“Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek.”

– Barack Obama
LETTER FROM THE EXECUTIVE DIRECTOR

There is a Chinese curse, “May you live in interesting times.” This is abundantly true right now. As you read my words, we are days away from the inauguration of a new President whose arrival presages profound change in our social contract between government and the citizens. Those of us who have given our lives to work in the nonprofit sector are deeply curious how these new lines will be drawn. What is the work of government? How can the private sector best contribute to the health and well-being of society and still deliver full measure of financial return to its shareholders? And for those of us who have chosen the ambiguous middle ground of not government and not business but the social sector, which can serve as glue between private and public, what’s our job to be now?

After 9/11, I wrote an e-letter to those who were on our emailing list. In my grief and horror, you were the ones in which I sought comfort and found hope and a measure of safety. You who have championed the poor, dealt with inequities, looked at our society’s failures and partial successes with clear eyes and firm resolution. You’ve been working to see that America lived up to its promises even a little and for all its citizens. I have been so proud to know you. I have long known that even though you lacked even remotely adequate resources to address the challenges...even though we have not always had a sophisticated analysis of our social ills and the necessary answers...so many of you have gotten up day after day to take your part in the battle for a better world. You are the ones we’ve been waiting for – the ones we seek.

Our newest program, the Covestro Institute for Engagement (CIE), is helping us to build a sturdy bridge with our allies and friends in the business community. Over eight hundred business leaders have put their time and talent to work on boards through the BoardsWork! program and on skills-based volunteer projects. Because of the business knowledge of our new friends, The Food Bank has a new real-time inventory system. ACHIEVA has a better plan for procuring and delivering the necessary supplies to its group homes. The City of Pittsburgh continues to improve its recycling process. And more than 125 nonprofits have new voices with new skills and new circles of influence serving on their boards! I am so proud of the work of CIE. This is a new tool for ambitious nonprofits to extend their grasp and realize some more of their goals...save some money, do something smarter, make new, smart friends!

Because of CIE, the Bayer Center’s work was featured at the recent conference at the National League of Cities. People from around the country were treated to a comprehensive presentation about all things CIE, which featured testimonials from corporate leaders, case studies of skills-based projects both for nonprofits and municipalities and a moving story of generous values being lived out in board service. Having the session at the City of Asylum and including their inspiring work made our national guests realize what a remarkable place is Pittsburgh...a place of ingenuity, kindness and breadth. It was a great morning! We are indebted to the Mayor’s Office for their advocacy on our behalf.

To end where I began. I believe that what you do every day to preserve people’s dignity, provide some measure of opportunity, work in concert with our government and business allies is what makes America great...has, is and will be in the future. We are safer, stronger, smarter and kinder together. At the Bayer Center, we believe none of us is as smart as all of us. Whatever our immediate future holds, I know that we collectively will meet the challenges with concern for justice and human dignity, and amazing resourcefulness built from years of working both harder and smarter by forging effective coalitions from shared concern, real determination and the lived experience of yearning for a better tomorrow for all who live in our region. God bless each of you. God bless these United States of America.

Excelsior, excelsior, beloveds.

Peggy Morrison Outon, Executive Director
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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 16 years of service to the nonprofit community, the Bayer Center has completed over 1,700 consulting engagements and educated over 9,000 students. Our consulting clients include human services, 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.

Note: All classes are located at the Bayer Center for Nonprofit Management in the Heinz 57 Center at 339 Sixth Avenue, Suite 750, unless noted otherwise.
NEW AND EXCITING AT THE BAYER CENTER

Leadership Briefing
Friday, Feb. 10 from 7:30 – 9 a.m.
The results are in! Because of your good work, the 2017 Wage and Benefits Survey for Southwestern PA 501(c)3 Nonprofit Organizations is ready to be unveiled, and we would like you to be among the first to hear and discuss the results. Please join us!
Location: Heinz 57 Conference Center
Fee: $25 (Free for participants of the Wage and Benefit Survey)

CIE Presents:
We’re Jazzed: A Mock Board Meeting
Thursday, March 23 from 5 – 7 p.m.
The Covestro Institute for Engagement presents a One Act Play in which a nonprofit board addresses potential failure with heated words, inert threats and a screaming saxophone. Deaf from discordant overtures to save the day, the newest player hears a note of hope. But is it an A-major or a B-flat?
Fee: $25 (Free for CIE Members)

Scholarships
Through the generosity of the Arconic Foundation, partial scholarships will be offered to organizations demonstrating budget restraints. Please complete our scholarship application online for consideration at BCNM–RMU.ORG/ClassesEvents.

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

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

For information about BCNM Financial Consulting, call 412-397-6000.
Demystifying Nonprofit Financials  
Wednesday, Jan. 25 from 1 – 4 p.m.

Nonprofits’ financial statements are one key tool for monitoring organizational performance and health – especially if we can understand what they’re telling us! In this class, we’ll start with the basics, walking through two central reports: the Statement of Activities and the Statement of Financial Position. We’ll show how these reports reflect your organization’s activities in words, not just numbers, including where your money comes from and where it’s spent. Participants will leave understanding their organization’s core business model as well as a few key trends, ratios or metrics to monitor financial well-being. Sample reports will be available, but we encourage participants to bring copies of their organization’s audited financial statements and/or most recent financial reports.

Instructor: Evie Gardner, Bayer Center

Fee: $65 ($55 if paid online)

Accounting and Auditing Update  
Thursday, Feb. 2 from 9 a.m. – noon

This course provides a comprehensive review of the new and recent pronouncements issued by the FASB, GASB, ASB and ARSC. We will focus on the latest FASB standards as well as exposure drafts including revenue recognition, leases, changes to nonprofit financial and related notes to the financial statements and guidance focusing on issues applicable to accountants and auditors in public accounting and private industry.

Instructors: Joseph C. Zovko and Rich Fischer, Louis Plung and Company, LLP

Fee: $65 ($55 if paid online)

QuickBooks for Nonprofits  
Tuesday, March 28 from 9 a.m. – 4 p.m.

QuickBooks has a large share of the accounting software market and it is used frequently by nonprofit entities. In this class you will be instructed on how to design and setup a QuickBooks file for a nonprofit entity and be provided with hands-on experience. This will include: how to enter and pay bills, track expenses, enter deposits and track all income. We will review the procedures for a successful month-end close, and learn the features of the QuickBooks reporting system and how to extract the information from it.

Instructor: Melanie Rutan, Bookminders

Fee: $125 ($115 if paid online)

Sound and Strategic Nonprofit Investment: Risks and Rewards  
Tuesday, April 4 from 4 – 6 p.m.

Many of our region’s nonprofits oversee the investment of significant community assets. Other nonprofits are exploring using strategic investments to grow and diversify their annual revenues. Boards and executives may be thinking about their readiness to successfully balance risk and reward, or prudently act as effective financial stewards and fiduciaries – all while staying focused on their nonprofit’s mission. This class will identify the key leadership and governance practices to help nonprofits proactively meet the demands of:

- Drafting, adopting and adhering to prudent investment policies
- Understanding structure, risks and rewards of portfolios
- Determining appropriate and sustainable spending policies and allocations
- Developing structures and practices to address fiduciary risks
- Managing ethical considerations in investing

Instructors: Joseph R. Lantz, Federated Investors and Evie Gardner, Bayer Center

Fee: $65 ($55 if paid online)

Your Pathway to Retirement  
Thursday, April 20 from 9 – 11:30 a.m.

Financial sustainability isn’t just for nonprofits... it’s also for you! Hear from financial advisors from the Farrell Group at Pittsburgh-based Hefren-Tillotson as they describe pathways to your retirement and raise your awareness of financial detours that could derail your future. With advice tailored to a variety of age groups, this presentation is designed to help the “newly hired” to “just retired” and everybody in between.

Instructors: Greg Farrell and Randee Baer, Hefren-Tillotson

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

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.)
Covestro Institute for Engagement (CIE) and the Nonprofit Community

CIE is a collaboration between the Bayer Center for Nonprofit Management at Robert Morris University and Covestro LLC, connecting the purpose and mission of nonprofit organizations with the skills and talents of business professionals. Through CIE, we offer new ways to connect employees to meaningful and rewarding community organizations and projects, while working with nonprofits on their organizational challenges to achieve tangible results.

CIE builds a sturdy bridge between businesses and nonprofits, delivering substantive value and mutual long-term benefit. Our programs like BoardsWork! and Skills-Based Volunteering provide nonprofits with opportunities to effectively focus on challenges and implement sound solutions, while businesses exercise active social responsibility through employee engagement and development.

ASSET collaborated with a team of SBV participants from Covestro LLC to restructure their bills of material, which would allow their ERP system to automatically transfer funds between general ledger accounts. Rebecca Shapiro, director of business technology for ASSET’s STEM Education said, “The biggest advantage of having a team work with us was getting an outside perspective on a problem we had been wrestling with for some time but could not afford to solve using consultants. With the team’s help, we evaluated a number of scenarios and came up with a solution that worked. Our next step is implementing the action plan that the team also worked with us to develop.”

Become Inaugural Members

Through the generosity of Covestro LLC and our foundation champions, nonprofit organizations can become inaugural members of CIE. Nonprofits with an annual budget of $1M or less can participate in a CIE program for a yearly investment of only $250, and those more than $1M for just $500. CIE members also receive discounted educational and training opportunities at BCNM, invitations to exclusive CIE events, and publicity in multiple media outlets.

BoardsWork! Builds Better Boards

BoardsWork! helps organizations clarify board roles and responsibilities, sharpen strategic thinking and financial oversight, streamline policies and procedures or implement direct fundraising strategies. Nonprofit boards can also develop mutually beneficial partnerships with service-minded business professionals who are trained in effective nonprofit governance through custom board member matches. By participating in BoardsWork!, nonprofit award agencies receive an individualized governance assessment, a customized, half-day board retreat and up to two newly trained board members.

Skills-Based Volunteering Solves Challenges

Skills-Based Volunteering creates opportunities for organizational growth. It encourages a sense of community and engagement between businesses and nonprofit organizations when skilled teams of three or four employees apply their business expertise to a specific challenge that a nonprofit needs to solve. They work together, stimulating cross-functional and organizational relationships. Organizations tackle business roadblocks in twelve-week projects.
What isn’t nonprofit management?

At the Bayer Center, we view nonprofit management as a holistic quilt that weaves together diverse and mutually supporting skills, from governance to fundraising to financial analysis to technology to marketing to forming partnerships and alliances… the list goes on and on. Put them all together and what you have is a strategic approach to decision-making that accounts for human needs and organizational sustainability. The following classes will help you learn the techniques; our coaching and consulting services will help you put them into practice.

Some of the ways we assist organizations are:

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

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

BoardsWork! Board Member Training
Tuesday, Jan. 10 from 8:30 a.m. – 4:30 p.m. OR
Wednesday, March 1 from 8:30 a.m. – 4:30 p.m. OR
Tuesday, May 2 from 8:30 a.m. – 4:30 p.m.

Whether you’re a seasoned board member or looking for your first board experience, you’ll learn effective nonprofit governance that will prepare you to be matched with a local nonprofit, or enhance your current board service. In this full day session, we’ll cover the full gamut of nonprofit governance including boardsmanship, fundraising, financial oversight, planning and technology.

Instructors: Peggy Morrison Outon, Evie Gardner and Carrie Richards, Bayer Center

Fee: $425 and includes lunch ($325 for those not requiring matching services)

Getting It Done Through Skills-Based Volunteer Projects
Wednesday, Feb. 1 from 9 a.m. – noon

In a recent survey of nonprofit organizations, two of the greatest barriers to organizational sustainability are access to expertise and budgetary constraints. Skills-based volunteering can help by providing expertise and volunteer hours for a low cost. The success of the project depends on the design of the project, the skills of the volunteers and the management of the project. After a project is completed, new supporters and allies need to continue to be engaged.

Instructors: Selena Schmidt, PBS Kids and Yvonne Van Haitsma, Bayer Center

Fee: $65 ($55 if paid online)

Mid-Level Donors: Bridging the Gap Between Annual and Major Gifts
Tuesday, Feb. 7 from 9 a.m. – noon

Are you looking to improve donor retention? Does your organization want to increase the revenue given per donor? Do you have a direct mail and major gifts programs, but lack a clear plan for the donors in between and need a balanced way to do more with this group? Creating a mid-level donor program might be the right option for you. This session will be an interactive way to help you develop your mid-level donors and access the money left on the table by your most dedicated donors. Join us to find out how to love your mid-level donors!

Instructor: Emma Gilmore Kieran, Pilot Peak Consulting

Fee: $65 ($55 if paid online)
Hot Topics in Wage and Hour Litigation

Thursday, Feb. 9 from 9 a.m. – noon

FLSA cases are the fastest growing segment of employment litigation far exceeding the number of all other employment class actions. Join us as we discuss the recent hot topics in wage and hour law, which includes the anticipated changes to the weekly salary basis for exempt employees, the proposed changes to the duties tests for the executive exemption under the FLSA, as well as FLSA background and basics, FLSA trends and hot areas of FLSA litigation, including independent contractor designations and litigation avoidance.

Instructor: Katherine Koop, Tucker Arensberg

Fee: $65 ($55 if paid online)

Conflict Toolbox!

Tuesday, Feb. 14 from 9 a.m. – 4 p.m.

It’s inevitable that your staff, your consumers and your board (maybe even you!) will get irritated from time to time. It may feel easiest just to move on. However, it’s possible not only to understand and manage conflict, but to get to the root of it, resulting in fewer and less severe problems and an atmosphere of improved trust and openness. This class will focus on understanding dynamics of conflict and building a kit of specific skills. Wherever you experience conflict, this can help! This class will not only illustrate new ways to engage that conflict productively, it will provide lots of hands-on practice in a safe and experimental laboratory setting. Bring your toughest questions, and we’ll see what gets the wheels turning once again.

Instructor: Susan Loucks, Bayer Center

Fee: $125 ($115 if paid online)

HR Roundtables

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.

Wednesday, Feb. 15 from 8:30 – 10 a.m.

New Overtime Laws: Implementation Challenges

with Brenda Dare of Dare Enterprises

Wednesday, April 19 from 8:30 – 10 a.m.

The New I–9: Hiring Immigrants

Fee: FREE, but registration is required

Location: Urban Impact Foundation, 801 Union Avenue, 15212

Theory of Change: Honing Your Logic Model

Tuesday, Feb. 21 from 9 a.m. – 4 p.m.

Logic models have been around a long time, 30+ years. Are they passé? Come to this class and see how a solid logic model based on a goal with strong links between activities and outcomes can be the foundation for a Theory of Change for your organization. Hone your logic model based on strong expectations about what will create impact for your program’s consumers. Then, develop indicators based on your expectations and supported by knowledge of best practices and research. Leave the class in a better position to measure your program’s impact and be able to understand when things work and why and when they don’t turn out as expected, how to make them better. All participants must identify and share one long term outcome or overall program goal they will be working with in the training ahead of time.

Instructor: Maria Zeglen Townsend, Townsend Associates LLC and Sheila Bell, Allegheny County Department of Human Services

Fee: $125 ($115 if paid online)

Finding and Getting the Best People

Wednesday, Feb. 22 from 1 – 4 p.m.

With overall unemployment at a low level, nonprofits and small businesses are struggling to recruit and hire the employees they need as they compete with larger companies and organizations. This program will cover some strategies for identifying organization strengths that can be used to recruit talented individuals. Also covered will be developing “rewards” that go beyond high pay that candidates may want and how to connect with the candidate audience. Finally, the program will review selection techniques including the use of assessment tools, effective interviews and background and reference checking.

Instructor: Phyllis G. Hartman, ESC Volunteer

Fee: $65 ($55 if paid online)

Advocacy 2.0:
New Approaches for the 21st Century

Thursday, Feb. 23 from 9 a.m. – noon

Few nonprofits have the time, capacity or money to play the old “get a lobbyist to schmooze for you,” approach ... and they shouldn’t do it anyway. With today’s technology, political environment, and the strengths of many nonprofits’ causes, there are other more efficient and effective ways to move an issue or advance a cause with elected leaders. Learn how nonprofits can leverage their work, consumers, donors, board members and the public at large to be their own “lobbyist.”

Instructor: John Denny, Denny Civic Solutions

Fee: $65 ($55 if paid online)
Working with Our Corporate Allies

Friday, March 10 from 9 – 11 a.m.

With an increased focus on Corporate Social Responsibility, corporations and businesses are more enthusiastic than ever to find nonprofit partners to create mutually beneficial volunteer opportunities for their employees. Let’s talk about the prospects for corporate volunteerism and how to make your organization a likely recipient.

Moderator: Lulu Orr, Bayer Center
Panelists: Vernee Smith, FedEx Ground; Sharon Cercone, PNC Bank

Engaging Mission-Minded Millennials

Friday, March 17 from 9 – 11 a.m.

The millennial generation, which now represents about one fourth of the US population, is reshaping the ways in which our communities operate. With millennials’ widespread renewed interest in service and community, as well as an “always on” and media-rich lifestyle, many nonprofits see opportunities to further their missions by engaging the time, talent and treasures of this well-educated and diverse generation. Join our panel as they explore innovative, Pittsburgh-tested strategies to activate millennials as nonprofit employees, volunteers, donors, and supporters.

Moderator: Evie Gardner, Bayer Center
Panelists: Meredith Grelli, Wigle Whiskey; Andrea Stanford, PNC

Working with Our Foundation Allies

Friday, March 24 from 9 – 11 a.m.

Generous gifts from foundations have often secured the future for regional nonprofits. But there are close to 8,500 nonprofits in southwestern Pennsylvania alone, and foundation leaders have to make hard choices and are challenged to make every dollar count. Come reflect with a few of our region’s most thoughtful foundation leaders about how they make those decisions.

Moderator: Peggy Morrison Outon, Bayer Center
Panelists: Carmen Anderson, The Heinz Endowments; Sam Reiman, RK Mellon Foundation; Jenny Kelly, Roy A. Hunt Foundation

Working with Our Policy Allies

Friday, March 31 from 9 – 11 a.m.

Many times, as work is done in the community, it becomes clear that public policy needs to change. Learn how to determine who can help, how they can help and how to make them want to help your organization in its effort to create lasting policy or legislative change. Join this dynamic panel of experts as we discuss advocacy efforts that work.

Moderator: Peggy Morrison Outon, Bayer Center
Panelists: Al Condeluci, CLASS; John Lydon, Auberle; and David Streeter, GPNP

Creative Solutions

Friday, April 7 from 9 – 11 a.m.

Creative arrangements using barter and cooperative structures are seeing great success in our sector, and the opportunity for growth is ripe! Come hear from nonprofits that have come up with some unique solutions to everyday problems through partnerships that have had a lasting impact.

Moderator: Peggy Morrison Outon, Bayer Center
Panelists: Angela Garcia, Global Links; Jeffrey Dorsey, Union Project; Mike Gable, Construction Junction

Conversation, Camaraderie and Coffee!

March and April are all about panel discussions! Join us on Friday mornings as we talk about how to better be fundraisers, advocates, corporate partners and more! Sessions are $40 each ($30 if payment is received online) or $100 for all four sessions. What a great way to end each work week with conversation, camaraderie and coffee!
Praises Without Raises

Thursday, March 2 from 9 – 11 a.m.

If you are not in a position to provide salary increases, what are some ways to reward employees with no cost? 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:** $40 ($30 if paid online)

Telling the Right Story at the Right Time to the Right People

Wednesday, March 8 from 1 – 4 p.m.

The Internet, particularly social media, makes it easier than ever to get your story out to the public, without having to worry about relying on the news media as an intermediary. But how do you know if you are reaching the right audience, and how do you know that you have a good story to tell? We’ll talk about matching your strategic goals to your communications objectives and picking the right tactics to reach your audience.

**Instructor:** Jonathan Potts, Robert Morris University
**Fee:** $65 ($55 if paid online)

Understanding and Developing Critical Leadership Skills

Tuesday, March 14 from 9 a.m. – noon

This action-based workshop will allow you to not only gain an understanding of your own mission-critical leadership skills but to also walk away with a targeted plan to leverage your skills to address a real-time business challenge. By the end of the session you will:

- Understand the crucial knowledge, skills and abilities (competencies) required to address any leadership challenge
- Identify the skills that are critical to their own leadership success
- Understand a basic formula for leveraging or developing your leadership skills
- Create an Impact Map that clearly aligns your skills to a key organization or department outcome
- Create a customized Intentional Development Plan linked to an existing leadership challenge

**Instructor:** Michael Couch, Michael Couch and Associates, Inc.
**Fee:** $65 ($55 if paid online)

An Introduction to Planned Giving

Wednesday, March 15 from 9 a.m. – 4 p.m.

Bequests and other types of planned gifts are the lowest cost, highest value gifts nonprofits can generate. If planned giving isn’t part of your fundraising program, now is the time to start! In this session participants will learn why planned giving is important for every development program, how to identify planned giving prospects (they may not be who you think they are!) and the simple techniques of a basic, easy to implement planned giving program that will work in any sized organization.

Dive more deeply into the world of planned giving in the afternoon session where we’ll explore more complex types of gift vehicles, best practice for gift acceptance policies and effective marketing and outreach tactics. The session will include an opportunity to discuss your prospects and discover the best strategies for cultivation and solicitation. All participants will learn and practice talking to their donors about planned gifts. Leave this session ready to improve your relationships with your donors and increase your dollars raised with planned giving.

**Instructor:** Maureen Mahoney Hill, CFRE
**Fee:** $125 ($115 if paid online)

The Accidental Marketer

Wednesday, March 22 from 9 a.m. – noon

Social media, websites, email campaigns, publicity… all important marketing elements often assigned to nonprofit employees who find themselves “accidental marketers.” Often organizations with no assigned marketing or PR staffer distribute those tasks among others who encounter new projects that required new skills. Designed for new marketers, this workshop provides tips and tactics for prioritizing tasks, creating content, developing volunteer support, and creating a plan that’s not an accident, but strategic.

**Instructors:** Yvonne Hudson and Lynette Asson, New Place Collaborations
**Fee:** $65 ($55 if paid online)

Igniting Change

Thursday, March 23 from 9 a.m. – noon

We often know what we would like to change in our organization, but actually implementing that change is another story! Join us to gain a deeper understanding of how change occurs within an organizational system. You will practice skills that generate buy-in to change processes and be better positioned to leverage your own power for transformation.

**Instructors:** Seth Hufford, The People Group and Susan Loucks, Bayer Center
**Fee:** $65 ($55 if paid online)
Strategic Planning: A Must in Turbulent Times

*Wednesday, March 29 from 9 a.m. – 4 p.m.*

Today’s nonprofit environment overflows with challenge, opportunity and change. Strategic thinking, an inspiring vision and carrying out a solid plan are vital signs for any nonprofit, large or small. With everyone’s time at a premium, creating the right strategic planning process for your organization makes all the difference. This full-day workshop provides an in-depth introduction to strategic planning and the opportunity to delve deeply into stakeholder engagement: a critical success factor in shaping and implementing successful strategic plans.

A fast-paced introductory overview sets the stage for understanding effective strategic planning. Content includes:

- “Strategic Planning 101” – the key components for a great process and effective plan
- Guided discussion to zero in on your organization’s aims for strategic planning
- Options for choosing the right approach for your organization
- A helpful checklist that clarifies important roles for board members, staff and consultants
- An experiential strategic plan “launch” that produces energy and open minds
- Tips for keeping a plan real and alive over time

The workshop continues with a deeper dive into stakeholder engagement, including:

- Meaningful roles for internal stakeholders that build understanding and ownership for the plan
- How to segment priority external stakeholders to be reached for input
- How to balance the right mix of affordable research techniques to build relationships and gain critical input
- Creating a draft core questionnaire for your organization to gain input across all stakeholder groups
- Case study examples of analysis, reporting and how stakeholder input directly translates a completed strategic plan

**Instructor:** Gary Stern, Stern Consulting International

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

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Applied Research at the Bayer Center...

What Now?

There’s so much to know about the nonprofit sector. At the Bayer Center, we keep asking…

After reporting a gender wage gap in every iteration of the Wage and Benefit Survey since its inception in 2000, the 74% Research Project was sparked. The Bayer Center examined thousands of 990 forms for Southwestern PA nonprofits to learn about local wage inequity issues. Our research revealed three major focus areas:

- Providing professional development for emerging leaders
- Strengthening the board’s role in human resources management
- Ensuring local nonprofit organizations and individuals are better prepared for retirement

This third focus area got us thinking…

Baby Boomers have been responsible for building and sustaining the nonprofit sector... and are turning 65 at the rate of 10,000 a day. Therefore, the sector is facing a crisis.

Because most nonprofit organizations have insufficient resources to address H.R. – the retirement boom will inevitably result in inadequate preparation for those retiring and for those fulfilling new leadership roles.

In order to design solutions for our region, we are seeking to understand the individual and organizational issues related to retirement through the “What Now?” project, funded by the R.K. Mellon Foundation.

To continue our multi-faceted research on this topic through education, we offer these classes which will speak to on-the-ground realities faced by employees in the nonprofit sector:

- Leadership Briefing (*page 4*)
- Your Pathway to Retirement (*page 5*)
- Engaging Mission-Minded Millennials (*page 9*)
- Understanding and Developing Critical Leadership Skills (*page 10*)
- Supporting and Evaluating the ED (*page 12*)
**Boards: Don’t Check Your Passion at the Door!**

*Thursday, March 30 from 9 a.m. – noon*

Passionate, respectful dialogue is a necessity of our times. Join us to learn how to create a board culture that makes engaged and robust discussions the norm, even with many diverse and strongly held opinions. We will spend a dynamic morning exploring specific tools and techniques for boards and their executive directors to expand perspectives, honor differences, make wise decisions and deal with conflict should it arise.

**Instructors:** Gary Stern, Stern Consulting International and Susan Loucks, Bayer Center

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

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**Prepping for Evaluation: Getting Your Ducks in a Row**

*Tuesday, April 11 from 1 – 4 p.m.*

It can be overwhelming to consider undertaking a program evaluation. But, once it’s done it can be a catalyst for improving program outcomes. We’ll break it down. First we’ll consider the goal of an evaluation activity, then identify stakeholders, discuss why it’s important to start by defining the program logic. These initial preparations inform the development of evaluation questions. We’ll scout out the existing program data and consider its organization and discuss the methods to obtain additional information. Different audiences require different reports. Finally, we’ll reflect on ways that findings can be used to improve program outcomes.

**Instructor:** Rekha Shukla, consultant

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

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**BCNM After Hours: Evening Board Development Series**

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**Boards and Fundraising**

*Wednesday, April 5 from 4 – 6 p.m.*

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

**Instructor:** David Brewton, The Hazelwood Initiative

**Fee:** $40 ($30 if paid online) or $100 for the entire series

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**Committees: Engaging Talent**

*Wednesday, April 12 from 4 – 6 p.m.*

Many nonprofit boards of directors use committees to actively engage their members’ best thinking and to more deeply address specialized governance issues. However, many boards also admit that their committees may be outdated or less active than desired. In this class we’ll review committee meeting best-practices as well as the range of potential standing and ad-hoc committee structures used by many nonprofits. We’ll re-visit your current committee structure and explore interactive tools for committee planning and activation – all with the goal of making the most of your board.

**Instructor:** Evie Gardner, Bayer Center

**Fee:** $40 ($30 if paid online) or $100 for the entire series

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**The High-Functioning Board of Directors**

*Wednesday, April 19 from 4 – 6 p.m.*

How do you ensure that board members understand their responsibilities and are committed to fulfilling them? Join this session to discuss ways to ensure that you have an engaged and passionate board. Topics will include (but not be limited to) recruitment, orientation and evaluation of board members. This session is appropriate for both staff and board members.

**Instructor:** Don Block, Greater Pittsburgh Literacy Council

**Fee:** $40 ($30 if paid online) or $100 for the entire series

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**Supporting and Evaluating the ED**

*Wednesday, April 26 from 4 – 6 p.m.*

A board member functions as an advisor, fundraiser, advocate, monitor and constructive critic as the situation requires. While it is the board’s job to support the executive director, it is also their job to provide them with an evaluation. In this class, we will focus on role of advisor, advocate, monitor and constructive critic by talking about how we can honor an ED’s work and seek to improve even the most high-performing executive directors.

**Instructor:** Peggy Outon, Bayer Center

**Fee:** $40 ($30 if paid online) or $100 for the entire series
Nonprofit Storytelling

Tuesday, April 18 from 1 – 4 p.m.

Effectively telling your organization’s stories is as important as showing the data-backed outcomes. Stories motivate donors, capture volunteers and influence public officials. In this workshop we will talk about what kinds of stories to tell, how to craft your stories for the most impact and how to use media to get your stories out there.

Instructor: Wendy Burtner-Owens, Steeltown Entertainment Project

Fee: $65 ($55 if paid online)

Measuring the Impact of Your Volunteers

Tuesday, April 25 from 1 – 4 p.m.

Today’s volunteers and funders want to support agencies that use resources efficiently, including volunteer resources. While volunteer numbers are still important, the focus has shifted to the impact those hours have for the clients you serve. This workshop will explore ways to track and report outcomes, and how that information can be used to further engage volunteers and share your story.

Instructors: Deb Hopkins and Riley Baker, Pittsburgh Cares

Fee: $65 ($55 if paid online)

ESC

ESC is a group of talented, dedicated professionals who help nonprofits design targeted solutions to their challenges and opportunities. ESC’s low-cost tactical answers for discrete problems complement the more comprehensive consulting services of the Bayer Center’s in-house staff.

ESC volunteers are carefully selected and trained by the Bayer Center, with all of their projects centrally administered at BCNM. Some volunteers are still working and many are retired, but all of them are committed to nonprofits and your success.

Some of the areas in which our ESC volunteers can assist you include:

- Marketing and Communications Planning
- Human Resources
- Compensation Analysis
- Facilities Management
- Accounting Systems and QuickBooks
- Outcomes Management and Quality Improvement
- Project Management
- Strategies for Emerging Organizations

For more information on ESC programs at the Bayer Center, contact ESC Program Director, Yvonne Van Haitsma at 412-397-6002 or vanhaitsma@rmu.edu.

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

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

Executive Coaching

More than just a sympathetic ear, The Bayer Center’s coaching program can help you be more effective at managing others, managing yourself, managing change, and balancing the demands of your professional and private lives. Our coaches can help you achieve a more effective organization and a peaceful night’s sleep!

Especially beneficial to those new to supervision and management, coaches help you draw on your own natural wisdom to make better decisions from a place of clarity and confidence.

Cost: $500 for each 6-hour coaching engagement. Smaller packages may be negotiated upon request. For more information, please contact Carrie Richards at 412-397-6008 or richardsc@rmu.edu.
**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 (2-hour minimum required)

**Employee Handbook Clinic**
*60-minute sessions available by appointment*

Is your employee handbook up to date, and are all the vital elements included? 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! 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 (2-hour minimum required)

**HR Clinic**
*60-minute sessions available by appointment*

Do your HR policies need to be updated? 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

**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

**Nonprofit Start-up 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 (2-hour minimum required)

**Pinpoint Planning Clinic**
*60-minute sessions available by appointment*

Know you need to improve in a specific area? It provides executives and boards with a quick analysis of critical operations and specific recommendations for improvement. You can choose from: 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 and return. The Bayer Center will assign an ESC volunteer or LawLinks attorney from the relevant field to review your materials and then meet with you one-on-one for a working session. During your face-to-face meeting, you’ll receive 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

**Custom Clinics**

Looking for a clinic in something that’s not listed? We might be able to customize a clinic just for you! Call Carrie Richards at 412-397-6008 to inquire.
TECHNOLOGY

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

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

Bagels and Bytes

Join your nonprofit techie colleagues for informal learning and networking in this popular monthly convening. If you’re officially (or unofficially) responsible for your nonprofit’s technology challenges, join us! Our groups are affiliates of TechSoup’s NetSquared program and the Nonprofit Technology Network’s (NTEN) Nonprofit Tech Club program. Visit https://bagelsbytesallegheny.wordpress.com to learn more.

Bagels and Bytes – Allegheny

FREE, but you must RSVP to Shelby Gracey at gracey@rmu.edu or via www.meetup.com/Bagels-Bytes.

Wednesday, Feb. 1 from 8:30 – 10 a.m. at Grow Pittsburgh, 6587 Hamilton Ave #2W

Wednesday, March 1 from 8:30 – 10 a.m. at Grow Pittsburgh

Wednesday, April 5 from 8:30 – 10 a.m. at Grow Pittsburgh

Wednesday, May 3 from 8:30 – 10 a.m. at Frick Art and Historical Center, 7227 Reynolds Street

Bagels and Bytes – Westmoreland

Breakfast cost is individual responsibility. RSVP to Gina McGrath at ginam@ywcawestmoreland.org or 724-834-9390 x107.

Tuesday, January 10 from 8 – 9:30 a.m. at King’s Restaurant, 6297 US-30, Greensburg

Tuesday, March 14 from 8 – 9:30 a.m. at King’s Restaurant

Tuesday, May 9 from 8 – 9:30 a.m. at King’s Restaurant

EXCEL DAY

Introduction to Excel 2010

Tuesday, Feb. 28 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

Intermediate Excel 2010

Tuesday, Feb. 28 from 1 – 4 p.m.

Learn more about Excel in the afternoon including:

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

Instructor: Cindy Leonard, Bayer Center

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

**Tuesday, March 7 from 9 a.m. – 4 p.m.**

The deeper you go into Excel, the more directions you can pursue. In this full-day class, we’ll have plenty of time to go beyond the typical functions and into more magic, time-saving techniques you may not have used before. We’ll cover creating links between sheets, text manipulation, pivot tables, advanced formulas and customizing charts beyond the wizard. This session will combine context for techniques, guided practice and ample time for questions.

**Instructor:** Cindy Leonard

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

DIY Websites with WordPress

**Thursday, April 13 from 9 a.m. – 4 p.m.**

Are you a website novice who needs to know how to design a basic website that is easy to update and has room for future expansion? WordPress is a website content management system that is great for building and managing websites, even for beginners. Nonprofit staff without previous web design experience and experienced web designers who want to learn WordPress are welcome.

**Instructor:** Cindy Leonard, Bayer Center

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

Conquering Your Donor Database Dragon

**Thursday, March 9 from 9 a.m. – noon**

Having a database with information in it is one thing. Being able to get the reports and information you need back out is another. Learn how to make your database work for you and how to utilize it in your various fundraising efforts. This session is designed to help you clean up your database and create a strategy to leverage the database so you can make more data-driven decisions and spend more time raising money for your mission.

**Instructor:** Dave Tinker, ACHIEVA

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

Essentials of Adobe InDesign

**Thursday, March 16 from 9 a.m. – 4 p.m.**

Adobe InDesign has so many features it can be overwhelming for beginners. In this introductory class, we’ll explain the InDesign interface and tool sets, and cover the features most often used when creating publications with this software. We will create a variety of sample publications during the class so that you’ll walk away with actual hands-on experience with the software.

**Instructor:** Cindy Leonard, Bayer Center

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

Social Media Strategy for Nonprofits

**Thursday, April 27 from 9 a.m. – 4 p.m.**

Using social media for your organization requires planning, strategy and management. Learn what you should consider before getting your nonprofit started in the social media realm, what to expect afterwards and how to keep the ball rolling. You will have the opportunity to work on a draft strategic plan for your organization’s social media that you can take back to your office and refine. Basic social media concepts and terminology are recommended but not necessary for attending this class. We will focus on planning and strategy rather than on “how to” use the social media tools.

**Instructor:** Cindy Leonard, Bayer Center

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

Writing for the Web and Social Media

**Thursday, April 6 from 9 a.m. – 4 p.m.**

Writing content for your website or social media is very different from writing for other types of communications because of the way people read and use the Web. Learn how to improve your written website and social media content, increase your site’s usability as well as readability and improve the effectiveness of your online communication channels.

**Instructor:** Cindy Leonard, Bayer Center

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

Project Management Techniques, Tips and Tricks

**Thursday, May 4 from 9 a.m. – noon**

Are your projects out of control? Do you procrastinate or drop the ball on tasks? Learn essential project management skills that will help you get and keep your projects under control. This class is designed for people who are new to formal project management concepts.

**Instructor:** Cindy Leonard, Bayer Center

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

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

Social Media Strategy Clinic  
60-minute sessions available by appointment

Have you just been handed responsibility for your organization’s social media strategy and are unsure how to begin? Let us mentor you one-on-one, and you’ll be using social media more effectively in no time!

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

Website Audit Clinic  
60-minute sessions available by appointment

How long has it been since your organization’s website had an overhaul? Does the site still serve your goals and needs? Our website expert will audit your site in three areas (design, functionality and content) and provide an honest (but kind) assessment and recommend strategies for improvement.

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

WordPress Clinic  
60-minute sessions available by appointment

Have a great idea for your website but no idea how to do it? Bring those WordPress challenges and questions to our expert, and we’ll help you create the site of your dreams! This clinic is designed to help you troubleshoot specific issues. Though users of all skill levels are welcome, you must have a basic knowledge of WordPress prior to the clinic.

Instructor: Cindy Leonard, Bayer Center  
Fee: $50 per hour (2-hour minimum required)

The 2017 Wage and Benefit Survey

The Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations has been a trusted resource since 2000. It has provided the most current data about regional salary and benefits needed both for valid decision-making by nonprofit executives and for 990 compliance. We have a comprehensive record of the progress made by our nonprofit employees in salary and benefits over the last fourteen years.

Your willingness to provide information has made this sector-wide resource possible. Additionally, it sparked the 74% pay equity conversation resulting in greater equity for women and men in the regional nonprofit sector. The newest 2017 version will be released at the Leadership Briefing on February 10 (see page 4) and is available for purchase on our course registration page: rmu.edu/bcnmregistration. There is no cost for nonprofits who participated in the survey, and $200 for nonprofits who did not participate.
The Covestro Institute for Engagement

...building a sturdy bridge between businesses and nonprofits, delivering substantive value and mutual long-term benefits.

Outreach Teen & Family Services is a community-based child, teen and family counseling agency that was founded in 1974 and is located in Mt. Lebanon, PA.

They came to the BoardsWork! program through a scholarship from the Arconic Foundation in search of board best practices, roles, and responsibilities, including financial sustainability. The retreat was so successful that board members completed their own survey about organizational and individual transformations as a result of the program.

Responses included:

“Made me realize how vital my role is as a board member – gave me new perspective.”

“It helped to identify areas that need improving and added direction for the board to focus attention. As a new board member, it enlightened me to the history and future of the organization.”

“I feel like we were able to build trust as a team. The conversation was very open and honest. The facilitator was terrific.”

“We are not in this alone. There are deep resources available in this area in terms of board talent, sample best practices, policies.”

“Feeling good about doing good – reinvigorating!”

Through CIE, programs like BoardsWork! and Skills-Based Volunteering link the purpose and mission of nonprofit organizations with the skills and talents of business professionals.
Becoming a CIE Member is the Best Deal in Town!

Our generous CIE Champions make it possible for your organization to join the Covestro Institute for Engagement as a nonprofit member for just $250 or $500, depending on your budget size.

This nominal investment covers a customized board retreat with matching of up to two new board members or a skilled team that will work with you to help solve a specific challenge in 12 weeks, in addition to a number of benefits, like discounts on our classes and ongoing support from our team.

For more details on this valuable opportunity, visit our website at CIE-BCNM.ORG or call CIE program specialist Jen Pease at 412-397-6013.

Thank you, Champions!

Arconic Foundation
Covestro LLC
Grable Foundation
Heinz Endowments
McAuley Ministries
PNC Foundation
Staunton Farm Foundation

“Being a part of the SBV project was a unique and rewarding opportunity. I applied my professional skills to support the business strategies of the Food Bank. I also grew in my leadership and communication skills by facilitating the team. Through this project I further developed and exercised my skills in writing standard operating procedures and analyzing key performance indicators. This experience went beyond the volunteering that I typically engage in and helped the long term success of the Food Bank,” Sally Lonchar, Regional Product Management, Covestro LLC.

Greater Pittsburgh Community Food Bank set a goal to provide 60 million meals by 2025. They partnered with five employees from Covestro through CIE to improve the inventory metrics and processes. The team included professionals with experience in warehouse management, logistics, product management and data. They built a key performance indicator (KPI) dashboard, and created a standard operating procedure that initiated an improved inventory audit procedure.

“Working with this highly capable team was critical to improve our systems and operations. The quality of the deliverable and the level of professionalism was amazing. This kind of expertise is not something we could afford to hire without cutting into program expenses,” Justin Lee, chief operating officer, the Food Bank.
**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, fundraiser and trainer, Peggy has worked with more than 1,000 nonprofit clients and with the help of many people, helped organizations raise in excess of $40 million. 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.

**Evie Gardner** is Consultant, Organizational Development and Finance at the Bayer Center for Nonprofit Management at Robert Morris University. She has teamed with a diverse set of clients on projects ranging from enhancing governance and evaluation practices to diversifying revenues and clarifying organizational strategy. Her integrated approach supports nonprofits as they use data and numbers to drive strategic decision-making. Evie holds a B.A. from the University of Wisconsin-Madison and masters of public administration from the University of Pittsburgh. She was the 2012 Heinz Endowments Graduate Fellow, is an AmeriCorps alumna, and is the President of the Young Nonprofit Professionals Network of Pittsburgh.

**Shelby Gracey** is Office Coordinator at the Bayer Center for Nonprofit Management at Robert Morris University, 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 she coordinates and plays music for church services, and directs the adult, children’s and handbell choirs.

**Cindy Leonard** is Consulting Team Leader at the Bayer Center for Nonprofit Management at Robert Morris University. She manages the consulting program and technology program, working with the consulting team to maximize client satisfaction and identify areas for growth. Her own consulting specialty is helping nonprofits leverage technology to meet their missions. In addition to technology assessments, planning and decision support, she specializes in website development on the WordPress platform. Cindy convenes monthly Bagels and Bytes meetups and organizes the annual TechNow conference. She holds a B.S. in computer science, an M.B.A. and a M.Ed. in instructional design technology, all from Seton Hill University.

**Susan Loucks** is Senior Consultant, Organizational Development and Strategy at the Bayer Center for Nonprofit Management at Robert Morris University. Susan has convened and facilitated many multi-stakeholder decision-making processes in sectors ranging from natural resources to employment for people with disabilities. A longtime resident of Boston, she has worked as an organizational development consultant for nonprofits both independently and with the Human and Institutional Development Forum in Bangalore, India. Susan holds a master’s degree from the University of Michigan, a bachelor’s degree from Wellesley College, and a certificate in Grassroots Development and NGO Management from the School for International Training.

**Lulu Orr** is the Covestro Institute for Engagement Director at the Bayer Center for Nonprofit Management at Robert Morris University after promoting and growing the BCNM’s BoardsWork! program since its inception. Lulu knows the importance of an educated and engaged board, having worked from the ground up to create a board of advisors which transitioned into a board of directors as Founder and Executive Director of the Good Grief Center for Bereavement Support. She has received community awards including 25 Top Women in Business, Pittsburgh Business Times; Dozen Making a Difference, Pittsburgh Post-Gazette; and Nonprofit Leader Award, McKeesport YWCA.

**Jennifer Pease** is CIE Program Specialist at the Bayer Center for Nonprofit Management at Robert Morris University, lending her extensive nonprofit program experience to the Covestro Institute for Engagement. She is also president of Senior Pet and Animal Rescue. Jennifer has volunteered for Strong Women Strong Girls, Animal Rescue League, Steel City Road Runners Club, Humane Society of the United States, WYEP radio, Family House, Hello Bully, the office of Mayor Bill Peduto, and St. Paul Cathedral. Jennifer graduated from the University of Pittsburgh with a bachelor’s degree in English writing and maintains a public and professional writing certificate.
Carrie Richards is Programs Team Leader at the Bayer Center for Nonprofit Management at Robert Morris University. Her favorite roles include playing BoardsWork! matchmaker and crafting BCNM’s educational course catalog. A Northsider and proud owner of a rescued pit bull, she’s an animal rescue volunteer and belongs to the Elks Lodge #339. Carrie is a mentor in RMU’s Women’s Leadership and Mentorship Program and teaches for the Nonprofit Leadership Association’s undergraduate certificate program. Carrie earned a degree in youth ministry from Eastern University, completed a master’s degree in nonprofit management and is currently pursuing a master’s degree in human resources, both from Robert Morris University.

Carrie Tancraitor 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 various studies on the nonprofit sector. Carrie was a Schreyer’s Scholar at The Pennsylvania State University, holds a master’s degree in public administration from the University of Delaware and a Ph.D. from Robert Morris University. An active volunteer, she is a marathoner and proud parent to two sleep-less baby boys and a tail-less shelter cat.

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 15 years’ experience consulting with nonprofits in collaboration development, strategic planning, board development and executive transitions both locally and in El Salvador and Ecuador. Yvonne earned her master’s degree in community organizing and nonprofit management at the University of Pittsburgh. She has consulted with many organizations, including Girl Scouts Western Pennsylvania, YouthWorks, Inc., The Women and Girls Foundation, Pediatric Palliative Care Coalition, Fayette County Conservation District, and Metro Family Health Practice.

We Consult!

Our popular training classes for nonprofit professionals are just a start. Did you know we can also work with you in more personal, customized ways?

Let us help your nonprofit:
• Plan strategy
• Solve IT/tech problems
• Improve staff productivity
• Create policies and procedures
• Use resources wisely
• Tell your story

Bayer Center Consulting: We help you do the work that makes a difference. For more information, go to bcnm.rmu.edu/consulting.

LawLinks

The Bayer Center for Nonprofit Management is partnering with the Allegheny County Bar Association and the Pro-Bono Partnership to provide legal assistance to local nonprofits. Please note that the Bayer Center provides a referral service, not direct legal advice, nor can we offer assistance in cases that involve litigation. To be eligible for the LawLinks program, your organization must be a registered 501(c)3 nonprofit, have a budget of less than $1 million and reside in Allegheny County.

Questions most frequently revolve around human resources, real estate, taxation, tax-exempt status, bylaws and document review. There is a $50 application fee for this program. E-mail questions to Carrie Richards at richardsc@rmu.edu. For groups seeking to incorporate and/or obtain 501(c)(3) tax exemption, please call the Bayer Center at 412-397-6002 to speak with a start-up counselor.
INSTRUCTOR BIOS

Carmen Anderson is a senior program officer with the Heinz Endowments’ Children, Youth & Families Program. Since 2007, she has led the Endowments’ African American Men & Boys Initiative, and assists in the development of strategies to make inclusion and diversity a defining element of the region. Her professional work has focused primarily on women and children’s issues, particularly family violence and child maltreatment. Carmen has a master’s degree in mental health, a bachelor’s degree in mass and interpersonal communications, and certificates in nonprofit management, business administration and victim services. She has received the U.S. Department of Human Services Commissioners Award for outstanding service in the field.

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 enjoys working with Pittsburgh-area nonprofits and corporations, including Crisis Center North and Opera Theater SummerFest.

Riley Baker is the director of the national service program, The Retired and Senior Volunteer Program (RSVP), and a senior staff member of Pittsburgh Cares. As an advocate for service and impact, Riley has dedicated himself to the promotion of volunteerism and is passionate about connecting the micro needs of local communities to resources available at the national level. Riley has experience measuring and communicating impact data across various levels of government accountability and building community narrative.

Sheila Bell, M.A., is the Assistant Executive Deputy Director of Integrated Program Services at the Allegheny County Department of Human Services (DHS). Sheila has over 20 years of experience working in the government, nonprofit and university sectors. She currently serves as an adjunct faculty member at the Graduate School of Public and International Affairs at the University of Pittsburgh and has taught evaluation and research methods courses at the Sociology Department at Duquesne University and the Graduate School of Social Work at the University of Pittsburgh. She holds bachelor’s degrees in political science and sociology and a master’s degree in social and public policy.

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

Dave Brewton grew up in Pittsburgh and loves raising money to advance missions that matter. He’s done so in Pittsburgh for more than 32 years, in the fields of community development (Executive Director of Breachmenders, Inc., Director of Real Estate, Hazelwood Initiative), health care (Associate ED for East Liberty Family Health Care Center) and faith-based ministries (Coalition for Christian Outreach, others). He also loves teaching classes at the Bayer Center that combine theory, practical how-to tips and inspiration. Just don’t ask him to sing, because he will!

Wendy Burtner-Owens has more than 25 years’ experience managing and growing foundations and nonprofit organizations. Before joining Steeltown Entertainment Project as COO, she led the Capital Region Collaborative in Richmond Virginia, was Executive Director of the Virginia Breast Cancer Foundation, COO of Comfort Zone Camp, founding Manager of the CarMax Foundation, and the Director of Grantmaker Services for GuideStar. She has also been an independent consultant to start-up businesses, foundations and nonprofit organizations. Wendy has a history of working collaboratively to develop strong internal and external relationships. She is also a successful fundraiser, obtaining individual donations, foundation and government grants from $30 to $3 million.

Sharon Cercene is Vice President and Manager of Community Affairs for PNC Financial Services Group, managing volunteerism across PNC’s footprint for Grow Up Great, PNC’s commitment to early childhood education. She also manages the PNC Fairfax Connection and PNC Arts Alive. Sharon is an adjunct professor at LaRoche a member of the Pennsylvania Total Rewards Association and is certified as both a Work Life and Compensation Professional and serves on the WorldatWork Advisory Board. Sharon holds a B.S. in business administration from Robert Morris University and a M.A. in Human Resources and Industrial Relations from St. Francis University.
Al Condeluci is CEO of Community Living and Support Services (CLASS), a community based support system for folks with all types of disabilities in Pittsburgh, PA. A national leader and consultant on human services and community issues, he speaks annually to national and international audiences reaching some 15,000 people each year. He holds an M.S.W. and Ph.D. from the University of Pittsburgh, where he is on faculty in the School of Health and Rehabilitation Sciences and the School of Social Work. Al teaches at the University of Pittsburgh, writes, speaks, and consults on issues related to culture, community, and social capital.

Michael Couch has made a career out of improving the performance of organizations and their leaders. Starting with a graduate degree in Organizational Psychology, Michael has over 30 years’ experience leading organization effectiveness, human resources, operations, and a strategic business unit. Since starting his own strategic talent management practice, Michael has helped improve the performance of over 50 for-profit and nonprofit organizations. In his work with organizations and leaders, he focuses on results and evidence-based practices, shying away from low impact approaches and passing fads.

Brenda Dare is the President of Dare Enterprises, Inc., a human resource business solutions that partners with clients in the nonprofit and for-profit arena, offering customized, outsourced consulting services to meet daily HR challenges without the expense of hiring staff. Additionally, larger organizations benefit by using Dare as an extension of their busy human resources team for special projects. Prior to founding Dare Enterprises in 1996, Brenda held various key management positions in HR and operations management during her career with a multi-million dollar division of Xerox Corporation. She serves as board chair of Lifesteps, located in Butler, PA and is a member of the SHRM and the PHRA.

John Denny has spent his career transforming ideas into action, playing a lead role in humanitarian, corporate, public affairs, and philanthropic initiatives, including Pittsburgh Social Venture Partners, The Campaign for What Works, and The New Pittsburgh Collaborative. He has served as a special assistant and consultant to Elsie Hillman where his work spanned three decades and has involved leadership on a broad range of initiatives, including director of community relations for the Hillman Company. John has been honored with Robert Morris University’s Alumni Achievement Award, Pittsburgh Magazine’s 40 under 40, The Pittsburgh Business Times’ Changemakers of the Year, and Pittsburgh Magazine’s Pittsburghers of the Year.

Jeffrey Dorsey has spent 20 years shaping dynamic and creative community building strategies in Pittsburgh. As director of the Penn Avenue Arts Initiative and now Union Project, his work in creative place-growing has helped hundreds of artists and grassroots community builders connect to one another, find and/or refurbish space to create, and share their gifts in ways that bring a diverse community together. As an artist, his artwork is full of the same characteristics that he brings to his career: imagination, play, storytelling and a fascination for optimizing the potential of people and spaces.

John E. Eichenlaub has been a volunteer with ESC 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.

Rich Fischer is the Partner-in-Charge of the Accounting and Auditing Department of Louis Plung & Company. He has more than 27 years of experience in audits, reviews, compilations, and internal control engagements in the public, private, nonprofit and governmental sectors. Rich joined Louis Plung & Company in 1999, and previously had worked for two of the “Big Four” accounting firms. Rich frequently develops training materials and conducts seminars on new accounting and auditing pronouncements, employee benefit plans, and topics related to accounting, auditing and financial reporting. He is active in the Pennsylvania Institute of Certified Public Accountants (PICPA) for which he received a Volunteer Service Award in 2016.

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, Gwen’s Girls, A. Philip Randolf Institute, the Community at Holy Family Manor, Pittsburgh Irish and Classical Theatre, Society for Contemporary Craft, Turtle Creek MH/MR, Ward Home, The Mattress Factory, Parkinson Chapter of Greater Pittsburgh, and Peer Support and Advocacy Network (PSAN).
INSTRUCTOR BIOS

**Mike Gable** is CEO of Construction Junction, and has grown CJ from a project to determine if Pittsburghers were interested in materials reuse to a successful organization with more than 53,000 purchases, 30 employees, and annual donations from approximately 10,000 homeowners, contractors, developers, and institutions who choose reuse over the landfill. He is a member of the Board of Directors of the Pennsylvania Resources Council and the Resource Exchange in Philadelphia. He is a recent recipient of the Green Building Alliance 2016 Luminary Award, celebrating his commitment, hard work and success in supporting healthy and high-performing places throughout Western Pennsylvania.

**Angela Garcia** is Deputy Director of Global Links, a Pittsburgh-based medical relief and development organization dedicated to promoting environmental stewardship and improving health. Angela joined Global Links in 2000 and is currently responsible for overseeing the day-to-day operations of the organization, including international, domestic and environmental programs. Angela was named one of Pittsburgh’s 40 under 40 in 2013. She is an honors graduate of the College of Wooster with a B.A. in French and Spanish.

**Meredith Grelli** leads the charge on distribution, new product development, HR, events, partnerships and marketing at Wigle Whiskey. Before Wigle, she worked in brand management at the H.J. Heinz Company, went to business school at Carnegie Mellon University, worked in community development in Pittsburgh, studied cooking at Le Cordon Bleu Paris and urban history and geography at University of Chicago. She also co-founded Burgh Bees, a Pittsburgh urban beekeeping organization and started the nation’s first community apiary. Meredith is on the board of The New Hazlett Theater and the Pittsburgh Technology Council’s Create Advisory Committee.

**Phyllis G. Hartman**, SPHR, the founder and President of PGHR Consulting, Inc. has 25+ years in HR. A speaker on recruiting, workforce development and other HR and business topics, Phyllis is a member of the SHRM Ethics Expert Panel and the Government Advocacy Team. She has an MS in HRM, La Roche College and is a certified Senior Professional in HR. Phyllis has written two books, “Looking to Hire an HR Leader?” and “Never Get Lost Again: Navigating Your HR Career.” She teaches at LaRoche and is Vice Chair of the Board of Trustees of the Homeless Children’s’ Education Fund.

**Deb Hopkins**, Executive Director of Pittsburgh Cares, is a recent transplant from Central Massachusetts. Prior to relocating to Pittsburgh in 2012, Deb served as the Executive Director of Junior Achievement of Central Massachusetts, CASA (Court Appointed Special Advocates for Abused and Neglected Children) and Girls Inc. (formerly known as Girls Club of America). All three of these organizations were fueled almost entirely by the energy of dedicated volunteers. Deb most recently served as the Director of Corporate Partnerships and Cause-Related Marketing for the Girls Inc. National organization in New York City.

**Yvonne Hudson**, principal of New Place Collaborations, is a versatile marketing/PR expert who creates mission-driven solutions for nonprofits and businesses. She directed higher education communications for Carnegie Mellon, Chatham, New York Law, Yeshiva University, and University of Pittsburgh Theatre Arts. Her work in New York, DC, and Pittsburgh includes current projects for the Bayer Center for Nonprofit Management and its clients, Opera Theater of Pittsburgh, Crisis Center North, and Pittsburgh in the Round. A journalism and psychology alumna of Point Park University, Yvonne earned an M.A. in arts management and developed her solo show Mrs Shakespeare at Pitt.

**Dorothy T. Hufford** specializes in marketing program design, communications strategies and budget development/fundraising. Dorothy has served as the principal in Hufford & Associates, worked as a Manager for Latrobe Area Hospital and Director of Marketing/Community Relations for Excela Health. She has also been on the faculty of Seton Hill College and the Community College of Allegheny County. Dorothy’s efforts have resulted in securing grants as large as $1.2 million for development of new services and programs. She has served on many boards including the American Heart Association’s Westmoreland Chapter, the Latrobe Area Chamber of Commerce and Adams Memorial Library.

**Seth T. Hufford** serves as Partner at The People Group – a consultancy that builds people capacity to create ideal organizations and communities. Working across all three sectors, Seth has engaged diverse groups of people in tackling complex challenges, addressing interpersonal dynamics, and producing results. Prior to founding The People Group, Seth managed global executive education programs at Carnegie Mellon University’s Business School, directed Coro’s Leadership New York program, and facilitated Leadership Pittsburgh’s Leadership Development Initiative. He has also served as chief of staff to an elected official, directed economic development at a Chamber of Commerce, and managed client projects at Booz Allen Hamilton.
Jenny Kelly is Executive Director of the Roy A. Hunt Foundation and manages a grantmaking portfolio supporting youth violence prevention, community development and environment initiatives and other programming in the communities where the trustees reside. Previously, Jenny served as program officer for the DSF Charitable Foundation, managing health, education and human service grantmaking efforts. She serves on the board of Grantmakers of Western Pennsylvania, YWCA Greater Pittsburgh, The Woodlands Foundation and the Education Advisory Board of the Pittsburgh Cultural Trust. Jenny holds a bachelor’s degree in sociology from Miami University and master’s degrees in both public administration and social work from the University of Pittsburgh.

Emma Gilmore Kieran brings more than 16 years of fundraising experience to Pilot Peak Consulting. She has worked with over 50 nonprofits in her career as a coach, teacher and change agent. Previously, Emma was the Vice President for Fundraising and Development at Orr Associates, Inc. (OAI) and a consultant with Changing Our World (CW).

Katherine Koop is a Shareholder at Tucker Arensberg whose practice consists of general civil litigation with an emphasis on commercial and employment. Kate received her Bachelor of Arts degrees in Political Science, Legal Studies and German Language from the University of Pittsburgh and her Juris Doctor from Duquesne University School of Law. She was the Managing Editor of Duquesne Law Review, Chair of the Women’s Law Association-Woman of the Year Award, participated in Moot Court and obtained a certificate of study in Chinese Law while attending the Chinese University of Political Science and Law in Beijing.

Joe Lantz, CFA, CAIA is currently Vice President – Institutional and Analytical Services at Federated Investors and holds both the CFA and CAIA Charter Holder designations. He has over 20 years of investment industry experience including Investment Consulting, Investment Advisory, Relationship Management, and Investment and Market Research. Joe’s academic credentials include an MBA from the University of Pittsburgh and a B.S.B.A. from Duquesne University. He serves as the Treasurer of CFA Society Pittsburgh and developed the society’s Annual Endowments & Foundations Conference. Additionally, he sits on the investment committee of the United Way of Allegheny County.

John Lydon is the CEO of Auberle/Pauline Auberle Foundation which serves over 3,400 at-risk children and families annually in Southwestern PA. He serves on the board of the Advisory Board of the Greater Pittsburgh Nonprofit Partnership (GPNP) as chair of both the advisory board and the public policy committee, and is an adjunct professor at the University of Pittsburgh School of Law.

Maureen Mahoney-Hill, CFRE, is an independent nonprofit consultant who helps build fundraising, communications and marketing capacity, specializing in planning and strategy development for major and planned gifts. She also provides fundraising audits and feasibility studies; board development and training; policy development; writing and production of marketing and communications materials; crafting of proposals and solicitation pieces; prospect evaluation and cultivation/solicitation planning. Maureen holds a bachelor’s degree in human development from Penn State and a master’s degree from the School of Social Work at Pitt. Maureen served on the board of Pace School for thirteen years for which she was presented with the Patricia U. Bluestone Leadership Award 2011.

Sue McLaughlin has been an ESC volunteer since 1995. Previously, she spent 25 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.

Jonathan Potts is the vice president of public relations and marketing at Robert Morris University. Previously he worked as a reporter and editor for the Pittsburgh Tribune-Review and more recently at Carnegie Mellon University as the director of media relations for what is now the Dietrich College of Humanities and Social Sciences. Jonathan serves on the executive committee of the Airport Corridor Transportation Association on the board of directors of the Press Club of Western Pennsylvania, PublicSource, and the Pittsburgh Airport Area Chamber of Commerce. He earned a B.S. in political science from Westminster College and an M.S. in organizational leadership from Robert Morris University.

Sam Reiman joined the Richard King Mellon Foundation as associate director in 2015 and serves in a variety of administrative and programmatic roles including working in the foundation’s economic development, education, human services and conservation programs. Prior to joining Richard King Mellon Foundation, he served as senior program officer for the McCune Foundation where he focused on grant making to support economic development. Reiman holds a B.A. from Franklin and Marshall College in Science, Technology and Public Policy, an M.S. from Carnegie Mellon University in Public Policy and Management with a Minor in Business Administration, and an M.S. from The Johns Hopkins University in Biotechnology.
Rekha Shukla, is a consultant concentrating in evaluation, project development, and strategic planning. She is a board member with the Eastern Evaluation Research Society which produces an annual conference for evaluation professionals and serves as board president for Outreach Teen & Family Services, Inc. in Mt. Lebanon. She has more than 25 years of development and management experience gained in public and nonprofit organizations in Asia, New York and Pittsburgh. She holds a master of international affairs degree from Columbia University and a bachelor of arts degree from the University of Wisconsin-Madison.

Vernée Smith has a diverse background in both corporate and nonprofit organizations, which gives her unique insight and perspective into corporate citizenship and charitable giving. As the Community Relations Coordinator at FedEx Ground, she supervises the charitable contributions process for the corporation. She has worked for companies such as UPMC Health Plan, Wyndham Hotel Group, Propel Schools, Pittsburgh Ballet Theatre, and the Pittsburgh Cultural Trust. She has served on committees for the City Theatre and Bricolage Production Company and is a board member of the Pittsburgh New Works Festival. She has also participated in Diversity and Inclusion committees for her corporate employers.

Andréa Stanford is a Digital Experience Product Manager at PNC, where she specializes in content strategy and information architecture with a professional knowledge of digital marketing, event planning and media coordination spanning the advertising, health care, nonprofit and financial services industries. She attended the University of Pittsburgh where she graduated cum laude with a bachelor’s degree in Business Administration. Andrea is a Social Venture Partners fellow, President of the YWCA Greater Pittsburgh Young Leaders Board, a board member for the Kelly Strayhorn Theater and a volunteer with Strong Women, Strong Girls.


David Streeter is Greater Pittsburgh Nonprofit Partnership’s Public Policy Project Manager. After studying political science at the University of Pittsburgh, he moved to Washington, D.C. to intern with the National Jewish Democratic Council, working his way up to Press Secretary. Under his leadership, NJDC’s voice appeared in-print, online, and over-the-air in major American, Israeli, Jewish, and global media outlets. David returned to Pittsburgh in 2013 to pursue a graduate degree at Pitt’s Graduate School of Public and International Affairs. His notable accomplishments included serving as a board intern with Goodwill of Southwestern Pennsylvania and consulting for the Allegheny County Department of Human Services.

Dave Tinker is Vice President of Advancement at ACHIEVA and an adjunct professor of informatics at Muskingum University’s Master of Information Strategy, Systems and Technology (MISST) program. A certified Association of Fundraising Professionals (AFP) Master Trainer, he was recently honored by AFP International as one of seven in the inaugural class of Distinguished Fellows. Dave received a Master of Public Affairs with a concentration in Nonprofit Management from the Lilly Family School of Philanthropy at Indiana University. He is also a graduate of Leadership Works – Indianapolis, Class III.

Maria Townsend, Ph.D. is adjunct faculty for the University of Pittsburgh and president of Townsend Associates LLC offering evaluation training and consultation. Since 1999, Maria has worked independently and collaboratively evaluating local, state and national programs, conducting needs assessments, and identifying and measuring child indicators. She has taught graduate level courses in evaluation, quantitative and qualitative research methods, family and child issues, and policy analysis for the University of Pittsburgh’s Graduate School of Public and International Affairs, the School of Education, and the School of Social Work. Maria received her Ph.D. in developmental psychology from Michigan State University.

Joseph Zovko has more than 20 years of accounting, auditing and tax experience with employee benefit plans, nonprofit organizations, and large to mid-size companies. Joe joined Louis Plung & Company in 2004, and prior to that he worked for other accounting firms in eastern Pennsylvania. Joe’s nonprofit experience includes volunteer, health and welfare, human services, wildlife and conservation, and health care organizations. Joe is a member of Leadership Pittsburgh Class of XXXII and serves on the PICPA Pittsburgh Chapter board of directors. He has served on the boards of Habitat for Humanity (Allentown, PA), The United Way of Butler County and Rainbow Kitchen.
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## January – May 2017
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Amount Due $ _________________

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