When you learn, teach, when you get, give.

Maya Angelou
It has been my practice to rhapsodize in these pages about the beautiful summer days and the coming promise of fall with its new beginnings. I usually have a BCNM class or two I am particularly excited to call to your attention and this letter celebrates our collective work as we roll right through the end of another year of work and service, yours and ours.

But this summer has taken me to a different place. We have all watched a plane fall out of the sky and disappear…we’ve watched another shot out of the sky with almost 300 civilians – including AIDS researchers on their way to present their latest findings – falling horribly, impossibly to their deaths in fields of Ukrainian sunflowers. We’ve grieved with the victims of war – in Syria, Israel, Palestine – and we’ve hoped for peace for the innocent. Our moral leaders have been too often shouted down by the angry, the violent, the certain…and we have been challenged by the children who have reached our borders after journeys of enormous danger, only to be greeted by some as problems, not potential.

All of us who made the idealistic choice of nonprofit work have, in one way or another, devoted our lives to building community, seeking greater justice, hoping for better tomorrows for all and confirming the merit of the dreams of the poor, the disadvantaged and the voiceless. You each do this work in literally thousands of ways here in southwestern PA and 300,000 of us do every day.

The Bayer Center was just a year old at 9/11. Some of you may have received the e-mail I wrote after that excruciating event…

And yet the thought that has provided me a lot of solace is all of you…You are the people who embody hope and face the challenges of the world with courage and inherent optimism. It is my privilege to know you and your hopes and dreams for social justice, for peace, for equity and for lives that sing….I know that because of your work, your faith in the perfectibility of people and your determination to act and not be passive in the face of social injustice and hatred that we are all safer.

For some thirty-four years, I have worked in the nonprofit sector. I find our sector to be my best hope that we are making progress as a civilization. It has been my privilege to know thousands of you who get up every morning to contribute to what’s working, what’s kind and decent in the world, to the building up of the community’s conscience and response to human need. I know there are many fine people in business and government who also greatly contribute to the common good, but my part of the world is with you – and I testify that you are on the job of leaving the world better than you found it, of attempting to assure that our children will inherit a world that is recognizably decent.

My sure knowledge of your work is what gets me through the world news tonight, every night…my knowledge that a lot of the story is not being told…that our world is not only unspeakably cruel and unjust, but also filled with resolute people, determined to care and to improve and to celebrate hopes and dreams.

So this fall, although the news is relentlessly disturbing and often awful, I ask that you celebrate your courage and your kindness. I hope that you insist on fair and good treatment for not only those you serve, but for yourself and co-workers. The 74% Project has been our effort to uplift the value and worth of women in nonprofits. We insist that what you do is worthwhile and valuable and should be fairly recognized and compensated. All of our work is about seeking the best way to work and serve, learning from each other, respecting our peers and mitigating isolation…we have your back! As we enter our 15th year of work and service here at BCNM, we continue to draw our greatest pride and deepest joy in sharing your successes and your challenges.

Come see us – we can help!

Peggy Morrison Outon

The Bayer Center for Nonprofit Management at Robert Morris University
Table of Contents

Letter from the Executive Director .................................... Inside front cover
Table of Contents ................................................................ 1
Courses by Topic .................................................................. 2-3
About the Bayer Center ......................................................... 4
Executive Service Corps (ESC) .............................................. 4
FEATURED SERIES ............................................................... 5
  Winning Engagement Through Team Building ................. 5
  Managing Conflict ............................................................ 5
  Leadership: Drawing Out the Best in You and Others ...... 5
About BoardsWork! ............................................................. 6
FINANCE ............................................................................. 7
  Demystifying Financial Statements ................................. 7
  QuickBooks for Nonprofits .............................................. 7
  Prepping for an Audit Clinic ........................................... 7
NONPROFIT MANAGEMENT ................................................... 8
  HR Roundtables .............................................................. 8
  BoardsWork! Corporate Cohort ....................................... 8
  FUNDamentals of Project Management ........................... 8
  ASK! The Essential Fundraising Skill ................................ 8
PRESENTATION DAY ............................................................... 10
  Effective Presentations ................................................... 10
  Presentation Visuals that Work ......................................... 10
What You Don’t Know CAN Hurt You ................................ 10
Happy Hour with the Mayor ............................................... 10
Marketing Communications Planning: Smart Choices START Here ......................................................... 10
Leveraging Your Volunteer Resources for Maximum Impact 11
HR Fundamentals .............................................................. 11
Boardmanship Basics ......................................................... 11
Introduction to Program Evaluation: Describing the Initiative 11
Events: Are They Worth It? ............................................... 11
Diversifying Your Funding Sources ................................ 11
Powering Up Your Donor Database ................................ 12
The Power of Negotiation .................................................. 12
Engineering Public Policy: Civic Campaigns ...................... 12
Banish Boring Appeals: Fundraising Writing that Gets Results 12
Get Your Stories Straight .................................................. 12
Keeping it Together Without Coming Apart ...................... 12
Engaging Millennials as Advocates, Volunteers and Donors 13
Navigating 21st Century Giving Trends .............................. 13
All Aboard! Onboarding for New Board Members ............. 13
Building an Inclusive Workforce ......................................... 13
Ask an Attorney Clinic ....................................................... 14
Bylaws Clinic .................................................................. 14
Corporate BoardsWork! Clinic ........................................... 14
Employee Handbook Clinic ............................................... 14
HR Clinic ....................................................................... 14
Marketing Clinic .............................................................. 14
Nonprofit Start-up Clinic .................................................... 14
PinPoint Planning Clinic .................................................... 15
Presentation Clinic ............................................................ 15
Storytelling Clinic ............................................................ 15
74% ............................................................................... 15
TECHNOLOGY ................................................................... 16
  Bagels and Bytes ............................................................ 16
  Video Storytelling for Nonprofits ................................. 16
EXCEL DAY! ...................................................................... 17
  Introduction to Excel 2010 ............................................. 17
  Intermediate Excel 2010 ............................................... 17
  Enhance Your Communications with Modern Telephone Systems ....................................................... 17
ACCESS DAY ..................................................................... 17
  Access Queries Beyond the Wizard ............................... 17
  Access Reports Beyond the Wizard ............................... 17
  Website Planning for Everyone .................................. 18
  Writing for the Web and Social Media .......................... 18
  Executive Coaching ....................................................... 18
  DIY Web Design with WordPress ............................... 18
POWERPOINT DAY! ............................................................. 18
  PowerPoint Skills and Secrets ....................................... 18
  Advanced PowerPoint ................................................. 18
  Does Your Website Work? Clinic ................................. 19
  Excel/Spreadsheet Clinic ............................................. 19
  iPad or Android Clinic ................................................. 19
  Now What?: A Clinic on Access Databases .................. 19
  Social Media Clinic ...................................................... 19
  WordPress or Dreamweaver Clinic .............................. 19
  TechNow Conference ................................................... 20
  The Networked Nonprofit: Best Practices and Strategies for Crowd Funding ................................ 20
  Preparing for the Coming Seismic Shift in Nonprofit Giving ......................................................... 21
  Staff Bios .................................................................. 21
  Instructor Bios ............................................................. 23-26
  Bayer Center Advisory Board, Funders and Staff ........ 27
  Course Registration Information ................................. 28
  Bayer Center Partners and Membership Organizations 28
  Registration Mail-in Form ............................................ 29
<table>
<thead>
<tr>
<th>Tablename</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building an Inclusive Workforce</td>
<td>13</td>
</tr>
<tr>
<td>Engaging Millennials as Advocates, Volunteers and Donors</td>
<td>13</td>
</tr>
<tr>
<td>The Power of Negotiation</td>
<td>12</td>
</tr>
<tr>
<td>Who Is Taking Over?</td>
<td>9</td>
</tr>
<tr>
<td>Developing Your Next Generation of Leaders</td>
<td>9</td>
</tr>
<tr>
<td>Finance</td>
<td></td>
</tr>
<tr>
<td>Demystifying Financial Statements</td>
<td>7</td>
</tr>
<tr>
<td>PinPoint Planning Clinic</td>
<td>15</td>
</tr>
<tr>
<td>Prepping for an Audit Clinic</td>
<td>7</td>
</tr>
<tr>
<td>QuickBooks for Nonprofits</td>
<td>7</td>
</tr>
<tr>
<td>Fundraising</td>
<td></td>
</tr>
<tr>
<td>ASK! The Essential Fundraising Skill</td>
<td>8</td>
</tr>
<tr>
<td>Banish Boring Appeals</td>
<td>12</td>
</tr>
<tr>
<td>Diversifying Your Funding Sources</td>
<td>11</td>
</tr>
<tr>
<td>Effective Presentations</td>
<td>11</td>
</tr>
<tr>
<td>Events: Are They Worth It?</td>
<td>11</td>
</tr>
<tr>
<td>Get Your Stories Straight</td>
<td>12</td>
</tr>
<tr>
<td>Navigating 21st Century Trends</td>
<td>13</td>
</tr>
<tr>
<td>PinPoint Planning Clinic</td>
<td>15</td>
</tr>
<tr>
<td>Preparing for the Coming Seismic Shift in Nonprofit Giving</td>
<td>21</td>
</tr>
<tr>
<td>Presentation Clinic</td>
<td>15</td>
</tr>
<tr>
<td>Presentation Visuals that Work</td>
<td>10</td>
</tr>
<tr>
<td>Powering Up Your Donor Database</td>
<td>12</td>
</tr>
<tr>
<td>Storytelling Clinic</td>
<td>15</td>
</tr>
<tr>
<td>The Networked Nonprofit: Best Practices and Strategies for Crowd Funding</td>
<td>21</td>
</tr>
<tr>
<td>The Power of Negotiation</td>
<td>12</td>
</tr>
<tr>
<td>Video Storytelling for Nonprofits</td>
<td>16</td>
</tr>
<tr>
<td>Governance</td>
<td></td>
</tr>
<tr>
<td>All Aboard! Onboarding for New Board Members</td>
<td>13</td>
</tr>
<tr>
<td>Ask An Attorney Clinic</td>
<td>14</td>
</tr>
<tr>
<td>Boardsmanship Basics</td>
<td>11</td>
</tr>
<tr>
<td>BoardsWork! Corporate Cohort</td>
<td>8</td>
</tr>
<tr>
<td>Bylaws Clinic</td>
<td>14</td>
</tr>
<tr>
<td>Corporate BoardsWork! Clinic</td>
<td>14</td>
</tr>
<tr>
<td>Divide and Conquer!</td>
<td>9</td>
</tr>
<tr>
<td>PinPoint Planning Clinic</td>
<td>15</td>
</tr>
<tr>
<td>The 10 Most Common HR Mistakes Nonprofits Make</td>
<td>9</td>
</tr>
<tr>
<td>What You Don’t Know CAN Hurt You</td>
<td>10</td>
</tr>
<tr>
<td>Human Resources</td>
<td></td>
</tr>
<tr>
<td>Building an Inclusive Workforce</td>
<td>13</td>
</tr>
<tr>
<td>Employee Handbook Clinic</td>
<td>14</td>
</tr>
<tr>
<td>Engaging Millennials as Advocates, Volunteers and Donors</td>
<td>13</td>
</tr>
<tr>
<td>HR Clinic</td>
<td>14</td>
</tr>
<tr>
<td>HR Fundamentals</td>
<td>11</td>
</tr>
<tr>
<td>HR Roundtables</td>
<td>8</td>
</tr>
<tr>
<td>Leadership: Drawing Out the Best in You and Others</td>
<td>5</td>
</tr>
<tr>
<td>Leveraging Your Volunteer Resources for Maximum Impact</td>
<td>11</td>
</tr>
<tr>
<td>Managing Conflict</td>
<td>5</td>
</tr>
<tr>
<td>PinPoint Planning Clinic</td>
<td>15</td>
</tr>
<tr>
<td>The Power of Negotiation</td>
<td>12</td>
</tr>
<tr>
<td>The 10 Most Common HR Mistakes Nonprofits Make</td>
<td>9</td>
</tr>
<tr>
<td>Who Is Taking Over?</td>
<td>9</td>
</tr>
<tr>
<td>Developing Your Next Generation of Leaders</td>
<td>9</td>
</tr>
<tr>
<td>Winning Engagement Through Team Building</td>
<td>5</td>
</tr>
<tr>
<td>Marketing</td>
<td></td>
</tr>
<tr>
<td>Advanced PowerPoint</td>
<td>18</td>
</tr>
<tr>
<td>DIY Web Design with WordPress</td>
<td>18</td>
</tr>
<tr>
<td>Does Your Website Work? Clinic</td>
<td>19</td>
</tr>
<tr>
<td>Effective Presentations</td>
<td>10</td>
</tr>
<tr>
<td>Events: Are They Worth It?</td>
<td>11</td>
</tr>
<tr>
<td>Get Your Stories Straight</td>
<td>12</td>
</tr>
<tr>
<td>HR Fundamentals</td>
<td>11</td>
</tr>
<tr>
<td>Marketing Clinic</td>
<td>14</td>
</tr>
<tr>
<td>Marketing Communications Planning: Smart Choices START Here</td>
<td>10</td>
</tr>
<tr>
<td>PowerPoint Skills and Secrets</td>
<td>18</td>
</tr>
<tr>
<td>Presentation Clinic</td>
<td>15</td>
</tr>
<tr>
<td>Presentation Visuals that Work</td>
<td>10</td>
</tr>
<tr>
<td>Secrets to Success in Digital Marketing</td>
<td>9</td>
</tr>
<tr>
<td>Social Media Clinic</td>
<td>19</td>
</tr>
<tr>
<td>Storytelling Clinic</td>
<td>15</td>
</tr>
<tr>
<td>The Networked Nonprofit: Best Practices and Strategies for Crowd Funding</td>
<td>21</td>
</tr>
<tr>
<td>Video Storytelling for Nonprofits</td>
<td>16</td>
</tr>
<tr>
<td>Website Planning for Everyone</td>
<td>18</td>
</tr>
<tr>
<td>WordPress or Dreamweaver Clinic</td>
<td>19</td>
</tr>
<tr>
<td>Writing for the Web and Social Media</td>
<td>18</td>
</tr>
<tr>
<td>Nonprofit Management</td>
<td>Technology</td>
</tr>
<tr>
<td>-----------------------------------------------------------</td>
<td>-------------------------------------------------</td>
</tr>
<tr>
<td>All Aboard! Onboarding for New Board Members ...............</td>
<td>Access Queries Beyond the Wizard ..................</td>
</tr>
<tr>
<td>Ask an Attorney Clinic ....................................</td>
<td>Access Reports Beyond the Wizard ..................</td>
</tr>
<tr>
<td>ASK! The Essential Fundraising Skill ........................</td>
<td>Advanced PowerPoint ..................................</td>
</tr>
<tr>
<td>Banish Boring Appeals ......................................</td>
<td>Bagels and Bytes .....................................</td>
</tr>
<tr>
<td>Boardsmanship Basics .......................................</td>
<td>DIY Web Design with WordPress .......................</td>
</tr>
<tr>
<td>BoardsWork! Corporate Cohort ................................</td>
<td>Does Your Website Work? Clinic .....................</td>
</tr>
<tr>
<td>Building an Inclusive Workforce ................................</td>
<td>Enhance Your Communications ........................</td>
</tr>
<tr>
<td>Diversifying Your Funding Sources ..........................</td>
<td>with Modern Telephone Systems .........................</td>
</tr>
<tr>
<td>Divide and Conquer! ........................................</td>
<td>Excel Day .............................................</td>
</tr>
<tr>
<td>Effective Presentations ....................................</td>
<td>Excel/Spreadsheet Clinic ................................</td>
</tr>
<tr>
<td>Engaging Millennials as Advocates, Volunteers and Donors ...</td>
<td>iPad or Android Clinic ................................</td>
</tr>
<tr>
<td>Engineering Public Policy: Civic Campaigns ..................</td>
<td>Intermediate Excel 2010 ................................</td>
</tr>
<tr>
<td>Events: Are They Worth It? ..................................</td>
<td>Introduction to Excel 2010 .............................</td>
</tr>
<tr>
<td>FUNdamentals of Project Management ...........................</td>
<td>Now What? A Clinic on Access Databases ..............</td>
</tr>
<tr>
<td>Get Your Stories Straight ....................................</td>
<td>Post-Conference Workshop Day ........................</td>
</tr>
<tr>
<td>Happy Hour with the Mayor ...................................</td>
<td>PowerPoint Day .........................................</td>
</tr>
<tr>
<td>HR Roundtables ...............................................</td>
<td>Preparing for the Coming Seismic Shift in Nonprofit Giving</td>
</tr>
<tr>
<td>Introduction to Program Evaluation ...........................</td>
<td>Presentation Visuals that Work ........................</td>
</tr>
<tr>
<td>Keeping it Together Without Coming Apart ....................</td>
<td>QuickBooks for Nonprofits ............................</td>
</tr>
<tr>
<td>Leadership: Drawing Out the Best in You and Others ..........</td>
<td>Social Media Clinic ....................................</td>
</tr>
<tr>
<td>Leveraging Your Volunteer Resources for Maximum Impact ......</td>
<td>TechNow 2014 Conference ................................</td>
</tr>
<tr>
<td>Managing Conflict ............................................</td>
<td>The Networked Nonprofit: ..............................</td>
</tr>
<tr>
<td>Marketing Communications Planning: ..........................</td>
<td>Best Practices and Strategies for Crowd Funding</td>
</tr>
<tr>
<td>Smart Choices START Here .....................................</td>
<td>Video Storytelling for Nonprofits .....................</td>
</tr>
<tr>
<td>Navigating 21st Century Trends ................................</td>
<td>Website Planning for Everyone ........................</td>
</tr>
<tr>
<td>Nonprofit Start-Up Clinic ....................................</td>
<td>Writing for the Web and Social Media ..................</td>
</tr>
<tr>
<td>PinPoint Planning Clinic .....................................</td>
<td>WordPress or Dreamweaver Clinic ........................</td>
</tr>
<tr>
<td>Powering Up Your Donor Database ................................</td>
<td></td>
</tr>
<tr>
<td>Presentation Visuals that Work ................................</td>
<td></td>
</tr>
<tr>
<td>Secrets to Success in Digital Marketing ......................</td>
<td></td>
</tr>
<tr>
<td>Storytelling Clinic ..........................................</td>
<td></td>
</tr>
<tr>
<td>The Power of Negotiation ....................................</td>
<td></td>
</tr>
<tr>
<td>The 10 Most Common HR Mistakes Nonprofits Make .............</td>
<td></td>
</tr>
<tr>
<td>What You Don’t Know CAN Hurt You ...........................</td>
<td></td>
</tr>
<tr>
<td>Winning Engagement Through Team Building ....................</td>
<td></td>
</tr>
<tr>
<td>Who Is Taking Over? Developing Your Next Generation of Leaders</td>
<td></td>
</tr>
</tbody>
</table>

**Note:** All classes are located at the Bayer Center for Nonprofit Management located in the Heinz 57 Center at 339 Sixth Avenue, Suite 750, unless noted otherwise.
The Bayer Center for Nonprofit Management
at Robert Morris University

Not like anybody else.

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

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

Every one of our solutions is a custom solution.

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

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

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

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

Your reality is our reality.

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

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

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

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

Executive Service Corps (ESC)

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

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

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

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

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

“They are high skilled and so very willing to help nonprofits. It was a pleasure working with our volunteer!”

~ Kim Radler, Director of HR
Holy Family Institute
Winning Engagement Through Team Building

Tuesday, Sept. 23 from 9 a.m. – noon

In this workshop you’ll learn how to build cohesive teams united in their efforts. You’ll discover...

- Why teams should behave more like geese
- The wisdom that insightful observers of teamwork have penned
- Practical steps you can take to build the team you lead
- How to create and apply a unifying Team Charter
- How to run more effective meetings
- How to eliminate silos with the Expectation Exercise
- How to use Thrice Around to strengthen your team

Instructor: Sam Deep

Managing Conflict

Tuesday, Oct. 14 from 9 a.m. – noon

Conflicts occur every day and are a natural part of our relationships at work and in our personal lives. Learning to address and resolve conflicts effectively provides ongoing opportunities for personal and professional growth. This workshop will provide strategies and help you manage and resolve conflict effectively and successfully. Participants will understand what undergirds conflict; develop an awareness of personal attitudes and styles in dealing with conflict; and improve communication skills that help to prevent and resolve conflict.

Instructor: Marlene Boas, ESC Volunteer

Leadership: Drawing Out the Best in You and Others

Tuesday, Oct. 28 from 9 a.m. – noon

The right attitude and vision can help develop a can-do attitude for enthusiastic leadership and positive relationship building. This interactive workshop will teach you how to bring out the leadership within you and bring out the best in others. You’ll learn the importance of positive psychology in the way successful leaders think, act and make decisions.

Instructor: Anthony Petroy, Robert Morris University

Fee: $65 ($55 if paid online) or take all three leadership classes for $150

YOU’RE PASSIONATE. YOU’RE MOTIVATED.

You’re ready to back a cause and build your career in the nonprofit community. While you support others, let us support you. Robert Morris University now offers a fully-online Bachelor of Science in Business Administration (B.S.B.A.). It’s a convenient way to earn the same RMU business degree employers value. Developed by industry-experienced faculty in the AACSB-accredited RMU School of Business, the online BSBA degree is transfer-friendly and offers the same individual attention and professional preparation that has enabled Robert Morris graduates to obtain a 92% job placement rate.

The online B.S.B.A. features:

- A balanced blend of professional application with intellectual theory
- Dynamic skill sets that respond to ever-changing industry needs in the nonprofit arena
- A multidisciplinary approach for a solid foundation to hit the ground running
- Opportunity to apply credits earned at previous post-secondary schools

Promote yourself at your convenience with a business degree from RMU, and acquire the confidence and knowledge you need to succeed.

To learn more about RMU’s new online business degree, visit RMU.EDU/BIZONLINE.

RMU means business. Always has. Now Robert Morris University is proud to offer a totally online bachelor’s-level business degree program. To learn more about RMU’s new online business degree, visit RMU.EDU/BIZONLINE.
BoardsWork! (BW!) is a program of the Bayer Center for Nonprofit Management (BCNM) developed to enhance board governance among our region’s more than 7,000 nonprofit organizations.

Nonprofits become BW! Award Agencies by completing an individualized governance assessment and customized board retreat to further their boards’ development. We then match business professionals, who we’ve trained on all aspects of good governance, to serve on Award Agencies’ boards. In our first two years, over 70 nonprofits joined us as BW! Award Agencies and we made more than 175 matches.

Nonprofits are most successful when they are supported by skilled and engaged board members who bring the right energy, resources and fresh ideas. Join us as a BW! Award Agency and we can help your board clarify roles and responsibilities, sharpen strategic thinking and financial oversight, streamline policies and procedures and develop fundraising strategy. You’ll receive a customized, half-day board retreat, matching of 1-2 trained board members, use of the BoardsWork! Award Agency seal, and more!

Contact Program Director Lulu Orr at boardswork@rmu.edu or 412-397-6012 to get started or to answer any questions you may have. The cost is $1000, then $250 annually to remain a BoardsWork! Award Agency and stay in the matching pool. Partial scholarships may be available for organizations who qualify. Flexible payment terms are also available.

Start earning your BoardsWork! Award TODAY!

“Thank you for reigniting the board’s passion and commitment.”
- Board Member
  Allegheny Family Network

“I would never have expected that a half day Saturday meeting about board ‘stuff’ would be so valuable!”
- Patty
  Crisis Center North

BoardsWork! Classes
- All Aboard! Onboarding for New Board Members (Page 13)
- Ask an Attorney Clinic (Page 14)
- Boardsmanship Basics (Page 11)
- BoardsWork! Corporate Cohort (Page 8)
- Bylaws Clinic (Page 14)
- Corporate BoardsWork! Clinic (Page 14)
- Divide and Conquer! (Page 9)
- PinPoint Planning Clinic (Page 15)
- The 10 Most Common HR Mistakes Nonprofits Make (Page 9)
- What You Don’t Know CAN Hurt You (Page 10)
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.
Nonprofit Management

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

Some of the ways we assist organizations are:

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

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

HR Roundtables
Wednesday, Sept. 17 from 8 – 9:30 a.m. - Topic and instructor TBA
Wednesday, Nov. 19 from 8 – 9:30 a.m. - Topic and instructor TBA
The HR job can be a lonely one — thank goodness there’s strength in numbers. You need peers to challenge, listen, develop and encourage you. The HR Roundtable is just that. Every meeting the group discusses a topic with some insights brought from the trainer. Afterward, a good chunk of the meeting is dedicated to helping each other work through issues your organization is facing.

Fee: $10
Location: Urban Impact Foundation

BoardsWork! Corporate Cohort
Wednesday, Sept. 24 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 enhance your current board service or prepare you as we custom match you with a local nonprofit.

Instructors: Peggy Morrison Outon and Evie Gardner, Bayer Center
Fee: $425 and includes lunch

FUNdamentals of Project Management
Thursday, Sept. 25 from 9 a.m. – 4 p.m.
If you’re new to project management, this is the class for you! We’ll spend the morning learning the basics of project management, including project planning steps, developing project objectives and managing a project team. In the afternoon, we’ll apply and practice this knowledge using the free, open-source project management tool Asana.com.

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

ASK! The Essential Fundraising Skill
Wednesday, Oct. 1 from 9 a.m. – 4 p.m.
“The ask”... why are we so afraid of it? Here’s your chance to practice the art of the ask with a master fundraiser. In this day-long class, you’ll have the opportunity to practice face-to-face asking for a gift, and receive invaluable, constructive feedback in a safe setting, featuring friendly competition. The emphasis is on asking individuals, but the skills are effective for foundation officers and corporate representatives as well.

Instructor: David Brewton, DRB Community Development Consulting
Fee: $125 ($115 if paid online) and includes lunch
Who is Taking Over?  
**Developing Your Next Generation of Leaders**  
*Tuesday, Oct. 7 from 9 a.m. – noon*

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

Secrets to Success in Digital Marketing  
*Wednesday, Oct. 8 from 9 a.m. – noon*

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

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

The 10 Most Common HR Mistakes Nonprofits Make  
*Thursday, Oct. 9 from 9 a.m. – noon*

Nonprofits face unique human resources challenges as they strive to fulfill their missions in times of financial strain, staffing shortages, increased government oversight and ever-changing regulations. It is more important than ever to understand and adapt to the rapidly changing employment and labor landscape. This program is designed to address both the theory and practice sides of this challenging topic through lecture, case studies, real-world examples, class discussion and interactive role-playing. We’ll cover a little bit of everything including how we hire, pay, evaluate, promote, discipline, reward, provide benefits, record keep, settle disputes between employees, assign work, monitor social media and other technology use and control the workplace environment.

**Instructor:** Albert Lee, Esq., Tucker Arensberg, P.C.  
**Fee:** $65 ($55 if paid online)

Divide and Conquer!  
*Thursday, Oct. 9 from 5 – 8 p.m.*

Committees are key to a board’s effectiveness, but can sometimes be overworked or even underutilized. Learn what systems, structure, and support committees need, as well as how to engage, motivate and empower new and existing committee members in order to tap into their time and talents effectively.

**Instructor:** Joyce Lewis-Andrews, Vincentian Collaborative System  
**Fee:** $65 ($55 if paid online)

CUSTOM TRAINING

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

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

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

**Effective Presentations**
*Thursday, Oct. 16 from 9 a.m. – noon*

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

**Presentation Visuals that Work**
*Thursday, Oct. 16 from 1 – 4 p.m.*

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

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

**What You Don’t Know CAN Hurt You**
*Friday, October 17 from 9 a.m. – noon*

Just because nonprofits serve the public good doesn’t mean they can’t get into legal trouble. This workshop will help you avoid the pitfalls that many nonprofits have fallen into by focusing on some of the most common areas for legal trouble including:

- By-laws, operating policies and procedures  
- Roles and duties of leaders and volunteers  
- Proper insurance coverage  
- Improper Solicitations  
- Financial Reporting and internal controls  
- Clear, timely communication with the media

**Instructors:** David Blaner, Diane McMillen and Tom Loftus, Allegheny Bar Association  
**Fee:** $65 ($55 if paid online)

**Happy Hour with the Mayor**
*Monday, Oct. 20 from 6 – 8 p.m.*

Many Pittsburghers are looking to the future with more enthusiasm and excitement than ever with a new, progressive mayor advocating for positive change in our city. Join us as we ask our ally and friend Mayor Peduto some big questions about the nonprofit sector in Pittsburgh. We will have a little fun and support an up and coming local business while we’re at it. Join us for Happy Hour at the Wigle Whiskey Distillery for $5 cocktails, conversation and camaraderie with Mayor Peduto.

**Instructors:** Bill Peduto, Mayor of Pittsburgh and Peggy Morrison Outon, Bayer Center  
**Fee:** $10 (RSVP is required)  
**Location:** Wigle Whiskey Distillery, 2401 Smallman Street, Strip District

**Marketing Communications Planning: Smart Choices START Here**
*Tuesday, Oct. 21 from 9 a.m. – noon*

Your organization has multiple goals in place for the year, with limited resources and hard work ahead. Will your team be able to deliver expected results? Don’t panic! Focus and organize your approach and prioritize your resources from the START!

**Study** your nonprofit’s environment to determine where you are going  
**Target** your audience and how to construct an effective marketing strategy to reach them  
**Achievement-based goal setting and how to measure, assess and rationalize the results**  
**Resources** for focusing and prioritizing your goals and supporting the marketing plan  
**Tools** for supporting critical decisions and sourcing campaign results

**Instructors:** Suzanne Spahr and Cyndy Glynn, ESC Volunteers  
**Fee:** $65 ($55 if paid online)

---

**The Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations** is a crucial tool for filling out the 990. You can access this free resource by clicking “Programs & Services” then “Research & Publications” at [www.bcnm-rmu.org](http://www.bcnm-rmu.org). We will be collecting surveys this fall for the 2014 edition and we’ll need your help! Contact Carrie Richards at 412-397-6008 or richardsc@rmu.edu to find out how to participate.
Leveraging Your Volunteer Resources for Maximum Impact  
**Wednesday, Oct. 22 from 1 – 4 p.m.**

Suitable for senior management, program directors, human/volunteer resources managers and anyone who recruits, supervises or works alongside volunteers, this interactive workshop will help you generate new, innovative ideas about how volunteers can serve your mission. Through small group and individual exercises, you’ll explore different ways to engage volunteers and create meaningful positions to help accomplish more work at every level of your organization. You’ll learn how thoughtful packaging and delegation of volunteer duties can increase capacity as well as develop long term loyalty.

**Instructor:** Krisanne Mrozinski, KM Frost Consulting  
**Fee:** $65 ($55 if paid online)

HR Fundamentals  
**Friday, Oct. 24 from 9 a.m. – noon**

Make sure that you are getting the best from your staff, while complying with the various state and federal regulatory requirements. This session will cover positive incentives, performance reviews with related development plans and dealing with performance issues. We will also provide participants with the essentials for an effective and complete employee handbook, and review the dos and don’ts for employee interviews. We will also highlight a number of other workplace HR nuts and bolts.

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

Boardsmanship Basics  
**Monday, Oct. 27 from 1 – 3 p.m.**

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

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

Introduction to Program Evaluation: Describing the Initiative  
**Wednesday, Oct. 29 from 9 a.m. – 4 p.m.**

Evaluators typically use both the Theory of Change and the Program Logic Model to describe a program or initiative. In this workshop, you’ll be introduced to these two commonly used tools and by the end of the day, will have gained enough information to be able to draft a Theory of Change and Program Logic Model and have a rigorous approach to reviewing the literature on your programs.

**Instructor:** Beth Osborne Daponte, Social Science Consultants  
**Fee:** $125 ($115 if paid online) and includes lunch

Events: Are They Worth It?  
**Wednesday, Nov. 5 from 9 a.m. – noon**

Is your organization’s fundraising strategy “When in doubt throw a party?” Most fundraisers know that may cost up to $50 for every dollar raised. So, what’s on the horizon of your fundraising landscape? Is it filled with what feels like endless events or none at all? This session will explore how to match what kind of events (big annual galas, small-themed events, off-the-wall events) are appropriate to your organization with regard to both capacity and mission. We’ll explore:

✈ The ideal timeline to drive your event’s success  
✈ Role of the Event Chair and Host Committee  
✈ Types of volunteer support  
✈ Board-driven vs. staff-driven events  
✈ Cost analysis from cost per dollar raised through analysis of direct and indirect costs  
✈ Creating event pizzazz

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

Diversifying Your Funding Sources  
**Thursday, Nov. 6 from 9 a.m. – noon**

A healthy nonprofit shouldn’t depend too heavily on one type of funding, particularly in these times. Let’s discuss funding that doesn’t come from government. We’ll get very practical about donations from individuals, special events, foundation grants, fees for service, planned giving, and endowments. We will do a few exercises that you can take back and use with your board and committee members, and give you strategies that you can put to use immediately in your organization.

**Instructor:** Don Block, Greater Pittsburgh Literacy Council  
**Fee:** $65 ($55 if paid online)
**Powering Up Your Donor Database**

*Friday, Nov. 7 from 9 a.m. – noon*

Get more out of your fundraising records through creative, insightful analysis. 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 that will start your database analysis.

**Instructors:** Jeff Forster, Bayer Center and Janet Emery, J. Emery Consulting, Inc.

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

---

**The Power of Negotiation**

*Monday, Nov. 10 from 1 – 4 p.m.*

Research has documented the power of effective negotiation, yet many individuals - especially women - don’t do it. Why is that? Because we don’t know how! Learn negotiation principles through both practice and application that can help you create critical advantage both personally and professionally.

**Instructor:** Peggy Morrison Outon, Bayer Center

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

---

**Engineering Public Policy: Civic Campaigns**

*Wednesday, Nov. 12 from 1 – 4 p.m.*

Instead of politicians asking us to vote for them, learn how a civic campaign can successfully ask a politician to vote for us — or a piece of legislation/policy that would help improve the lives of our clients, communities, or industry sector. This course will walk you through the various steps of developing a civic campaign strategy, how to go about implementing the strategy and use a real case study as an example of a successful and not so successful civic campaign.

**Instructor:** John Denny, Denny Civic Solutions

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

---

**Banish Boring Appeals: Fundraising Writing that Gets Results**

*Friday, Nov. 14 from 9 a.m. – noon*

Anger. Fear. A feeling of salvation. These aren’t the stages of grief — they’re three of the key emotional “triggers” for giving. If you’re not tapping into emotions with your writing, you’re not getting the most out of your direct mail appeals. Learn how you can punch up your writing by changing your approach and employing tips to improve readers’ response to your letters. This course is for development professionals who know how to plan an appeal and have some writing experience, but who would like a fresh perspective. Bring a sample of an appeal letter you’ve done or that you’re working on for hands-on experience.

**Instructor:** Amy Scanlon, Amy Scanlon Consulting

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

---

**Get Your Stories Straight**

*Tuesday, Nov. 19 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) Includes lunch.

---

**Keeping it Together Without Coming Apart**

*Tuesday, Dec. 2 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, just like swimming or riding a bike. 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)
Engaging Millennials as Advocates, Volunteers and Donors

Wednesday, Dec. 3 from 9 – 11 a.m.
Hear from a panel of organizations and experts who are finding ways to engage millennials in the work of their organizations and why traditional methods may not work. Panelists will discuss the elements of creating a Millennial-friendly culture including social media and how they get their supporters to use their networks for the cause, new donor paradigms, and volunteer engagement.

**Instructors:** Jan Ferri-Reed, KEYGroup and panelists, TBA
**Fee:** $40 ($30 if paid online)

Navigating 21st Century Giving Trends

Friday, Dec. 5 from 9 – 11 a.m.
Crowdfunding and social giving. Unsectored solutions. Hacker and maker cultures. Citizen-led social innovation. Social businesses. Dark money donations. Impact investing. These ideas and more are shaping our “social economy” – the rapidly-evolving ways donors and businesses give and solve community challenges in the 21st century. Will these trends complement your nonprofit’s fundraising efforts and programs, or distract from them? Join a team exploring the social economy for a fun but honest set of answers.

**Instructor:** Tony Macklin, Roy A. Hunt Foundation and panelists TBA
**Fee:** $40 ($30 if paid online)

All Aboard! Onboarding for New Board Members

Monday, Dec. 8 from 1 – 4 p.m.
A new board member can be easily frustrated at the start of their new service if they have little knowledge of the nonprofit’s operations and culture. We can do better! Learn how to equip new board members to better use their time and talents immediately. We’ll explore orientation and onboarding materials, as well as what kinds of questions both the nonprofit and new board member should be asking one another.

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

Building an Inclusive Workforce

Friday, Dec. 12 from 9 – 11 a.m.
A well-developed workforce is one that capitalizes on the diversity of our society. A diverse staff adds a balanced perspective to the table for developing ideas and programs that will appeal to a wide audience of clients, stakeholders, community members and funders. Join us for an honest conversation about how we can do a better job to ensure that everyone’s talents are included.

**Panelists:** Melanie Harrington, Vibrant Pittsburgh; Dina Clark, YWCA Center for Race and Gender Equity; Chaz Kellem, Pittsburgh Pirates; Yasmin Purohit, Robert Morris University
**Fee:** $40 ($30 if paid online)

YOU’RE DRIVEN TO MAKE A DIFFERENCE.
You believe a business is more than delivering shareholder value. You’ve spent time on the ground fighting the odds stacked against you. Let us empower you to become a leader in the nonprofit community.

Robert Morris University’s Master of Business Administration (M.B.A.) program is designed with flexibility for busy professionals just like you. Fully online courses through RMU’s AACSB-accredited School of Business are taught by the same quality faculty that teach in our on-ground M.B.A. program. Custom tailor your program to fit your particular interests.

- Gain a repertoire of problem-solving management skills to bolster your leadership position
- Enhance your ability to identify and implement strategic and tactical solutions
- Learn from veteran faculty who bring valuable experience and savvy to the classroom
- Reinforce tacit knowledge while filling in gap areas outside your current expertise

**Be the change you want to see in your professional life.** Promote yourself at your convenience with an M.B.A. from Robert Morris University. Visit [www.rmu.edu/MBA](http://www.rmu.edu/MBA) to learn more.

RMU means business. Always has. Promote yourself at your convenience with RMU’s fully online M.B.A. program. Visit [www.rmu.edu/MBA](http://www.rmu.edu/MBA) to learn more.

September - December Courses | BCNM-RMU.ORG

13
### Nonprofit Management Clinics

**Ask an Attorney Clinic**  
*60-minute sessions available by appointment*

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

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

**Instructor:** Varies  
**Fee:** $50 per hour

**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)

**Corporate BoardsWork! Clinic**  
*60-minute sessions available by appointment*

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

**Instructor:** Lulu Orr, Bayer Center  
**Fee:** $50 per hour (2-hour minimum required)

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

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

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

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

Do your HR policies need to be updated? Is expansion requiring more staff and more new job descriptions? Are you facing layoffs, or do you have a pregnant staffer and no maternity policy? We can help you with these and other issues including:

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

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

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

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

In this clinic, we’ll review your current marketing strategy and materials, and give you advice about where you should focus your energy to align with your mission, customers, and needs.

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

**Nonprofit Start-up Clinic**  
*60-minute sessions available by appointment*

Thinking of starting a nonprofit? We’ll give you one-on-one guidance with the next steps – whether it is more research, looking into fiscal sponsorship, or reviewing an exemption application. We’ll guide you through different options and the decision-making process.

**Instructors:** ESC Volunteers  
**Fee:** $50 per hour (2-hour minimum is required.)
Exploring the lives of women leaders in nonprofit organizations

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

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

And we intend to engage the power of 74% to do just that.

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

- Building an Inclusive Workforce (Page 13)
- Engaging Millennials as Advocates, Volunteers and Donors (Page 13)
- The Power of Negotiation (Page 12)
- Who Is Taking Over? Developing Your Next Generation of Leaders (Page 9)
Technology

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

Some of the ways we assist organizations are:

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

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

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


Bagels and Bytes - Allegheny
FREE, but you must R.S.V.P. to Shelby Gracey at gracey@rmu.edu or 412-397-6000.
Wednesday, Sept. 3 from 8:30 – 10 a.m. at Rodef Shalom (Shadyside)
Wednesday, Oct. 1 from 8:30 – 10 a.m. at ACHIEVA (South Side)
Wednesday, Nov. 5 from 8:30 – 10 a.m. at ACHIEVA (South Side)
Friday, December 12 from 1 – 4 p.m. at Dave & Buster’s (Waterfront)

Bagels and Bytes - Westmoreland
Breakfast cost is individual responsibility. R.S.V.P. to Gina McGrath at gina@ywcawestmoreland.org or 724-834-9390 x107.
Tuesday, Sept. 9 from 8 – 9:30 a.m. at King’s Restaurant, 6297 State Route 30 / Home Depot Plaza
Tuesday, Nov. 11 from 8 – 9:30 a.m. at King’s Restaurant, 6297 State Route 30 / Home Depot Plaza

Video Storytelling for Nonprofits
Friday, Sept. 19 from 9 a.m. – noon
Get the information and tactics you need to help your organization manage and incorporate video into its marketing efforts. Learn about digital storytelling, insider production techniques and video implementation and distribution tricks for all budget levels!

Instructor: Carl Cimini, Pittsburgh Community Television
Fee: $65 ($55 if paid online)
EXCEL DAY!

Introduction to Excel 2010
Tuesday, Sept. 30 from 9 a.m. – noon
Learn Excel basics in the morning session including:
- Worksheet creation
- Formula creation
- Cell formatting using “mouse pointers”
- Absolute cell references
- Printing your worksheet

**Instructor:** Cindy Leonard, Bayer Center

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

Intermediate Excel 2010
Tuesday, Sept. 30 from 1 – 4 p.m.
Learn more about Excel in the afternoon including:
- Worksheet templates creation and use
- Using functions
- Creating links between worksheets
- Database features
- Chart creation and formatting

**Instructor:** Jeff Forster, Bayer Center

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

Enhance Your Communications with Modern Telephone Systems
Thursday, Oct. 2 from 1 – 4 p.m.
Does your phone system enhance your client services and internal communications or does it drag you down? In this course, learn the basics of modern telephone systems (in plain English), how to determine what you need vs. what you want and how to navigate vendors and the purchasing process.

**Instructors:** Dan and GeorgeAnne Muchnok, Opticom Consulting

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

ACCESS DAY

Access Queries Beyond the Wizard
Thursday, Oct. 23 from 9 a.m. – noon
Your Access database holds tons of important information, but do you know how to get that data out either in detailed lists or in summary form? Learn practical and efficient procedures that make your Access database work for you. You’ll learn to:
- Understand the structure and uses of queries
- Find needles in haystacks – searching out data through ad hoc queries
- Conduct complex analysis that doesn’t require hand-counting
- Create queries that allow users of all skill levels to enter criteria painlessly
- Manage reports in a user-friendly menu

**Instructor:** Jeff Forster, Bayer Center

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

Access Reports Beyond the Wizard
Thursday, Oct. 23 from 1 – 4 p.m.
You know how to build a table. Creating a form for data entry and lookups is a breeze. You’re a master at creating queries for data output. But then… you export to Excel or Word to format data to use in meetings or to summarize data to accompany the details. This course will teach you:
- The uses of Access reports – some expected and some unexpected
- Better ways to format your information legibly and attractively
- Ordering and grouping records by multiple attributes
- Summary creation for groups of records and for an entire report
- Report management with a user-friendly menu

**Instructor:** Jeff Forster, Bayer Center

**Fee:** $65 ($55 if paid online) per session OR $100 for the whole day (includes lunch)
Website Planning for Everyone  
**Tuesday, Nov. 4 from 9 a.m. – noon**

Planning a website starts before the first line of code is written. Whether you are creating a DIY website in-house or hiring an outside designer, this class will help you refine your vision first. Topics include identifying and defining your target audience; selecting and refining website objectives; planning your site navigation and features; and choosing the right look and feel.

**Instructor:** Cindy Leonard, Bayer Center  
**Fee:** $65 ($55 if paid online)

Writing for the Web and Social Media  
**Thursday, Nov. 13 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 and 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 Web Design with WordPress  
**Thursday, Nov. 20 from 9 a.m. – 4 p.m.**

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

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

Executive Coaching

It doesn’t have to be lonely at the top… Not if you have a professional coach there with you.

Bayer Center coaches have all been trained in ICF approved programs, representing the highest standards of coaching ethics and excellence. More than just a sympathetic ear, our coaches can help you be more effective at managing others, managing yourself, managing change, and balancing the demands of your professional and private lives.

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

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

For more information on affordable individual or peer-to-peer group coaching at the Bayer Center, please contact Carrie Richards at 412-397-6008 or richardsc@rmu.edu.

PowerPoint Skills and Secrets  
**Thursday, Dec. 4 from 9 a.m. – noon**

Get down to the nitty gritty of techniques for optimally using an existing PowerPoint presentation and how to create and edit PowerPoint files. In this hands-on class, you’ll learn how to add charts, graphics, photos and media clips in PowerPoint. You’ll also learn about formatting, using the different views available in PowerPoint and how to animate and transition between slides.

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

Advanced PowerPoint  
**Thursday, Dec. 4 from 1 – 4 p.m.**

Even if you have created PowerPoint presentations from scratch or enhanced the presentations others have made, you may want to deepen your skills. Maybe you see other people do things you want to know how to do in PowerPoint. Or maybe you just feel like you need some additional skills to punch up your presentation visuals. You’ll learn to:

- Hyperlink from PowerPoint to web content
- Add audio to a presentation
- Create custom shows
- Insert Action Buttons
- Manage slide formatting through the Slide Master
- Manage handout formatting through the Handout Master

**Instructor:** Jeff Forster, Bayer Center  
**Fee:** $65 ($55 if paid online) OR $100 for both sessions (includes lunch)
Does Your Website Work? Clinic  
**60-minute sessions available by appointment**
Websites these days can become quickly outdated. Does your site still serve your organization’s needs? Our website expert will audit your site and provide an honest (but kind) assessment and recommend changes for improvement.  
**Instructor:** Cindy Leonard, Bayer Center  
**Fee:** $50 per hour

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

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

Bring your questions — or even better — a spreadsheet you want to improve.  
**Instructor:** Jeff Forster, Bayer Center  
**Fee:** $50 per hour

iPad or Android Clinic  
**60-minute sessions available by appointment**
Do you have an iPad or Android tablet but haven’t done much with it yet? Get one-on-one help using the iPad/iOS or Android operating system, configuring your tablet and downloading/installing apps.  
**Instructor:** Cindy Leonard, Bayer Center  
**Fee:** $50 per hour

Now What?: A Clinic on Access Databases  
**60-minute sessions available by appointment**
Struggling with an Access database that came with the job and doesn’t make sense to you? Have you built a database that’s grown completely out of control? Bring a copy of that problematic database, and we’ll help you make sense of it. Our database guru will:

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

For intermediate to advanced Access users.  
**Instructor:** Jeff Forster, Bayer Center  
**Fee:** $50 per hour  
*Due to the complexity of this topic, a 2-hour minimum is required*

Social Media Clinic  
**60-minute sessions available by appointment**
Have you just been handed responsibility for your organization’s activities in the realm of social media and are unsure how to begin? Let our social media guru mentor you one-on-one, and you’ll be an active social media user in no time! Whether you are attempting to use popular social networking tools (such as Twitter, Facebook, Google+ or YouTube), need help setting up a blog or a wiki, or need assistance with social media strategy, we can help.  
**Instructor:** Cindy Leonard, Bayer Center  
**Fee:** $50 per hour

WordPress or Dreamweaver Clinic  
**60-minute sessions available by appointment**
Have a great idea for your website but no idea how to do it? Bring those WordPress or Dreamweaver challenges and questions to our expert, and we’ll help you create the site of your dreams! This clinic is designed to help you troubleshoot specific issues. Though users of all skill levels are welcome, you must have a basic knowledge of either WordPress or Dreamweaver prior to the clinic.  
**Instructor:** Cindy Leonard, Bayer Center  
**Fee:** $50 per hour  
*Due to the complexity of this topic, a 2-hour minimum is required*
TechNow is: The longest-running nonprofit technology conference in the Pittsburgh region—a whole day devoted to new, important trends and resources for nonprofits. Technology affects nearly every effort to achieve our missions. TechNow connects you with the resources, information and people your nonprofit needs to succeed!

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

- Technology professionals
- “Accidental” techies
- Nonprofit leaders
- Board members
- Technology advocates and gurus
- Anybody who handles technology at a nonprofit organization
Post-Conference Workshop Day — NEW!
Friday, Oct. 31 from 9 a.m. – 3 p.m.
Spend the morning with keynote Beth Kanter and the afternoon with the Bayer Center’s Jeff Forster in these supplemental workshops!

The Networked Nonprofit: Best Practices and Strategies for Crowd Funding
9 a.m. – noon
Social media can be an incredibly valuable channel in your fundraising strategy. But the crowds won’t come flocking and open their wallets on their own. Organizations have many questions about how to make best use of social media for crowd funding with limited time and resources. What does it take to become a networked nonprofit and implement an effective digital strategy?

When networked nonprofits marry tried-and-true fundraising techniques with social media, social fundraising is the result. The power of crowd funding is that it turns your stakeholders into fundraisers for your organization. This session will cover best practices for engaging stakeholders and champions, tools, and ways to use measurement to improve the results. Based on Beth’s popular Networked Nonprofit books, this workshop will help you learn how to:

- Map your networks, develop a crowd funding strategy that fits your capacity to implement, and best practices for engagement and content strategy
- Understand the pros/cons of using different crowd funding platforms into your strategy
- Learn time-saving techniques for engagement on social channels

Instructor: Beth Kanter, Master Trainer, Speaker, Author and Blogger

Preparing for the Coming Seismic Shift in Nonprofit Giving
1 – 3 p.m.
Much has been made of the fact that the greatest generation is passing on and that baby boomers are entering new stages of life, and that there are these new “slacktivist” movers and shakers called millennials who may be our best donor prospects for the future. This session will review data about the sector and individual giving, and then delve into the characteristics of five generations that need to be on the radar of nonprofit fundraisers. Finally, the session will provide some ideas about what changes an organization can make to be as responsive as possible.

Instructor: Jeff Forster, Bayer Center for Nonprofit Management

Fee: $75 for TechNow registrants, $100 if attending a la carte. Lunch will be provided.
Location: Bayer Center for Nonprofit Management, 339 Sixth Avenue, Suite 750, Pittsburgh, PA 15222

Registration Information
Learn More or Register at technowconference.org or call 412-397-6000

Conference Fee
$110 Early Bird (Aug. 1 – Sept. 30)
$135 Regular Rate (Oct. 1–28)

Post-Conference Workshops
$ 75 With TechNow registration
$100 A la carte

Discounts and Scholarships
Visit the conference website at technowconference.org for additional information, including:

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

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

Evie Gardner is Consultant, Organizational Development and Finance at the Bayer Center for Nonprofit Management at Robert Morris University. Her nonprofit work experience with AmeriCorps, the Heinz Endowments and as a program evaluation consultant have given Evie an integrated and holistic approach as she provides nonprofits with the tools and know-how to use numbers to drive strategic decision-making. Evie holds a BA from the University of Wisconsin-Madison and a master’s degree in public administration at the University of Pittsburgh’s Graduate School of Public and International Affairs. On her days off, you may find her volunteering with Enroll America or A+ Schools, pedaling her bike, or hitting the tennis court.

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

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

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

Carrie Richards is Programs Team Leader at the Bayer Center for Nonprofit Management at Robert Morris University. She offers management support for all of the BCNM programs, including the development of and implementation of BCNM’s extensive nonprofit educational classes, clinics and convenings. A North Side resident and proud owner of a rescued pit bull, a volunteer for Biggies Bullies and a member of the Allegheny 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 second 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. She earned her master’s degree from the University of Delaware and is currently pursuing her doctorate at Robert Morris University. In addition to being an active board member and volunteer, Carrie is a marathoner and the proud parent to a sleepless baby boy, Otto and a tail-less shelter cat, Rocky.

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

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.

David Blamer is the Executive Director of the Allegheny County Bar Association and the Allegheny County Bar Foundation and serves as the CEO of ACBA Services, Inc. Prior to working for the bar and foundation, David worked as a city manager for three suburban municipalities in the Pittsburgh area. David is a current member of the NABE Board of Directors, and a member of the NABE Section of Administration and Finance and formerly served as chair of that section. Active in other bar-related organizations, Dave is currently serving as the President of the Pennsylvania Association of Bar Executives.

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.

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

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!

Carl Cimini has been Special Projects Director for Pittsburgh Community Television for the last four years. In this role, he has produced, written and directed various informational media for Pittsburgh nonprofits and for-profit businesses. Carl is a graduate of Pittsburgh Filmmakers and most recently the Duke Nonprofit Management program. He has also travelled the world documenting people’s stories and his 2006 documentary Dancing in Amédi is distributed by Cinetic media and available on Netflix.

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 every day and complex challenges. His clients include both profit and nonprofit entities such as The Greater Pittsburgh Community Food Bank, Adelphi, 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.

Dina Clark is the Director of the Center for Race and Gender Equity at the YWCA, downtown Pittsburgh. Previously, she was the first Executive Director of the Western Pennsylvania Diversity Initiative. Dina was named one of Pittsburgh’s 40 under 40 by Pittsburgh Magazine and received the “Women of Excellence” award from the Pittsburgh Courier. She is a graduate of Leadership Pittsburgh Inc. (Class XXIII), and serves on several boards and advisory committees including the Allegheny Regional Asset District, the Pittsburgh Pirates Diversity Committee, WQED Multimedia, Sustainable Pittsburgh, and the Pittsburgh Human Resource Association. Dina is currently pursuing a master’s degree at Duquesne University, with a concentration on global leadership.

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.

Beth Osborne Daponte has years of experience working with nonprofits in helping them improve their performance. With a Ph.D. from the Social Science Division of the University of Chicago, she is the Principal of Social Science Consultants based in Stratford, CT. Prior to starting SSC, she was Chief of section in the United Nations’ Office of Internal Oversight Services, Inspection and Evaluation Division. Beth is the author of Evaluation Essentials (Wiley, 2008) and taught Program Evaluation at Yale’s School of Management (Program on Nonprofit Organizations) from 2003 to 2009. Before moving to CT, she was an Associate Research Professor of Public Policy at Carnegie Mellon University.
Sam Deep has spoken in front of more than 200,000 people and sold over one million copies of his 16 published books. His last four audio tapes were featured on USAirway’s EntertainAir. Sam also hosted “Following the Leader,” a weekly radio program that focused on building better corporate leaders. His consulting services include executive coaching, leadership development, team building and strategic planning. He established the Sam Deep Leadership Academy which equips emerging leaders for future responsibilities. Prior to his leadership development career, Sam taught at the University of Pittsburgh and served as an adjunct professor of leadership and strategy at Carnegie Mellon University.

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

Kristi DePaul’s current role on the Knowledge Management team at Next Generation Learning Challenges, an educational investment initiative funded by the Bill and Melinda Gates Foundation, centers upon content development and marketing, influence outreach and community building. She also teaches intercultural communication online at Robert Morris University. Prior, Kristi served as co-founder and managing director of an independent digital marketing and communications consultancy, and held managerial positions in two global edtech startups. Kristi earned a master’s degree in nonprofit/arts management from Carnegie Mellon University’s H. John Heinz III School of Public Policy and Management, and a bachelor’s degree in journalism from Penn State.

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. Half of their clients are nonprofit organizations. 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.

Jan Ferri-Reed is a seasoned consultant and President of KEYGroup®, a 34-year international speaking, training and assessment firm and co-author of Keeping the Millennials: Why Companies are Losing Billions in Turnover to This Generation and What To Do About It, and the author of Millennials 2.0: Empowering Generation Y. Jan has presented to thousands of employees in a diverse range of organizations across the globe, focusing on creating productive workplaces and retaining talent while increasing the bottom line. Publications and media that have called on Jan and KEYGroup® for advice and guidance include Industry Week, TIME, Diversity Executive, NPR and Forbes.

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 Randolph Institute, Community at Holy Family Manor; Pittsburgh Irish and Classical Theatre; Society for Contemporary Craft; Turtle Creek Valley MH/MR; Ward Home; The Mattress Factory; Parkinson Chapter of Greater Pittsburgh; and Peer Support and Advocacy Network (PSAN).

Cyndy Glynn joined ESC in 2013. She recently returned to Pittsburgh after being the Director of Marketing for the Gerbauer Corporation. She has volunteered for Health 2.0 and is a marketing leader with extensive managerial experience and a record of success getting initiatives off the ground and running with a consistent history of achieving 20-50% cost savings, while improving organizational systems and procedures. She has a proven record of developing strategic and tactical integrated marketing plans to strengthen brands and increase revenues. Her experience lies in medical device, dental, health and beauty, and food manufacturing environments.

Melanie Harrington is CEO of Vibrant Pittsburgh, a nonprofit economic development organization spearheading initiatives to attract, retain, and educate a diverse workforce in the Pittsburgh region. In 2012 she served on the County Executive Richard Fitzgerald’s Economic Development Vision Team; received the Pennsylvania National Diversity Council’s 2012 “Most Powerful & Influential Women Award” and in 2011, was recognized by the New Pittsburgh Courier, as one of the “50 Women of Excellence.” Melanie received her Juris Doctorate from Emory University School of Law and her B.A. from the University of Pennsylvania in Psychology. She is a member of the State Bar of Georgia.
Yvonne Hudson, principal of New Place Collaborations, is a versatile marketing/PR expert who creates mission-driven solutions for nonprofits and businesses. She directed communications on the campuses of Carnegie Mellon, Chatham, New York Law, Yeshiva University, and University of Pittsburgh Theatre Arts. She has worked with many nonprofits including Opera Theater SummerFest, Mission Vision, Financial Planning Association, Pittsburgh Symphony, and Three Rivers Shakespeare Festival. Yvonne earned an MA in arts management and developed her solo show Mrs. Shakespeare at Pitt. A journalism and psychology alumna of Point Park University, Yvonne is founder/director of Poets Corner Arts.

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/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.

Beth Kanter is a well-established international leader in nonprofits’ use of social media. Her first book “The Networked Nonprofit,” introduced the sector to a new way of thinking and operating in a connected world. Her second book, “Measuring the Networked Nonprofit,” is a practical guide for using measurement and learning to achieve social impact. She is the author of Beth’s Blog: How Nonprofits Can Use Social Media. Named one of the most influential women in technology by Fast Company and one of the BusinessWeek’s “Voices of Innovation for Social Media,” Beth is Visiting Scholar at the David and Lucile Packard Foundation 2009-2013.

Chaz Kellem is the Manager of Diversity Initiatives with the Pittsburgh Pirates. Born with Osteogenesis Imperfecta which causes the bones to break easily, Chaz still has passion, motivation, and energy to make a difference and achieve his dreams. He graduated with honors from Edinboro University of PA with a degree in health and physical education and completed a master’s in organizational leadership from Robert Morris University. Chaz actively serves on nonprofit boards including the Hill House Association, ACHIEVA, HOPE NETWORK, is a founding board member of Get Involved! and serves on a state committee which he was appointed by the Governor of PA.

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

Joyce Lewis-Andrews is the Director of Volunteer Services for the Vincentian system and its member ministries. Previously, she served as an executive with the Girl Scout organization earning national recognition for the restructuring of the volunteer model and serving as a member of the Council Realignment Committee during the merger process of 27 Pennsylvania counties. A nonprofit professional for over 20 years, Joyce brings a wealth of resources and best practices to forming and engaging effective committees, nonprofit marketing and communications, volunteer management, and strategic planning. She volunteers as an ESC volunteer and BoardsWork! facilitator for the Bayer Center for Nonprofit Management.

Tom Loftus is the Director of Marketing and Media Relations at the Allegheny Bar Association. As the primary spokesperson of the bar association, he oversees all media relations, external advertising and marketing, and crisis communications. Tom created and oversees the Bar’s two bullying prevention programs – “This is a Joke—Making Fun of Others is Not!” and “Don’t Be a Cyberbully.” He wrote the children’s book, That’s No Joke!, which is based on the key messages of these programs.

Dr. Peter Lucas is founding principal at MAYA Design, a technology design and innovation lab which he co-founded in 1989. He coauthored Trillions: Thriving in the Emerging Information Ecology (Wiley, 2012) which is an account of both the promise and the risks associated with a world that, within a few years, will contain trillions of computing devices. He received his Ph.D. from Cornell University, where he studied educational and cognitive psychology and psycholinguistics. He is an adjunct associate professor of Human Computer Interaction at Carnegie Mellon and served on the Committee on Networked Systems of Embedded Computers of the National Research Council.

Tony Macklin is the Executive Director of the Roy A. Hunt Foundation, a 50-year-old family foundation based in Pittsburgh annually awarding $3 million in grants across the country. Before joining the foundation in 2011, Tony was a strategy consultant and philanthropic advisor to foundations, donors, and nonprofits. He previously served for 12 years at the Central Indiana Community Foundation, where he developed grantmaking programs, led strategic initiatives, and attracted $39 million in new philanthropic investments and charitable funds. He is a Trustee of Awesome Pittsburgh and serves on the boards of the Union Project, Grantmakers of Western Pennsylvania, The Bayer Center for Nonprofit Management and Neighborhood Allies.

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

**Diane McMillen** is the Assistant Executive Director of the Allegheny County Bar Association. A certified public accountant, Diane brings more than 25 years of experience at both for-profit and nonprofit organizations. Most recently, she served as Chief Financial Officer for the Pittsburgh Technology Council. Prior to that, she was Division Controller for Equifax Settlement Services Division, Treasurer/Finance Manager for the consolidated entities of the Sisters of Saint Francis, Financial Manager for KidsVoice, and a CPA for Touche Ross & Company (Deloitte & Touche). Diane received her Bachelor of Science degree in accounting from the Pennsylvania State University and Masters of Business degree from Waynesburg University.

**Krisanne Mrozinski, CVA,** is an independent consultant with a passion for empowering nonprofit professionals by helping them attract and retain energetic, enthusiastic and committed volunteers. With more than 15 years’ nonprofit experience, Krisanne has impacted over 100 organizations, including Habitat for Humanity, Junior League and Dress for Success. She personally developed an innovative volunteer program for the Dayton Society of Natural History which engaged over 1000 diverse and dedicated volunteers annually. Krisanne is a Certified Volunteer Administrator and holds a bachelor’s degree in nutrition from Penn State. She is actively involved in community gardening and hunger relief efforts.

**Dan Muchnok** is the Vice President of Opticom Consulting. He has a bachelor’s degree in physics from Carnegie Mellon University and an MBA from the Tepper School of Business at CMU. Dan has 28 years’ experience in the field of Information Technology working for CMU, American Management Systems, Bell South and Verizon. Dan co-founded Opticom Consulting in 2003 and for the past eleven years has focused on the telecom and information systems needs of small to medium-sized businesses and nonprofits.

**George Anne Muchnok,** President and CEO of Opticom Consulting, has been in the telecommunications industry for almost fourteen years. Prior to co-founding Opticom Consulting in 2003, she was Business Manager for the Information Networking Institute at Carnegie Mellon University. George Anne has also worked extensively in Community Fundraising. She has a bachelor’s degree in psychology from the University of Alabama at Birmingham.

**Bill Peduto** was elected to the office of Mayor of the City of Pittsburgh on November 5, 2013 after working for 19 years on Pittsburgh City Council as a staffer and Member of Council representing District 8. Bill has had hands-on experience in building a New Pittsburgh from co-creator and co-chair of the City’s Comprehensive Climate Action Plan to writing the legislation to protect Pittsburgh’s unique green hillside. As co-creator of iBurgh, the nation’s first mobile app for local government, he has led the discussion on e-democracy locally and nationally. Adding his own charity fund-raising activities, such as Executive Producer of a documentary about the Allegheny Observatory and the only politician who laces his skates as a member of Pittsburgh’s Celebrity Hockey Team it’s pretty easy to see Bill Peduto is not your typical mayor.

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

**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.

**Amy Scanlon** helps nonprofits raise more money by identifying the best fundraising strategies for them and to tell their stories in ways that move people to get involved, as donors, volunteers, and advocates. Over the past 15 years, she has helped nonprofits measurably improve their fundraising and outreach and has raised nearly $10 million for social justice, advocacy, and service organizations. When she’s not working, she might be trying to pick up a split in her bowling league, or playing for Sunday church service - showing Mom and Dad that all those childhood piano lessons finally paid off!

**Suzanne L. Spahr** is a senior marketing communications professional with 25 years managerial experience in both corporate marketing programs and external advertising agencies. Before joining ESC in 2010, she managed the GlaxoSmithKline Consumer Healthcare where she was recognized for her community service contributions through the “Women’s Leadership Initiative” group, “Days of Caring” program, and other corporate programs (including United Way of Allegheny County, POWER, Dress for Success, and Operation Smile) that embodied the spirit of the GSK Mission, “Helping people do more, feel better and live longer.”

**Suzanne L. Spahr** is a senior marketing communications professional with 25 years managerial experience in both corporate marketing programs and external advertising agencies. Before joining ESC in 2010, she managed the GlaxoSmithKline Consumer Healthcare where she was recognized for her community service contributions through the “Women’s Leadership Initiative” group, “Days of Caring” program, and other corporate programs (including United Way of Allegheny County, POWER, Dress for Success, and Operation Smile) that embodied the spirit of the GSK Mission, “Helping people do more, feel better and live longer.”
Advisory Board, Funders and Staff

Advisory Board

CHAIR
Courtland Gould
Sustainable Pittsburgh

Tracy Certo, Next Pittsburgh

Gregory G. Dell’Omo, Robert Morris University

Elizabeth Helmsen, Consultant

Paul S. Homick, Carnegie Mellon University

Derya Jacobs, Robert Morris University

David Jamison, Robert Morris University

Elaine B. Krasik, Highmark, Inc. (Retired)

Mark Lewis, POISE Foundation

Peter Lucas, MAYA Design Group

Rebecca Lucore, Bayer Material Science, LLC

Tony Macklin, Roy A. Hunt Foundation

Darlene Motley, Chatham University

Jack Owen, Rhoades & Owen, LLC

Tom Ryan, Horovitz, Rudoy & Roteman

Marcie Solomon, Consultant

Tamiko Stanley, City of Pittsburgh

William S. Stein, Family Tyes

Darcy Tannehill, Robert Morris University

Emeritus

Doreen E. Boyce, Buhl Foundation (Retired)

Edward A. Nicholson, Robert Morris University

James A. Rudolph, McKnight Development Company

Bonnie Westbrook VanKirk, Media Networks/Time Inc. (Retired)

Funders

The Bayer Center acknowledges with gratitude the catalytic support received from:

Richard King Mellon Foundation
The Bayer Foundation
The Alcoa Foundation
Allied Insurance Brokers
The Bank of New York/Mellon Foundation
Bookminders
The Buhl Foundation
Colcom Foundation
CyBerJaz
DonorPro
Eden Hall Foundation
Enscoe Long Insurance Group
Fifth Third Bank
FISA Foundation
The Forbes Funds of the Pittsburgh Foundation
The Grable Foundation
The Heinz Endowments
Horovitz, Rudoy & Roteman
Huntington Bank
Ideal Integrations
Jewish Healthcare Foundation
The Laurel Foundation
Multi Print Media
NET Xpers
Philadelphia Insurance Companies
Plummer Slade
ProLumen Consulting
Selective Insurance
Tucker, Johnston & Smelzer, Inc.
United States Steel
Visvero

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

Bayer Center Staff

Executive Director
Peggy Morrison Outon

Senior Consultant
Jeff Forster

Consultant, Organizational Development and Finance
Evie Gardner

Office Coordinator
Shelby Gracey

Consulting Team Leader
Cindy Leonard

Evening Receptionist
David Little

Program Director, BoardsWork!
Lulu Orr

RMU Work Study
Daniel Peters

Programs Team Leader
Carrie Richards

Consultant and Researcher
Carrie Bennett Tancraitor

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

SCHOLARSHIPS
Scholarships of up to 50 percent of program costs are available to a limited number of participants. For more information or to access the scholarship application, visit the education section of our website at BCNM-RMU.org or call 412-397-6000.

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

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

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

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

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

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

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

The Bayer Center is proud to partner with:

The Bayer Center is an active member of the following organizations:

And the Region’s 7,000 nonprofit organizations as students, clients and colleagues.
# September–December 2014 Course Registration Form

*Please print clearly*

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Title</th>
<th>Address</th>
<th>City</th>
<th>State</th>
<th>ZIP</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Phone</th>
<th>Fax</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Registration** Please attach any additional registrations on a separate page as needed

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Date</th>
<th>Registrants</th>
<th>$</th>
<th>Fee</th>
<th>Subtotal</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

= $ __________ Total

**Payment Information**

Registration confirmation and more information will be sent via email.

Amount Due $ ________________

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

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

Account Number Exp. Date

Cardholder Name Billing ZIP

MAIL COMPLETED FORM WITH PAYMENT IN FULL TO:
Bayer Center for Nonprofit Management
339 Sixth Avenue, Suite 750, Pittsburgh, PA 15222

OR REGISTER ONLINE at rmu.edu/bcnmregistration.

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

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

Save the Trees

If you receive duplicates of our catalog or would like to receive fewer copies in the future, please contact us at **412-397-6000 or bcnm@rmu.edu** and we will update our records.

Thank you!