“EVERYONE you will ever MEET knows something you don't.”

bill nye (THE SCIENCE GUY)
What don’t we know? Who can help us compete? How can we find out? Who is our next partner, teacher, friend? When we unpack the histories of many successful people, we find those who were curious, open and humble also thrived. I love the story of Jack Welch of GE who observed a young man in his 20s make his computer do things that Mr. Welch in his 60s had no idea how to do, so he asked this guy to mentor the CEO…and learned a lot he didn't know.

The nonprofit community has long been characterized by seeing value across difference. We live in a shared power world as evidenced by our governance model, which gives ultimate power and responsibility to financially-disinterested volunteers on the board to make the final decisions on strategy and use of resources. Nonprofits can thrive when we can get the right people, the right information, at the right time to make the right decisions. Nothing about what I just wrote is simple or inevitable. There is alchemy in composing our team. Figuring out what we need to know, when we need to know it and the wisdom to achieve the most just and generative outcome – whew! That’s where the magic happens!

Bill Nye, The Science Guy, reminds us to be humble and open as we seek to solve our daily puzzles. The complexity of our work, the needs, hopes and aspirations of those we serve are like a Rubik’s Cube – something I have yet to solve! We like another quote here at BCNM – “None of us is as smart as all of us.” Bill’s quote makes me curious about how to uncover what other people know in the face of my own ignorance.

We believe there are many people in our community who know all kinds of things that are helpful to nonprofit staff and boards as they seek to work effectively and efficiently. This catalog that you hold in your hand could not be without the willingness of now more than 400 people to volunteer to share their expertise with you. Each of these people whose bios grace the back pages of the catalog know something I don’t know – and often, need to know…

So dig deep, open your mind and enjoy the chance to talk to Mayor Bill Peduto about his dedication to making Pittsburgh the most innovative city around, or to learn from the marvelous Dina Clark of Covestro about how to move beyond the colorful checklist to the power implicit in increased diversity and inclusion, or from Vernee Smith of FedEx Ground who wants to improve our first dates and subsequent courtship of funders. Because of our on-going work with the Covestro Institute for Engagement, we are delighted to be adding more business people to our stable of community experts and teachers. So, let’s all find out what we don’t know and make deep curiosity part of our toolkit for success.

**Get out & vote!**

This fall catalog will still be current when the Presidential, state and local elections occur in early November. Healthy communities, those with a high degree of social capital, are characterized by donating to causes, volunteering and voting. Pittsburgh is the glorious place to live that it is for many of us because we are a generous bunch…generous with our money, generous with our time, generous with our opinions. This year is an especially important time for us to use our collective voice as we go to the polls and vote.

The Bayer Center for Nonprofit Management at Robert Morris University supports every Get Out the Vote campaign in our community. We have been grateful to the Greater Pittsburgh Nonprofit Partnership for their committed and persistent work on behalf of the nonprofit community in Harrisburg. They are working with the national effort, Nonprofit Vote, to see that we as a sector harness the power of our nonprofit workforce and all those we serve to assure that all of us express our opinion at the ballot box. There are many others working for justice by encouraging the vote. In 2012, I volunteered for the A. Philip Randolph Institute on election day as an election observer. It was a great day as I sought to help everyone exercise their constitutional rights. Choose your preferred partner and get out there and make this an election we can be proud of! Mark your calendar for November 8 – vote and work for us all.

Curiosity, openness and a strong sense of responsibility to the good in our community are watchwords for progress, ambition and hope. When I reflect on the work you’re doing, the conversations of which I am privileged to be a part, the optimism that gets each one of us up in the morning, I am eager to see what this fall will bring – and I thank you from the bottom of my heart for the work you do and the lives you lead that give me this confidence.

Excelsior, beloveds!

Peggy Morrison Outon

Executive Director
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**Bayer Center for Nonprofit Management**

at Robert Morris University

**Not like anybody else.**

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

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

**Every one of our solutions is a custom solution.**

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

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

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

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

**Your reality is our reality.**

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

In 16 years of service to the nonprofit community, the Bayer Center has completed over 1,600 consulting engagements and educated over 9,000 students. Our consulting clients include human service, arts, faith-based, community development, environmental and education organizations with budgets ranging from $100,000 or less to more than $50,000,000. Our intensive and customized management, governance, financial and technology consulting services are designed to educate leaders and have resulted in:

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

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

**Note:**

All classes are located at the Bayer Center for Nonprofit Management in the Heinz 57 Center at 339 Sixth Avenue, Suite 750, unless noted otherwise.
NEW and exciting at the bayer center

**FLSA: We know the changes... what do we do now?**

*Thursday, Sept. 29 from 9 a.m. – noon*

We’re coming down to the wire for the new overtime rules, which take effect on December 1, 2016. Employers need to examine their workforce and calculate both the financial and the cultural impact of compliance. This session will review the new Salary Test and take a deeper dive into the Job Duties Tests where most classification mistakes are made and help you conduct a thorough analysis in order to understand the real bottom-line impact. We’ll take into consideration:

- Employees who may be impacted
- Potential costs (obvious and not so obvious)
- Morale and culture
- Benefits
- Workplace policy changes
- Implementation strategy
- Education for managers and supervisors

**Instructor:** Brenda Dare, Dare Enterprises  
**Fee:** $65 ($55 if paid online)

**Happy Hour with Bill Peduto: A mayor of firsts**

*Thursday, Oct. 13 from 5 – 7 p.m.*

Mayor Peduto has been a catalyst for innovative change in his first years in office, launching the Office of Innovation and Inclusive Innovation Week, installing our city's first downtown bike lanes and hiring the first nonprofit and faith-based manager in the city's history. Join us as we ask our ally and friend Mayor Peduto some big questions about the nonprofit sector in Pittsburgh, have a little fun, and support an up and coming local business while we’re at it. Meet us for happy hour at the Wigle Whiskey Barrelhouse for craft cocktails, conversation and camaraderie with Mayor Peduto.

**Instructors:** Bill Peduto, Mayor of Pittsburgh and Peggy Morrison Outon, Bayer Center  
**Fee:** $20 (RSVP required, includes happy hour snacks)  
**Location:** Wigle Whiskey Barrelhouse, 1055 Spring Garden Ave, Pittsburgh, PA 15212

**Holiday Open House**

*Thursday, Dec. 8 from 4:30 – 6:30 p.m.*

Come and celebrate with us! We will toast the holidays at our office suite with drinks, cookies and hors d’oeuvres to warm your hearts and stomachs before you head home from work. If you’d like to come to enjoy the Bayer Center's hospitality, simply register like you would for any class and we will look forward to welcoming you. Please R.S.V.P. to let us know you’re coming.

**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.
**Conflict Toolbox**

**Wednesday, Oct. 12 from 9 a.m. – 4 p.m.**

It's inevitable that your staff, your consumers, and your board (maybe even you!) will get irritated from time to time. It may feel easiest just to move on. However, it's possible not only to understand and manage conflict, but to get to the root of it, resulting in fewer and less severe problems and an atmosphere of improved trust and openness. This class will focus on understanding dynamics of conflict and building a kit of specific skills. Wherever you experience conflict, this can help!

We’ll put this into practice in the afternoon and will not only illustrate new ways to engage that conflict productively, but will provide lots of hands-on practice in a safe and experimental laboratory setting. Bring your toughest questions and we’ll see what gets the wheels turning once again.

**Instructor:** Susan Loucks, Bayer Center

**Fee:** $100

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**Next Level Boardsmanship: Financial Oversight and Recruitment**

**Tuesday, November 8 from 9 a.m. – 4 p.m.**

In the morning, let’s arm your organization with the know-how to identify and engage your next extraordinary board member by learning:

- Tools for assessing possible gaps in board skills and diversity
- Innovative strategies for finding your next board member
- Key questions both the nonprofit and new board member should be asking one another
- Methods to successfully orient and onboard new directors

Join us in the afternoon as we review the primary ways that board members can fulfill their key fiduciary responsibilities, including avoiding mission drift, participating in the budgeting and auditing processes, reviewing regular reports, and understanding the organization’s overall financial outlook. We’ll answer your questions about acting as a fiduciary as well as discuss practical strategies for improving your board’s ability to fulfill this critical role.

**Instructor:** Evie Gardner, Bayer Center

**Fee:** $100

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**ESC**

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

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

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

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

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

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**Executive Coaching**

More than just a sympathetic ear, The Bayer Center’s coaching program can help you be more effective at managing others, managing yourself, managing change, and balancing the demands of your professional and private lives. Our coaches can help you achieve a more effective organization and a peaceful night’s sleep! Especially beneficial to those new to supervision and management, coaches help you draw on your own natural wisdom to make better decisions from a place of clarity and confidence.

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

**Parlez-vous Nonprofit Finance?**

*Tuesday, October 4 from 1 – 4 p.m.*

New to reading and interpreting financial statements? Or maybe just new to financials for nonprofits? Fear not – have we got the class for you! Starting with the basics, we’ll review two key nonprofit financial reports: the Statement of Financial Position and the Statement of Activities. We’ll translate your numbers into words and show how these reports reflect your organization’s activities. Once we’ve mastered some basic vocabulary, we’ll then turn to key tenets of financial analysis (such as trends and ratios) to help you better understand your organization’s overall financial outlook. Participants can plan to leave the class armed with new confidence and acumen for their nonprofit finance journey (or at least next board or committee meeting!).

**Instructors:** Lisa Kuzma, RK Mellon Foundation and Evie Gardner, Bayer Center

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

**QuickBooks for Nonprofits**

*Tuesday, Nov. 29 from 9 a.m. – 4 p.m.*

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

**Instructor:** Melanie Rutan, Bookminders

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

**Prepping for an Audit Clinic**

*60-minute sessions available by appointment*

Do the words financial audit make the hair on the back of your neck rise? Work with one of our volunteers to help make sure you’re tracking your finances well, walk through the audit process, and gather required documentation long before the auditors arrive.

**Instructor:** John Eichenlaub, ESC Volunteer

**Fee:** $50 per hour (due to the complexity of this topic, a 2-hour minimum is required.)
**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.

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**boardwork! board member training**

*Thursday, Sept. 15 OR Wednesday, Nov. 30 from 8:30 a.m. – 4:30 p.m.*

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

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

**Fee:** $425 and includes lunch ($325 without matching)

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**volunteering and the law: avoiding pitfalls**

*Thursday, Sept. 22 from 1 – 4 p.m.*

Many organizations rely on volunteers to accomplish key parts of their missions. However, there are quite a few legal obligations that come along with those volunteers, and nonprofits are often unsure about their potential liability and how to comply with legal requirements. This session will help you to understand the landscape of volunteer law, and you will come away with useful information on minimizing risk and implementing best practices when working with volunteers.

**Instructor:** Abigail Salisbury, J.D., Salisbury Legal, LLC

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

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**time management: techniques, tips and tricks**

*Wednesday, Sept. 28 from 9 a.m. – noon*

Are your workload and your life load out of control? Do you procrastinate on tasks because you don’t know where to start? Here’s the good news: personal organization is a skill that can be learned and improved. You’ll leave this class with strategies that will help you get organized, reduce stress, increase your productivity and effectiveness, and start enjoying your work and life more!

**Instructor:** Cindy Leonard, Bayer Center

**Fee:** $65 ($55 if paid online)
**What Every Nonprofit Manager Needs to Know About Employment Law**

*Tuesday, Sept. 27 from 9 a.m. – noon*

Most employment law claims arise out of the alleged conduct or decisions of mid-level and front-line supervisors rather than CEOs. This class will help supervisors and managers understand how to handle day-to-day situations without creating undue employment law risks. Topics will include:

- Interviewing and hiring – legal and appropriate questions
- Evaluating, counseling and disciplining
- Handling common HR issues (including absenteeism, accommodation, insubordination, and more)

**Instructor:** Albert Lee, Tucker Arensberg P.C.

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

**Five Practices of an Exemplary Supervisor**

*Wednesday, Sept. 28 from 9 a.m. – noon*

This session is designed to provide a clear, concise and practical guide on how exhibiting specific behaviors will help improve both you and your team. We will review five proven practices that will help supervisors get better results with their team, and discuss how and when to hold others accountable, delegating effectively and giving and receiving feedback.

**Instructor:** Len Pentrancosta, ESC Volunteer

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

**Planning and Running a Successful Capital Campaign**

*Friday, Sept. 30 from 9 a.m. – noon*

A successful capital campaign requires thorough planning and expert implementation. This class will provide an understanding of the key building blocks of a successful campaign including:

- The value of a campaign feasibility study
- The role of the staff, executive director and the board
- The role of a campaign consultant
- The importance of building the chart of needed gifts

**Instructor:** Mark Lynch, Mark J. Lynch and Associates, LLC

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

**Fiscal Sponsorship – What It Is and How It Works**

*Thursday, Oct. 13 from 1 – 1:30 p.m.*

Fiscal sponsorship is an alternative to forming a traditional nonprofit corporation. In essence, it provides an opportunity for a small charitable project to piggy-back on the fiscal sponsor’s IRS status and pass certain overhead costs to the sponsor. This free webinar will cover:

- What fiscal sponsorship is
- When fiscal sponsorship is appropriate
- The most common types of fiscal sponsorship
- Best practices in fiscal sponsorship arrangements

**Instructor:** Jeff Fromknecht, Side Project, Inc.

**Fee:** FREE, but registration is required for login

**Critical Strategies for Fundraising Success**

*Tuesday, Oct. 18 from 9 a.m. – noon*

This interactive and intensive session will explore four mainstays of fundraising success: leadership, systems, case, and donors. Participants will learn how to develop a fundraising board, manage top donors, identify new donors, prepare a poignant one-page case for support, and build relationships that will lead to long-term fundraising success. Along with step-by-step instruction for implementing each strategy, you’ll get tips, tricks, and templates that can be used each year to set up your fundraising program for success.

**Instructor:** Emma Gilmore Kieran, Pilot Peak Consulting

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

**Scholarships**

Through the generosity of the Alcoa Foundation, partial scholarships will be offered to organizations demonstrating significant budget restraints.

Please complete our scholarship application online for consideration at bcnm.rmu.edu/ClassesEvents.
**Team Building and Effectiveness**

*Wednesday, Oct. 19 from 9 a.m. – noon*

Building an effective team can lead to increased productivity and engagement of employees. As nonprofits increase their use of teams, knowing the issues, goals, responsibilities and timelines facing a team can set the members in the right direction. This workshop will explore: long and short-term teams, common types of teams, the role of a team, what makes a team successful, as well as crucial items for effective teams.

**Instructor:** Sandra Marsh-McClain, consultant

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

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**Fundraising is Sales – Admit It!**

*Thursday, Oct. 20 from 9 a.m. – noon*

Whether or not you’re willing to admit it, fundraising is just like sales! In this highly interactive session, we’ll first take a look at all the behaviors needed to effectively fundraise not only as it applies to allocating your nonprofit’s resources but also where to allocate your fundraising time. We’ll also give you an outline of how to execute a commercial you can use with donors to uncover their motivation to give, and help you create a non-invasive script to get a “yes” or “no” in less time. This will be a hands-on interactive and role-playing session.

**Instructor:** Len Pentrancosta, ESC Volunteer

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

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**Coffee and Conversation: Courting Corporate Sponsors**

*Friday, Oct. 21 from 9 – 10:30 a.m.*

As the new Community Relations Coordinator at FedEx Ground, Vernee Smith has experienced some jaw-dropping conversations while wearing her “sponsor” name tag that left her feeling like a shiny lure at the end of a fish hook. Join Vernee and Peggy as they have a candid conversation focused on what NOT to say on a “first date” with a potential sponsor, and how best to make a good impression.

**Instructors:** Vernee Smith, FedEx Ground and Peggy Outon, Bayer Center

**Fee:** $10
nonprofit management (continued)

FEATUREd series:
The board’s role doesn’t start AND end with fiduciary responsibility. Learn how to motivate and empower your new and existing board members to take an active role in finance, human resources, recruitment and retention, and of course, FUNDRAISING, all with the goal of making the most of your board. Classes can be taken a la carte or you may take all four for $150.

The board’s role in financial oversight
Monday, Oct. 17 from 1 – 4 p.m.
Join us as we review the primary ways that board members can fulfill their key fiduciary responsibilities, including avoiding mission drift, participating in the budgeting and auditing processes, reviewing regular financial reports, and understanding the organization’s overall financial outlook. We’ll answer your questions about serving as a fiduciary and discuss practical strategies for improving your board’s ability to fulfill this critical role.

INSTRUCTORS: Evie Gardner, Bayer Center
FEE: $65 ($55 if paid online or $150 for the whole series)

The board’s role in fundraising
Monday, Oct. 24 from 1 – 4 p.m.
A common concern for executive directors and board chairs is getting the board to take an active role in fundraising. Let’s discuss how to build a fundraising culture in the boardroom, including how board members can solicit funding from both individual donors and corporations, and how to come up with a fundraising plan for board members that ties to the organizational plan. We’ll also spend time refining an elevator pitch for your board members, which includes a call to action to raise both financial support and create awareness for your nonprofit.

INSTRUCTORS: Peggy Outon and Evie Gardner, Bayer Center
FEE: $65 ($55 if paid online or $150 for the whole series)

The board’s role in human resources management
Monday, Nov. 7 from 1 – 4 p.m.
Good governance includes many different responsibilities including oversight of finances, program effectiveness, fundraising and planning. However, board members are also employers. This class will unpack the board’s role in HR, what is and is not in their purview, while maintaining clarity about the executive’s roles and responsibilities for their team. We will also examine a critical and a growing need to be thoughtful and careful about succession. As Boomers retire, there are half the number of Gen Xers to replace them and boards need to wake up to the coming war for talent. Rejoice, GenX – you are about to be a commodity!

INSTRUCTORS: Peggy Outon, Bayer Center; Ray Frankoski, ESC Volunteer and Fred Thieman, Buhl Foundation
FEE: $65 ($55 if paid online or $150 for the whole series)

The board’s role in recruiting and onboarding
Monday, Nov. 14 from 1 – 4 p.m.
Let’s arm your organization with the know-how to identify and engage your next extraordinary board member by learning:
• Tools for assessing possible gaps in board skills and diversity
• Innovative strategies for finding your next board member
• Key questions that both the nonprofit and new board member should be asking one another
• Methods to successfully orient and onboard new directors

INSTRUCTORS: Evie Gardner, Bayer Center
FEE: $65 ($55 if paid online or $150 for the whole series)
**Developing Coaching Skills as a Manager**

*Tuesday, Oct. 25 from 9 a.m. – noon*

Coaching is one of the key ways to engage employees and help them to reach their full potential. This can mean helping a poor performer improve, helping your best performer be even better, or helping others acquire skills that will give them increased opportunities. Managers know that all the conflicting demands on their time can make it easy to put off the important task of developing employees. However, the most effective managers see developing employees as a key leadership responsibility. The best managers view coaching as a central measure of their own leadership performance. This workshop will give you key actions to use when coaching for optimal employee performance.

**Instructor:** Gloria Hahn, ESC Volunteer

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

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**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, Oct. 26 from 8 – 9:30 a.m.*

**Topic:** How to distinguish between seasonal, stipend and interns vs. part-time employees

*Wednesday, Dec. 14 from 8 – 9:30 a.m.*

**Topic:** Recruiting, interviewing and employing veterans

**Fee:** FREE, but registration is required

**Location:** Urban Impact Foundation, 801 Union Ave, Pittsburgh, PA 15212

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**Survey Development: From Questions to Preparing for Analysis and Everything in-Between**

*Tuesday, Nov. 1 from 9 a.m. – noon*

Without data, you only have opinion. A well-crafted and successfully implemented survey can provide you with the necessary data needed to determine the needs and strengths in your community, track program implementation and measure your program’s impact. Through discussion and interactive exercises, participants will understand both the purpose and value of the survey as a data collection method, learn how to design appropriate survey questions and format for your evaluation needs, create a plan to administer surveys with appropriate follow-up and position yourself to be ready for analysis of survey data. In addition, this training will also explore Survey Monkey as a tool to assist with survey development, administration and analysis.

**Instructor:** Maria Zeglen Townsend, Ph.D., Townsend Associates LLC

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

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**Transforming Your Cause into a Known and Respected Brand**

*Wednesday, Nov. 2 from 9 a.m. – noon*

This workshop includes hands-on guidance for nonprofits to develop a strong foundation of marketing and communication strategy. We’ll cover how to:

- Articulate clearly and concisely what your nonprofit delivers
- Speak to the needs and values of constituents with what you offer
- How we “Live the Brand” inside the organization
- Reach donors and stakeholders with messages that matter
- Effective marketing and communications in external touchpoints
- How to select tools and media to communicate to audiences

**Instructor:** Cindy Kerr, ckarma marketing

**Fee:** $65 ($55 if paid online)
moving beyond the colorful checklist

Thursday, Nov. 3 from 1 – 4 p.m.

How often does your approach to “diversity” for your organization immediately begin with creating a diverse “colorful checklist” of individuals that you need to find in order to achieve your goals? If you are heading down this path, then you are definitely heading in the wrong direction. This workshop will share some strategies and best practices to move beyond the colorful checklist toward inclusion by recognizing our own unconscious bias and the barriers that are created as a result. This interactive session will also highlight the importance of building genuine, yet strategic relationships and aligning those efforts with the overall diversity and inclusion strategy for your organization.

Instructor: Dina Clark, Covestro
Fee: $65 ($55 if paid online)

PROSPECTING: searching for gold in our community

Friday, Nov. 4 from 9 a.m. – noon

Making matches between our institutions and those in the community that may want to support our cause is crucial to a well-rounded fundraising strategy, but how do we best prospect for a major commitment from a corporation, foundation or individual? In this session, (which includes pre-reading homework before class) we’ll cover how to:

- Identify the prospect
- Introduce your organization
- Make a compelling case regarding the “unmet need”
- Find the best person to make the ask

Instructor: Jay Carson, Robert Morris University
Fee: $65 ($55 if paid online)

stone soup for meetings

Wednesday, Nov. 9 from 9 a.m. – noon

Everyone comes to a meeting with something that can make it better, yet often our meetings don’t evoke innovation and good thinking, don’t create widespread participation and engagement, and don’t leave us feeling satisfied with the outcome! Join us to learn tactics for preparing, moderating, and concluding meetings that increase creativity, buy-in AND positive results.

Instructor: Susan Loucks, Bayer Center
Fee: $65 ($55 if paid online)

organizational change: a starting point

Friday, Nov. 11 from 9 a.m. – noon

This interactive workshop will explore using a transformative model to bring about organizational change. Based on the work of the Social Transformation Project, The Wheel Of Change model examines how to move hearts and minds, behaviors, and structures for lasting and impactful change. This workshop provides an introduction to the model, an assessment on what your organization needs to consider, and the opportunity to interact and connect with other people in organizations that are seeking new approaches to change.

Instructor: Seth Hufford, The People Group
Fee: $65 ($55 if paid online)

ask! the essential fundraising skill

Tuesday, Nov. 15 from 9 a.m. – 4 p.m.

“The ask”… why are we so afraid of it? Here’s your chance to practice the art of the ask with a master fundraiser. In this day-long class, you’ll have the opportunity to practice face-to-face asking a real person for a gift, and get invaluable, constructive feedback in a safe setting, featuring friendly competition. The emphasis is on asking individuals, but the skills are effective for foundation officers and corporate representatives as well.

Instructor: David Brewton, DRB Community Development Consulting
Fee: $125 ($115 if paid online)
**Put LinkedIn to Work for You**

*Wednesday, Nov. 16 from 9 a.m. – noon*

Get the best strategies for your LinkedIn presence and put LinkedIn to work for your career and organization. HR professionals and nonprofits consider this ever-growing online platform essential for recruitment and awareness raising. Today, your profile is your resume. This session provides knowledge for how to maximize your time, create a stellar profile, get references, prioritize posts, and sustain your professional relationships. Learn how to mine LinkedIn resources for professional development, marketing, and more. We will include limited individual coaching if your basic profile is already set up and you bring a resume or bio.

**Instructors:** Lynette Asson and Yvonne Hudson, New Place Collaborations

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

**Telling an Impactful Story with Data**

*Thursday, Dec. 8 from 9 a.m. – noon*

Finding stories in data can be a challenge. Where should you turn for sources? How can you confidently report them? This workshop will introduce the typical kinds of stories that can be found in data, provide an introduction to economic impact and the types of data used in an analysis, and give you practice in finding your own data stories. You’ll feel more confident “reading” datasets to uncover the stories they contain. A great resource for grant writers, project evaluators, strategic planning, or anyone interested in learning more about the communities you serve. Come and learn how to access and extract community data, hone your data-storytelling skills, and understand how economic impact reporting can benefit your organization!

**Instructor:** David Primm, IMPLAN

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

**Nonprofit Leadership Alliance Program**

BCNM is proud to partner with Robert Morris University’s Nonprofit Leadership Alliance (NLA) Program – a national nonprofit organization established in the 1940s which partners with universities and colleges to prepare the next generation of nonprofit leaders. Established at RMU in 2007, NLA is coordinated by the Office of Student Civic Engagement in the Division of Student Life. BCNM offers an eight-week class series in the fall and spring, and a week-long boot camp in the spring designed for NLA students to address the unique leadership opportunities and challenges faced by nonprofit professionals. The March 7 – 10 boot camp was great fun for both students and staff! Thanks so much to all of the nonprofits who served as hosts during boot camp including:

- The Children’s Museum
- Saturday Light Brigade
- Cities of Asylum
- RK Mellon Foundation
- Office of Public Art
- YWCA Greater Pittsburgh
- Manchester Bidwell Corporatoin
- Global Links
- East Liberty Family Health Care Center
- Pittsburgh Center for Creative Reuse
- The Animal Rescue League
Bylaws Clinic
60-minute sessions available by appointment
Bylaws are important in directing the board and the organization. Due to recent changes in the 990 legislation, many nonprofits’ bylaws are not in compliance with best practices. During this clinic, we will review your bylaws, give you suggestions for improvements, and guide you on how to discuss these with your board.

Instructor: Sue McLaughlin, ESC Volunteer
Fee: $50 per hour (2-hour minimum required)

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

Instructor: Ray Frankoski, ESC Volunteer
Fee: $50 per hour (2-hour minimum required)

HR Clinic
60-minute sessions available by appointment
Do your HR policies need to be updated? Is expansion requiring more staff and more new job descriptions? Are you facing layoffs, or do you have a pregnant staffers 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. 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: Cindy Leonard, Bayer Center
Fee: $50 per hour

Custom Clinics
Looking for a clinic in something that’s not listed? We might be able to customize a clinic just for you! Call Carrie Richards at 412-397-6008 to inquire.
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 Excel Day, 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! Our group is an affiliate of TechSoup’s NetSquared program and the Nonprofit Technology Network’s (NTEN) Nonprofit Tech Club program.

Visit [https://bagelsbytesallegheny.wordpress.com](https://bagelsbytesallegheny.wordpress.com) to learn more. Other dates for this group TBA via email or Meetup.com.

### Bagels and Bytes – Allegheny

FREE, but you must RSVP to Shelby Gracey at gracey@rmu.edu or 412-397-6000.

- **Wednesday, Sept. 7 from 8:30 – 10 a.m.** at Jewish Residential Services (4905 Fifth Ave #3, 15213)
- **Wednesday, Oct. 5 from 8:30 – 10 a.m.** at ACHIEVA (711 Bingham Street, 15203)
- **Wednesday, Nov. 2 from 8:30 – 10 a.m.** at ACHIEVA (711 Bingham Street, 15203)
- **Friday, Dec. 9 from 1 – 4 p.m.** at Dave & Buster’s (180 E. Waterfront Drive, 15120)

### Bagels and Bytes – Westmoreland

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

- **Tuesday, Sept. 13 from 8 – 9:30 a.m.** Location TBA, Greensburg
- **Tuesday, Nov. 8 from 8 – 9:30 a.m.** Location TBA, Greensburg

### Bagels and Bytes – Butler (TBA)

FREE, but you must RSVP to Sara Rinaldo at srinaldo@anrinfo.org.

- **Thursday, Oct. 13 from 8:30 – 10 a.m.** at Center for Community Resources (212-214 South Main Street, 16001)
TechNow Conference
Thursday, Oct. 27 from 8:30 a.m. – 4:00 p.m.

TechNow is:
The longest-running nonprofit technology conference in the Pittsburgh region - a whole day devoted to the new and important technology trends and resources for nonprofits. Technology affects nearly every effort to achieve our missions. TechNow connects you with the resources, information and people your nonprofit needs to succeed!

Who Should Attend:
TechNow caters to all levels of knowledge and job roles, including:

- Technology professionals
- “Accidental” techies
- Nonprofit leaders
- Board members
- Technology advocates and gurus
- Anybody who handles technology at a nonprofit organization

www.technowconference.org
POST-CONFERENCE WORKSHOP DAY

Friday, Oct. 28 from 9 a.m. – 2:30 p.m.

FACEBOOK-‘EM, Danno: A SOCIAL MEDIA HOW-NOT-TO

9 a.m. – noon

Protect yourself and your nonprofit from the pitfalls of social media. We’ll discuss common social media usage and how the most unexpected things can get you into personal, professional and even legal trouble. With clear real-world examples of what NOT to do, and helpful concrete suggestions on policies and behaviors you can implement now to protect yourself and your organization from unwanted legal or media attention.

instructor:
Heather Vallone, Freelance Digital Marketing Consultant

BRIDGING THE GAP: TRANSLATING TECHNICAL TO EVERYDAY LANGUAGE

1 – 2:30 p.m.

In every workplace, there are people who understand technology at various levels. How do you get the professional technicians, accidental techies and technology-deficient on the same page without incurring bad feelings along the way? We’ll cover how best to communicate technology needs, what to ask (and how) and how to prevent communication breakdowns.

instructor:
Nicole DeVault, ACHIEVA

TECHNOW: A TECHNOLOGY CONFERENCE FOR NONPROFITS

LEARN MORE AND REGISTER:
www.technowconference.org

LOCATION:
Regional Learning Alliance,
850 Cranberry Woods Drive,
Cranberry Township, PA 16011

TECHNOW AND POST-CONFERENCE WORKSHOP DAY REGISTRATION FEES:

Early Bird (effective August 1 – Sept. 30)
• TechNow Conference Only (Oct. 27): $125
• Post-Conference Workshop Day Only (Oct. 28): $75
• TechNow Conference PLUS Post-Conference Workshop Day (Oct. 27 & 28): $175

Regular Registration (effective Oct. 1-25)
• TechNow Conference Only (Oct. 27): $150
• Post-Conference Workshop Day Only (Oct. 28): $100
• TechNow Conference PLUS Post-Conference Workshop Day (Oct. 27 & 28): $225
TECHNOLOGY (continued)

TIME MANAGEMENT: TECHNIQUES, TIPS AND TRICKS

Wednesday, Sept. 28 from 9 a.m. – noon

Are your workload and your life load out of control? Do you procrastinate on tasks because you don’t know where to start? Here’s the good news: personal organization is a skill that can be learned and improved. You’ll leave this class with strategies that will help you get organized, reduce stress, increase your productivity and effectiveness, and start enjoying your work and life more!

Instructor: Cindy Leonard, Bayer Center

Fee: $65 ($55 if paid online)

GRANT WRITING FOR TECHNOLOGY

Thursday, Oct. 6 from 9 a.m. – noon

This seminar is for anyone who is serving in nonprofit roles with responsibility for technology infrastructure, educational programs and grants/fundraising. Both new and experienced grant writers will find helpful information and action-oriented tools to identify funders, and develop and improve grant proposals for technology grant requests. Topics to be covered include:

- Grant Seeking Process
- Identifying Best Fit Funders (BFF’s)
- 10 Issues to Address in Grant Proposals to Foundations
- Preparing Online Grant Submissions
- Grant Strategies for Technology

Instructor: Katherine F.H. Heart, Heart Resources, LLC

Fee: $65 ($55 if paid online)

VIDEO SUCCESS FOR NONPROFITS

Tuesday, Oct. 11 from 9 a.m. – noon

If a picture is worth a thousand words, then an engaging video about your organization is worth a million. Nothing tells your story better than a well-produced video production. Set yourself apart from other nonprofits by learning how to use video to cost-effectively promote your organization and bring in much needed dollars to support your mission, and learn how other organizations in the area have done it too.

Instructor: Carl Cimini, Pittsburgh Community Television

Fee: $65 ($55 if paid online)

WEBSITE PLANNING FOR EVERYONE

Tuesday, Nov. 8 from 9 a.m. – noon

Planning a website starts before the first line of code is written. If 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:

- Identifying and defining your target audience
- Selecting and refining website objectives
- Planning your site navigation and features
- Choosing the right look and feel

Instructor: Cindy Leonard, Bayer Center

Fee: $65 ($55 if paid online)

WRITING FOR THE WEB AND SOCIAL MEDIA

Thursday, Nov. 10 from 9 a.m. – 4 p.m.

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

Instructor: Cindy Leonard, Bayer Center

Fee: $125 ($115 if paid online)

DIY WEBSITES WITH WORDPRESS

Thursday, Nov. 17 from 9 a.m. – 4 p.m.

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

Instructor: Cindy Leonard, Bayer Center

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

**Introduction to Excel 2010**
*Thursday, Dec. 1 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, and printing your worksheet.

**Intermediate Excel 2010**
*Thursday, Dec. 1 from 1 – 4 p.m.*

Learn more about Excel in the afternoon including worksheet template creation and use, using functions, creating links between worksheets, database features, and chart creation and formatting.

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

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**Social Media Strategy and Planning**
*Tuesday, Dec. 6 from 9 a.m. – 4 p.m.*

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

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

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**Turn Visitors to Donors with A/B Testing and Optimization**
*Wednesday, Dec. 7 from 9 a.m. – noon*

Obama’s campaigns evangelized the power of A/B testing for donation growth. Campaign staff even boasted that once a single content experiment raised $60 million. Presidential campaigns have huge staffs and huge budgets, but we can use the same technology and recreate the same tests. This session is an introduction to A/B testing and optimization for marketers and fundraisers. It explores basic testing theories, free and affordable tools, and tactics for increasing website donations in 2016.

**Instructor:** Andrew Garberson, LunaMetrics  
**Fee:** $65 ($55 if paid online)

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**Technology Clinics**

**Website Audit Clinic**
*60-minute sessions available by appointment*

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

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

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

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

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

**Excel/Spreadsheet Clinic**
*60-minute sessions available by appointment*

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

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

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

**Instructor:** Cindy Leonard, Bayer Center  
**Fee:** $50 per hour
**Peggy Morrison Outon** is the founding Executive Director of the Bayer Center for Nonprofit Management at Robert Morris University. She is also the founding Director of the Centers for Effective Nonprofit Management in Austin, Texas, and New Orleans, and the founding board chair of the Alliance for Nonprofit Management. A nationally noted consultant, fundraiser and trainer, Peggy has worked with more than 1,000 nonprofit clients and with the help of many people, helped organizations raise in excess of $40 million. She served as founding member of the Drucker Foundation’s international training team and as a trainer. She has been an active community volunteer, serving on 33 community boards and countless committees. In August 2006, she was named to the national Nonprofit Times Top 50 for Power and Influence and has been recognized locally by several organizations, including the Girls Scouts and Pittsburgh City Council.

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

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

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

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

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

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

Carrie Tancraitor is Consultant and Researcher at the Bayer Center for Nonprofit Management at Robert Morris University, responsible for the collection and analysis of customer, demographic, and survey data. She also contributes original research to various studies on the nonprofit sector. Carrie was a Schreyer’s Scholar at The Pennsylvania State University, holds a master’s degree in public administration from the University of Delaware and a Ph.D. from Robert Morris University. An active volunteer, she is a marathoner and proud parent to two sleep-less baby boys and a tail-less shelter cat.

Yvonne Van Haitsma has been a Consultant at the Bayer Center for Nonprofit Management at Robert Morris University since 2000 and is the ESC Program Director. She has 15 years’ experience consulting with nonprofits in collaboration development, strategic planning, board development, and executive transitions both locally and in El Salvador and Ecuador. Yvonne earned her master’s degree in community organizing and nonprofit management at the University of Pittsburgh. She has consulted with many organizations including Girl Scouts Western Pennsylvania, YouthWorks, Inc., The Women and Girls Foundation, Pediatric Palliative Care Coalition, Fayette County Conservation District, and Metro Family Health Practice.

LawLinks

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

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

lynette asson, principal of new place collaborations, is an events and marketing maven who creates powerful marketing strategies for businesses and nonprofits. she produces events ranging from intimate receptions to large convention center shows. lynette worked as national production manager for the international beauty show. her expertise includes adult learning, artist relations, and trade show management for international corporations goldwell/kms, wella, and redken. this johannes factotum enjoys working with pittsburgh-area nonprofits and corporations, including crisis center north and opera theater summerfest.

dave brewton grew up in pittsburgh and loves raising money to advance missions that matter. he’s done so in pittsburgh for more than 32 years, in the fields of community development (executive director of breachmenders, inc., director of real estate, hazelwood initiative), health care (associate ed for east liberty family health care center) and faith-based ministries (coalition for christian outreach, others). he also loves teaching classes at the bayer center that combine theory, practical how-to tips and inspiration. just don’t ask him to sing, because he will!

jay carson serves as senior vice president for institutional advancement at robert morris university (rmu). previously, jay served as vice president for institutional advancement and chief development officer at saint vincent college; vice president for development and donor relations at the pittsburgh foundation; and vice president for institutional advancement for the pittsburgh cultural trust. in addition, he has held positions at carnegie mellon university, family resources, united cerebral palsy, and the pennsylvania association for retarded citizens. jay currently services on the boards at central catholic high school and presbyterian senior care. he has served on the boards of pittsburgh cable television, oakland catholic high school, and pittsburgh center for the arts and grantmakers of western pennsylvania. he was also adjunct faculty for the graduate school of public and international affairs at the university of pittsburgh. jay earned his b.a. in english literature and master’s in education at the university of pittsburgh.

carl cimini is director of community relations for pittsburgh community television, where has worked since 2010. in this role, he has produced, written and directed various informational media for pittsburgh nonprofits and for-profit businesses. carl is a graduate of pittsburgh filmmakers and most recently the duke nonprofit management program. he has also travelled the world documenting people’s stories and his 2006 documentary dancing in amdo is distributed by cinetic media and available on netflix.

dina clark is head of diversity & inclusion for covestro llc, spearheading the development and implementation of diversity strategies and initiatives across the united states. she previously served as the senior director of equity & advocacy with the ywca greater pittsburgh, working to support the ywcas focus on eliminating racism and empowering women through racial justice, community engagement and advocacy efforts. she has been dedicated to this work for over 20 years, conducting presentations nationwide including workshops for family communications inc/producers of mr. rogers neighborhood, vassar college, university of michigan, magnet schools of new york, new york state department of health, and the fbi. she was named as one of pittsburgh’s 40 under 40 leaders by pittsburgh magazine. in 2009, she was also named one of 50 recipients of the “women of excellence” award, from the pittsburgh courier, and in 2015 recipient of the allegheny county bar association homer s. brown spirit award from the legal community.

brenda dare is the president of dare enterprises, inc., a human resource business solutions that partners with clients in the nonprofit and for-profit arena, offering customized, outsourced consulting services to meet daily hr challenges without the expense of hiring staff. additionally, larger organizations benefit by using dare as an extension of their busy human resources team for special projects. prior to founding dare enterprises in 1996, brenda held various key management positions in hr and operations management during her career with a multi-million dollar division of xerox corporation. she serves as board chair of lifesteps, located in butler, pa and is a member of the shrm and the phra.

nicole devault is an is analyst at achieveva. she is a graduate of west virginia university, and has worked in the technology departments at various companies and schools in west virginia and pennsylvania. nicole has spent most of her life working with the idd population and using technology to adapt the world to their needs.

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

Jeff Fromknecht is the President and Chief Executive Officer of Side Project Inc. He has more than 10 years of experience working at nonprofit organizations in a variety of direct service and administrative roles. Most recently, Jeff worked as a community partner at United Cerebral Palsy of Pittsburgh, where he developed and evaluated programs designed to help people with disabilities to build social capital. Jeff holds graduate degrees in both social work and law, is licensed to practice law in Florida and Pennsylvania, and has been admitted to practice before the United States Tax Courts throughout the country.

Andrew Garberson is Manager of Search at LunaMetrics, a Google Analytics certified partner and search marketing consultancy. In addition to leading the SEO and PPC departments, Andrew is a GAIQ certified analytics junkie with a special interest in nonprofit marketing. He has led digital marketing efforts in a variety of settings, including agency, entrepreneurial and nonprofit environments, and has master’s degrees in business administration and mass communications. An Iowan at heart and Pittsburgher in spirit, Andrew commutes on his 10-speed most days between March and December – after all, he’s only human.

Gloria Hahn recently served as the Interim Chief Operations Officer for the Greater Pittsburgh Community Food Bank after retiring from a successful career as Director of Operations for the Port Authority of Allegheny County. A longtime advocate for issues of education, civic engagement, and youth and children services, Gloria has used her managerial and training skills with Junior Achievement, Bidwell Training Center, Pittsburgh Public Schools and the YWCA. She is currently retired and serves on the Board of Directors for Pace School, is a Leadership Pittsburgh fellow, an ESC volunteer and an awarded Court Appointed Special Advocate volunteer for Allegheny County.

Katherine F.H. Heart, GPC, M.Ed. is President of Heart Resources, LLC, a mission-driven grant services company providing program development, funder research, grant proposal writing and budgets, consulting, grant training, and coaching. She is the author of Grantepreneur: The Grant Writer’s Career Action Plan. Katherine’s nonprofit experience spans 30 years, and she has assisted organizations to obtain millions of grant dollars for program, operating and capital support. She has earned the Grant Professional Certification credential and designation as an Approved Trainer by the Grant Professionals Association. Katherine was Founding President of the GPA-Western PA Chapter.

Yvonne Hudson is the President and Chief Executive Officer of Silent Service Support and Advocacy Network (PSAN). Her work in New York, DC, and Pittsburgh includes current projects for the Bayer Center for Nonprofit Management and its clients, Opera Theater of Pittsburgh, Crisis Center North, and Pittsburgh in the Round. A journalism and psychology alumna of Point Park University, Yvonne earned an M.A. in arts management and developed her solo show Mrs Shakespeare at Pitt.

Andrew Garberson is Manager of Search at LunaMetrics, a Google Analytics certified partner and search marketing consultancy. In addition to leading the SEO and PPC departments, Andrew is a GAIQ certified analytics junkie with a special interest in nonprofit marketing. He has led digital marketing efforts in a variety of settings, including agency, entrepreneurial and nonprofit environments, and has master’s degrees in business administration and mass communications. An Iowan at heart and Pittsburgher in spirit, Andrew commutes on his 10-speed most days between March and December – after all, he’s only human.

A recent graduate of Point Park University, Yvonne Hudson specializes in marketing program design, communications strategies and budget development/fundraising. Dorothy has served as the principal in Hufford & Associates, worked as a Manager for Latrobe Area Hospital and Director of Marketing/Community Relations for Excela Health. She has also been on the faculty of Seton Hill College and the Community College of Allegheny County. Dorothy’s efforts have resulted in securing grants as large as $1.2 million for development of new services and programs. She has served on many boards including the American Heart Association’s Westmoreland Chapter, the Latrobe Area Chamber of Commerce and Adams Memorial Library.

Seth T. Hufford serves as Partner at The People Group—a consultancy that builds people capacity to create ideal organizations and communities. Working across all three sectors, Seth has engaged diverse groups of people in tackling complex challenges, addressing interpersonal dynamics, and producing results. Prior to founding The People Group, Seth managed global executive education programs at Carnegie Mellon University’s Business School, directed Coro’s Leadership New York program, and facilitated Leadership Pittsburgh’s Leadership Development Initiative. He has also served as chief of staff to an elected official, directed economic development at a Chamber of Commerce, and managed client projects at Booz Allen Hamilton.
**Instructor Bios (continued)**

**Cindy Kerr** is a senior marketing & communications specialist for social enterprise, education and causes. The past eight years she was in Kenya leading social enterprises including SunnyMoney solar light social enterprise & SolarAid, KickStart International, a leading company that lifts small scale farmers out of poverty, and education enterprises, Nova and Bridge International Academies. After a career in advertising in Chicago and Denver, she started cmarka marketing in 2004 to deliver marketing strategy and communications results for companies and causes making a positive difference. She leads transformational branding and strategy for select clients including the Pittsburgh Opera.

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

**Lisa M. Kuzma** is Senior Program Officer at the Richard King Mellon Foundation. Prior to joining the Foundation, she worked for 20 years in the commercial banking industry, then shifted her financial management background to assisting nonprofits achieve long term sustainability with Deloitte & Touche and then at the Bayer Center for Nonprofit Management at Robert Morris University. Over this period, Lisa had the privilege of working with nonprofits to build income streams, diversified contributed revenue bases and rationalized expense structures in many innovative and forward-thinking ways. She received her bachelor’s degree in finance from the Pennsylvania State University and M.B.A. from Duquesne University.

**Sandra Marsh-McClain** has over 20 years’ experience serving in the nonprofit sector as a leader and administrator. She has participated in the design and delivery of programs on subjects as diverse as employee onboarding and year one success strategies as a graduate intern at Carnegie Mellon University’s Professional Development Services Department. Most recently, Sandra worked as a graduate human resources consultant for Global Links Inc. where she developed organization-wide objectives that included employee engagement/recognition, professional development initiatives, individual development plans for all full-time staff members and team cohesiveness initiatives. Sandra holds a master's degree in human resources management with a concentration in organizational learning, development and change.

**Sue McLaughlin** has been an ESC volunteer since 1995. Previously, she spent 25 years as an attorney at the U.S. Department of Housing and Urban Development, responsible for overseeing the planning, financing and management of FHA-insured hospitals, nursing homes and multi-family housing. As an ESC volunteer, Sue has worked with numerous nonprofit clients on review and revision of bylaws, board development, executive director mentoring, fundraising, and other tasks. She has also been a facilitator for the regional dialogues sponsored by Alan Kukovich, “The Power of 32,” and is an active member of South United Methodist Church in Wilkinsburg.

**Mark Lynch**, principal of Mark J. Lynch and Associates, LLC, has more than 30 years of experience in fundraising, communications, marketing and branding, and organizational development for nonprofit organizations including fundraising consulting through Ketchum, Inc., and A.L. Brounman Associates, Inc. Mark is a registered fundraising consultant in Pennsylvania and West Virginia. He is active in the community, currently serving on the Community Advisory Board of the Allegheny Regional Asset District, and has served on many other committees and boards for nonprofit organizations including Support Inc. and the Sewickley YMCA. He is a graduate of Leadership Pittsburgh, Class XIII.

**Mayor Bill Peduto** was elected to the office of Mayor of the City of Pittsburgh in the General Election on November 5, 2013 after working for 19 years on Pittsburgh City Council. A self-described “Reform Democrat”, he wrote the most comprehensive package of government reform legislation in Pittsburgh’s history, has been the consistent voice of fiscal discipline, and has had extensive experience in helping transform Pittsburgh’s economy into a Med/Ed New Economy. By establishing “community-based” development plans and encouraging the investment into niche industries, Mayor Peduto has had hands-on experience in building a New Pittsburgh. From co-creator and co-chair of the City’s Comprehensive Climate Action Plan to writing the legislation to protect Pittsburgh’s unique green hillside, he has championed the protection and enhancement of Pittsburgh’s new reputation as...
Abigail Salisbury, J.D., MPPM, is a PA-licensed attorney whose law practice, Salisbury Legal, LLC, focuses on serving the particular legal needs of nonprofits. As the former Executive Director of JURIST, a nonprofit legal news organization at Pitt Law, Abigail trained and managed several dozen volunteer staffers. Before starting her solo practice, she worked on international law and development projects in Kosovo, Ethiopia, and Senegal, and also worked as an academic research contract negotiator.

Melanie Rutan works with a wide variety of nonprofit clients at Bookminders, where she serves as an accountant and trainer. She received her BS in Business Administration with an emphasis in accounting from West Virginia State College in 1988 (Summa Cum Laude). Melanie was an Examiner-In-Charge with the Federal Deposit Insurance Corporation (FDIC) for 11 years before joining Bookminders in 2001.

Abigail Salisbury, J.D., MPPM, is a PA-licensed attorney whose law practice, Salisbury Legal, LLC, focuses on serving the particular legal needs of nonprofits. As the former Executive Director of JURIST, a nonprofit legal news organization at Pitt Law, Abigail trained and managed several dozen volunteer staffers. Before starting her solo practice, she worked on international law and development projects in Kosovo, Ethiopia, and Senegal, and also worked as an academic research contract negotiator.

David Primm provides the economic impact data and software required by nonprofit organizations, federal government agencies, and local and state authorities. Prior to joining the IMPLAN team, David founded and managed The Primm Research Network, a cross-sector team of experts specializing in economic impact, market research, and analysis. He has personally assisted more than 200 public and private organizations within the social enterprise, economic development, hospitality and tourism, and healthcare sectors. You will find him at IMPLAN’s Pittsburgh, PA regional office. When not helping customers identify economic impact solutions, David volunteers his time; advocating for youth mentoring programs, community services, and eliminating food waste.

Maria Zeglen Townsend, Ph.D. is adjunct faculty for the University of Pittsburgh's Graduate School of Public and International Affairs, the School of Education, and the School of Social Work. Maria received her Ph.D. in developmental psychology and identifying and measuring child indicators. She has taught graduate level courses in evaluation, quantitative and qualitative research methods, family and child issues, and policy analysis for the University of Pittsburgh's Graduate School of Public and International Affairs, the School of Education, and the School of Social Work. Maria received her Ph.D. in developmental psychology from Michigan State University.

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

Frederick W. Thieman is the president of the Buhl Foundation, Pittsburgh’s oldest multi-purpose foundation. Previously, he was US Attorney for the Western District of Pennsylvania serving from 1993 to 1997. Fred is a member of the American College of Trial Lawyers, the Academy of Trial Lawyers, the Pennsylvania Bar, the United States District Court for the Western District of Pennsylvania, the United States Court of Appeals for the Third Circuit and the US Supreme Court. He has served on the boards of The Heinz Endowments and The Buhl Foundation and is the recipient of civic leadership awards from the University of Pittsburgh, the Urban League of Greater Pittsburgh and the Mentoring Partnership of Southwestern Pennsylvania.

Heather Vallone is a 20-year veteran in nonprofit marketing with a knack for communications and technology. She makes mistakes so you don’t have to! Heather has worked in marketing and operations for a variety of Pittsburgh-based nonprofits, including the Jewish Federation of Greater Pittsburgh, Manchester Craftsmen’s Guild and the Carnegie Museums. She volunteers as a member of Public Safety Task Force for Pennsylvania Interfaith Impact Network and as a Session and Communications Committee member for Sixth Presbyterian Church. She received her B.A. from Carlow University and is currently the Marketing and Communications Manager for Success Financial Solutions, LLC.
Covestro Institute for Engagement (CIE) and the Nonprofit Community

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

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

"To be able to partner with skilled professionals and motivated volunteers to put together a product that we can use to attract awareness and engagement with our agency is just more than we could ask for."

- Ward Home Executive Director Daryl Lucke sees the direct impact of Skills-Based Volunteering.

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**Become Inaugural Members**

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

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**BoardsWork! Builds Better Boards**

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

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**Skills-Based Volunteering Solves Challenges**

Skills-Based Volunteering creates opportunities for organizational growth. It encourages a sense of community and engagement between businesses and nonprofit organizations when trained consulting teams of three or four employees apply their business expertise to a specific challenge that a nonprofit needs to solve. They work together, stimulating cross-functional and organizational relationships. Organizations tackle business roadblocks in twelve weeks on projects that successfully use highly skilled volunteers.
STAFF/board/funders

BAYER CENTER STAFF

Executive Director
Peggy Morrison Outon

Consultant, Organizational Development and Finance
Evie Gardner

Office Coordinator
Shelby Gracey

Consulting Team Leader
Cindy Leonard

Senior Consultant, Organizational Development and Strategy
Susan Loucks

Intern
Gwen Michaux

CIE Director
Lulu Orr

Program Specialist, CIE
Jennifer Pease

Programs Team Leader
Carrie Richards

Consultant and Researcher
Carrie Bennett Tancraitor

ESC Program Director
Yvonne Van Haitsma

Evening Receptionist
Jamie VanderMolen

BOARD

Chair: Rebecca Lucore, Covestro

Jay Carson, Robert Morris University
Ellen Estomin, Executive Service Corps
Angela Garcia, Global Links
Courtland Gould, Sustainable Pittsburgh
Elizabeth Helmsen, Consultant
Paul S. Homick, Allegheny Health Network
Elaine B. Krasik, Highmark, Inc. (Retired)
Peter Lucas, MAYA Design Group
Darlene Motley, Chatham University
Jack Owen, Rhoades & Owen, LLC
Tom Ryan, Horovitz, Rudoy & Roteman (Retired)
Lisa Scales, Greater Pittsburgh Community Food Bank
Tamiko Stanley, Consultant
William S. Stein, Family Tyes
Darcy Tannehill, Robert Morris University

Emeritus:
Doreen E. Boyce, Buhl Foundation (Retired)
Edward A. Nicholson, Robert Morris University
James A. Rudolph, McKnight Development Company
Bonnie Westbrook VanKirk, Media Networks/Time Inc. (Retired)

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The Grable Foundation
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Horovitz, Rudoy & Roteman
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Jewish Healthcare Foundation
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Salsa Labs
United States Steel

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

Registration Information

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

Scholarships

Through the generosity of the Alcoa Foundation, partial scholarships will be offered to organizations demonstrating significant budget restraints. Please complete our scholarship application online for consideration at bcnm.rmu.edu/ClassesEvents. For more information, visit the education section of our website at BCNM-RMU.org or call 412-397-6000.

Discounts*

Online payments: A discount (see individual class listing for amount) will be applied for payments received online at the time of registration.

Three or more classes: Send three or more staff members from your organization to the same class, or one individual from your organization to three or more classes and receive a 20 percent discount on each course. Discounts cannot be applied when registering online, so please call 412-397-6000 to register when using a discount.

BoardsWork! Award Agencies: Current board members receive a 20 percent discount on each course.

* Not applicable for special events and convenings, including clinics, conferences, and BoardsWork! cohorts.

Withdrawal and Refund Policy

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

Cancellation Policy

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

Please Note

Registration confirmations, notices of class changes, and other critical information are conveyed via email sent from bcnm@rmu.edu and gracey@rmu.edu. Please check your email the morning of any class for last-minute changes or cancellations. If your email program uses a spam filter, it may be necessary to add bcnm@rmu.edu and gracey@rmu.edu to your address book so that you receive updates and information.
**COURSE REGISTRATION FORM**

*Please print clearly*

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Registration confirmation and more information will be sent via email.

Amount Due $ _________________

☐ Check Enclosed *(made payable to Bayer Center for Nonprofit Management)*

Charge my: ☐ Visa   ☐ MasterCard   ☐ Discover   ☐ American Express

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339 Sixth Avenue, Suite 750, Pittsburgh, PA 15222

**OR REGISTER ONLINE** at rmu.edu/bcnmregistration.

A discount (see individual class listing for amount) will be applied for payments received online at the time of registration. *(Not applicable for special events and convenings including clinics, conferences, and BoardsWork! cohorts.)*

If you receive duplicates of our catalog or would like to receive fewer copies in the future, please contact us at 412-397-6000 or bcnm@rmu.edu and we will update our records. *Thank you!*
“Everyone you will ever meet knows something you don’t.”

Bill Nye (THE SCIENCE GUY)