comprise a great majority of the nonprofit workforce in Southwestern Pennsylvania. In fact, 74% of those working in the regional nonprofit sector are female. Approximately 225,000 of those 300,000 employed in nonprofits in Allegheny and surrounding counties are women. But wage equity is not a reality for most women working in regional nonprofit organizations.

Through generous support from the Eden Hall Foundation and Bayer USA Foundation, the Bayer Center for Nonprofit Management at Robert Morris University is leading on behalf of women in the nonprofit workforce through research and education to promote change in this picture. A “Kitchen Cabinet” consisting of over 160 leaders from the private, public and nonprofit sectors has been formed to guide new research efforts on the lives of women in nonprofits, to ask hard, relevant questions, and to distill knowledge into action. And we intend to engage the power of 74% to do just that.

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

**Exploring the lives of women leaders in nonprofit organizations**

**74%**

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

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

**Equitable Employee Compensation**

*Wednesday, Feb. 6 from 9 a.m. – noon*

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

**Instructor:** Ray Frankoski; ESC Volunteer

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

**Understanding Retirement**

*Tuesday, Feb. 12 from 9 a.m. – noon*

Sound retirement planning involves a range of economic and tax considerations. In this overview class, we’ll cover the different considerations for both individuals and employers including:

- Different types of retirement vehicles available to both individuals and employers
- Which plans offer the best tax and other economic advantages
- How social security, health care and other insurance products affect retirement
- If any type of income tax planning now and in the future will affect moneys available for retirement
- Types of estate planning ideas that can be incorporated into future retirement plans

**Instructor:** Paul Block, ParenteBeard LLC

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

**Who Is Taking Over? Developing Your Next Generation of Leaders**

*Tuesday, March 26 from 9 a.m. – noon*

Many nonprofits are facing a change of guard in leadership. In addition, the demands placed on nonprofit leadership are ever changing. What assurances exist that the next crop of leaders will be ready to assume the ranks of responsibility in growing your nonprofit towards the fulfillment of your mission?

This workshop will provide a systematic process to identify the key elements of what makes a great leader for your nonprofit, where leaders come from within the organization and how best to develop them so they will have the skills and competencies to assume the role when their day arrives.

**Instructors:** Richard Citrin, Citrin Consulting; Michael Couch, Michael Couch and Associates

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

**74% Summer Celebration Luncheon**

*Thursday, May 30 from noon – 2 p.m.*

You are cordially invited to join us as we re-convene to discuss new findings in our ongoing research project, “74%: Exploring the Lives of Women Leaders in Nonprofit Organizations.” We have conducted focus groups, surveys and over 50 interviews and have found some interesting research that we would like to test with your own experiences. Join us for lunch while we continue to work on becoming a community movement and make some noise!

**Fee:** $20 to cover the direct cost of lunch

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**United Way and Bayer Center Resources**

**The Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations** is a crucial tool for filling out the 990. You can access this free resource under the “Agencies” tab at unitedwaypittsburgh.org.
WELCOME TO OUR OFFICES!

Can you guess which office belongs to which BCNM team member? You'll have to pay us a visit and find out if you guessed correctly!
What isn’t nonprofit management? At the Bayer Center, we view nonprofit management as a holistic quilt that weaves together diverse and mutually supporting skills from governance to fundraising to financial analysis to technology to marketing to forming partnerships and alliances... the list goes on and on. Put them all together and what you have is a strategic approach to decision-making that accounts for human needs and organizational sustainability. The following classes will help you learn the techniques; our coaching and consulting services will help you put them into practice.

Some of the ways we assist organizations are:

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

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

### Becoming a Supervisor

**Tuesday, Feb. 5 from 9 a.m. – 4 p.m.**

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

**Instructors:** Wendy Hardman, ESC Volunteer; Alice Warfield; PNC Bank

**Fee:** $125 ($115 if paid online) and includes lunch

### Effective Presentations

**Thursday, Feb. 14 from 9 a.m. – noon**

A narrative that lacks a human touch or a lack of audience interaction can contribute to wandering attention. We’ll focus on planning and executing a presentation to maximize your audience’s level of knowledge and interest in your topic and discuss the optimal blend of facts and stories that will make your presentations memorable. Stick around for the afternoon session on how to use PowerPoint to make those newly improved presentations sing!

**Instructor:** Jeff Forster, Bayer Center

**Fee:** $65 ($55 if paid online) OR $50 when taken with “PowerPoint Skills and Secrets” on page 8 (includes lunch)

### Planned Giving: The Basics

**Thursday, Feb. 7 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 bosses and Boards that they are ready to start. A useful follow-up to this class is Planned Giving: Beyond the Basics.

**Instructor:** Maureen Mahoney Hill, CFRE

**Fee:** $65 ($55 if paid online) OR $115 ($100 if paid online) OR $50 when taken with “PowerPoint Skills and Secrets” on page 8 (includes lunch)

### Planned Giving: Beyond the Basics

**Thursday, Feb. 28 from 9 a.m. – noon**

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

**Instructor:** Maureen Mahoney Hill, CFRE

**Fee:** $65 ($55 if paid online) OR $115 ($100 if paid online) OR $50 when taken with “PowerPoint Skills and Secrets” on page 8 (includes lunch)
PowerPoint Skills and Secrets

Thursday, Feb. 14 from 1 – 4 p.m.
The morning’s Effective Presentations class offers a general context about how to use (and not to use) PowerPoint; this session will teach skills in alignment with that best-practice context. We’ll get down to the nitty gritty of techniques for optimally using an existing PowerPoint presentation and how to create and edit PowerPoint files. In this hands-on class, you’ll learn how to add charts, graphics, photos and media clips in PowerPoint. You’ll also learn about formatting, using the different views available in PowerPoint and how to animate and transition between slides.

Instructor: Jeff Forster, Bayer Center
Fee: $65 ($55 if paid online) OR $50 when taken with “Effective Presentations” on page 7 (includes lunch)

Presenting to a Funder

Tuesday, Feb. 19 from 9 a.m. – noon
Although presentations of any kind can make us nervous, presenting to a funder creates a special kind of anxiety. That’s all the more reason to hone material (what you’re going to say, your packaging, your visuals and the documents you’ll leave with the funder) for maximum impact. This class will drill down from general principles about presenting effectively to focus on presenting effectively when enlisting investment support from a funder.

Instructors: Peggy Outon and Jeff Forster, Bayer Center
Fee: $65 ($55 if paid online)

Human Resource Roundtables

Wednesdays, Feb. 20 and May 15 from 8 – 9:30 a.m.
The HR job can be a lonely one — thank goodness there’s strength in numbers. You need peers to challenge, listen, develop and encourage you. The HR Roundtable is just that. Every meeting the group discusses a topic with some insights brought from the trainer. Afterward, a good chunk of the meeting is dedicated to helping each other work through issues your organization is facing. Don’t miss this unique development opportunity.

Topics will include Wage and Hour Issues: Fair labor Standards Act Mistakes and Trends and Changes (February) and creating a professional development program so every staff member is developing and growing (May).

Instructors: ESC Volunteers
Fee: $10
Location: Urban Impact Foundation, Northside

Last Daisy Petal Standing? Your Marketing Mix!

Wednesday, March 6 from 9 a.m. – noon
Move beyond your “to do” list to actually finishing marketing tasks that make a difference. When it comes to marketing, pick off the “daisy petals” that are less critical to find the tasks that are more important. As nonprofits often do more reactive than proactive marketing, learn some practical tools to set realistic priorities, hone your skills, and see projects through implementation. Inventory your advantages and articulate the messages your audiences need to hear.

Instructor: Yvonne Hudson, New Place Collaborations, LLC
Fee: $65 ($55 if paid online)

Cost of Conflict

Tuesday, March 12 from 9 a.m. – noon
It is estimated that 20-40% of a manager’s time is spent addressing conflict. 65% of performance problems result from strained relationships between employees. This workshop teaches skills that draw on cognitive, emotional and behavioral approaches for resolving workplace conflicts. De-escalation, identifying emotional triggers and understanding the neurobiology of conflict will be addressed. Building conflict competent skills results in improved quality of relationships, creative solutions, and increased productivity.

Instructor: Mary Jo Harwood, Center for Victims
Fee: $65 ($55 if paid online)

The 10 Most Common HR Mistakes Nonprofits Make

Wednesday, March 13 from 9 a.m. – noon
Nonprofits face unique human resources challenges as they strive to fulfill their missions in times of financial belt-tightening, staffing shortages, increased government oversight and ever-changing regulations. Human resources issues can dramatically affect an organization and are more important than ever for nonprofits to understand and adapt to the rapidly changing employment and labor landscape.

Virtually every aspect of employment including how we hire, pay, evaluate, promote, discipline, reward, provide benefits, record keep, settle disputes between employees, assign work, monitor social media and other technology use, control the workplace environment, etc., will be covered! This program is designed to address both the theory and practice sides of this challenging topic through lecture, case studies, many real-world examples, class discussion and interactive role-playing exercises.

Instructor: Albert Lee, Esq., Tucker Arensberg, P.C.
Fee: $65 ($55 if paid online)
Who Is Taking Over?
Developing Your Next Generation of Leaders

Tuesday, March 26 from 9 a.m. – noon

Many nonprofits are facing a change of guard in leadership. In addition, the demands placed on nonprofit leadership are ever changing. What assurances exist that the next crop of leaders will be ready to assume the ranks of responsibility in growing your nonprofit towards the fulfillment of your mission? This workshop will provide a systematic process to identify the key elements of what makes a great leader for your nonprofit, where leaders come from within the organization and how best to develop them so they will have the skills and competencies to assume the role when their day arrives.

Instructors: Richard Citrin, Citrin Consulting; Michael Couch, Michael Couch and Associates
Fee: $65 ($55 if paid online)

Creating a Fundraising Strategy

Wednesday, April 10 from 1 – 4 p.m.

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

Instructor: Dave Brewton, DRB Community Development Consulting
Fee: $65 ($55 if paid online)

Boards and Fundraising

Tuesday, April 2 from 9 a.m. – noon

A frequent complaint about nonprofit Boards is that they are not active enough in fundraising. What is the root of this problem, and how can we put in place a process to solve it? This seminar will challenge you to think in new ways about the roles of Board and staff members and how they can work effectively together to raise more funds. It will be led by an executive director who has nearly 30 years of experience in partnering with Board members around this issue. This session is open to both staff and Board members, but is most effective when an agency can send both. Bring your questions, and expect a lively discussion.

Instructor: Don Block, Greater Pittsburgh Literacy Council
Fee: $65 ($55 if paid online)

The Science (and the Art) of Being the BEST Trainer!

Wednesday, April 17 from 9 a.m. – noon

There are core foundation skills that are required of every trainer – this is the ‘science’ of training, our goals, content and expected results of the training session. What brings training alive is the ‘art’ of training – our style and how we communicate. We’ll blend both science and art in learning how to use your personal passion, content knowledge and skills to make each session unique and a successful experience for both you and your participants. Topics will include:

- Adult learning application and the Training Triangle
- Analysis of the training needs
- Design of the training session
- Development of the content and materials
- Implementation and personal style
- Managing participant involvement (exercises, questions, negative behaviors)
- Evaluation of the results and on-the-job applications

Instructor: Cheryl Bean, Compass Business Solutions, Inc.
Fee: $65 ($55 if paid online)

Praises With or Without Raises

Wednesday, April 24 from 9 a.m. – noon

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

Instructor: Ray Frankoski, ESC Volunteer Fee: $65 ($55 if paid online)

SAVE THE DATE!

Thursday, May 23 is Nonprofit Banjo Night!

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

Instructor: Cheryl Bean, Compass Business Solutions, Inc.
Fee: $65 ($55 if paid online)
Building Media Allies  
Wednesday, May 1 from 9 – 11 a.m.
Every nonprofit needs the media to get its message out. Nonprofit leaders require insight into that world. Join three Pittsburgh media writers and editors who are longtime friends of our nonprofit community as they discuss techniques for creating and maintaining those valuable relationships. We’ll have plenty of time for Q & A.

Instructors: Lulu Orr, Bayer Center; Tracy Certo, Pop City; Bill Zlatos, Pittsburgh Tribune-Review; Joyce Gannon, Pittsburgh Post-Gazette
 Fee: $40 ($30 if paid online)

Choosing or Changing Your Fundraising Software  
Thursday, May 9 from 9 – 11 a.m.
Don’t make a mistake! Choose fundraising software that’s right for your organization. We help you figure out what you really need and what you can do without. Then we point you in a direction that won’t break the bank or your database.

Instructor: Jeff Forster, Bayer Center
 Fee: $40 ($30 if paid online)

Get Your Stories Straight  
Thursday, May 16 from 9 a.m. – noon
Arm yourself and your staff with the material that will come in handy when it’s time to introduce people to your mission and story. This workshop will help you craft your tagline, one-sentence overview, an emblematic story you can tell in 15 minutes and a more detailed half-hour presentation that is sure to make sure your audience remembers what you want them to remember.

Instructor: Jeff Forster, Bayer Center
 Fee: $65 ($55 if paid online)

Supporting Staff After Exposure to Traumatic Incidents  
Tuesday, May 21 from 9 a.m. – noon
Incidents of mass violence and the wrath of Mother Nature have become all too commonplace over the past few years. The chances of your staff being impacted by such incidents either directly or indirectly are high. Exposure to traumatic incidents may adversely impact one’s ability to concentrate, tolerate typical workplace challenges, or result in higher absenteeism.

This workshop will identify common characteristics of trauma and provide a basic understanding of the neurobiology of trauma. Such understanding will equip managers and supervisors to more effectively address their staff’s needs, and provide or refer to appropriate support resources.

Instructor: Mary Jo Harwood, Center for Victims
 Fee: $65 ($55 if paid online)

Looking for grantwriting classes?  
Our friends at the Foundation Center have got you covered! Visit their website at http://www.carnegielibrary.org/locations/foundationcenter or call 412-622-6277 to see what they’ve got on deck!
NONPROFIT MANAGEMENT CLINICS

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

Instructor: Jeff Forster, Bayer Center  
Fee: $50 per hour

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

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

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

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

Instructors: ESC Volunteers  
Fee: $50 per hour

Emerging Organizations Clinic  
60-minute sessions available by appointment  
Thinking of starting a nonprofit? We’ll give you one-on-one guidance with the next steps — whether it is more research, looking into fiscal sponsorship, or reviewing an exemption application. We’ll guide you through different options and the decision-making process.

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

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

Instructor: Ray Frankoski, ESC Volunteer  
Fee: $50 per hour (Due to the complexity of this topic, a 2-hour minimum is required)

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

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

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

Instructor: Ray Frankoski, ESC Volunteer  
Fee: $50 per hour

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

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

Instructor:Varies  
Fee: $50 per hour

Marketing Clinic  
60-minute sessions available by appointment  
In this clinic, we’ll review your current marketing strategy and materials, and give you advice about where you should focus your energy to align with your mission, customers, and needs.

Instructor: Dorothy Hufford, ESC Volunteer  
Fee: $50 per hour

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

Instructor: Jeff Forster, Bayer Center  
Fee: $50 per hour
What is BoardsWork!?

BoardsWork! (BW!) is a program of the Bayer Center for Nonprofit Management (BCNM) through which nonprofits receive a customized assessment, Board retreat, and access to a pool of skilled and eager Board prospects from local businesses and corporations who have been trained in all aspects of good governance. The program is focused on the practical and appropriate, with the retreat tailored to the needs of each individual nonprofit Board.

Why do I need BoardsWork!?

**Strong Boards build strong nonprofits...**

**BoardsWork! builds strong Boards.**

An organization achieves its best when it is supported by skilled and enthusiastic Board members who bring energy and fresh ideas and enhance your Board’s portfolio and skillset.

BoardsWork! specializes in…

- Enhancing technical skills
- Sharpening strategic thinking
- Understanding succession planning
- Coaching on Board/staff roles and responsibilities
- Streamlining policies
- Honing bylaws
- Increasing fundraising revenues

**BoardsWork! is an excellent value for your hard earned funds!**

Your benefits include…

- A custom assessment resulting in a Board retreat planned and facilitated by BCNM
- A focused retreat to meet the needs of your Board’s development
- Matching your nonprofit with fully trained Board members from your local business community
- Listing as a BW! Award Agency in a report to local funders and in the Pittsburgh Business Times
- Use of the BW! Award seal on your fundraising, grant, marketing and communication materials
- Periodic convenings of BW! Award winners
- Discounts for current Board members on all BCNM classes

Where does it all happen?

You tell us! The retreat can be here at the Bayer Center downtown, at your facility, or at an offsite location.

When should I take advantage of BoardsWork!?

NOW. BoardsWork! already has a pool of trained, enthusiastic members from American Eagle, Bayer Corporation and Huntington Bank waiting to serve on your Board. BoardsWork! is ready to customize the retreat for your nonprofit. Our first group in the Board matching pool is talented, skilled – and ready to serve!

How do I join BoardsWork!?

Contact Program Director Lulu Orr at boardswork@rmu.edu or 412-397-6012 to send you a BoardsWork! Request for Services form, or to answer any questions you may have. The cost is only $1,000 for your customized retreat, right to use the BoardsWork! Award seal, and to enter the matching pool, then $250 annually to remain a BoardsWork! Award Agency and stay in the matching pool. Partial scholarships may be available for organizations who qualify. Flexible payment terms are also available.

Start earning your BoardsWork! Award TODAY!
Good governance is core to every organization’s effectiveness and results. As an enhancement to our BoardsWork! program to train and match skilled Board members with BoardsWork! Award agencies, we are offering this slate of governance classes. Attend these classes together and smooth the road for your shared journey.

Next Up…Board Officer!
Wednesday, Jan. 30 from 9 a.m. – noon
Learn from a current Board chair who will tell it like it really is as we answer questions such as:
- What are the Board officer positions?
- Who should fill them?
- How do you encourage a Board member to become an officer?
- What makes an effective Board officer?

If you are considering a Board officer position or looking for ways to encourage a current Board member to take a leadership role on the Board, this class is for you!

Instructor: Paul Block, ParenteBeard LLC
Fee: $65 ($55 if paid online)

Board Diversity:
Easier Said than Done!
Tuesday, Feb. 26 from 1 – 4 p.m.
Developing a diverse Board of Directors is sometimes easier said than done, however, it is critical to the sustainability of any organization. This workshop is designed to provide nonprofit organizations with information on how to effectively address inclusion when developing a strong Board of Directors. This session will discuss considerations for this process including implementation of trainings, policies, practices and recruitment strategies.

Instructor: Dina Clark, YWCA of Greater Pittsburgh
Fee: $65 ($55 if paid online)

Getting Your Feet Wet:
New Board Member Training
Wednesday, Feb. 27 from 1 – 4 p.m.
You’re a Board member now (or thinking of becoming one), so now what? The first few Board meetings can feel intimidating, but only if you let them! Finding out what, who and when to ask questions at those first few Board meetings from the Bayer Center’s BoardsWork! Director will make your new role as a Board member all it can and should be.

Instructor: Lulu Orr, Bayer Center
Fee: $65 ($55 if paid online)

Boardroom Dancing
Monday, March 4 from noon – 2 p.m.
Executive Directors – do you know how to get the best out of your Board?
Board members – do you know how to get the best out of your Executive Director?

Let’s talk! Join us for a casual and intimate conversation over lunch at the Bayer Center about how you can both work with and for one another to create a solid foundation for your nonprofit. After all…clear communication is the key to a healthy team. Open to nonprofit executives or Board members, but most effective if your agency can send both!

Instructors: Peggy Morrison Outon and Lulu Orr, Bayer Center
Fee: $40 ($30 if paid online) and includes lunch

Boardsmanship Basics
Thursday, April 11 from 1 – 3 p.m.
While this class is called “basics,” we’re invested in seeing that Boards are high functioning engines of opportunity for their nonprofits. We’ll provide an overview of effective nonprofit governance including role clarity, what is expected of the Board by each other as well as the IRS and funding communities, how best to compose a new or revitalized Board, statement of expectations, and Board evaluation.

Instructor: Peggy Morrison Outon, Bayer Center
Fee: $40 ($30 if paid online)

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

Instructor: Sue McLaughlin, ESC Volunteer
Fee: $50 per hour (Due to the complexity of this topic, a 2-hour minimum is required.)
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.

**Planned Giving:**

**The Basics**

**Thursday, Feb. 7 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 bosses and Boards that they are ready to start. A useful follow-up to this class is Planned Giving: Beyond the Basics.

**Instructor:** Maureen Mahoney Hill, CFRE

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

**Planned Giving:**

**Beyond the Basics**

**Thursday, Feb. 28 from 9 a.m. – noon**

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

**Instructor:** Maureen Mahoney Hill, CFRE

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

**Understanding Retirement**

**Tuesday, Feb. 12 from 9 a.m. – noon**

Sound retirement planning involves a range of economic and tax considerations. In this overview class, we’ll cover the different considerations for both individuals and employers including:

- Different types of retirement vehicles available to both individuals and employers
- Which plans offer the best tax and other economic advantages
- How Social Security, health care and other insurance products affect retirement
- If any type of income tax planning now and in the future will affect moneys available for retirement
- Types of estate planning ideas that can be incorporated into future retirement plan

**Instructor:** Paul Block, ParenteBeard LLC

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

**Demystifying Financial Statements**

**Wednesday, May 8 from 9 a.m. – noon**

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

**Instructors:** Scott Leff and Garrett Cooper, Bayer Center

**Fee:** $65 ($55 if paid online)
Every Number Tells a Story  
*Wednesday, May 15 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. 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.  
(Prerequisite: Demystifying Financial Statements or instructor’s approval.)

**Instructors:** Scott Leff and Garrett Cooper, Bayer Center  
**Fee:** $85 ($55 if paid online)

QuickBooks from Scratch  
*Wednesdays, May 22 and 29 from 9 a.m. – noon*
If you’re the financial manager or bookkeeper of a small nonprofit, QuickBooks is your solution for keeping track of all things fiscal. We teach you how to:
- Create a chart of accounts
- Track program, administrative and fundraising costs
- Monitor restricted grants
- Input your budget
- Create and access reports
- Input donor information

…and much more!

This class is intentionally small and hands on, so bring lots of questions and we’ll answer them!

**Instructor:** Garrett Cooper, Bayer Center  
**Fee:** $125 ($115 if paid online)

Prepping for an Audit Clinic  
*60-minute sessions available by appointment*
Do the words “financial audit” make the hair on the back of your neck rise? Work with one of our volunteers to help make sure you’re tracking your finances well, walk through the audit process, and gather required documentation long before the auditors arrive.

**Instructor:** John Eichenlaub, ESC Volunteer  
**Fee:** $50 per hour (Due to the complexity of this topic, a 2-hour minimum is required.)

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 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.
Jeff Forster’s legendary PowerPoint presentations are going to look incredible on our new Smartboards. See them for yourself at “Effective Presentations” and “PowerPoint Skills and Secrets” listed on pages 7 and 8.”
Today more than ever nonprofits need to use technology wisely to stay competitive, prove effectiveness and communicate with constituents. The Bayer Center’s tech consultants have a broad and deep knowledge of the technology issues challenging nonprofits. Whether in your office or in our classroom, we speak English, not Geek, so that you can understand the entire process. If you need a new website, can’t figure out what fundraising software to buy, want your own database, or just feel like chilling out at Access Camp, you’ll find that our support is always real, never virtual.

Some of the ways we assist organizations are:

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

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

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

**Allegheny** (Cost $10)
- Wednesday, Feb. 6 from 8:30 – 10 a.m. at The Children’s Museum of Pittsburgh (North Shore)
- Wednesday, March 6 from 8:30 – 10 a.m. at The Children’s Museum of Pittsburgh (North Shore)
- Wednesday, April 3 from 8:30 – 10 a.m. at the Frick Art and Historical Center (Point Breeze)
- Wednesday, May 1 from 8:30 – 10 a.m. at the Frick Art and Historical Center (Point Breeze)

R.S.V.P. to Shelby Gracey at gracey@rmu.edu or 412-397-6000.

**Westmoreland**
(Breakfast cost is individual responsibility)
- Tuesday, Jan. 8 from 8 – 9:30 a.m. at YWCA of Westmoreland County (Greensburg)
- Tuesday, March 12 from 8 – 9:30 a.m. at YWCA of Westmoreland County (Greensburg)
- Tuesday, May 14 from 8 – 9:30 a.m. at YWCA of Westmoreland County (Greensburg)

R.S.V.P. to Gina McGrath at ginam@ywcawestmoreland.org or 724-834-9390 x107.

Managing Your Workload with Free Tech Tools
**Wednesday, Jan. 16 from 9 a.m. – 4 p.m.**
Get a fresh start in the New Year by reclaiming your workload and your life! Personal organization is a skill that can be learned, just like swimming or riding a bike. In this class, you’ll learn hands-on about free technology tools and tips to get organized, increase productivity and decrease stress.

**Instructor:** Cindy Leonard, Bayer Center
**Fee:** $125 ($115 if paid online)

Getting Started with Microsoft SharePoint
**Tuesday, Jan. 22 from 9 a.m. – noon**
You’ve heard people rave about SharePoint, but can your nonprofit use it? Discover what SharePoint is meant to do for organizations, the versions available, where to get them and the equipment needed to run them. Learn how to plan your SharePoint site, identify who should be included, and how to build excitement in others about what it can do. You’ll also learn popular features such as record management and versioning, flexibility of views, social network tools and how to connect to SharePoint from Office for seamless use.

**Instructor:** Michelle Hines, UCP/CLASS
**Fee:** $65 ($55 if paid online)

iPad Basics
**Thursday, Jan. 24 OR Thursday, April 18 from 9 a.m. – noon**
Have you just gotten an iPad, but haven’t done much beyond surfing the Web? In this class, we’ll cover iPad with iOS 6 basics and walk you through the various configuration settings. Students should plan to bring an iPad 2, 3 or Mini to class.

**Note:** Only iPad and iOS will be covered in this class. Call the Bayer Center if you need a one-on-one clinic for Android or other types of devices.

**Instructor:** Cindy Leonard, Bayer Center
**Fee:** $65 ($55 if paid online) per session
Awesome iPad Apps You Can Use

Thursday, Jan. 31 OR Thursday, April 25 from 9 a.m. – 4 p.m.

So many apps, so little time! In this class, you’ll learn about the Apps Store and how to find useful, interesting and fun apps for productivity, communications and more. We’ll teach you how to download, install and configure apps and how to uninstall them if you change your mind later. We’ll go over the basics of using some of the more popular apps and give you plenty of time for guided experimentation. Students should plan to bring an iPad 2, 3 or Mini to class.

Note: Only iPad and iOS will be covered in this class. Call the Bayer Center if you need a one-on-one clinic for Android or other types of devices.

Instructor: Cindy Leonard, Bayer Center
Fee: $125 ($115 if paid online) per session

PowerPoint Skills and Secrets

Thursday, Feb. 14 from 1 – 4 p.m.

The morning’s Effective Presentations class offers a general context about how to use (and not to use) PowerPoint; this session will teach skills in alignment with that best-practice context. We’ll get down to the nitty gritty of techniques for optimally using an existing PowerPoint presentation and how to create and edit PowerPoint files. In this hands-on class, you’ll learn how to add charts, graphics, photos and media clips in PowerPoint. You’ll also learn about formatting, using the different views available in PowerPoint and how to animate and transition between slides.

Instructor: Jeff Forster, Bayer Center
Fee: $65 ($55 if paid online) OR $50 when taken with “Effective Presentations” on page 7 (includes lunch)

Mass Appeal: Comparing Bulk Email Tools

Tuesday, March 5 from 9 – 11 a.m.

Have you been thinking about using a managed email tool to streamline your mass emails or improve their design or targeting? It would really help to hear from people who currently use the leading tools on the market, right? That’s what we thought. So we’ve assembled a panel of your nonprofit communications peers to talk about Constant Contact, Mail Chimp and Vertical Response. This moderated panel discussion will focus on the strengths and weaknesses of these various options, including list management, formatting, segmenting and interoperability with other tools. We can’t make the decision for you, but you’ll hear from people who have made this choice.

Instructors: Jeff Forster and Carrie Richards, Bayer Center; Julie Boyce Kuna, Southwinds, Inc.; Catherine Olteanu, Lemur Conservation Foundation
Fee: $40 ($30 if paid online)

Free-Range Data

Thursday, March 7 from 9 a.m. – noon

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

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

For intermediate to advanced Access users.

Instructor: Jeff Forster, Bayer Center
Fee: $40

Presentation Visuals that Work (Webinar)

Thursday and Friday March 14 – 15 from 10 – 11 a.m.

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

Instructor: Jeff Forster, Bayer Center
Fee: $40
Beginning Web Design with WordPress

Wednesday and Thursday March 20 – 21 from 9 a.m. – 4 p.m.
Are you a website novice who needs to know how to design a basic website that works? WordPress is a website content management system that is great for building and managing websites, even for beginners. In this two-day, hands-on class, we will build an entire small website from start to finish. Nonprofit staff without previous web design experience and web design staff who want to learn WordPress are welcome.

Instructor: Cindy Leonard, Bayer Center
Fee: $250 ($220 if paid online) and includes lunch both days

Beyond Posting: Social Media, Security, Ethics and Management

Wednesday, March 27 from 9 a.m. – 4 p.m.
This course is for those who know the basics of Social Media and are looking to take that next step in tightening their security, strengthening their online ethics, and nurturing user and staff engagement, as well as what to post, how to post, and how often to post. Participants of this class will learn the importance of a transparent online presence while remaining true to their organizational values. We will cover which tools are right for your organization from Facebook, Twitter, LinkedIn, google+, Pinterest, and Youtube. Learn how to set up the appropriate security for their needs and engage leadership, staff, and constituents. This course will be interactive and hands-on. After this course, attendees will be able to navigate the social media realm with confidence and post with the best of them for high returns!

Instructor: Kelly Uzzo, Pace
Fee: $125 ($115 if paid online) and includes lunch

Semi-Automatic Social Media

Wednesday, April 3 from 9 a.m. – noon
Discover how to connect your website and social media accounts to increase sharing and influence. We’ll create a sample social media flowchart and discuss specific tools that you can use to automate parts of the process.

Instructor: John Carman, Avenue Design Studios
Fee: $65 ($55 if paid online)

Beginner Blogging Basics

Wednesday, April 3 from 1 – 4 p.m.
Learn the tools and tactics that you will need to start your organization’s blog. We’ll also cover microblogging and other social networking tools that you can use to grow your blog’s reach.

Instructor: John Carman, Avenue Design Studios
Fee: $65 ($55 if paid online)

DIY Database Requirements Analysis

Tuesday, April 16 from 9 a.m. – noon
Database demonstrations can be dizzying, especially for a group of people trying to make a software purchase decision together. (And demos are nothing compared to contemplating custom development.) Preparing in advance a clear set of your organization’s database requirements provides a firm foundation from which to evaluate your options. This practical workshop will help you create the right context for good decision-making with tools you can take back and use at your organization to comprehensively and clearly articulate what you need before you shop. No technical skills required.

Instructor: Jeff Forster, Bayer Center
Fee: $65 ($55 if paid online)

Introduction to Excel 2010

Tuesday, April 23 from 9 a.m. – noon
Learn Excel basics in the morning session including:
• Worksheet creation
• Formula creation
• Cell formatting using “mouse pointers”
• Absolute cell references
• Printing your worksheet

Instructor: Cindy Leonard, Bayer Center
Fee: $65 ($55 if paid online) per session OR $100 for the whole day (includes lunch)

Intermediate Excel 2010

Tuesday, April 23 from 1 – 4 p.m.
Learn more about Excel in the afternoon including:
• Worksheet templates creation and use
• Using functions
• Creating links between worksheets
• Database features
• Chart creation and formatting

Instructor: Jeff Forster, Bayer Center
Fee: $65 ($55 if paid online) per session OR $100 for the whole day (includes lunch)

Community Outreach and Image Cultivation in the Digital Era

Tuesday, May 14 from 9 a.m. – noon
Community outreach and image cultivation in the digital era: social media training is designed to give organizational leaders as well as those who are hands on with social media efforts a look at real world application, organizational considerations and tools to increase effectiveness around the use of social media. This course will cover a variety of “how to” as well as lead an open forum to discuss social media and its use as a communication and fundraising tool.

Instructor: Darrell Kinsell, Marilyn G. Rabb Foundation
Fee: $65 ($55 if paid online)
### Android Clinic

**60-minute sessions available by appointment**

Do you have an Android phone or tablet, but haven’t done much with it yet? Get one-on-one help on using the Android operating system, configuring your phone and downloading/installing apps.

**Instructor:** Cindy Leonard, Bayer Center  
**Fee:** $50 per hour

### Does Your Website Work?

**60-minute sessions available by appointment**

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

**Instructor:** Cindy Leonard, Bayer Center  
**Fee:** $50 per hour

### Now What?: A Clinic on Access Databases

**60-minute sessions available by appointment**

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

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

For intermediate to advanced Access users.

**Instructor:** Jeff Forster, Bayer Center  
**Fee:** $50 per hour (Due to the complexity of this topic, a 2-hour minimum is required)

### Dreamweaver/WordPress Clinic

**60-minute sessions available by appointment**

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

**Instructor:** Cindy Leonard, Bayer Center  
**Fee:** $50 per hour

### Excel/Spreadsheet Clinic

**60-minute sessions available by appointment**

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

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

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

**Instructor:** Jeff Forster, Bayer Center  
**Fee:** $50 per hour

### Social Media Clinic

**60-minute sessions available by appointment**

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

**Instructor:** Cindy Leonard, Bayer Center  
**Fee:** $50 per hour

### Website Accessibility Clinic

**60-minute sessions available by appointment**

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

**Instructor:** Tiffany Kuchta, Allegheny Graphics Web Development, LLC  
**Fee:** $50 per hour

### Custom Training

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

Frequently requested topics include:

- Technology
- Fundraising
- Nonprofit finance
- Supervision and leadership
- Board development
- 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.
Who are you? No, don’t dismiss this question. It’s vitally important. Way down there, at the core of your organization’s soul, who really, really are you?...

When he became interested in nonprofits, the 20th century management guru, Peter Drucker, devised a set of five questions that every NPO should ask itself. The first of these is: What is our mission?

Well, Drucker caught on, and today, most nonprofits ask themselves at some point or another: What is our mission? But when you ask yourself that question, do you really, really ask it?

Far too often, the mission discussion becomes one of form more than substance. Does the mission have to be just one sentence long? Does it even have to be a sentence? Should it start with the organization’s name or with the word “to?”

Or, in many cases, organizations end up with beauty pageant contestant mission statements: We want to achieve world peace… or end hunger… or do everything good for everybody all over the planet – You know what I mean. Chances are you’ve seen a couple of these; hopefully, you don’t have one.

The point of the mission statement question, though, is to get to the essence of what it is that you’re hoping to accomplish and from that to derive a focus that enables you to make strategic decisions. Here’s an example.

Suppose that you are an organization that deals with homelessness. Your core goal – the thing that gives you your reason for opening your doors – could be ending homelessness in your city. Or, your core goal could be providing shelter so that every homeless person in your city has a warm, safe place to sleep at night. These are equally valuable and worthwhile missions, but they are vastly different.

With the first mission, you may decide to focus exclusively on research and advocacy, and deliver no direct services. In that case, if someone offered to donate a building to you, a good strategic decision probably would be to turn it down. However, if the second mission were your core focus, then acquiring a building might become your major strategic initiative.

This is a very simple example for illustration purposes, and, in reality, an organization could have both of these objectives as its mission. The point is that a clear answer to the mission question is essential for any nonprofit. Board and staff need to know what you’re there for, and then you need to test that mission with research and with your stakeholders.

Actually, thousands of years before Peter Drucker, Socrates latched on to this point when he advised: Know thyself. It’s really, really important that you really do.

Scott B. Leff
Associate Director
STAFF BIOS

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

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

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

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

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

Cindy Leonard is Senior Manager, Technology Program for the Bayer Center for Nonprofit Management at Robert Morris University. She has been helping nonprofits to leverage technology since 1999. Cindy facilitates Bagels & Bytes meetings, organizes the Bayer Center’s annual TechNow conference, and writes the monthly e-newsletter TechNotes, all while spending most of her time consulting with and teaching technology-related classes to local nonprofits. She has presented at conferences for a variety of national, state and local organizations. Cindy holds a B.S. in computer science, an M.B.A. and a M.Ed. in instructional design technology, all from Seton Hill University.

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

Carrie Richards is Marketing Manager at the Bayer Center for Nonprofit Management at Robert Morris University where she develops and markets BCNM’s educational programs and provides nonprofit event planning services. A North Side resident and proud owner of a rescued pit bull, she is an officer at the Allegheny Elks Lodge #339 and serves on the development committee of the Saxifrage School. Carrie earned a degree in youth ministry from Eastern University, completed a master’s degree in nonprofit management and is currently pursuing a second master’s degree in human resources, both from Robert Morris University.

Carrie Tancrator is Consultant and Researcher at the Bayer Center for Nonprofit Management at Robert Morris University, responsible for the collection and analysis of customer, demographic, and survey data. She also contributes original research to the 74% Project which explores the lives of women in the nonprofit sector. A Schreyer’s Scholar at The Pennsylvania State University, Carrie earned her degree in communications. She holds a master’s degree in public administration from the University of Delaware. In addition to being an active Board member and volunteer, Carrie is a marathoner and the proud parent to a tail-less shelter cat, Rocky.

Yvonne Van Haitsma has been a Consultant at the Bayer Center for Nonprofit Management at Robert Morris University since 2000 and is the ESC Program Director. She has 14 years of experience consulting with nonprofit organizations in collaboration development, strategic planning, Board development, and executive transitions locally and in El Salvador and Ecuador. Yvonne earned her master’s in community organizing and nonprofit management at the University of Pittsburgh. She has consulted with many organizations, including the Girl Scouts of Western Pennsylvania, the Women and Girls Foundation, Pediatric Palliative Care Coalition, Fayette County Conservation District, Metro Family Health Practice, YouthWorks, Inc, etc.
**INSTRUCTOR BIOS**

**Lynette Asson**, principal of New Place Collaborations, is an events and marketing maven who creates powerful marketing strategies for businesses and nonprofits. She produces events ranging from intimate receptions to large convention center shows. Lynette worked as national production manager for the International Beauty Show. Her expertise includes adult learning, artist relations, and trade show management for international corporations Goldwell/KMS, Wella, and Redken. This johannes factotum happily retuned to Pittsburgh where she has worked with many local nonprofits and corporations.

**Cheryl Ann Bean** is the President of Compass Business Solutions, Inc., (since 1994) where she offers creative energy and business acumen in guiding organizations through development of human resources processes, systems and people. She has led and implemented projects encompassing the full cycle of business and workforce development, including strategic development, policies, compensation and benefits, performance management, training and development, and talent acquisition. Cheryl’s clients range from start-up organizations to Fortune 500s in a wide-range of industries. She holds a master’s degree from Saint Francis University in Human Resources and a bachelor’s degree from Pennsylvania State University.

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

**Paul Block, CPA/JD**, is the Senior Manager of Tax Services for Parente Beard LLC with over 30 years’ experience. He earned a JD from Duquesne University School of Law, a MS in taxation from Robert Morris University, an MBA in Accounting and is a certified CPA. His volunteer resume is equally extensive, serving on the boards of Animal Rescue League, Bach Choir of Pittsburgh, Consumer Health Coalition, and the Persad Center as well as on five nonprofit finance committees including the Allegheny County Library Association, Gateway to the Arts, Dreams of Hope, POWER and the Society for Middle-Ear Disease.

**Julie Boyce-Kuna** is the Director of Development and Marketing at Southwind, Inc., a nonprofit that provides group homes to adults with intellectual and developmental challenges. She is responsible for creating and implementing an annual strategic development plan where she has exceeded fundraising goals for the last two years, managing special events including an annual golf outing and participation in the Highmark Walk for a Healthy Community and increasing public visibility through social media. Julie has a bachelor of science in human development and family studies from The Pennsylvania State University and a master of science in nonprofit management from Carlow University.

**Dave Brewton** is a native of Pittsburgh with a 30-year career working with faith-based nonprofits, including Breachmenders, Inc., the East Liberty Family Health Care Center, and the Coalition for Christian Outreach. In these roles he has worked with leaders and has led efforts to raise tens of millions of dollars from individuals, churches, foundations, government, and other entities – he understands all of the aspects of a diversified fundraising strategy. Currently, Dave is Principal in his own new firm, “DRB Community Development Consulting.”

**John Carman** owns Avenue Design Studios, a boutique communication design firm with a focus on social media branding and marketing. In 2005, John helped create and co-produce one of the first podcasts online, and in 2006 he became involved with the PodCamp social media un-conferences. He met his first social media client at PodCamp Pittsburgh, and launched Avenue Design Studios in 2007 to help other clients optimize their website and social media communications. In 2009, John co-founded AJAX Street, a software development company, which was part of the AlphaLab startup accelerator program.

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

**Richard Citrin, Ph.D., MBA**, is passionate about helping individuals and organizations identify and use their best talents to achieve success using his skills as a psychologist, corporate executive, and entrepreneur to assist clients to create unique solutions to both everyday and complex challenges. His clients include both profit and nonprofit entities such as The Greater Pittsburgh Community Food Bank, Adelphoi, Family Resources, Leadership Pittsburgh, The University of Pittsburgh, LANXESS, FedEx and many others. Richard is active in the community serving on the Boards of the Kelly-Strayhorn Theater, Allegheny Health Choices, Community Day School as well as the Planning Commission of O’Hara Township.

**Michael Couch** has made a career out of improving the performance of organizations, both as a business executive and as the owner of Michael Couch & Associates. His unique background in manufacturing operations, business unit management, human resources and organization effectiveness allows him to wear many hats and collaborate with people throughout a company to build strategy-capable organizations. Michael is the President of the HR Leadership Forum of Western PA and a Board Member of the Pittsburgh HR Association. He is certified as a Human Capital Strategist by the Human Capital Institute and was selected for the 2012 Talent Management Magazine Human Capital Executive Research Board.
Dina Clark is the Director of the Center for Race and Gender Equity at the YWCA, downtown Pittsburgh. Previously, she was the first Executive Director of the Western Pennsylvania Diversity Initiative. Dina was named one of Pittsburgh’s 40 under 40 by Pittsburgh Magazine and received the ”Women of Excellence” award from the Pittsburgh Courier. She is a graduate of Leadership Pittsburgh Inc. (Class XXIII), and serves on several boards and advisory committees including the Allegheny Regional Asset District, the Pittsburgh Pirates Diversity Committee, WQED Multimedia, Sustainable Pittsburgh, and the Pittsburgh Human Resource Association. Dina is currently pursuing a master’s degree at Duquesne University, with a concentration on global leadership.

John E. Eichenlaub has been a volunteer with Executive Service Corps since 2000 where he has participated in a number of financial planning, accounting and budgeting projects. He retired after spending the last 14 years of his career as Controller and CFO of Community College of Allegheny County. His work experience (which includes 7 years as a manager in the consulting practice of Price Waterhouse Coopers) centered on financial matters for both profit and nonprofit organizations. He holds a CPA certificate in the state of Pennsylvania.

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

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

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

Mary Jo Harwood, MSW, LSW, is the director of the Dialogue and Resolution Center (DRC), a division of the Center for Victims which provides conflict resolution, training and mediation services. Prior to becoming the DRC director, Mary Jo served as the associate director of the Center for Victims of Violence and Crime. She is a certified trainer and crisis responder for the National Organization of Victim Assistance and the Keystone Crisis Intervention Team, with experience in local, state, and national crisis response. She has developed and delivered trainings to national and international audiences specific to the impacts of trauma and vicarious trauma on professionals and communities.

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

Michelle Hines is Technology Director at UCP/CLASS. She began work with UCP/CLASS as a graduate student intern from the University of Pittsburgh’s School of Social Work. After receiving her M.S.W., Michelle worked on a variety of development and technology tasks. A former accidental techie, Michelle now develops annual tech plans, manages over 20 servers, administers a VOIP system, coordinates development of custom databases, and interfaces with all other departments at UCP/CLASS. She is a board member at Interplay Child Care Center and is involved with NTEN, the Pittsburgh Chapter of Young Nonprofit Professionals Network, and the Pittsburgh Tech Council.

Leadership Breakfast Keynote

Cindy Hounsell is the President of WISER, the Women’s Institute for a Secure Retirement, a nonprofit organization that seeks to improve the opportunities for women to secure retirement income and to educate the public about the inequities that disadvantage women in retirement. An attorney and retirement expert, she has testified before Congress, served as a delegate for a number of White House Summits and conferences including the last two White House Conferences on Aging, the White House Social Security Conference and each of the National Retirement Saver Summits. Cindy was appointed in 2011 to the ERISA Advisory Council and in 2008 by the Bush Administration to the Advisory Panel on Medicare Education (APME) representing the field of retirement and financial planning. She has been honored by Money Magazine as one of their “Money Heroes” as part of a year-long celebration of 40 people who have made extraordinary efforts to improve the financial well-being of others, by Women’s eNews as one of 21 Leaders for the 21st Century and by the National Adult Protective Services Association for her leadership and commitment to older women with their NAPSA Collaboration Award.
Yvonne Hudson, principal of New Place Collaborations, is a versatile marketing/PR expert who creates mission-driven solutions for nonprofits and businesses. She directed communications on the campuses of Carnegie Mellon, Chatham, New York Law, Yeshiva University, and University of Pittsburgh Theatre Arts. She has worked with many nonprofits including Opera Theater SummerFest, Mission Vision, Financial Planning Association, Pittsburgh Symphony, and Three Rivers Shakespeare Festival. Yvonne earned an MA in arts management and developed her solo show Mrs. Shakespeare at Pitt. A journalism and psychology alumna of Point Park University, Yvonne is founder/director of Poets Corner Arts.

D.S. Kinsel is the National Social Media Coordinator for Marilyn G. Rabb Foundation (MGR). Kinsel manages platforms such as WordPress, Facebook, and Twitter for programs within MGR’s bailiwick. Kinsel also provides online content and social media guidance for various arts organization and small businesses in the area. The City Paper recently identified Kinsel as the 3rd best “Tweeter” in Pittsburgh for his work with MGR and his individual Twitter account.

Albert Lee, Esq., is a management-oriented employment and labor law attorney, who is also a professional speaker and educator. He is a Shareholder with the Pittsburgh-based law firm of Tucker Arensberg, P.C., which has received multiple Best Law Firm Rankings by U.S. News & World Report – Best Lawyers. His clients range from some of the largest international companies and insurers to regional family-owned businesses and are concentrated in the nonprofit, healthcare, manufacturing, service and educational sectors. He received his law degree from the University of Pittsburgh School of Law, where he served in a number of editorial positions on the Journal of Law and Commerce.

Sue McLaughlin has been an ESC volunteer since 1995. Previously, she spent twenty-five years as an attorney at the U.S. Department of Housing and Urban Development, responsible for overseeing the planning, financing and management of FHA-insured hospitals, nursing homes and multi-family housing. As an ESC volunteer, Sue has worked with numerous nonprofit clients on review and revision of bylaws, board development, executive director mentoring, fundraising, and other tasks. She has also been a facilitator for the regional dialogues sponsored by Alan Kukovich, “The Power of 32,” and is an active member of South United Methodist Church in Wilkinsburg.

Catherine Olteanu is the Manager of Communications and Development at the Lemur Conservation Foundation. Her professional career includes serving as Facilitator for Quality Improvement with an interdisciplinary team at Dartmouth Hitchcock Medical Center, Director of Development at the Western Pennsylvania Humane Society, and Development Manager at the Carnegie Museums of Pittsburgh. Other professional experience includes market research and analysis with several Fortune 500 companies.

Kelly Carter Uzzo is Marketing Communications Manager for Pace, a special education and mental health day school for youth with emotional disorders and/or autism. She developed and launched a successful online marketing strategy that led to increased constituent interaction of over 100% by the end of its first year of implementation. Kelly has over eight years’ experience in marketing and specializes in both internal and external communications. She holds certificates in organizational communication and labor studies & employment relations from Pennsylvania State University where she is pursuing her degree in organizational leadership.

Alice Warfield is a Vice President, Group Leader at PNC Bank, specializing in providing excellent customer care leading nine teams (including two bilingual teams) and new hire onboarding and experiences in the PNC Call Center. She provides training and development and coaching of employees and supervisors. She serves on the PNC Call Center Diversity Council, as a Women’s Leadership Council Member at the United Way of Allegheny County, and served on the Board of Directors for the Career Connections Charter High School. She joined ESC in 2012, and has worked in training and development for nonprofit supervisors and leaders.

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


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REGISTRATION INFORMATION

The registration deadline for all classes is one week before the course begins (or the first session of a series). Register early — space is limited. You may register for any of the courses online at rmu.edu/bcnmregistration or by mailing the form on page 29 with payment in full by check or credit card. Need additional registration forms? Visit bcnm-rmu.org 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 bcnm-rmu.org or call 412-397-6000.

DISCOUNTS

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

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

WITHDRAWAL AND REFUND POLICY

A full refund will be granted if the Bayer Center is notified of withdrawal at least five business days prior to the start of the session. No refund will be granted if the individual fails to attend or notify the Bayer Center five days prior to the event. If payment has not been made in advance and the individual fails to attend without notification, payment is still required and will be invoiced. A student may transfer their registration to another member of their organization without penalty but must notify the Bayer Center at least 1 business day prior to the start of the session.

CANCELLATION POLICY

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

PLEASE NOTE

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

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Save the Trees
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