It is possible to see something good and to work for it and even dare to achieve it. Don’t be a spectator. You are needed in every corner of the community.

Elsie Hillman
LETTER FROM THE EXECUTIVE DIRECTOR

DON’T BE A SPECTATOR. BE A FAN...

If there was ever a city that understands how to be an outstanding fan, it’s Pittsburgh. It has long tickled me that Pittsburghers evoke the word passion in relation to their pursuits far more often than I ever heard it while living in New Orleans, a place that does not lack for requisite juice. We seem to instinctively understand that vocal, specific love of a team or a player truly makes a difference in the outcome of events. So we are enjoined by Elsie Hillman, civic leader par excellence, who reminds us that we are needed throughout our community and that we should pursue our aims with commitment and vigor. She most certainly practiced what she preached! I will miss her.

As you will see from this catalog, the Bayer Center for Nonprofit Management continues to pursue with vigor and commitment our latest efforts to focus the community’s energy on providing nonprofits with the highest quality tools, information and people in order to thrive. We are delighted at the results thus far of our programs that bring business people into more productive relationships with area NPOs. Our new Covestro Employee Engagement Institute (CEEI) is our latest bid to deepen effective practices and to assure great value to nonprofits seeking to improve their management and governance so as to deliver superior results and lives changed for the better.

It’s a two way street...the nonprofit taps the talent of a team of professionals skilled in human resources, marketing, energy efficiency, IT to solve a carefully considered management problem – like saving big on your utilities bill or looking at the real estate concerns of your next capital campaign. Or your board gets a great new member, whose expertise or connections can help in achieving the strategies you’ve identified as critical...The business person applies what they know, learns more about working in a volatile, uncertain, unpredictable environment (can you say budget impasse?), is part of a non-traditional team and becomes a stronger leader in their workplace...and gets to live their values by helping a respected nonprofit partner...and we all win!

Ten years ago, the Executive Service Corps became a part of the Bayer Center’s portfolio. ESC attracts talented business people who have helped countless organizations with HR, finance, start-up and other management challenges. Now over 40 talented people strong, ESC expands the knowledge and expertise of their clients. Not only do ESC consultants help define plans that are practical and advance nonprofit missions, but they are also integral to the early success of BoardsWork! and our newest CEEI program of skills-based volunteering. ESC stars often facilitate agency retreats and serve as project managers on the skills-based projects. Yvonne Van Haitsma is the ESC Director and Godmother of the skills-based program. We should all be glad that Yvonne has chosen to devote her considerable talents to these programs.

BoardsWork! (BW!) began four years ago and is an unqualified success, attracting over a hundred NPOs as BW! agencies. Close to 500 business people have received training and been placed on area boards. It has been my personal delight to train almost every one of these people...and I know they have brought skills, talents and their own cherished values into boardrooms around our region...and we owe each of them a vote of thanks. Many of you know Lulu Orr as the founder E.D. of the Good Grief Center. It was BCNM’s great good fortune that when she left her founding role, she took on another social entrepreneur’s job as founding director of BW! Lulu has done such an outstanding job of building positive relationships and selling our programs that we have asked her to be the CEEI Director. Thank God, she said, “Yes.”

So the through-line you see here is productive, powerful, mutually beneficial partnerships between nonprofits and business people who want them to thrive. We have a lot more plans for our CEEI. As they say, “Watch this space!” We intend to continue to work beside our allies who are also dedicated to similar goals – the Good Neighbors Center at the United Way, Pittsburgh Cares and Leadership Pittsburgh. There is much to be done...we believe we are building the talent pool of the fans of our wonderful, challenging, exciting, need-filled community.

As always, tell us what you think. As with all our programs, our newest work will only be as good as we collectively make it! What technical assistance challenge do you have? Need another board member to help with some strategic goal? How can we continue to build a sturdy bridge between business people and community opportunities?

2015 rocked and rolled with great new stuff, terrible and wonderful events…and who ever knows what’s next? But I know in 2016 that the more we band together, see each other as friends and allies — not problems and competitors — our chances of thriving are great. As Elsie said, “Stay in the game...Give it your all...Be a passionate fan of our wonderful community.”

Happy New Year, beloveds!

Peggy Morrison Outon
Executive Director
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BoardsWork! is designed to enhance corporate and personal social responsibility by training service-minded personnel in effective nonprofit governance including board roles and responsibilities, financial oversight, fundraising and strategic planning, and matching employees with local nonprofit boards. Some 300 employees in southwestern Pennsylvania, from Covestro as well as those from Alcoa, PNC, Highmark and others, have participated in BoardsWork! since its inception in 2012 and have been matched with nonprofits, such as Society for Contemporary Craft, North Hills Community Outreach and PULSE (Pittsburgh Urban Leadership Service Experience).

Executive Service Corps (ESC) engages retiring business professionals or those with 20-plus years of experience to volunteer as nonprofit management consultants. A highly-vetted and trained pool of over 40 community business leaders is available to assist your nonprofit with many management and governance challenges.

Community Forums, a new offering that will launch in 2016, will bring together thought leaders and experts to examine and share the latest trends, research and best practices in employee engagement. The semi-annual think tanks will publish proceedings that will be made widely available to the public.

Questions? Call Lulu Orr, CEEI Director, at 412-397-6012.
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 15 years of service to the nonprofit community, the Bayer Center has completed over 1,500 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.
Explo​ring the lives of women leaders in nonprofit organizations

Women comprise a great majority of the nonprofit workforce in Southwestern Pennsylvania. In fact, 74% of those working in the regional nonprofit sector are female. Approximately 225,000 of the 300,000 employed in nonprofits in Allegheny and surrounding counties are women.

Wage equity, however, is not a reality for most women working in regional nonprofit organizations.

2015 was an exciting year for 74%, receiving national attention from prestigious nonprofit newsmakers:

- “Women in Nonprofits: Then and Now”  
  Guide Star Blog, November 2015  
  Guest Author, Peggy Outon

- “A Movement for Equality”  
  Chronicle of Philanthropy, April 2015  
  Op-Ed by Peggy Outon

- “Gender Inequity in The Charitable Sector”  
  Independent Sector C-Suite Sessions  
  Digital Roundtable, December 2015  
  Peggy Outon and Janine Lee

Please visit our 74% Website at seventyfourpercent.wordpress.com to read more about this exciting project!

On behalf of women in the nonprofit workforce, the Bayer Center for Nonprofit Management at Robert Morris University is leading the way to promote change in this picture through research and education. In order to continue our multi-faceted research on this topic through education, we offer these classes and events which will speak to the on-the-ground reality faced by both women and men in the nonprofit sector.

- Meditative Multi-tasking: The Truth About Executive Overload and What to Do About It (Page 16)

- Who is Taking Over? Developing Your Next Generation of Leaders (Page 12)
NEW AND EXCITING

VOLUNTEERISM CLASSES AT THE BAYER CENTER!

HALF-DAY CLASSES CAN BE TAKEN A LA CARTE OR YOU MAY TAKE ALL FOUR FOR $150.

THE NUTS AND BOLTS OF VOLUNTEERISM
Wednesday, Feb. 3 from 9 a.m. – noon
As United Way of Allegheny County expands their focus on volunteerism and funders increasingly ask for volunteer engagement plans as part of their RFP processes – will you be ready? Organizations that continuously “LEAD” with the support of volunteers, have stronger program outcomes, expanded community relationships and a cadre of thought leaders and advocates to help spread the word about their work.

- Learning about what your organization does
- Engaging in an issue that resonates with volunteers
- Activating their passions through service
- Doing for others

Instructor: Lois Mufuka Martin, United Way of Allegheny County
Fee: $65 ($55 if paid online)

GROUP VOLUNTEERING: BEST PRACTICES FOR “DONE IN A DAY” PROJECTS
Monday, Feb. 22 from 1 – 4 p.m.
Whether your organization has been approached by a major corporation or by a local Girl Scout troop, this session will provide you with helpful tips and proven techniques for a “done in a day” volunteer project. Local experts from The Pittsburgh Cares team will guide you through the planning of your event, while also helping you avoid common pitfalls and ensuring the volunteer project results in a meaningful and rewarding experience for all.

Instructor: Deb Hopkins and Chris Hawthorne, Pittsburgh Cares
Fee: $65 ($55 if paid online)

THE MANY FACES OF VOLUNTEERS
Tuesday, April 12 from 9 a.m. – noon
Just as diversity of backgrounds affects the leadership and staff of nonprofit organizations, diverse volunteers require certain care. Each person has a different reason for choosing to volunteer and for choosing your organization, and understanding that is key to happy and dedicated volunteers. Today’s volunteer managers must be ready to meet volunteers where they are, and understand what drives them – whether they be millennials, seasoned professionals or retirees. In this session, we’ll marry an analysis of how demographic shifts affect volunteering with real-world lessons learned by one of the region’s busiest volunteer wranglers. We will focus on strategies for matching the right people with the right tasks to meet your organization’s needs and fulfill your volunteers’ purposes.

Instructors: Jeff Forster, Bayer Center and Stacy Bodow, Global Links
Fee: $65 ($55 if paid online)

MEASURING THE IMPACT OF YOUR VOLUNTEERS
Monday, April 25 from 1 – 4 p.m.
Today’s volunteers and funders want to support agencies that use resources efficiently, including volunteer resources. While volunteer numbers are still important, the focus has shifted to the impact those hours have for the clients you serve. This workshop will explore ways to track and report outcomes, and how that information can be used to further engage volunteers and share your story.

Instructor: Nancy Iglesias, ESC
Fee: $65 ($55 if paid online)

FREE PANEL DISCUSSION
SVC: HARNESING THE POWER OF CROSS-SECTOR COLLABORATION
Tuesday, Feb. 9 from 9 – 11 a.m.
The new Skills-based Volunteer Consulting (SVC) program is a part of the Covestro Employee Engagement Institute (CEEI). In its four pilot rounds, it has brought new talent and a new lens on how nonprofits and companies can collaborate. During this lively panel discussion in our inaugural year of the CEEI, we will hear from the nonprofits, corporate participants, and ESC project advisers of our pilot projects about the real impact and value of this cross-sector collaboration. Learn best practices on how to build and manage a solid project to harness the business talent in CEEI for your nonprofit.

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

Some of the ways we assist organizations are:

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

For information about BCNM Financial Consulting, call 412-397-6000.

### PAINTING A PICTURE THROUGH NUMBERS

Tuesday, Feb. 2 from 1 – 4 p.m.

February has a bad reputation, just like financial statements. So we have combined these two misunderstood notions into one fun afternoon. Join us as we learn to love our audits by understanding the richness of the information they provide. We’ll look for financial clues along the path to long-term sustainability by getting back to basics. We’ll show you how your financial statements simply reflect your activities using numbers instead of words, and use the basic tenets of financial analysis to show you how your organization can proactively seize opportunity while limiting risk. You’ll leave armed with new tools, and we’ll keep the hot beverages flowing while we’re at it.

**Instructor:** Lisa Kuzma, Richard King Mellon Foundation and Evie Gardner, Bayer Center

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

### QUICKBOOKS FOR NONPROFITS

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

Learn how to design and setup a QuickBooks file for a nonprofit entity through hands-on experience, including how to enter and pay bills, track expenses, enter deposits and track all income. We’ll also review the procedures for a successful month-end close followed up by learning the features of the QuickBooks reporting system and how to extract the information from it.

**Instructor:** Pam Falkner, Bookminders

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

### AN INTRODUCTION TO PLANNED GIVING

Tuesday, April 5 from 9 a.m. – noon OR 9 a.m. – 4 p.m.

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

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

**Instructor:** Maureen Mahoney Hill, CFRE

**Fee:** $65 ($55 if paid online) for the morning session OR $100 for the whole day (includes lunch)
ORGANIZATION-WIDE FINANCE

Wednesday, April 20 from 9 a.m. – noon

Responsible nonprofit financial management requires the combined effort of the entire organization. We will discuss how to engage each member of the team including the executive director, program and fundraising staff, and the board of directors and learn which type of information is essential to each entity. This session is designed to help you create organization-wide financial literacy by discussing key metrics and transforming financial data into dashboards that everyone can understand.

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

NEXT LEVEL BOARDSMANSHIP: FINANCIALS

Tuesday, May 3 from 5 – 8 p.m.

A key responsibility for all nonprofit board members is to provide adequate financial and fiduciary oversight. Join us as we review the primary ways that board members can fulfill these 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.

Instructors: Susan Mazur, ESC; Evie Gardner, Bayer Center
Fee: $65 ($55 if paid online) and includes a light dinner

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.)

For more information, go to bcnm.rmu.edu/consulting.
What isn’t nonprofit management?

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

Some of the ways we assist organizations are:

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

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

“BOARDSWORK! IS A VERY EFFECTIVE SESSION THAT PROVIDES A GREAT PRIMER FOR IMPACTFUL BOARD LEADERSHIP. I BELIEVE THE COMMUNITY BENEFITS FROM THIS PROGRAM IMMENSELY. THANK YOU!”

Dwight Mathis, Merrill Lynch Wealth Management

**BOARDSWORK! BOARD MEMBER TRAINING**

**Wednesday, Jan. 13 from 8:30 a.m. – 4:30 p.m. SOLD OUT**

**Wednesday, March 16 from 8:30 a.m. – 4:30 p.m. OR**

**Tuesday, May 17 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 gambit of nonprofit governance including boardmanship, fundraising, financial oversight, planning and technology.

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

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

**HOT TOPICS IN WAGE AND HOUR LITIGATION**

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

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

**Instructor:** Katherine Koop, Tucker Arensberg

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

**BECOMING A SUPERVISOR**

**Wednesday, Feb. 10 from 9 a.m. – 4 p.m.**

New managers welcome! With a focus on communication in the morning, and moving from peer to supervisor in the afternoon, you’ll learn how to developing appropriate boundaries, deal with conflict, deliver bad news, give and receive feedback and communicate with different personality types based on your own style of leadership. Bring some of the real challenges you’re currently facing for targeted application.

**Instructors:** Wendy Hardman, ESC and Susan Loucks, Bayer Center

**Fee:** $125 ($115 if paid online) and includes lunch
GET YOUR STORIES STRAIGHT
Thursday, Feb. 11 from 9 a.m. – 4 p.m.
Arm yourself and your staff with the material that will come in handy when it’s time to introduce people to your mission and story. This workshop will help you craft your tagline, one-sentence overview, an emblematic story you can tell in 15 minutes and a more detailed half hour presentation that will help ensure your audience remembers what you want them to remember.

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

HR ROUND TABLES
Wednesday, Feb. 17 from 8 – 9:30 a.m.
Exempt vs. Non-Exempt Overtime Pay
Wednesday, May 18 from 8 – 9:30 a.m.
Background Checks
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. HR Roundtables are just that. Every meeting the group discusses a topic with both the trainer and your peers.

Fee: FREE, but registration is required
Location: Urban Impact Foundation, 801 Union Avenue, 15212

LOGIC MODELS: WHAT’S OLD IS NEW AGAIN
Thursday, Feb. 18 from 9 a.m. – 4 p.m.
Logic models have been around a long time, 30+ years. Are they passé? Do we need to do something else…maybe Theory of Change? Come to this class and see how a solid logic model based on a goal with strong links between activities and outcomes can be the foundation for a Theory of Change for your organization. Hone your logic model in the morning based on strong expectations about what will create impact for your program’s consumers. In the afternoon, develop indicators based on your expectations and supported by knowledge of best practices and research. Leave the class in a better position to measure your program’s impact and be able to understand when things work and why and when they don’t turn out as expected, how to make them better. In order to get the most out of this training, all participants must identify and share ahead of time one long term outcome or overall program goal they will be working with in the training.

Instructor: Maria Zeglen Townsend, Townsend Associates LLC and Sheila Bell, Allegheny County Department of Human Services
Fee: $125 ($115 if paid online) and includes lunch

KNOWING AND GROWING YOUR DONOR POOL
Tuesday, Feb. 23 from 9 a.m. – noon
Get more out of your fundraising relationships through creative, insightful analysis of your donor and donation records. This interactive workshop will lay out manageable steps for moving from database management to database marketing. We’ll cover what to put in and what to pull out of your database, and map out action plans for real-life scenarios. You’ll take away the nine questions for database analysis that will help broaden and deepen your pool of donors.

Instructors: Janet Emery, J. Emery Consulting, Inc.; Jeff Forster, Bayer Center
Fee: $65 ($55 if paid online)

THE FUNDAMENTALS OF BOARDSMANSHIP
Wednesday, Feb. 24 from 9 – 11 a.m.
While this class is called “fundamentals,” we’re invested in seeing that boards are high functioning engines of opportunity for their nonprofits. We’ll provide an overview of effective nonprofit governance including role clarity, what is expected of the board by each other as well as the IRS and funding communities, how best to compose a new or revitalized board, statement of expectations, and board evaluation.

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

CREATING A FUNDRAISING STRATEGY
Thursday, Feb. 25 from 9 a.m. – noon
Most nonprofits’ fundraising strategies can be summed up in one of two ways: “It’s the way we’ve always done it,” or “We’re forever holding out a tin cup.” Charitable revenues are the lifeblood of our missions. We wouldn’t approach any other aspect of our work the same way. What are best practices in fundraising that the most successful nonprofits know and consistently do? What is your agency doing and does it stack up? Come to this class with your organizational budget and current fundraising methods and leave with an outline of a true strategy to guide your future successful fundraising efforts.

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

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.
THE "ACCIDENTAL" MARKETER
Wednesday, March 2 from 9 a.m. – noon
Organizations without an assigned marketing or PR staffer often distribute important marketing tasks such as social media, websites and publicity to nonprofit employees who find themselves “accidental marketers.” This workshop will provide tips and tactics for prioritizing tasks, creating content, developing volunteer support, and creating a plan that’s not an accident, but strategic.

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

WHO IS TAKING OVER? DEVELOPING YOUR NEXT GENERATION OF LEADERS
Thursday, March 10 from 9 a.m. – noon
Nonprofits are facing a change of guard in leadership. What assurances exist that the next crop of leaders will be ready to assume the ranks of responsibility in growing your nonprofit toward the fulfillment of your mission? This workshop will provide a systematic process to identify the key elements of what makes a great leader for your nonprofit, where leaders come from within the organization and how to best develop them so they will have the skills and competencies to assume the role when their day arrives.

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

NLB: REVIVING THE TEAM
Wednesday, March 9 from 5 – 8 p.m.
Many nonprofit boards struggle to effectively engage all of their members, leaving potential time, talent, and treasures untapped. Join us for exercises and discussions that explore tools and strategies for motivating and empowering new and existing board members. We’ll cover board member job descriptions and board evaluations, a thoughtful on-boarding process, and effective committee structures — all with the goal of making the most of your board.

Instructor: Evie Gardner, Bayer Center
Fee: $65 ($55 if paid online) and includes a light dinner

NLB: RECRUITING AND ONBOARDING
Wednesday, April 13 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 both the nonprofit and new board member should be asking one another
- Methods to successfully orient and onboard new directors

Instructor: Evie Gardner, Bayer Center
Fee: $65 ($55 if paid online)

NLB: THE BOARD’S REPORT CARD
Thursday, April 21 from 9 a.m. – noon
Is it possible to evaluate your board without insulting them? You bet it is, and it’s a healthy exercise to keep your board functioning at the highest level. This interactive class will help your board look at themselves as a group, and as individuals, starting with board job descriptions to provide a starting point for evaluation. We’ll share various assessments so you can create what is best for your own board.

Instructors: Don Block, Greater Pittsburgh Literacy Council; Lulu Orr, Bayer Center
Fee: $65 ($55 if paid online)

NLB: FINANCIALS
Tuesday, May 3 from 5 – 8 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 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.

Instructors: Susan Mazur, ESC; Evie Gardner, Bayer Center
Fee: $65 ($55 if paid online) and includes a light dinner
LAYING THE FOUNDATION FOR A SUCCESSFUL CAPITAL CAMPAIGN

Friday, March 11 from 9 a.m. – noon

A winning capital campaign, like any other successful undertaking, requires careful planning and preparation. Organizations considering capital, program, or endowment fundraising efforts must ensure that they have the fundamentals in place to optimize success. One such fundamental is a campaign planning study, sometimes called a fundraising feasibility study. This class will provide participants with an understanding of the components of a fundraising planning study, why they are important, and how to ensure that your study provides your organization with critical information that will help lay the foundation for a successful campaign.

Instructors: Mark J. Lynch, Mark J. Lynch and Associates, LLC
Fee: $65 ($55 if paid online)

FREESOURCES: PROFESSIONAL DEVELOPMENT FOR YOU AND YOUR TEAM
Tuesday, March 15 from 9 – 11 a.m.

There ARE some things you can learn for free. Become a master curator of high quality content and join us as we explore how you can train yourself and your team on a limited budget. You’ll learn how to master the internet to find tips, tools and teachings that can help you build your knowledge and inspire your team to new heights.

Instructor: Karen Hochberg, Pittsburgh Area Jewish Committee
Fee: $40 ($30 if paid online)

FUNDRAISING FOR BOARDS
Thursday, March 17 from 9 a.m. – noon

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

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

PRESENTING TO A FUNDER
Tuesday, March 29 from 9 a.m. – noon

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

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

DEALING WITH CONFLICT DAY

CONFLICT TOOLBOX!
Wednesday, March 30 from 9 a.m. – noon

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!

CONFLICT: PRACTICE MAKES PERFECT!
Wednesday, March 30 from 1 – 4 p.m.

Have you ever been stuck in conflict with a board member or colleague? The costs are substantial, both personally and organizationally. This class will not only illustrate new ways to engage that conflict productively, it will provide lots of hands-on practice in a safe and experimental laboratory setting. Bring your toughest questions and we’ll see what gets the wheels turning once again. The morning session is not mandatory, but recommended.

Instructor: Susan Loucks, Bayer Center
Fee: $65 ($55 if paid online) per session OR
$100 for both classes and includes lunch

CUSTOM TRAINING

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

Frequently requested topics include:

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

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

Thursday, March 31 from 9 a.m. – 4 p.m.

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

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

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

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

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

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

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

PRAISES WITH OR WITHOUT RAISES

Wednesday, April 6 from 9 a.m. – noon

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

**Instructor:** Ray Frankoski, ESC

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

MANAGING BY THE BARD: TAKE YOUR TEAM-BUILDING CUES FROM SHAKESPEARE

Wednesday, April 6 from 5 – 7 p.m.

You don’t have to be an actor to learn from Shakespeare’s heroes and tyrrants. What kind of team-builder are you? And what cues in Will’s works can enhance your work? As the world marks the 400th anniversary of the playwright’s passing, this interactive workshop will have you on your feet as you learn from Shakespeare’s fascinating characters from a writer-actor who created and performs as the playwright’s own wife Anne in Mrs Shakespeare.

**Instructor:** Yvonne Hudson, New Place Collaborations

**Fee:** $20 and includes happy hour libations

THE WAGE AND BENEFIT SURVEY

The Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations has been a trusted resource since 2000. It has provided the most current data about regional salary and benefits needed both for valid decision-making by nonprofit executives and for 990 compliance. We have a comprehensive record of the progress made by our nonprofit employees in salary and benefits over the last fourteen years. Your willingness to provide information has made this sector-wide resource possible. Additionally, it sparked the 74% pay equity conversation resulting in greater equity for women and men in the regional nonprofit sector.

The newest 2015 version is available for purchase on our course registration page: [rmu.edu/bcnmregistration](rmu.edu/bcnmregistration).

Cost is $75 for nonprofits who participated in the survey, and $200 for nonprofits who did not participate.
CONVERSATION, COMRADEY AND COFFEE!
April is all about panel discussions! Join us for five Friday mornings in April as we talk about how to better be fundraisers, advocates, storytellers...even how to be better sharers! Sessions are $40 each ($30 if payment is received online) or $125 for all five sessions. What a great way to end each work week with conversation, comradery and coffee!

WORKING WITH OUR FOUNDATION ALLIES
Friday, April 1 from 9 – 11 a.m.
Generous gifts from foundations have often secured the future for regional nonprofits. But there are 7,500 nonprofits in southwestern Pennsylvania alone, and foundation leaders have to make hard choices and are challenged to make every dollar count. Come reflect with a few of our region’s most thoughtful foundation leaders about how they make those decisions.

Moderator: Peggy Morrison Outon, Bayer Center
Panelists: David K. Roger, Hillman Family Foundations and Ryan Kish, Alcoa Foundation

THE SHARING ECONOMY: ESTABLISHING NON-TRADITIONAL PARTNERSHIPS
Friday, April 8 from 9 – 11 a.m.
The fairly new premise of the “sharing economy” expands access to products, services and talent beyond one-to-one or singular ownership. Creative arrangements using for-profit, nonprofit, barter and co-operative structures are seeing great success in our sector, and the opportunity for growth is ripe! Come hear from three nonprofits creatively using the sharing economy in partnerships with both for-profit companies and with each other, and see how this unique and collaborative strategy is already creating excitement throughout our region.

Moderator: Peggy Morrison Outon, Bayer Center
Panelists: Angela Garcia, Global Links; Danielle Hardy, Goodwill of Southwestern PA; Rebecca Young, The Forbes Funds

DONOR-ADEIVED FUNDS: A CONVERSATION WITH COMMUNITY FOUNDATIONS
Friday, April 15 from 9 – 11 a.m.
Community Foundations are unique charitable instruments that encourage generosity and engagement with the local community through philanthropy. Come hear from three regional community foundation leaders as they share their thinking about the current landscape of donor-advised funds and trends looking forward.

Moderator: Paul Homick, Allegheny Health Network
Panelists: Mike Kane, Community Foundation for the Alleghenies, Betsie Trew, Washington County Community Foundation and Yvonne Maher, Pittsburgh Foundation

MEDIA STORYTELLERS
Friday, April 22 from 9 – 11 a.m.
Everyone knows Pittsburgh gave the world steel, but we also gave the world Mister Rogers, who taught us the magic of a good story. We’re still churning out storytellers in the Steel City. Larkin Page-Jacobs tells the up-to-date story of the region on WESA radio. Rick Sebak has made his name digging into Pittsburgh’s attics and archives for signature documentaries. Kelly Flanagan Dee helps provide a local stage for amateur and professional storytellers alike at The Moth. Hear from these pros about what makes a good story and a good storyteller.

Moderator: Jeff Forster, Bayer Center
Panelists: Larkin Page-Jacobs, NPR; Rick Sebak, WQED; Kelly Flanagan Dee, The Moth
Fee: $40 ($30 if paid online)

LESSONS LEARNED FROM THE BUDGET IMPASSE
Friday, April 29 from 9 – 11 a.m.
Pennsylvania’s latest budget impasse created unnecessary uncertainty for the commonwealth’s most vulnerable residents and the nonprofit service providers that keep them healthy and safe. Always advocating for our sector, our friends and allies at Greater Pittsburgh Nonprofit Partnership cleared a path during these uncertain times by inviting those of us with stories to tell to visit our legislators and insist that attention is paid to the human cost of politics. Come hear from a few of those brave and passionate advocates as we reflect on the challenges and successes that come with working for the nonprofit sector in uncertain times.

Moderator: Peggy Morrison Outon, Bayer Center
Panelists: David Streeter, Greater Pittsburgh Nonprofit Partnership, other panelists TBA
Nonprofit management

SUPERVISION TUESDAYS!
KEEPING THE MISSION IN MIND
Tuesday, April 19 from 10 a.m. – 1 p.m.
Bring a copy of your organizational mission statement as we explore important mission-based questions such as:

- What evidence is there to show that the mission is more than abstract words?
- How do the outputs of the organization align with the mission?
- If the mission and the outputs are out of alignment, is it time to change the mission?
- Do the outputs need to change?
- Would the people who produce the outputs say that they are treated in ways that honor the mission?

Instructor: Maureen O. Vanterpool, Ph.D.
Fee: $65 per class ($55 if paid online) OR $100 for both sessions

BALANCING YOUR SUPERVISORY ROLES
Tuesday, April 26 from 10 a.m. – 1 p.m.
Organizations need both leadership and management to survive and thrive. In this session, we will explore questions such as:

- What’s the difference between leadership and management?
- Is leadership a matter of position?
- What happens when the designated leader doesn’t lead?
- What are some inevitable outcomes of leading too little and managing too much?
- What are some inevitable outcomes of managing too little and leading too much?

Instructor: Maureen O. Vanterpool, Ph.D.
Fee: $65 per class ($55 if paid online)

WRITING EFFECTIVE JOB DESCRIPTIONS
Wednesday, April 27 from 9 a.m. – noon
A job description should be practical, clear and accurate to effectively define your needs. In this session, you’ll learn how to conduct a basic job analysis in order to develop a job description reflecting the needs of a position. We’ll explore how to determine essential functions of a position, and design job descriptions based on identified knowledge, skills, and abilities, in preparation of approval by appropriate human resources or legal department.

Instructor: Sandra Marsh-McClain, consultant
Fee: $65 per class ($55 if paid online)

INCLUSION: A NEW MANTRA?
Thursday, April 28 from 9 a.m. – noon
According to BoardSource, if the nonprofit sector is to remain pertinent, effective, and responsive to the needs of increasingly diverse contexts, their boards need to become more inclusive. However, those who serve on nonprofit boards know that this may be a rather intimidating task. This interactive session will focus on exploring proactive efforts to enhance nonprofit boards’ inclusiveness using models of best-practices proposed by researchers and practitioners.

Instructor: Yasmin Purohit, Ph.D., Robert Morris University
Fee: $65 ($55 if paid online)

SO YOU WANNA BE A 501(C)3?
Wednesday, May 11 from 5 – 8 p.m.
Setting up a nonprofit corporation involves a lot more than creating your website, opening your doors to clients and starting to fundraise. It’s a tricky and costly process, and might not be the best choice right now. Learn about the incorporation process and alternatives that may be more appropriate, as well as nonprofit governance issues, reporting requirements and other legal and management issues that could impact your project. You’ll leave this class with information, homework and a template to guide you through the next steps.

Instructors: Jeff Fromknecht, Side Project; Bob Moll, ESC Volunteer
Fee: $65 ($55 if paid online)

MEDITATIVE MULTI-TASKING:
THE TRUTH ABOUT EXECUTIVE OVERLOAD
AND WHAT TO DO ABOUT IT
Friday, May 13 from 9 – 11 a.m.
Left unchecked, burnout can rob a nonprofit leader of effectiveness. Part confessional, part testimonial, this workshop will cover the neuroscience behind stress and tension and how to identify unhealthy patterns of tension in both the mind and the body. You will learn techniques to productively improve your outlook on your life and work.

Instructor: Joanne Spence, Yoga in Schools
Fee: $65 ($30 if paid online)
BYLAWS CLINIC
60-minute sessions available by appointment
Bylaws are important in directing the board and the organization. Due to recent changes in the 990 legislation, many nonprofits’ bylaws are not in compliance with best practices. During this clinic, we will review your bylaws, give you suggestions for improvements, and guide you on how to discuss these with your board.

Instructor: Sue McLaughlin, ESC Volunteer
Fee: $50 per hour (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 updating? Is expansion requiring more staff and more new job descriptions? Are you facing layoffs, or do you have a pregnant staffer and no maternity policy? We can help you with these and other issues including:

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

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

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

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.)

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

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

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

Instructor: Jeff Forster, Bayer Center
Fee: $50 per hour
Today more than ever, nonprofits need to use technology wisely to stay competitive, prove effectiveness and communicate with constituents. The Bayer Center’s tech consultants have a broad and deep knowledge of the technology issues challenging nonprofits. Whether in your office or in our classroom, we speak English, not Geek, so that you can understand the entire process. If you need a new website, can’t figure out what fundraising software to buy, want your own database, or just feel like chilling out at Access Camp, you’ll find that our support is always real, never virtual.

Some of the ways we assist organizations are:

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

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

BAGELS AND BYTES

Join your nonprofit techie colleagues for informal learning and networking in this popular monthly convening. If you’re officially (or unofficially) responsible for your nonprofit’s technology challenges, join us! Our group is an affiliate of TechSoup’s NetSquared program and the Nonprofit Technology Network’s (NTEN) 501 Tech Club program.


BAGELS AND BYTES – ALLEGHENY
FREE, but you must R.S.V.P. to Shelby Gracey at gracey@rmu.edu or via Meetup.com.

Wednesday, Feb. 3 from 8:30 – 10 a.m.
Location: Grow Pittsburgh, 6587 Hamilton Ave #2W, 15213

Wednesday, March 2 from 8:30 – 10 a.m.
Location: Grow Pittsburgh, 6587 Hamilton Ave #2W, 15213

Wednesday, April 6 from 8:30 – 10 a.m.
Location: Frick Art & Historical Center, 7227 Reynolds St. 15208

Wednesday, May 4 from 8:30 – 10 a.m.
Location: Frick Art & Historical Center, 7227 Reynolds St. 15208

BAGELS AND BYTES – WESTMORELAND
Breakfast cost is individual responsibility. R.S.V.P. to Gina McGrath at ginam@ywca-westmoreland.org or 724-834-9390 x107.

Tuesday, Jan. 12 from 8 – 9:30 a.m.

Tuesday, March 8 from 8 – 9:30 a.m.

Tuesday, May 10 from 8 – 9:30 a.m.

Location: TBA, Greensburg

BAGELS & BYTES – BUTLER
FREE, but you must R.S.V.P. to Brian Peffer at bpeffer@ccrinfo.org or 724-431-3625.

Wednesday, Jan. 13 from 8:30 – 10 a.m.

Wednesday, March 9 from 8:30 – 10 a.m.

Wednesday, May 11 from 8:30 – 10 a.m.

Location: Center for Community Resources, 212-214 South Main Street, 16001
“THIS EXPANDED MY KNOWLEDGE OF EXCEL. I FEEL MUCH MORE COMFORTABLE AND CONFIDENT USING THIS PROGRAM.”

Eugene Walker, Pittsburgh Promise

EXCEL DAY
INTRODUCTION TO EXCEL 2010
Tuesday, Feb. 16 from 9 a.m. – noon
Learn Excel basics in the morning session including:
- Worksheet creation
- Formula creation
- Cell formatting using “mouse pointers”
- Absolute cell references
- Printing your worksheet

Instructor: Cindy Leonard, Bayer Center

INTERMEDIATE EXCEL 2010
Tuesday, Feb. 16 from 1 – 4 p.m.
Learn more about Excel in the afternoon including:
- Worksheet templates creation and use
- Using functions
- Creating links between worksheets
- Database features
- Chart creation and formatting

Instructor: Jeff Forster, Bayer Center

Fee: $65 ($55 each if paid online) per session OR $100 for the whole day (includes lunch)

MAIL MERGE MAGIC
Tuesday, March 22 from 9 – 11 a.m.
Learn the easiest way imaginable to communicate with all your donors and constituents and still keep it personal. Find out how to maximize mail merge across the Microsoft Office suite at this hands-on session.

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

TIME MANAGEMENT: TECHNIQUES, TIPS AND TRICKS
Thursday, April 7 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)

WRITING FOR THE WEB AND SOCIAL MEDIA
Thursday, April 14 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) and includes lunch

DIY WEBSITES WITH WORDPRESS
Thursday, April 21 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) and includes lunch

ESSENTIALS OF ADOBE INDESIGN
Thursday, May 12 from 9 a.m. – 4 p.m.
Adobe InDesign has so many features it can be a little overwhelming for beginners. In this introductory class, we’ll explain the InDesign interface and tool sets, and cover the features most often used when creating publications with this software. We will create a variety of sample publications during the class so that you’ll walk away with actual hands-on experience with the software.

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

ACTION! A HANDS-ON DO IT YOURSELF VIDEO WORKSHOP
Thursday, March 3 from 9 a.m. – noon
Your nonprofit is a goldmine of stories, events, and opportunities that can help you expand your reach and build human capital. With the advent of user-friendly video gear and editing software, it seems so easy to start producing video. Knowing how to handle the gear, how much time it takes, and some key technical concerns can make your do-it-yourself videos more effective. By popular demand based on our TechNow “Thinking Cinematically” workshop, join us for a practical demonstration using two different production setups, practice asking for and listening for soundbites, and play with some basic editing software.

Instructor: Jeff Forster, Bayer Center and Gretchen Neidert, Pittsburgh Filmmakers
Fee: $65 ($55 if paid online)
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: Jeff Forster, Bayer Center
Fee: $50 per hour

NOW WHAT? A CLINIC ON ACCESS DATABASES
60-minute sessions available by appointment
Struggling with an Access database that came with the job and doesn’t make sense to you? Have you built a database that’s grown completely out of control? Bring a copy of that problematic database, and we’ll help you make sense of it.

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

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

Instructor: Jeff Forster, Bayer Center
Fee: $50 per hour (2-hour minimum is required)

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

Coaches don’t tell you what to do. They help you draw on your own natural wisdom to make better decisions from a place of clarity and confidence. For more information on affordable individual or peer-to-peer group coaching at the Bayer Center, please contact Carrie Richards at 412-397-6008 or richardsc@rmu.edu.

Cost: $500 for each 6-hour-long coaching engagement.

“I FEEL AS THOUGH I EXPERIENCED TANGIBLE GROWTH AS A RESULT OF MY COACHING. I’VE COMPLETED MY PERSONAL MISSION STATEMENT AND AM READY TO CONSIDER WHAT THE NEXT PLATEAU MIGHT LOOK LIKE.”

Jesse Sharrard, Greater Pittsburgh Community Food Bank
**BAYER CENTER STAFF BIOS**

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

**Jennifer Brown** is Program Specialist, CEE at the Bayer Center for Nonprofit Management at Robert Morris University, lending her extensive nonprofit program experience to the Covestro Employee Engagement Institute. She is the co-founder and president of Senior Pet and Animal Rescue. Jennifer served on the transition committee team for Mayor Bill Peduto and has volunteered for Strong Women, Strong Girls, Animal Rescue League, and Steel City Road Runners Club. She is also a WYEP radio sustaining member and lector at 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.

**Jeff Forster** is a Senior Consultant at the Bayer Center for Nonprofit Management at Robert Morris University. Jeff has assisted a variety of nonprofit organizations in the Pittsburgh area, specializing in the use of databases for process improvement and in presentations and storytelling. He helped coach Global Links and the Pittsburgh Parks Conservancy to win funding in the Social Venture Partners Pittsburgh Fast Pitch competition and has competed in The Moth’s Pittsburgh story slam. Jeff holds a master’s degree in public policy and management from Carnegie Mellon University and a bachelor’s degree from Yale University. He volunteers with the Alumni Schools Committee of the Yale Club of Pittsburgh and coordinates counting of Box Tops for Education at Dilworth Traditional Academy.

**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 practices and diversifying revenues, to strengthening program evaluation 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 a current board member 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 an 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 & 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 Employee Engagement Institute 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.

**Carrie Richards** is Programs Team Leader at the Bayer Center for Nonprofit Management at Robert Morris University, responsible for the advancement of BCNM’s educational offerings and providing management support to BCNM’s additional programs. A Northside resident and proud owner of a rescued pit bull, she volunteers for Biggies Bullies and Senior Pet and Animal Rescue, serves on the board of Enduring Hope Counseling and is a member of the Elks Lodge #339. 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 the 74% Project, which explores the lives of women in 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 is currently pursuing her Ph.D. at 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**, M.S.W., has been a consultant at the Bayer Center for Nonprofit Management at Robert Morris University since 2000. She is now the director of the Executive Service Corps and Skills-Based Volunteer Consulting programs, coordinating over 45 management volunteers who provide consulting, facilitation and training, as well as teams from corporations to help solve management challenges. Her degree in community organizing and nonprofit management from the University of Pittsburgh has been influential in building connections between nonprofits and between sectors. She has consulted in collaboration development, strategic planning, board development, corporate engagement, and executive transitions in Latin America and Pittsburgh.
INSTRUCTOR BIOS

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

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

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

Stacy Bodow is the Community Engagement Manager for Global Links, a medical relief and development organization dedicated to supporting health improvement initiatives in resource-poor communities and promoting environmental stewardship in the U.S. healthcare system. Stacy’s main responsibilities include recruiting and engaging volunteers as well as general education and outreach for the organization. Prior to joining the Global Links team, Stacy spent 15 years with Visions Service Adventures leading month-long international service learning programs for groups of teenagers. She still works with Visions facilitating intensive training workshops for program directors and staff. Stacy holds her M.Ed. from University of Pittsburgh in social and comparative analysis in education.

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

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

Michael Couch has made a career out of improving the performance of organizations, both as a business executive and as the owner of Michael Couch & Associates. His unique background in manufacturing operations, business unit management, human resources and organization effectiveness allows him to wear many hats and collaborate with people throughout a company to build strategy-capable organizations. Michael is the President of the HR Leadership Forum of Western PA and a board member of the Pittsburgh HR Association. He is certified as a Human Capital Strategist by the Human Capital Institute and was selected for the 2012 Talent Management Magazine Human Capital Executive Research Board.

Kelly Dee is a native of Buffalo, NY and has made Pittsburgh her home for over a decade. She is the Producer of The Moth in Pittsburgh and the Programming and Outreach Manager for the New Hazlett Theater. Her diverse work in the nonprofit field has ranged from radio and theater production and management, to in-home child and family therapy, to urban farming program development and community building. She received her B.A. in psychology and theater from Grove City College and her master’s degree in social work from the University of Pittsburgh.

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

Janet C. Emery, CFRE, brings nearly 30 years of successful development experience to her consulting business, J. Emery Consulting, Inc., which supports nonprofit sustainability through wise and ethical development practices. Services assist volunteers, chief executives and development professionals charged with improving external relationships and philanthropic support for nonprofit organizations. Her experience in the arts, education, healthcare, and human services supports a documented track record of success, most notably in the development, communications, and volunteer management disciplines.

Pam Falkner is the Business Development Director for Bookminders, the premier provider of outsourced bookkeeping solutions. Pam’s original career was as an accountant, which is how she started at Bookminders. Her personality and understanding of human nature has led her to her current role. She often teaches seminars on financial subjects, especially those that deal with the nonprofit sector. Pam currently serves as Treasurer of Young Nonprofit Professionals Network, Pittsburgh. She is active in the nonprofit community, serving on boards and committees, especially those that involve her children.

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.

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

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

Danielle Hardy is a Pittsburgh native and Virginia Tech graduate. After working for the Pittsburgh Public School District and Make-A-Wish®, Danielle now serves as Goodwill of Southwestern Pennsylvania’s first ever Community Donations Specialist. Responsible for engaging the community in Goodwill’s mission and acquiring material donations in new and innovative ways, Danielle collected over 200,000 pounds of material donations through her community donations program in her first year with Goodwill. She has built partnerships with over 50 schools in Southwestern Pennsylvania, Fifth Third Bank, Uber, and Eat’n Park, among other local businesses and nonprofit organizations.

Chris Hawthorne is Director of School and Youth Partnerships at Pittsburgh Cares and directs all youth-related activities and programs, including school service workshops and service camps. Chris is a subject matter expert on youth volunteering, and specializes in creating spaces and opportunities for youth to positively engage with and within their communities. He also directs the Pittsburgh Cares Youth Advisory council, which is aimed at providing young people a platform for their voices to be heard by engaging in youth-led service. Previous to Pittsburgh Cares, Chris worked in development at Junior Achievement of Western Pennsylvania.

Karen Hochberg serves as Executive Director of the Pittsburgh Area Jewish Committee (PAJC). Karen has over 20 years of marketing and communications experience. Prior to joining PAJC, Karen served as marketing director for the Oncology Nursing Society, where she planned and conducted leadership development training sessions for chapter leaders. She also served as chief-of-staff for an Allegheny County official where she played a lead role in transforming the old Allegheny County Jail into the new Juvenile and Family Court. Karen has a B.S. in business management from Pepperdine University and a master’s degree in nonprofit leadership from Carlow University and is a graduate of Leadership Pittsburgh (XV).

Paul S. Homick, Jr., is Vice President of Major Gifts at Allegheny Health Network. Previously, Paul was Executive Director of Major Gifts at Carnegie Mellon University, Director of Business Development and Marketing at Fried, Kane, Walthers, Zuschlag and Grochmal, Director of Development for Sant’ Anselmo University in Rome, Italy, and held several positions at Saint Vincent Archabbeay, College and Seminary. An attorney, Paul is co-vice chair of the Pennsylvania Bar Association Committee on Charitable Organizations. He serves on the board of the Pennsylvania Bar Foundation, the Bach Choir of Pittsburgh and on the advisory board of the Bayer Center for Nonprofit Management and WQED Community.

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

Yvonne Hudson, principal of New Place Collaborations, is a versatile marketing/PR expert who creates mission-driven solutions for nonprofits and businesses. She directed communications on the campuses of Carnegie Mellon, Chatham, New York Law, Yeshiva University, and University of Pittsburgh Theatre Arts. She has worked with many nonprofits including Opera Theater SummerFest, Mission Vision, Financial Planning Association, Pittsburgh Symphony, and Three Rivers Shakespeare Festival. Yvonne earned an M.A. in arts management and developed her solo show Mrs. Shakespeare at Pitt. A journalism and psychology alumna of Point Park University, Yvonne is founder/director of Poets Corner Arts.

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

Nancy Iglesias has over 30 years of experience in the nonprofit world, most recently as Executive Director of Habitat for Humanity Winona-Fillmore Counties in southeastern Minnesota for twenty plus years. Nancy also spent over 10 years with InterVarsity Press in suburban Chicago working in the area of marketing and public relations. She served on the Habitat Minnesota State Support Organization and is a certified trainer with Minnesota Association of Volunteer Administrators (MAVA). Nancy and her husband moved to the Pittsburgh area in July of 2015 when her husband joined the staff of Orchard Hill Church in Wexford.

Mike Kane is President and Executive Director at the Community Foundation for the Alleghenies, working with hundreds of donors throughout Bedford, Cambria, Somerset and Indiana counties and beyond. He has served a number of boards of organizations in support of philanthropy, community and economic development, conservation, the arts, and education including Green Building Alliance, Grantmakers of Western Pennsylvania, Goodwill Industries of the Conemaugh Valley, and Johnstown Area Regional Industries. Mike holds a bachelor’s degree from the University of Pittsburgh, a master’s degree from Emerson College, and certificates in major gifts and planned giving and fundraising fundamentals from the Institute for Healthcare Philanthropy at the University of Wisconsin.

Ryan Kish is a Program Manager at Alcoa Foundation responsible for managing the global Education and Workforce Development portfolio. He also works with partners organizations to implement projects that advance Alcoa Foundation’s strategic priorities in Alcoa communities and oversees all Business Action and Disaster Relief grantmaking. Prior to joining Alcoa Foundation, Ryan was an Analyst with Alcoa’s Management Consulting and Strategy group, providing strategic direction and analysis to develop solutions to key business questions. Ryan holds an M.B.A. and a master’s of public and international affairs from the University of Pittsburgh.

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

Deborah Kuchta has more than 30 years’ finance and management experience. She is currently the Director of Finance for Greater Pittsburgh Literacy Council. Prior to moving to Pittsburgh she was the Director of Finance and Operations at the East Harlem School in New York, where she oversaw the building of their new school. She has an M.B.A. from Marylhurst University and a B.S. in economics from California State Polytechnic University. She is a past board treasurer for the Alle-Kiski Hope Center and a volunteer consultant with ESC.

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.

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. Brouman 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.

Yvonne J. Maher is Senior Vice President of Development and Donor Services for The Pittsburgh Foundation. During her tenure, she led the launch of PittsburghGives, implemented a strategy to grow their assets through a Private Foundation conversion initiative and Third Party Manager Initiative; launched the Center for Philanthropy and served as a Project Leader for the merger of the Community Foundation of Westmoreland County with The Pittsburgh Foundation. Yvonne currently serves on the Mercyhurst University Board of Trustees Advancement Committee. A native of Ireland, she earned an M.A. in communication studies at Edinboro University and a B.A. in communications at Mercyhurst College.

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

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.
Lois Mufuka Martin is the chief volunteer engagement officer at United Way, charged with developing the center by creating partnerships between corporations, nonprofits, schools, universities, churches and other organizations seeking to connect volunteers with recurring, meaningful projects that will have long-term impact on the region. Previously, she worked as executive director of a non-profit that supported teenage mothers, community fund director for the United Way of Asheville and Buncombe County in North Carolina and most recently, chief executive officer of Bethlehem Haven. A Zimbabwe native, Lois earned a bachelor’s degree in history from Lander University and a master’s degree in education with an emphasis in counseling from Clemson University.

Susan Mazur has 25 years’ finance and management experience and currently provides accounting controller services and nonprofit consulting to many clients in the Pittsburgh area. She is the current board treasurer for the Pittsburgh chapter of Women in Film and Media, a board member for It's Your Planet and volunteers her time as a financial consultant with ESC.

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.

Bob Moll joined ESC in 2004 after serving as the Manager of IT Security & Policy for PPG Industries for 20 years. He has been a consultant for various organizations for the past 10 years including The Allegheny County Coalition for Recovery, Andrew Carnegie Free Library, Central Northside Neighborhood Council, Focus on Renewal, Peer Support & Advocacy Network, Pittsburgh Cares, POWER, Sewickley Community Center, and the School Performance Network. His expertise is in accounting and finance, information systems, and strategic planning.

Gretchen Neidert has been producing video and web deliverables that earn funding, advocate, and build audiences for Pittsburgh nonprofits, artists, and social entrepreneurs since 2009. She produces, directs, and edits 30+ short documentary industrials for nonprofits annually. She is currently co-writing and producing Conquering The Cycle, a documentary about all 30+ short documentary industrials for non-profits annually. She is currently producing a narrative short film directed by Eric Schuman, and VFX collaborations with professional Alexis Gideon, funded by Investing in Professional Artists, a partnership of The Heinz Endowments and The Pittsburgh Foundation.

Larkin Page-Jacobs came to Pennsylvania via Northern California after trying out a number of professional fields including law, publishing, and nonprofit work. She got her start in radio as a newsroom volunteer. She went on to work for 90.5 as a reporter, Weekend Edition host, and Morning Edition producer, before taking on her current role as the All Things Considered host in 2009. She has won regional and statewide awards for her reporting, including stories on art, criminal justice, domestic violence, and breaking news. Her work has been featured across Pennsylvania and nationally on NPR.

Yasmin S. Purohit earned her Ph.D. in Organizational Sciences from Drexel University in Philadelphia, PA. She is currently the Chief Diversity and Inclusion Officer, Title IX Coordinator and professor of Human Resource Management at Robert Morris University in Moon Township, PA. Yasmin has presented papers at several conferences both in the U.S. and internationally and has published articles in journals such as The Journal of Vocational Behavior, Journal of Management Education, and Journal of Organizational Culture, Conflict and Communication. Her research interests include factors contributing to diversity, work-family issues, formal organizational support initiatives, and the role of denial in organizations.

David K. Roger is the President and a Director of Hillman Family Foundations, a private foundation that administers the eighteen philanthropies associated with the Hillman Family, which include the Hillman Foundation, Henry L. Hillman Foundation, Elsie H. Hillman Foundation, and Mary Hillman Jennings Foundation. Since joining the foundation in 2001, David has been involved in numerous projects including the Hillman Fellows Program in Innovative Cancer Research at the University of Pittsburgh Cancer Institute and the Hillman Pediatric Transplant Center at the Children’s Hospital of Pittsburgh. He holds a bachelor’s degree in economics from Saint Vincent College and a master’s degree in public administration and international affairs from the University of Pittsburgh.

Rick Sebak is producer and host of a magazine-style program called It’s Pittsburgh and a Lot of Other Stuff, seen on WQED. Since 1987 when he returned to his hometown of Pittsburgh to work at WQED, he has produced more than 30 documentaries about the history, the neighborhoods, the buildings, the people and the food of western Pennsylvania. Rick was nominated for two prime-time Emmy® Awards for his work on Fred Rogers: America’s Favorite Neighbor. He has received numerous local awards and recognitions, including ten regional Emmy® Awards and an honorary doctorate from Seton Hill University.

Joanne Spence, BSW, ERYT is the Executive Director of Yoga in Schools, which reaches over 20,000 children and 1,000 teachers with sustainable wellness programs that nurture their well-being through yoga. Joanne is registered with Yoga Alliance as an Experienced Registered Yoga Teacher at the 200 Hour Level. Combining these credentials with her clinical social work background, Joanne is the first yoga therapist at Western Psychiatric Institute and Clinic. She is also member of the International Association of Yoga Therapists. Joanne teaches across the U.S. and Australia at conferences and retreat centers including Kripalu, Omega and the Garrison Institute.

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

Betsie Trew is the President & CEO of the Washington County Community Foundation. Under her leadership, the assets of the Foundation have grown from less than $250,000 to more than $16 million, representing more than 150 funds, with over $4 million in grants and scholarships awarded. In 2009 she received the ATHENA Award from the Washington County Chamber of Commerce which, in part, recognized her efforts to support disadvantaged women and children through the foundation’s Mother’s Fund. She serves as the Washington County Community Foundation’s voting representative for Grantmakers of Western Pennsylvania in Pittsburgh, PA and for the Council on Foundations in Washington, DC.

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

Maureen O. Vanterpool, Ph.D. is a consultant who helps leaders build capacity to serve communities. She retired from Geneva College, where she was a Professor of Organizational Leadership who contributed to development of over 1,000 leaders across the Pittsburgh region. Her consulting work with community benefit organizations (a.k.a. nonprofits) includes nearly 40 organizations. Previously, she served as National Director of Training and Education with Big Brothers Big Sisters of America, where she administered educational programs for executives and staff of over 500 affiliates. Dr. Vanterpool believes strongly in lifelong learning and she continuously adds to her own professional expertise.

Rebecca Young is a project manager for The Forbes Funds. With a background in international development and journalism, she has experience creating sustainable change rooted in local institutions and communities. Rebecca holds a master’s degree in international development from the University of Pittsburgh’s Graduate School of Public and International Affairs (GSPIA). She also has a bachelor’s degree in international studies and French from the University of Dayton. Rebecca has worked in communications at the local, state, and national level. Originally from the small town of Xenia, Ohio, she has experience working in Europe and North Africa.

LAWLINKS

The Bayer Center for Nonprofit Management is partnering with the Allegheny County Bar Association & 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
- 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. To pay your fee, please register for LawLinks at www.rmu.edu/bcnmregistration. 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.
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QUESTIONS? Please contact the Bayer Center at 412-397-6000 or bcnm@rmu.edu.

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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.

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