“Far and away the best prize that life offers is the chance to work hard at work worth doing.”

~ Theodore Roosevelt
Letter from the Executive Director

So, once again, it’s a bright new year, full of promise. And we at the Bayer Center are nothing if we are not au courant in our New Year’s quote from the newly re-fashionable Teddy Roosevelt. I hope each of you got The Bully Pulpit by Doris Kearns Goodwin under your tree. Her picture of the contrasting and complementary styles of leadership of TR and his once great friend, William Howard Taft, is a fascinating one. Both men bright, thoughtful and committed to justice as they understood it, but also, very different in their ability to capture the public’s imagination and their will to persevere through roiling change.

Why should these models of leadership be relevant to you as community leaders of nonprofits? One of the things that Teddy Roosevelt deeply understood was the importance of having a clear voice. In this day, we have begun to talk about that as our brand. I think our voice, our purpose, our calling transcends marketing. I think our authentic self as we daily express it in the choices we make in our careers is what the people saw, loved and were led by in Roosevelt. He felt, as you read in our quote, that there were things truly worth doing - and that it was indeed a privilege to live a life of meaning and service.

After 9/11, I wrote a letter that we sent to the Bayer Center emailing list in which I asserted that because of all of you and the work I knew you did, I felt much safer...that I still believed in a world where courageous people got up each morning to do the work they felt called to, that they did not avert their eyes from the tragedies and injustice in our communities, but took it on in ways small and large. That the work you do is a protection from despair. It is still my privilege today to believe and observe those truths.

We at the Bayer Center have been your partners in seeking to bring new tools, information and better practices to your work. We want you to be intensely competitive in your approach to the myriad problems you have to solve. Because of our many generous friends who share our commitment to providing information and their own experiences, we provide more than 100 classes a year - and you hold this season’s array in your hands. Now, more than 275 people have volunteered to teach you what they know. Their voices ring out as an expression of community and work that is worth doing.

They have spoken to you in their own voices...and we have all listened to your voices. Authentic, strong, informed and passionate...these must be the voices of the people of the nonprofit sector. To own our truths and speak them to those in power is our responsibility now as it was in Teddy Roosevelt’s time. TR was adroit at working with deeply curious journalists, listening to and learning from them. He fully understood the reality of collective leadership in making change.

So it is with all of us. We hope that through the Greater Pittsburgh Nonprofit Partnership and the other coalitions in which you participate, through your work with the media who are interested in what you do and in helping you tell your stories, with our new Mayor and his wonderfully diverse staff who have expressed their commitment to working with all of us in securing the community safety net, that our voices for justice and a better world will ring out loud and clear in 2014.

We have work that is worth doing. The future beckons...go out there and make it a better day, live your truth, embody your calling...and thank you so much for living here and now. Please let us know how best we can help you.

Excelsior, beloveds!

Peggy Morrison Outon
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NOTE: All classes are located at the Bayer Center for Nonprofit Management located in the Heinz 57 Center at 339 Sixth Avenue, Suite 750, unless noted otherwise.
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 thirteen years of service to the nonprofit community, the Bayer Center has completed over 1,200 consulting engagements and educated over 6,500 students. Our consulting clients include human service, arts, faith-based, community development, environmental and education organizations with budgets ranging from $100,000 or less to more than $50,000,000. Our intensive and customized Management, Governance, Financial and Technology consulting services are designed to educate leaders and have resulted in:

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

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

Executive Coaching

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

Not if you have a professional coach there with you.

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

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

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

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

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

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

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

– Roy Kraynyk, Director of Land Protection
Allegheny Land Trust

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

– Jeffrey Dorsey, Executive Director
Union Project
FEATURED SERIES

Working with Foundation Allies
Thursday, Feb. 6 from 9 – 11 a.m.
Generous gifts from foundations have often secured the future for regional nonprofits. But there are 7,500 nonprofits in southwestern Pennsylvania alone, and foundation leaders have to make hard choices and are challenged to make every dollar count. Come reflect with three of our region’s most thoughtful foundation leaders about how they make those decisions.

Panelists: John Rohe, Colcom Foundation; Jane Downing, Pittsburgh Foundation; Diana Bucco, Buhl Foundation
Moderator: Peggy Outon, Bayer Center

Working with Government Allies
Thursday, Feb. 20 from 9 – 11 a.m.
A strong partnership between government and the nonprofit sector is crucial. Nonprofits often serve as government partners, and the government’s policies and support is integral to our nonprofits’ ability to meet human needs. Bring your questions to this lively conversation with our government allies.

Panelists: Greg Phillips, Westmoreland Conservation District; John Dawes, Foundation for Pennsylvania Watersheds; Maureen Hogan, The Penn State Center
Moderator: Peggy Outon, Bayer Center

Working with Corporate Allies
Thursday, March 6 from 9 – 11 a.m.
We’re not the only ones that struggle through tough times. So do our corporate allies. This session will explore what corporations really want (from us). Come talk about the prospects for corporate giving, how to make your organization the most likely recipient of corporate philanthropy, and ways that nonprofits and corporations can work together beyond just funding.

Panelists: Sarah Toulouse, Bayer Foundation; Eva Blum, PNC Foundation; Mary Ann Papale, Highmark
Moderator: Lulu Orr, Bayer Center

Working with Media Allies
Thursday, March 20 from 9 – 11 a.m.
Every nonprofit needs the media to get its message out. Join three Pittsburgh media writers and editors who are longtime friends of our nonprofit community as they discuss techniques for creating and maintaining those valuable relationships.

Panelists: Tracy Certo, Pop City; Joyce Gannon, Pittsburgh Post-Gazette; Bill Zlatos, Pittsburgh Tribune Review
Moderator: Peggy Outon, Bayer Center

Fee: $40 a la carte ($30 if paid online) OR $100 for all four panel discussions

Nonprofit Leadership Program

BCNM is proud to partner with Robert Morris University’s Office of Student Civic Engagement and its Nonprofit Leadership Association Program. Undergraduate students of diverse majors can earn a certificate in Nonprofit Leadership in addition to their degrees by completing Communications and Business courses, a 150-hour internship at a nonprofit organization, and workshops led by the BCNM. The BCNM workshops include an eight-week class in the fall and a four-day “boot camp” in the spring, designed for Nonprofit Leadership Program students to address the unique leadership opportunities and challenges faced by nonprofit professionals.
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.

Converting Audit Pain to Organization Gain
Wednesday, April 23 from 9 a.m. – noon
Nonprofits frequently ask what they can do to make their audits go more smoothly and easily. Well, who better to answer this question than the auditors, themselves? In this presentation, you will review the common steps to successfully prepare for your audit including: consulting often with your auditors; upfront planning; making your software work for you; effectively assigning the preparation listing; embracing internal control suggestions from prior audits; considering interim audit work; and advance preparation.

Instructor: Michele O'Leary, CPA, Alpern Rosenthal
Fee: $65 ($55 if paid online) per session OR $150 for all three sessions

Staying in Control
Wednesday, May 7 from 9 a.m. – noon
Proper internal controls may be all that stand between a healthy organization and chaos. Learn what internal controls are, why your organization needs them, and how to stay out of trouble. Sometimes it’s the dry subjects that are just what you need to keep from being all wet.

Instructor: Tom Ryan, Horovitz, Rudoy and Roteman
Fee: $65 ($55 if paid online) per session OR $150 for all three sessions

Top Ten Things Every Nonprofit Board Member Should Know About Financial Oversight
Wednesday, May 21 from 9 a.m. – noon
You are the public’s watchdog! All nonprofit board members need to be aware of key elements regarding interim financial information, organizational audits and audited financial statements, and tax filings like the 990. This course will provide actionable items attendees can apply to their own board service.

Instructor: Betsy Krisher, Maher Duessel
Fee: $65 ($55 if paid online) per session OR $150 for all three sessions

PLANNED GIVING SERIES

Planned Giving: The Basics
Thursday, May 1 from 9 a.m. – noon
Fundraisers are often fearful of the technical and legal details of planned gifts and leery of talking to donors about a gift that involves their death. Fear not! In this session, learn why planned giving is important for EVERY development program and how planned giving can improve donor relationships and increase dollars raised – even during tough economic times. Participants will leave this session armed with the information and inspiration to convince themselves, as well as their boss and board that they are ready to start. Follow up this class with Planned Giving: Beyond the Basics.

Instructor: Maureen Mahoney Hill, CFRE
Fee: $65 ($55 if paid online) per session OR $100 for the whole day (includes lunch)

Planned Giving: Beyond the Basics
Thursday, May 1 from 1 – 4 p.m.
Are you and your board ready to move beyond bequests? We'll explore more complex types of planned gifts and learn the advantages of each from the perspective of the donor and the charity. Best practice strategies for gift acceptance policies will be incorporated into the review of gift planning vehicles. Techniques for marketing and outreach will be shared, and participants will learn (and practice!) how to talk to their donors about planned gifts. This course is designed as a companion course to Planned Giving: The Basics.

Instructor: Maureen Mahoney Hill, CFRE
Fee: $65 ($55 if paid online) per session OR $100 for the whole day (includes lunch)

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 (2-hour minimum is required.)
Nonprofit Management

What isn’t nonprofit management?
At the Bayer Center, we view nonprofit management as a holistic quilt that weaves together diverse and mutually supporting skills from governance to fundraising to financial analysis to technology to marketing to forming partnerships and alliances... the list goes on and on. Put them all together and what you have is a strategic approach to decision-making that accounts for human needs and organizational sustainability. The following classes will help you learn the techniques; our 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.

NEW SERIES
Supervisors as Leaders Series

The Emotional Wiring of Great Leadership
Wednesday, March 19 from 1 – 4 p.m.
Great leaders lead from the inside out. Recognizing that, the purpose of this workshop is to help you leverage your emotional competencies so that they heighten your influence with others. Specifically you’ll learn three things:
1. Your top-most and bottom-most emotional competencies
2. How to best leverage your top-most emotional competency
3. How to overcome any disadvantages caused by your bottom-most emotional competency.

Instructor: Sam Deep, Consultant

Strengthening Your Team’s Accountability
Wednesday, April 9 from 1 – 4 p.m.
All nonprofits are feeling pressure to meet even increasing expectations with less time and money than ever before, and stress, burnout and disengagement are commonplace. Yet organizations that embrace accountability, results, retention and morale flourish. Why? Because accountable team members negotiate clear agreements, build strong partnerships, and feel more control in outcomes resulting in more productivity and less stress. Discover the powerful personal and organizational benefits of accountability and the strategies to make it happen.

Instructor: Len Petrancoosta, Peak Performance Management

Handling Conflict: Bringing the Best Out of Your Staff
Wednesday, April 30 from 1 – 4 p.m.
Organizations today face economic and competitive stresses that require more efficient and developed leadership strategies. Handling conflict is a must. Learn how to create a healthy workplace with productive staff by learning conflict resolution, bringing the best out of different personalities and managing difficult people. This session is designed to reinforce the building blocks of leadership excellence and address the challenges that arise in interpersonal relationships as organizations evolve.

Instructor: Anthony Petrov, Robert Morris University

Fee: $65 ($55 if paid online) per session OR $150 for all three sessions

Leadership Breakfast
Friday, Jan. 31 from 8 – 10:30 a.m.
Featured Speaker, Betsy Werley from Encore.org, will help us re-define “retirement.” She’ll discuss how the nonprofit sector can make the most of their talents and provide opportunities for younger leaders.

This event is by invitation only.
Board Composition  
*Tuesday, Feb. 4 from 9 a.m. to noon*

The challenges of building a board are never-ending. Just as you get a great board working for your organization, key members rotate off. This hands-on, dialogue-driven workshop will explore how to match needed skills and talents with your organization’s culture to maintain or build a brain trust worthy of your mission. Lots of tools will be shared by one of the region’s leading governance experts.

**Instructor:** Peggy Outon, Bayer Center  
**Fee:** $65 ($55 if paid online)

What You Don’t Know CAN Hurt You: Top 10 Legal Mistakes Nonprofits Make  
*Wednesday, Feb. 12 from 9 – 11 a.m.*

Good intentions don’t stand up in court. Just because you exist to serve the public good doesn't mean that you can't get into legal trouble. This workshop will help you avoid the pitfalls that many nonprofits have fallen into. It will focus mostly on non-HR issues (even though HR is one of the most common areas for legal trouble).

**Instructors:** Denise Abbott and Terry Roberts, FedEx Ground  
**Fee:** $40 ($30 if paid online)

**PRESENTATION DAY**

Effective Presentations  
*Thursday, Feb. 13 from 9 a.m. – noon*

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

**Instructor:** Jeff Forster, Bayer Center

PowerPoint Skills and Secrets  
*Thursday, Feb. 13 from 1 – 4 p.m.*

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

**Instructor:** Jeff Forster, Bayer Center  
**Fee:** $65 ($55 if paid online) OR $100 for both sessions (includes lunch)

Program and Cost Analysis For Better Decision Making  
*Wednesday, Feb. 19 from 9 a.m. – noon*

This session will provide a more in-depth understanding of both process and outcome evaluation and will show you how to use your logic model as a guide for data collection planning. We will also distinguish types of data you can collect, including the difference between outputs and outcomes.

**Instructors:** Holly Wald, HPW Associates, LLC; Karen Andrea Shastri, University of Pittsburgh  
**Fee:** $65 ($55 if paid online)

Jazz Up Your Collaboration  
*Wednesday, Feb. 19 from 1 – 4 p.m.*

What do jazz and collaboration have in common? Just about everything! Collaboration, like jazz improvisation, is a collective approach designed to generate new ideas using a dynamic process that encourages innovation at both the individual and group level. Skilled collaborators understand that to be successful everyone must support each other, be adaptable, innovate and respond to unexpected changes AND meet their own needs. In the end, partnerships must achieve real results to make the investment worthwhile, but the process can be frustrating. Learn from the techniques of jazz how to make the results worthwhile, AND the process more creative!

This workshop will outline the key strategies for productive and fun partnerships and hone your skills so you can collaborate more effectively.

**Instructor:** Marlene Boas, ESC Volunteer  
**Fee:** $65 ($55 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. 20 from 8 – 9:30 a.m.*

Using a competency matrix for developing job descriptions, attracting, hiring, training, and managing your staff.

**Instructor:** Krista McKinnon, Bayer MaterialScience

*Wednesday, May 21 from 8 – 9:30 a.m.*

**Fee:** $10  
**Location:** Urban Impact Foundation
Strategic Planning: A Must in Turbulent Times

Tuesday, Feb. 25 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) and includes lunch

Measuring the Impact of Your Volunteers

Wednesday, Feb. 26 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: Iris Douglas, UPMC St. Margaret Hospital; Diane Kolling, UPMC Passavant
Fee: $65 ($55 if paid online)

Get Your Stories Straight

Thursday, Feb. 27 from 9 a.m. – noon

Arm yourself and your staff with the material that will come in handy when it’s time to introduce people to your mission and story. This workshop will help you craft your tagline, one-sentence overview, an emblematic story you can tell in 15 minutes and a more detailed half-hour presentation that will help ensure your audience remembers what you want them to remember.

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

Audience Engagement

Friday, Feb. 28 from 9 a.m. – noon

Once you have attracted someone to your venue or to a performance, how does that attendee become a long-term patron? We will look at the evolving relationship of audience members as they begin to take ownership in an organization by becoming members, subscribers, and/or donors, ultimately translating an encounter into a relationship. The structure of the session will begin with case studies considered individually and then move to brainstorming creative solutions for current situations faced by session participants.

Instructor: Brett Ashley Crawford, Arts Management and Technology Laboratory, Carnegie Mellon University; Elliott Mower, Pittsburgh Public Theatre
Fee: $65 ($55 if paid online)

Presenting to a Funder

Tuesday, March 4 from 9 a.m. – noon

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

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

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United Way and Bayer Center Resources

The Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations is a crucial tool for filling out the 990. You can access this free resource by clicking “Programs & Services” then “Research & Publications” at www.bcnm-rmu.org. Thank you to all of the agencies who participated in 2012. Please keep watch for the next round in 2014.
Nonprofit Management Classes (continued)

Secrets to Success in Digital Marketing
Wednesday, March 19 from 9 a.m. – noon
If going digital sounds daunting to you, it should. In today’s ever-evolving landscape of digital marketing, it’s critical that managers use a sound strategy to guide decisions. A one-size-fits-all approach won’t work in social and electronic media, where success is centered on selecting the most appropriate channels that resonate with customers and accurately representing your brand. How can nonprofit marketers navigate through this maze – and cut through the buzz and the noise – to find what really works for their organizations? In this seminar, we’ll explore the benefits of digital marketing, and will dive deep into how you can identify relevant goals, define and re-examine existing digital marketing efforts, learn from best practices in industry, and evaluate meaningful results to ensure the most effective outcomes for your organization.

Instructor: Kristi DePaul, Robert Morris University
Fee: $65 ($55 if paid online)

Founders Syndrome
Monday, March 24 from 9 a.m. – noon
Founders of nonprofits and social enterprises are often leaders that are inspiring, visionaries and charismatic. They live and breathe the organizational mission and vision in hopes that their hard work results in enterprise success. However, this can lead to an over-dependence on a founder’s skill sets and limit the actual realized success. Thus, the founder’s leadership abilities can become a hindrance to organizational growth; staff and board members will subsequently concede out of respect for the emotional attachment and ownership of the founder. This is known as the ‘Founder’s Syndrome.’

This session is designed to help middle managers, staff, board members and even founders overcome a sense of powerless influence and positively impact organizational growth by analyzing the ‘Founder’s Syndrome’ causes and effects and present tools to tackle road blocks and hindrances.

Instructor: Anthony Petroy, Robert Morris University
Fee: $65 ($55 if paid online)

Working Effectively with All Kinds of Customers!
A Diversity Primer
Tuesday, March 25 from 9 a.m. – noon
As nonprofit professionals we are inherently change agents. Our mission challenges us to advocate on behalf of our neighbors in need of support. In order to effectively accomplish our goals, the core principal of diversity, the understanding of how one’s own culture, value and belief systems impact the ability to function in a multicultural environment, must be threaded throughout every plan of action. Failure to include this needed component causes nonprofit organizations to become disconnected and/or disengaged, which ultimately becomes a barrier to service provision. This training will:

• Highlight the continuum of cultural skills required in quality service delivery
• Promote the development of a strategy for incorporating diversity in its organizational plan
• Present practical, hands-on learning aimed at improving communication and problem solving in multicultural environments

Instructor: Trisha Gadson, Macedonia FACE
Fee: $65 ($55 if paid online)

FUNdamentals of Project Management
Wednesday, March 26 from 9 a.m. – 4 p.m.
If you’re new to project management, this is the class for you! We’ll spend the morning learning the basics of project management, including project planning steps, developing project objectives and managing a project team. In the afternoon, we’ll apply and practice this knowledge using the free, open-source project management tool Asana.com.

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

Women Leaders, The Next Generation
Thursday, March 27 from 9 – 11 a.m.
Please join this important and provocative conversation with some of the region’s most accomplished women in the nonprofit sector. One of the issues that is paramount in making change for the 74% is to build more effective partnerships with boards on employee issues like CEO evaluation and professional development strategies. These exemplary leaders will challenge us to think differently about helping women gain confidence as leaders and receive the respect as professionals that they deserve!

Panelists: Lois Mufuka Martin, Bethlehem Haven; Aradhna Oliphant, Leadership Pittsburgh; Christy Uffelman, Align Leadership LLC
Moderator: Peggy Outon, Bayer Center.
Fee: $40 ($30 if paid online)

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

Tuesday, April 8 from 9 a.m. – noon

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

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

Fundraising for Boards

Thursday, April 10 from 9 a.m. – noon

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

Instructor: Janet Emery, J. Emery Consulting, Inc.
Fee: $65 ($55 if paid online)

Professional Development

Thursday, April 24 from 9 a.m. – noon

Encouraging growth and development and retaining your talented employees in uncertain times, where upward mobility in jobs is stalled, are key challenges for leadership. The Gen X age cohort is half the numbers of the Baby Boomers, yet as 10,000 boomers turn 65 every day, grooming the next generation of leaders is imperative. Join this workshop as we examine the 70/20/10 model for professional development and other tools that don’t depend on dollar signs but do require leadership attention. We intend to pose positive solutions to the conventional wisdom about no money for professional development - and build the world we want to see for women and men in nonprofits!

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

When and How to Seek Legal Help

Friday, April 25 from 9 – 11 a.m.

Nonprofits have a mission to serve the public good. Most work to ensure they are working within the law. At least the laws they know about… Most nonprofits are hesitant to call a lawyer or only use the advice of a lawyer on their board. However, a board member lawyer has an inherent conflict of interest, so you may need to seek outside counsel for some issues. This workshop will help you discern the difference, and give you some suggestions of how to go about it. The proverb by Benjamin Franklin is appropriate here! “An ounce of prevention is worth a pound of cure.”

Instructors: Amy Herne and Joe McHugh, FedEx Ground
Fee: $40 ($30 if paid online)

Doing Well While Doing Good: Adapting Management Strategies from the Private Sector

Monday, April 28 from 9 a.m. – 4 p.m.

Nonprofits and private corporations are very different, but both are plagued by similar issues such as financial difficulties, reaching target constituencies and taking advantage of opportunities. Because of these similarities, many nonprofits find success in adapting business strategies to meet their missions. In this workshop, we’ll examine the skills that lead to success in the private sector, and discuss how nonprofit leaders can utilize these skills to reach goals and achieve sustainability while meeting bottom line objectives. Topics will include developing a personal toolkit for setting goals and organizational strategy; sharpening outreach and program development activities; managing human interactions; and maximizing opportunities to leverage your organization’s unique talents.

Instructors: Kristi DePaul, Robert Morris University; Michael Steiner; iCarnegie Global Learning; Gil Taran, iCarnegie Global Learning
Fee: $125 ($115 if paid online) and includes lunch

Board Tools

Thursday, May 8 from 9 a.m. – noon

Boards are often characterized by passionate dedication to mission and strong guardians of fiscal integrity. We’d like to see them add a third competency – being an outstanding employer! A companion piece to this important tool is conducting a more effective evaluation, so we’ll present some tools for that. And we’ll be clear about barriers to conducting effective evaluations and how best to address those concerns between conscientious board members and their essential partner, the CEO or E.D. Let’s talk about this…and ensure better futures for the organizations we love.

Instructor: Peggy Outon, Bayer Center
Fee: $65 ($55 if paid online)

What’s Next?

Thursday, May 29 from 9 – 11 a.m.

Let’s lose the word “retirement.” Many people in nonprofit organizations will not retire in a way that word is currently understood. We need to build a future NOW for meaningful part-time work, job sharing, co-housing and other creative ideas for healthy, active, smart Boomers to plan their next career steps. Join a panel of Pittsburghers who are thinking differently about their “golden years.” Help us all figure out how to best solve this riddle of the aged.

Fee: $40 ($30 if paid online)
Nonprofit Management Clinics

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

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

Instructor: Varies
Fee: $50 per hour

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 is required)

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

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

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

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

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 is 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
- 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

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

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

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

Instructor: Jeff Forster, Bayer Center
Fee: $50 per hour
Bylaws Clinic
60-minute sessions available by appointment
Bylaws are important in directing the board and the organization. Due to recent changes in the 990 legislation, many nonprofits’ bylaws are not in compliance with best practices. During this clinic, we will review your bylaws, give you suggestions for improvements, and guide you on how to discuss these with your board.

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

Corporate BoardsWork! Clinic
60-minute sessions available by appointment
When your expertise is in the world of for-profit business, joining a nonprofit board can make you feel like a fish out of water. You want to be helpful, but suddenly you find yourself asking, “Why do they do it THAT way?” Come hash out your questions with a trained coach and nonprofit expert (who also happens to have a lot of for-profit background). Designed especially for new nonprofit board members matched through the Bayer Center’s BoardsWork! program, this clinic will be helpful for anyone wondering how to become a more effective volunteer nonprofit steward. The clinic can be held in person or by telephone.

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

74%—seventy-four percent
Exploring the lives of women leaders in nonprofit organizations

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

Through generous support from the Eden Hall Foundation and Bayer USA Foundation, the Bayer Center for Nonprofit Management at Robert Morris University is leading on behalf of women in the nonprofit workforce through research and education to promote change in this picture. A “Kitchen Cabinet” consisting of over 170 leaders from the private, public and nonprofit sectors has been formed to guide new research efforts on the lives of women in nonprofits, to ask hard, relevant questions, and to distill knowledge into action. And we intend to engage the power of 74% to do just that.

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

- Leadership Breakfast (page 7)
- Women Leaders: The Next Generation (page 10)
- Professional Development (page 11)
- What’s Next? (page 11)
Technology

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

Some of the ways we assist organizations are:

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

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

Bagels and Bytes

Join your nonprofit techie colleagues for informal learning and networking in this popular monthly convening. If you’re officially (or unofficially) responsible for your nonprofit’s technology challenges, join us!


Bagels and Bytes - Allegheny
(FREE, but you must R.S.V.P.)

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

Wednesday, Feb. 5 from 8:30 – 10 a.m.
at Children’s Museum of Pgh. (North Shore)

Wednesday, March 5 from 8:30 – 10 a.m.
at Children’s Museum of Pgh. (North Shore)

Wednesday, April 2 from 8:30 – 10 a.m.
at Frick Art & Historical Center (East End)

Wednesday, May 7 from 8:30 – 10 a.m.
at Frick Art & Historical Center (East End)

Bagels and Bytes - Westmoreland
(Breakfast cost is individual responsibility)

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

Tuesday, Jan. 14 from 8 – 9:30 a.m.
at King’s Restaurant, 6297 State Route 30 / Home Depot Plaza (Greensburg)

Tuesday, March 11 from 8 – 9:30 a.m.
at King’s Restaurant, 6297 State Route 30 / Home Depot Plaza (Greensburg)

Tuesday, May 13 from 8 – 9:30 a.m.
at King’s Restaurant, 6297 State Route 30 / Home Depot Plaza (Greensburg)
EXCEL DAY!

Introduction to Excel 2010
Tuesday, Feb. 18 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

Intermediate Excel 2010
Tuesday, Feb. 18 from 1 – 4 p.m.
Learn more about Excel in the afternoon including:
• Worksheet templates creation and use
• Using functions
• Creating links between worksheets
• Database features
• Chart creation and formatting
Instructor: Jeff Forster, Bayer Center
Fee: $65 ($55 if paid online) per session OR $100 for the whole day (includes lunch)

Website Planning for Everyone
Tuesday, Feb. 25 from 9 a.m. – noon
Planning a website starts before the first line of code is written. Whether you want a new site or to re-design your current site, it’s easier when you know website planning basics. Whether you are creating a DIY website in-house or hiring an outside designer, this class will help you refine your vision first. Topics include:
• Identify and define your target audience
• Select and refine website objectives
• Plan your site navigation and features
• Choose the right look and feel
Instructor: Cindy Leonard, Bayer Center
Fee: $65 ($55 if paid online)

Presentation Visuals that Work (Webinar)
Thursday and Friday April 3 - 4 from 10 – 11 a.m.
Bullets are not only dangerous in guns. Although your presence and preparation make a huge impact on the success of a presentation’s ability to inform and persuade, bad visuals can undermine your message. In fact, PowerPoint itself may have taught us bad habits. This webinar will help you create visuals that will make your facts, stories and ideas stick with your audience.
Instructor: Jeff Forster, Bayer Center
Fee: $40

DIY Web Design with WordPress
Tuesday, April 8 from 9 a.m. – 4 p.m.
Are you a website novice who needs to know how to design a basic website that works? WordPress is a website content management system that is great for building and managing websites, even for beginners. Nonprofit staff without previous web design experience and web design staff who want to learn WordPress are welcome.
Instructor: Cindy Leonard, Bayer Center
Fee: $125 ($115 if paid online) and includes lunch

Social Media Planning and Strategy
Thursday, April 10 from 9 a.m. – 4 p.m.
Like any other project, using social media for your organization requires planning, strategy and management. Learn what you should consider before getting your nonprofit started in the social media realm, what to expect afterwards and how to keep the ball rolling. You will have the opportunity to work on a draft strategic plan for your organization's social media that you can take back to your office and refine. Basic social media concepts and terminology are recommended but not necessary for attending this class. We will focus on planning and strategy rather than on “how to” use the social media tools.
Instructor: Cindy Leonard, Bayer Center
Fee: $125 ($115 if paid online) and includes lunch

Mass Appeal: Comparing Managed Email Tools
Tuesday, April 22 from 9 – 11 a.m.
Have you been thinking about using a managed email tool to streamline your mass emails or improve their design or targeting? It would really help to hear from people who currently use the leading tools on the market, right? That’s what we thought. So we’ve assembled a panel of your nonprofit communications peers to talk about Constant Contact, Mail Chimp and Vertical Response. This moderated panel discussion will focus on the strengths and weaknesses of these various options, including list management, formatting, segmenting and interoperability with other tools. We can’t make the decision for you, but you'll hear from people who have made this choice.
Panelists: Carrie Richards, Bayer Center; Julie Boyce Kuna, Southwinds, Inc.; Catherine Olteanu, Lemur Conservation Foundation
Moderator: Jeff Forster, Bayer Center
Fee: $40 ($30 if paid online)
Technology Classes (continued)

Writing for the Web and Social Media  
**Tuesday, April 29 from 9 a.m. – 4 p.m.**  
Writing content for your website or social media channels is very different from other types of communications due to the way people read and use the Web. Most of your written materials must be altered for use on a web page or social media site in order to make them readable and usable. Learn how to improve your written website and social media content, increase your site's usability, and leverage your website and social media as communication tools.  
**Instructor:** Cindy Leonard, Bayer Center  
**Fee:** $125 ($115 if paid online) and includes lunch

looser Orbits: Opportunities and Challenges of New Office Arrangements  
**Tuesday, May 13 from 9 a.m. – noon**  
We have the tools to work in places and ways that we’ve never worked before. Many find that teams need to work very intentionally to maintain cohesion when everyone can’t see each other face-to-face regularly. Hear lessons learned in organizations in which people have linked multiple offices together, deployed people to spend the majority of their time “in the field” or used home offices. The session will cover ways to avoid a state which William Butler Yeats described as “Things fall apart. The center cannot hold.” This session repurposes a successful discussion at 2013’s TechNow conference.  
**Instructors:** Nicole Molinaro Karaczun, Women’s Center and Shelter of Greater Pittsburgh; Michael Sobkowiak, Green Building Alliance  
**Moderator:** Jeff Forster, Bayer Center  
**Fee:** $40 ($30 if paid online)

iPad DAY!  

iPad Basics  
**Tuesday, May 6 from 9 a.m. – noon**  
Have you just gotten an iPad, but haven’t done much beyond surfing the Web? In this class, we’ll cover iPad with iOS 7 basics and walk you through the various configuration settings.

Awesome iPad Apps You Can Use  
**Tuesday, May 6 from 1 – 4 p.m.**  
So many apps, so little time! In this class, you’ll learn about the Apps Store and how to find useful, interesting and fun apps for productivity, communications and more. We’ll teach you how to download, install and configure apps and how to uninstall them if you change your mind later. We’ll go over the basics of using some of the more popular apps and give you plenty of time for guided experimentation.  

*Students should plan to bring an iPad to class that supports the most recent version of iOS. Only iPad and iOS will be covered in this class. Call the Bayer Center if you need a one-on-one clinic for Android or other types of devices.*  
**Instructor:** Cindy Leonard, Bayer Center  
**Fee:** $65 ($55 if paid online) per session OR $100 for the whole day (includes lunch)
Technology Clinics

Does Your Website Work? Clinic
60-minute sessions available by appointment
Your website may seem just fine to you, but maybe it’s time you had an outsider’s take on it. Sit down with our website expert as she provides an honest (and kind) assessment of your site and recommends changes for improvement.

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

Excel/Spreadsheet Clinic
60-minute sessions available by appointment
Other people work magic with spreadsheets; so can you! For complete beginners to advanced users with specific questions, this clinic is your opportunity to become the Excel magician you’ve always wanted to be! We’ll teach you handy tricks of the trade that save time and effort:
- Write time-saving formulas so that you never have to hand-tally again
- Read formulas in existing spreadsheets and follow those crazy links
- Format your spreadsheets for readability
- Use spreadsheets to dynamically analyze scenarios

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

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

iPad or Android Clinic
60-minute sessions available by appointment
Do you have an iPad or Android tablet but haven’t done much with it yet? Get one-on-one help using the iPad/iOS or Android operating system, configuring your tablet and downloading/installing apps.

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

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

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

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

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

Custom Training

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

Frequently requested topics include:
- Technology
- Fundraising
- Nonprofit finance
- Supervision and leadership
- Board development
- Staff management

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

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

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**Why do I need BoardsWork!?**

*Strong Boards build strong nonprofits...*

*BoardsWork! builds strong boards.*

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

*BoardsWork! specializes in…*

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

*BoardsWork! is an excellent value for your hard earned funds!*  
Your benefits include…

- A custom assessment resulting in a board retreat planned and facilitated by BCNM
- A focused retreat to meet the needs of your board’s development
- Matching your nonprofit with fully trained board members from your local business community
- Listing as a BW! Award Agency in a report to local funders and in the Pittsburgh Business Times
- Use of the BW! Award seal on your fundraising, grant, marketing and communication materials
- Periodic convenings of BW! Award winners
- A 20% discount for current board members on all BCNM classes

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**Where does it all happen?**

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

**When should I take advantage of BoardsWork!?**

NOW. *BoardsWork!* has a pool of trained, enthusiastic members from businesses including American Eagle, Bayer Corporation and Huntington Bank waiting to serve on your board. *BoardsWork! is ready to customize the retreat for your nonprofit. The group in our board matching pool is talented, skilled and ready to serve!*

**How do I join BoardsWork!?**

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

**Start earning your BoardsWork! Award TODAY!**
The Executive Service Corps
at the Bayer Center

...providing high-impact, affordable management development services to nonprofits

Looking for budget friendly assistance for your organization?

ESC is a group of talented, executive-level professionals who volunteer to 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 serve as expert resources and neutral facilitators who provide targeted, practical solutions in the areas of:

- Marketing and Communications Planning
- Human Resources
- Board Development
- Customized Training for Staff or Boards
- Facilities Management
- Financial Management /Policies and Procedures
- Technology and Information Management
- QuickBooks Assistance
- Strategic and Business Planning
- Outcomes Management and Quality Improvement
- Project Management
- Event Planning
- Strategies for Emerging Organizations

ESC volunteers are carefully selected, trained and supported by the Bayer Center, with all projects centrally administered at the Center. These executive level volunteers are motivated by a desire to use their talents and experience to benefit the community. They are men and women committed to strengthening the management of nonprofit agencies in order to build the organization’s capacity to effectively address their mission.

ESC volunteers will work alongside nonprofits of any size. ESC contracts range from one-time engagements, to six month processes. Our fees are based on the scope of the project and are designed to be affordable to smaller organizations.

For more information on ESC programs at the Bayer Center, contact ESC Program Director, Yvonne Van Haitsma at 412-397-6002 or vanhaisma@rmu.edu.
Peggy Morrison Outon is the founding Executive Director of the Bayer Center for Nonprofit Management at Robert Morris University. She is also the founding Director of the Centers for Effective Nonprofit Management in Austin, Texas, and New Orleans, and the founding board chair of the Alliance for Nonprofit Management. A nationally noted consultant and trainer, Peggy has worked with more than 700 nonprofit clients. She served as a 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.

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

Shelby Gracey is Office Coordinator at the Bayer Center for Nonprofit Management 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, directs the adult, children’s, youth, and handbell choirs, and teaches music for the Youth Club.

Scott B. Leff is Senior Consultant, Organizational Development and Strategy at the Bayer Center for Nonprofit Management at Robert Morris University with over 25 years’ experience as a senior business executive, entreprenuer, nonprofit consultant and board member. His expertise is in strategy, finance, sustainability, business planning, marketing, social enterprise, mergers and alliances, organizational development, and executive management. He has served on over 20 nonprofit boards and is currently treasurer of the Mattress Factory art museum. Scott has an M.S. degree from Carnegie Mellon University, is a graduate of Leadership Pittsburgh, and an ICF-approvedtrained Professional Coach.

Cindy Leonard is Consulting Team Leader at the Bayer Center for Nonprofit Management at Robert Morris University. She works with the consulting team to maximize client satisfaction and identify areas for growth. Additionally, she creates and teaches Bayer Center classes, convenes Bagels and Bytes meetings and organizes the annual TechNow conference. Cindy's consulting specialty is helping nonprofits leverage technology to meet their missions. An experienced website designer, she adds website planning, design and assessment to BCNM’s portfolio of services. Cindy holds a B.S. in computer science, an M.B.A. and a M.Ed. in instructional design technology, all from Seton Hill University.

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

Carrie Richards is Programs Team Leader at the Bayer Center for Nonprofit Management at Robert Morris University. She offers management support for all of the Bayer Center’s programs, including the development and implementation of BCNM’s extensive nonprofit educational classes, clinics and convenings. A Northside resident and proud owner of a rescued pit bull, she is a volunteer for Biggies Bullies, a member of the Allegheny Elks Lodge #339 and serves on the board of the Pittsburgh Project. Carrie earned a degree in youth ministry from Eastern University, completed a master’s degree in nonprofit management and is currently pursuing a second master's degree in human resources, both from Robert Morris University.

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

Yvonne Van Haitmsma 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.
Instructor Bios

Denise Abbott is a Senior Attorney in FedEx Ground’s Labor Law Group. Prior to attending law school, she spent ten years as a human resources professional at a regional advertising agency. As an attorney, Denise has represented employers during all stages of individual and class litigation with claims related to employment discrimination, retaliation, FMLA, ERISA, FLSA, breach of contract and covenants not to compete. As a traditional labor lawyer, Denise has assisted and advised employers in resolution of unfair labor practice charges, employee grievances, labor arbitrations, interpretation of union contracts and by conducting management training during and in advance of union election campaigns.

Eva Tansky Blum is Executive Vice President and Director of Community Affairs for PNC Bank. Blum also serves as chairwoman and president of The PNC Foundation. Blum is a member of both the Pennsylvania and Allegheny County bar associations. She also holds several roles with her alma mater, the University of Pittsburgh. She serves on the school’s board of trustees; co-chair’s Pitt’s $2 billion capital campaign; is the head of the Graduate School of Public Health’s (GSPH) board of visitors; and is past president of the University of Pittsburgh Alumni Association. Blum is also a member of the honor board of WQED Multimedia, serves on the advisory board of the Carnegie Science Center and is a board trustee for the Jewish Healthcare Foundation.

Marlene Boas has more than 20 years of professional experience helping people live balanced, satisfying, and fulfilling lives, both personally and professionally. She has a Ph.D. in psychology, is a Board Certified Coach, and member of the Pittsburgh Coaches Association. She has served as an elected official, created two nonprofit arts organizations, authored and managed a multimillion dollar federal grant, served as a federal grant reviewer, program evaluator, and actively volunteered with numerous organizations including the American Red Cross, and as a subject matter expert at National Headquarters. Marlene joined ESC in 2013 and has facilitated retreats with the BoardsWork! program.

Julie Boyce-Kuna is the Director of Development and Marketing at Southwinds, Inc. which provides quality residential care and life skills training for adults with developmental challenges through Pittsburgh, Pennsylvania and Allegheny County. Hired at Southwinds in 2007 as the Public Relations Specialist, she was promoted to Director of Development and Marketing in 2010. Julie graduated with a BS in human development and family studies from The Pennsylvania State University in 1995 and received her master's degree in nonprofit management from Carlow University in 2002.

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.), 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!

Diana Bucco is the Vice President of The Buhl Foundation where she is responsible for strategy formation and capacity building. Her previous roles include President of The Forbes Funds and the founding director of the Coro Center for Civic Leadership. Diana also launched the Greater Pittsburgh Nonprofit Partnership. She is a Trustee of Point Park University and serves on many boards including YouthPlaces, Family Resources, Advancing Academics, and Health Careers Futures.

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

Dr. Brett Ashley Crawford is Assistant Teaching Professor of Arts Management at Carnegie Mellon University’s Heinz School of Public Policy and Management. She directs the research venture Arts Management and Technology Laboratory, an expansion from the previous Technology in the Arts program. She received her B.S. in theatre from Northwestern University, M.F.A. in arts management from Texas Tech University, and a Ph.D. in theatre history and criticism with a graduate certificate in women's studies from the University of Maryland, College Park.

John Dawes, Executive Director of the Foundation for Pennsylvania Watersheds, has supervised small grants to more than 150 environmental and watershed associations throughout the state. The intent is to provide seed money to allow a local group to access agency funding through the Dept. of Environmental Protection, the Dept. of Conservation and Natural Resources, the Office of Surface Mining, the Environmental Protection Agency and the US Army Corps of Engineers. For five years Dawes was a consultant to the Heinz Endowments Environment Program where he supervised grants to regional watershed groups pursuing a DCNR Rivers Conservation Plan. Dawes graduated from Pennsylvania State University with a bachelor’s degree in education and an M.Ed.

Sam Deep has spoken in front of more than 200,000 people and sold over one million copies of his 16 published books. His last four audio tapes were featured on US Airways’ EntertainmentAir. Sam also hosted “Following the Leader,” a weekly radio program that focused on building better corporate leaders. His current consulting services include executive coaching, leadership development, team building, and strategic planning. He also established the Sam Deep Leadership Academy which equips emerging leaders for future responsibilities. Prior to his leadership development career, Sam taught at the University of Pittsburgh. He served as an adjunct professor of leadership and strategy at the Carnegie Mellon University.
Instructor Bios (continued)

Kristi DePaul is Co-Founder and Managing Director of Global Marketing Initiatives, an independent consultancy that provides digital marketing and communications expertise to diverse clientele, ranging from start-ups and nonprofits to multinational companies. She currently teaches undergraduate courses in business and intercultural communication at Robert Morris University. Previously, she held positions in higher education marketing and media relations in public and private universities. Kristi earned a master's degree in nonprofit/arts management from Carnegie Mellon University’s H. John Heinz III School of Public Policy and Management, and a bachelor’s degree in journalism from Penn State.

Iris Douglas is the Director of Volunteer Services at UPMC St. Margaret. She has been employed in healthcare for 36 years, 17 of which are in volunteer management. Her program includes 300 volunteers. Responsibilities include writing position descriptions, recruitment, orientation, compliance, recognition and education. Iris holds a masters in public management from Carnegie Mellon University and a business administration degree from the University of Pittsburgh. She received the Evelyn Burston Award for Outstanding Achievement in Volunteer Management in 2010; has presented workshops on volunteer management and compiled a publication on Human Resource and Federal Laws.

Jane Downing is a Senior Program Officer at The Pittsburgh Foundation and is responsible for community and economic development grantmaking and convening. Prior experience includes positions in the City of Pittsburgh’s Department of City Planning. She currently serves on the Youth Policy Council of the Three Rivers Workforce Investment Board, the Allegheny County Homeless Advisory Board, and the Board of Visitors of the Graduate School of Public and International Affairs of the University of Pittsburgh. She has served on the boards of more than 35 community based non-profit organizations. Jane is a graduate of Bates College and the University of Pittsburgh.

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.

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

Trisha Gadson is a recognized diversity and inclusion trainer obtaining training from the National Multicultural Institute. Trisha has supported more than 25 schools in 10 districts throughout Pennsylvania in the implementation of violence prevention and diversity services. In addition, she serves as a trainer and curriculum writer for the Child Welfare Training Program and is a member of the board of directors for the McKeesport Area School District and the Hill House Passport Academy Charter School. Trisha is a graduate of Syracuse University (B.S.) and Carlow University (M.S.).

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

Amy Herne is Senior Counsel at FedEx Ground Package System, Inc., a $10 billion subsidiary of FedEx Corporation located in Moon Township, PA. As a member of the Company’s Employment Support Group, she provides daily legal and business advice on matters concerning over 50,000 employees across the United States and Canada. Before joining FedEx Ground, Amy worked in both private practice and with the Commonwealth of Pennsylvania. She received her J.D. from Duquesne University School of Law and her B.S. from West Virginia Wesleyan College.

Maureen Mahoney Hill, CFRE, is an independent consultant working with nonprofit organizations to build capacity in fundraising, communications and marketing. Started in 2006, her practice specializes in planning and strategy development for major and planned gifts. With more than 20 years of experience in fundraising, Maureen has held development positions with The Children’s Institute, The Pittsburgh Foundation, Penn State and The Women’s Center & Shelter of Greater Pittsburgh. In addition to serving as an instructor for the Bayer Center for Nonprofit Management since 2009, Maureen is a frequent presenter for the Foundation Center at the Carnegie Library of Pittsburgh.

Janet C. Emery, CFRE, brings nearly 30 years of successful development experience to her consulting business, J. Emery Consulting, Inc., which supports nonprofit sustainability through wise and ethical development practices. Services assist volunteers, chief executives and development professionals charged with improving external relationships and philanthropic support for nonprofit organizations. Her experience in the arts, education, healthcare, and human services supports a documented track record of success, most notably in the development, communications, and volunteer management disciplines.
Maureen Hogan has over 30 years of planning and community development experience in the private and public sector including university employment, non-profit employment, private consulting and employment in municipal and state government. Maureen is the Assistant Director of the Penn State Center, an urban model in the transfer of research based practice in community problem solving. Previously, Maureen worked at the Pittsburgh Partnership for Neighborhood Development, her own community development consulting business, the City of Pittsburgh and the State of West Virginia. She was an adjunct at the University of Pittsburgh and taught planning in the public sector.

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 Excelsa 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.

Nicole Molinaro Karaczun serves as the Director of Services at Women’s Center & Shelter. Previously, Nicole was the Executive Director for Communities In Schools of Pittsburgh and served as Vice President for Development and Communications for Adagio Health. She earned her bachelor’s and master’s degrees from Duquesne University. Nicole is an alumna of Leadership Pittsburgh, the Harvard Graduate School of Business’s program in Strategic Perspectives in Nonprofit Management. She’s received many awards including being honored as a “40 Under 40” by Pittsburgh Magazine. She was also a member of the Greater Pittsburgh Nonprofit Partnership and the Girls Going Places initiative.

Elizabeth (Betsy) Krisher is a CPA and Certified Government Financial Manager. Betsy is Vice President and Director of Nonprofit Services for Maher Duessel. She has participated on the AICPA Nonprofit Expert Panel/Audit Guide Revision Task Force and currently participates on the AICPA Exempt Organization Tax Resource Panel. Betsy serves as engagement and tax partner for a wide variety of social service, religious, cultural and arts-oriented nonprofits. She also is the current Treasurer for the Board of Directors of the United Way of Westmoreland County. She has a B.A. in economics/business administration from the University of Pittsburgh.

Diane Kolling is the Director of Volunteer and Guest Services at UPMC Passavant. She has 36 years of hospital experience, the last 19 years in volunteer management. Her program includes approximately 600 volunteers a year at two campuses. Responsibilities include writing position descriptions, recruitment, orientation, compliance, recognition and education. She has a degree in healthcare administration from Ashford University; and is the recipient of the Evelyn Burston Award for Outstanding Achievement in Volunteer Management and awarded a Paul Harris Fellow for her work in Volunteer Management. She has presented workshops on volunteer management for local organizations and associations.

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

Steve McDonell is the Director of Information Systems at ACHIEVA in Pittsburgh, Pennsylvania. He is the current chair of the Technology and Communications Committee of the National Conference of Executives of The Arc and also serves on the Advisory Board of Pittsburgh Technical Institute’s Information Technology program. During his tenure at ACHIEVA, Steve has worked within ACHIEVA and with other nonprofits to implement practical and cost-effective technology solutions in response to issues faced by these organizations, including the agency-wide migration to Google Apps in August 2012.

Joe McHugh is Lead Counsel in FedEx Ground’s Legal Department, where he defends the company against commercial and employment lawsuits around the country. Before FedEx, he was a commercial and employment litigator for 14 years at law firms in Chicago and Pittsburgh. Since 2003, Joe has had an AV rating from Martindale-Hubbell, a nationally-recognized measure of professional excellence. Before law school, he was an intelligence analyst at the National Security Agency. He earned his degrees at Georgetown and The University of Chicago. Since 2003, Joe has served on the board of FamilyLinks, a Pittsburgh-based social services nonprofit.

Krista McKinnon is a Human Resource professional with extensive knowledge in the recruiting, hiring, and development processes, and has over 17 years of experience across many functional areas of the organization. Currently she is a Project Manager for the Chief of Staff at Bayer MaterialScience LLC. In this role she manages Employee Engagement Academy projects which provide opportunities for employees to become more involved in the region. Krista earned her bachelor’s degree in psychology from West Virginia University and her Masters of Science degree at Robert Morris University. She is an active volunteer for various animal welfare organizations.
Sue McLaughlin has been an ESC volunteer since 1995. Previously, she spent twenty-five years as an attorney at the U.S. Department of Housing and Urban Development, responsible for overseeing the planning, financing and management of FHA-insured hospitals, nursing homes and multi-family housing. As an ESC volunteer, Sue has worked with numerous nonprofit clients on review and revision of bylaws, board development, executive director mentoring, fundraising, and other tasks. She has also been a facilitator for the regional dialogues sponsored by Alan Kukovich, “The Power of 32,” and is an active member of South United Methodist Church in Wilkinsburg.

Lois Mufuka Martin is the Executive Director of Bethlehem Haven which provides services including emergency shelter, transitional housing, permanent supportive housing, meals, medical, dental, obstetrics and mental health services to women in the Pittsburgh area. With a background in social work, nonprofit management and nonprofit consulting, Lois received a bachelor's degree in history from Lander University and a master of education in counseling from Clemson University. In 2008, she was selected as a "Woman of Excellence" by the New Pittsburgh Courier and in 2009, she and her daughter Vimbai were chosen to serve as “Change Agents” for the Women and Girls Foundation of Pittsburgh.

Elliott Mower has an unwieldy job title, a passion for creative strategy, an obsession with the Internet, an affinity for pushups, and a Master's degree from Carnegie Mellon. As the Assistant Director of External Affairs for Pittsburgh Public Theater, he oversees the organization's web presence and creates engagement-based programming on and offline. He also works with individuals and small businesses as a web and social media consultant. Before moving to Pittsburgh in 2010, he worked in marketing and communications for Coca-Cola, the Warner Music Group, and R&R Partners.

Michele O'Leary, CPA, is a Senior Manager in the Not-for-Profit Services Group of Alpern Rosenthal, which specializes in providing audit, tax and business advisory services to more than 150 nonprofit clients throughout Western Pennsylvania. Ms. O'Leary has nearly 20 years of audit & assurance experience. In addition to being a member of the American and Pennsylvania Institutes of Certified Public Accountants, Ms. O'Leary is on the board of directors for a local arts organization.

Aradha Oliphant, is the President and CEO of Leadership Pittsburgh Inc. which has produced over 1,800 informed and engaged leaders and linked them with opportunities to help serve the region. Aradha is a proud graduate of the eighteenth class of Leadership Pittsburgh and holds a MBA from Rutgers University and a master's degree in psychology from Bhopal University. In addition, she serves on numerous advisory boards in the region including the Frick Pittsburgh and Winchester Thurston; writes and presents frequently on regional issues and leadership; and integrates professional community leadership activities in her role as the proud mother of two boys.

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

Mary Anne Papale is Director of Community Affairs at Highmark, where she directs the distribution of corporate community giving of over $6 million each year, for a region covering 28 counties in western Pennsylvania. Mary Anne has expertise in board governance and nonprofit management and currently serves on the boards of the Pittsburgh Opera and the Women's Center & Shelter of Greater Pittsburgh. She is an active member of Grantmakers of Western Pennsylvania, and the Executive Women's Council of Pittsburgh. Mary Anne earned two degrees from the University of Pittsburgh: a B.A. and an M.B.A. from the Katz School of Business.

Len Pentracosta started his career as an entrepreneur, owning and operating restaurants. After accepting a job with Sysco, he progressed through sales management into leadership and executive roles, and was named president and CEO of the Pittsburgh division in 2008. He resigned from Sysco in 2011 to start his “second” life and career and now Len uses his talents to serve nonprofits as an ESC volunteer and board member for Light of Life and CEED. He is currently COO for Peak Performance management, a sales and leadership training and coaching company.

Dr. Anthony R. Petroy is the Assistant Vice President for Online and Off-Campus Programs, and Assistant Professor and Department Head of Organizational Leadership for Robert Morris University. Anthony holds a bachelor's degree in accounting from The Pennsylvania State University, master's degree in management from Troy State University, and a doctoral degree in management/organizational leadership from University of Phoenix. Anthony has trademarked a motivational lecture series titled 'Inspiration through Knowledge.' Additionally, Anthony has over twenty years of corporate experience in international and globalized markets. He has held senior staff positions of Controller, Chief Financial Officer and Vice President of International Operations and is a United States Air Force veteran.

Greg Phillips is the District Manager/CEO of the Westmoreland Conservation District, an organization dedicated to the conservation, restoration, and wise use of our natural resources. In addition to his District pursuits, Greg helped to found and continues to support a number of grassroots conservation organizations including Sewickley Creek Watershed Association, the Regional Trail Corporation, Penn's Corner Conservancy Charitable Trust, Westmoreland Cleanways, and the Western Pennsylvania Coalition for Abandoned Mine Reclamation. Greg holds a BS degree in geography and rural/urban planning from Slippery Rock University.
Terry Roberts is a Senior Attorney at FedEx Ground (FXG) in Pittsburgh in its Employment Law Group where he has been responsible for employment law support (strategic projects, training, counseling, administrative proceedings, internal investigation, and litigation management) for 11 Districts covering 21 different states and the Los Angeles and Chicago Metro areas. Prior to working at FXG, Terry practiced at Buchanan Ingersoll & Rooney, P.C. in Pittsburgh, PA and Vinson & Elkins, LLP in Austin, TX. He received his J.D. with Honors from the University of Texas Law School and his B.A. with Honors from the University of Miami (FL).

John Rohe graduated in mechanical engineering from Michigan State University in 1972, served as a Peace Corps Volunteer in the Philippines between 1972 and 1974, practiced law in northern Michigan for 30 years before accepting a position with Comcol Foundation in 2006. He is now serving as Vice President of Philanthropy for Comcol Foundation.

Thomas J. Ryan is a CPA with a MS in Taxation. He is a partner with Horovitz, Rudoy & Roteman, and is in charge of the nonprofit practice, as well as being certified in Financial Forensics. Tom is a frequent speaker at training events in various parts of the eastern United States. He has presented topics on internal controls, identifying fraud, and accounting and auditing topics for nonprofit organizations. His presentations focus on the practical aspects of applying complex rules to everyday management situations.

Karen Andrea Shastri researches and evaluates internal management accounting practices. She has studied and analyzed costs as they relate to effectiveness and efficiencies in the criminal justice and human services fields. She has examined these aspects with respect to programs provided by behavioral health organizations for school age children, recovery support services, services training for officers and prosecutors (STOP), electronic fingerprinting and photo imaging, arraignments through video conferencing, and programs that instruct in the area of community oriented policing. Karen currently serves on the Editorial Board for the Journal of Public Budgeting, Accounting & Financial Management.

Juliana Shayne has years of experience in performance improvement and leadership development. Her specialties include facilitating redesign teams, leadership competency assessment and development planning, and confidential executive coaching. Juliana holds a bachelor's degree in nursing and master's degree in health services administration. She is currently an adjunct faculty member at Carlow University and Robert Morris University. She serves on the Baldwin Borough Library Board of Trustees and is President of the University of Pittsburgh's School of Nursing Alumni Society.

Michael Sobkowiak is Vice President of the Knowledge Network at Green Building Alliance (GBA). Michael oversees all of GBA's programming, communications, knowledge network, and e-learning programs. He identifies education/training priorities for GBA stakeholders and manages all aspects of the online learning program. Michael formerly served as GBA's director of programming and as the operations/communications director at Venture Outdoors. Michael also works with Women of the Cloud Forest, through which he works with impoverished local artisans in Costa Rica and Nicaragua to develop products for zoos, botanical gardens and museums across North America. Michael has a B.S. from Cornell University.

Michael Steiner's career has spanned the private, public and nonprofit sectors. His areas of specialization include leadership, train-the-trainer programs and the creation of international philanthropic programs. Most recently, he has served as iCarnegie's Vice President of Strategic Development. Prior posts include Executive of JDC in Moscow, Russian Federation and Director of Donor Development with UJF Pittsburgh. He spent more than 15 years providing leadership training to army trainers, as well as professionals from eastern Asia and Africa with the School of Exchange & International Training. He received a master's degree from Duquesne University's School of Leadership & Liberal Arts.

Gary J. Stern is president of Portland, Maine-based Stern Consulting International, specializing in governance, strategic planning, and marketing with small and large nonprofits advancing a great diversity of missions. His practice also includes associations, government, and multi-sector collaborations. Gary authored Marketing Workbooks for Nonprofit Organizations Volume I: Develop the Plan and Volume II: Mobilize People for Marketing Success, both in circulation around the world. He edited the 2nd edition of the Drucker Foundation Strategic Self-Assessment Tool and led the Drucker Foundation International Training Team. No stranger to Pittsburgh, Gary is a popular Bayer Center trainer and recently completed in-depth strategic planning with WQED.

Gil Taran serves as CEO of iCarnegie Global Learning, a Carnegie Mellon University subsidiary company that offers educational and workforce development programs at large scale to for-profit businesses, nonprofit organizations and educational institutions in more than 20 countries. Prior to iCarnegie, Gil served for nearly 10 years as one of the youngest-ever full-time faculty members at Carnegie Mellon's School of Computer Science and Software Engineering Institute (SEI), and spent another decade as a decorated military officer for both the United States and Israeli governments. He holds a master of science in IT management with high honors from Carnegie Mellon University.
**Instructor Bios (continued)**

**Sarah Toulouse** is the Donations Officer for Bayer in the United States and the Executive Director of the Bayer USA Foundation. In this role Sarah directs all of Bayer’s philanthropic giving and engages with Bayer’s businesses and senior leadership to develop overarching giving strategies. Sarah is also responsible for directing Bayer’s award-winning *Making Science Make Sense* STEM (science, technology, engineering and math) education initiative, which includes a national public awareness campaign, education reform initiatives and employee volunteerism.

**Christy Uffelman** has facilitated peer learning and coached executives for almost a decade. Christy launched the east coast office of Align Leadership centering on organizational knowledge transfer, women’s leadership development, and Millennial/Gen Y initiatives – helping organizations engage and develop their emerging talent pipeline. On the cusp of the Millennial generation herself, Christy brings credibility and passion to organizations that want to better understand and leverage their young talent. Christy has been the recipient of many awards including 2012 ATHENA Young Professional, YWCA Young Leader of the Year, the Pittsburgh Business Times’ Human Resources Leadership Award and the Pittsburgh Human Resources Association People Do Matter Award.

**Holly Wald, Ph.D.,** Founder and President of HPW Associates, LLC, has over twenty years of experience in the design, coordination, implementation and evaluation of health and human service programs. She works with non-profit and publicly funded organizations to develop a framework to collect and analyze program performance measures. Data are utilized to identify successes, areas in need of improvement, and formulate change. Examples of evaluations conducted include countywide systems of care models for adults and youth, school based behavioral health models, peer and recovery support services, nursing education programs, veteran’s services, and reentry models for offender populations in and outside of Allegheny County.

**Betsy Werley** is a thought leader in the emerging encore movement, supporting individuals and organizations who are helping people 50+ leverage their talent and experience in new ways. After 25+ years in business as a corporate lawyer and bank executive, she made the jump to the nonprofit sector as the first Executive Director of The Transition Network, an organization for women over 50 exploring “what’s next” in their personal and professional lives. In her eight years at The Transition Network, Betsy’s leadership helped drive significant growth for the organization, expanding its community from one to 12 chapters across the US. Betsy now works for *Encore.org* as an Innovation Fellow, a new program designed to fast-forward the encore movement’s growth. She is developing an Encore Network that will connect existing organizations, promote collective action and provide tools for the next wave of groups supporting people 50+ in finding meaningful paid and unpaid work. Betsy’s formal education includes a JD from the University of Chicago Law School and a BA in history and English from Duke University. She attended Harvard Business School’s Strategic Perspectives in Nonprofit Management program.

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