



“CONTINUITY
GIVES US ROOTS;
CHANGE GIVES US
BRANCHES,
LETTING US
STRETCH AND GROW
AND REACH
NEW HEIGHTS.”

~PAULINE R. KEZER



BAYER CENTER FOR
NONPROFIT MANAGEMENT



This summer has been a hard time, ricocheting between fear of nuclear war to the incredible horror of white supremacy and racists. In the midst of the earth's bounty of fruit and flowers, we have been subjected to some of the ugliest rhetoric in my long life. As we have waked each morning to new abuse, like many of you I have thought long and hard about how best to combat it. But I have found my thoughts continue to echo my thoughts after 9/11. I have immense gratitude that I spend my days immersed in the work of nonprofits and with you by my side.

Combat injustice and racial hatred? It is our privilege to have the Bible Center Church's Makers Clubhouse as our client. This Homewood-based organization is working every day to see that their children get the science education that is otherwise unavailable. Their vision is that one day one of these children will win a Nobel Prize for Medicine because they cured diabetes. We are proud to help them.

Worried about climate change? Another client we cite with pride is the Westmoreland Conservation District. This excellent organization works every day with farmers, home owners, county officials and engineers as respectful stewards of the earth. Think we need places to peacefully and happily recreate as one community? The Allegheny Commons Initiative has been lovingly restoring and maintaining Pittsburgh's oldest park for the last thirty years. These citizens have made a place where all are welcome. If you ever walked in this park, you know that everybody's there. Another great group working to bring a modicum of justice to our region is the new organization, Clairton Cares. This board has members who grew up in Clairton where people knew their neighbors and cared about them. They still do.

As I write these words, my heart lifts and I feel less claustrophobic. My list could go on and on. The brave and generous and inventive work done every day by so many of you is a solace and a song. Goats as groundskeepers in public parks? Who knew? A new Hispanic Center opening this month to continue its vital work of protection and welcome? Hooray! Make your own list...feel better. Injustice and hatred are much better combatted by action than more shouting. Look at what we know is happening all around us. Take heart. Give money. Give time. Give thought.

So now it is, once again, a season of newness. At the Bayer Center, we have a lot to celebrate. Our partnership with Covestro through the Covestro Institute for Engagement continues to flourish. Since we opened the Institute less than two years ago, more than 500 people from seventy-five different businesses have engaged and lent their expertise to more than 150 nonprofit partners. I have been so excited to see the Center now provide sophisticated business solutions to nonprofit challenges that need advice from people who know logistics and supply chains and energy efficiency. This is new. We have worked for 18 years now on organizational development tasks of management and governance. We are still actively in that business. We had 230 contracts last year to do that work. But now, we have more...and I am grateful and delighted to walk beside Covestro, a pioneer in corporate social responsibility. We're also proud to call FedEx Ground, Alcoa and Arconic, PNC, Highmark and 70 other great local businesses our allies and friends. We all live here and we want to live in a just and thriving place.

Other friends come quickly to mind. One of our success factors since we opened our doors in 1999 has been our advisors. In June we welcomed eight new members to our think tank...and look who they are! Samantha Balbier of GPNP, Jennifer Cairns of Sarah Heinz House, Chris Cooke of PULSE, Trish Gadson of Macedonia FACE, Ryan Kish of the Arconic Foundation, Sabrina Saunders Mosby of CORO, Chris Pacione of LUMA and Trina DeMarco of Eat'n Park. They join 14 others of equal brilliance- some of whom have been being brilliant for going on 17 years. These people's insights and advocacy have helped us enormously over the years...and just watch us now!

So as our fall quote says, it is a time for us all to preserve the good, to change the faulty as we together grow and reach new heights of work and service. Watch this space for more news about TechNow with its keynote speaker, Aliza Sherman, author of *The Happy Healthy Nonprofit*. This is the first book that I am aware of that squarely faces the challenge of insisting that nonprofit employees need to take better care, physical and psychic care, of themselves because they deserve it and our community needs them. Join us for this important discussion.

Later this fall, we will be releasing our findings on retirement preparedness in our sector. The news is not good but we have some ideas how as a community, we might be able to ameliorate the situation. We hope to spark a lively conversation that leads to a better future for all who serve in the community interest. Join us for this conversation as well.

Oh, how I hope the news is better this fall. But I know we are safer, braver, kinder and more resourceful because we all live here together.

Be well, beloveds.

Peggy Morrison Outon

Peggy Morrison Outon
Executive Director



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Bayer Center for Nonprofit Management at Robert Morris University

Not like anybody else.

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

Every one of our solutions is a custom solution.

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

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

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

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

Your reality is our reality.

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

In 17 years of service to the nonprofit community, the Bayer Center has completed over 1,900 consulting engagements and educated over 9,000 students. Our consulting clients include human services, arts, faith-based, community development, environmental and education organizations with budgets ranging from \$100,000 or less to more than \$50,000,000. Our intensive and customized management, governance, financial and technology consulting services are designed to educate leaders and have resulted in:

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

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

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

NEW and EXCITING at the BAYER CENTER



Your Shot at Networking **SOLD OUT**

Monday, Oct. 30 from 6 – 8 p.m.

Put your networking skills into practice at Wigle Whiskey Distillery and Bottle Shop in the Strip. Get your handshake and business cards ready with top tips and tactics to make new connections and renew professional contacts. This fun workshop will be followed by time to put those learnings into practice. Bring your coworkers and friends. Topics include:

- Approaching new contacts
- Active listening
- Tips for shy people
- Your personal elevator speech
- Remembering names
- Handshake etiquette
- Graceful exits

INSTRUCTORS: Lynette Asson and Yvonne Hudson,
New Place Collaborations

FEE: FREE, but RSVP is required

LOCATION: Wigle Whiskey Distillery, 2401 Smallman St,
Pittsburgh, PA 15222

Executive Director Boot Camp

Wednesday, Oct. 11 from 9 a.m. – 4 p.m.

ED Boot Camp is a day-long, entry-level workshop for new Executive Directors. Topics covered will include the basics of nonprofit management including: tools and tips for effective leadership, organizational stability, fundraising, financial management, regulatory compliance, external relations and governance. The day will be interactive and will draw on the experience of the participants to support and share creativity, learn new strategies and identify action steps for personal, as well as organizational growth.

INSTRUCTOR: Wendy Burtner-Owens,
Steeltown Entertainment Project

FEE: \$125 (\$115 if paid online)

Straight Talk About Diversity and Inclusion

Friday, Dec. 1 from 9 – 10:30 a.m.

Join us for a candid conversation with two seasoned community leaders with deep experience in human services and education as we take a look at some non-traditional ways to address the issues that surround race in the workplace. We'll discuss strategies and tactics to most effectively create a productive workplace across many dimensions of diversity.

INSTRUCTORS: Ellen Estomin, ESC Volunteer and Trish Gadson,
Macedonia Family & Community Enrichment Center

FEE: FREE, but RSVP is required

THE 2017 WAGE and BENEFIT SURVEY

The Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations has been a trusted resource since 2000. It has provided the most current data about regional salary and benefits needed both for valid decision-making by nonprofit executives and for 990 compliance. We have a comprehensive record of the progress made by our nonprofit employees in salary and benefits over the last 14 years.

Your willingness to provide information has made this sector-wide resource possible. Additionally, it sparked the 74% pay equity conversation resulting in greater equity for women and men in the regional nonprofit sector. The newest 2017 version is available for purchase on our course registration page: rmu.edu/bcnmregistration. There is no cost for nonprofits who participated in the survey, and \$200 for nonprofits who did not participate.

Covestro Institute for Engagement (CIE)

The Covestro Institute for Engagement partners nonprofits and businesses to:

- Connect their strategic purposes
- Mobilize talent for high-impact community benefit
- Strengthen board leadership
- Revolutionize volunteer impact
- Build leading-edge competencies



Skills-Based Volunteering Solves Challenges

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

BoardsWork! Builds Better Boards

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

Let the Covestro Institute for Engagement Work for You

Nonprofit organizations with an annual budget of \$1M or less can participate in a Covestro Institute for Engagement program for only \$250, and nonprofits with budgets more than \$1M can participate for just \$500. To reap the benefits of this affordable and valuable opportunity, contact program specialist Jen Pease at pease@rmu.edu or 412-397-6013.



"This program was a grand slam. We have already implemented the PNC team's recommendations to add competencies and behaviors to our job descriptions. In less than a month, we are already using their high-quality work to recruit, interview, and coach our staff. Their process was so professional and timely. The three team members first listened to what we were already doing, asked good questions, took our ideas, applied their corporate skills, and did the work. Then they presented us with a prototype, and, after our feedback, replicated this with the next nine job positions in the group.

Because of this inclusive process and the guidance of the Bayer Center's project advisor, their work gained the approval of the bargaining unit, our administration, HR, and our policy council easily. I can't recommend this program highly enough."

*Chris Rodgick,
Director, AIU3 Head Start,
shares her experience participating
in Skills-Based Volunteering.*



FINANCE

If numbers were your favorite thing, you probably wouldn't have gone into nonprofits. But finance doesn't have to be scary, and it doesn't have to be hard. The Bayer Center's focus in our financial consulting and classes is always on the practical. We're pretty good with the numbers, but we've lost count of how many clients have told us that we made accounting understandable for the first time. Whether we're with you in a three-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.

Top Ten Tips for Nonprofits in the 2017–2018 Fiscal Year

Thursday, Oct. 26 from 9 a.m. – noon

This two-credit CPE workshop will give attendees the tools to be in compliance with the latest changes in financial reporting requirements for nonprofits including compliance with the new lease accounting standard, ASU 2016-14, Uniform Guidance regulations, and IRS Form 990 updates. Attendees will also learn best practices to implement for various nonprofit risk areas including cyber security, employee benefit plans, fraud, employer tax reporting, and donor relations. Lastly, the workshop will cover considerations for multi-state filing compliance and mergers and acquisitions.

INSTRUCTOR: Amy Lewis, Maher Duessel

FEE: \$65 (\$55 if paid online)

Getting Started: Financial Policies and Procedures Manual

Monday, Oct. 30 from 1 – 4 p.m.

The financial policy and procedures manual is the foundation of a strong financial management system. It is the guide for determining how your organization uses and manages money and establishes internal controls and ensures compliance with regulatory standards, donor restrictions, and grantor guidelines. It is important for clarifying roles and responsibilities and ultimately for ensuring that the organization's financial data is an accurate and reliable basis for organizational decision making. During this interactive session, you will learn the major components of the financial policy and procedure manual and how to set policies and procedures that match your organization's needs, as there is no one-size-fits-all manual.

INSTRUCTOR: Denise Henning, Stewardship Matters

FEE: \$65 (\$55 if paid online)

~~Projecting Operating Cash Flow~~ **CANCELED**

~~Thursday, Nov. 2 from 9 a.m. – noon~~

~~Not all months are the same. Budgeting and projecting the timing of cash receipts and disbursements are critical for all nonprofits. We will focus on the importance of integrating the timing of cash receipts and disbursements into your annual budgeting process. We will also discuss the need for planning for operating cash shortfalls at the most important time – when you don't need them – to protect you and your board from having to make rushed decisions. You will leave with some easy-to-use tools to project and manage your unrestricted cash.~~

~~INSTRUCTOR: Jay Sukernek, Riverlife~~

~~FEE: \$65 (\$55 if paid online)~~

QuickBooks for Nonprofits

Tuesday, Nov. 7 from 9 a.m. –4 p.m.

QuickBooks has a large share of the accounting software market and it is used frequently by nonprofit entities. In this class you will be instructed on how to design and set up a QuickBooks file for a nonprofit entity. We will then have each of you open a sample QuickBooks file and be provided with hands-on experience. This will include: how to enter and pay bills, track expenses, enter deposits and track all income. Upon finishing this, we will review the procedures for a successful month-end close and then apply it in the sample nonprofit QuickBooks file. This will be followed up by learning the features of the QuickBooks reporting system and how to extract the information from it. This training will be specially tailored to nonprofits, with hands-on computer training being taught by instructors who understand QuickBooks, nonprofit organizations and nonprofit accounting.

INSTRUCTOR: Melanie Rutan, Bookminders

FEE: \$125 (\$115 if paid online)

Thoughtful Budgeting and Forecasting

Tuesday, Nov. 28 from 9 a.m. – noon

Learn how to move beyond a simple approach to budgeting to more deliberate and effective planning for future challenges and opportunities faced by your organization. Participants will learn how to use financial data from prior years to anticipate shifts in revenues and expenses and make informed decisions for future forecasts and strategic planning. In addition to basic budgeting considerations, the class will address budgeting of cash timing and funding; estimating future year events and performance; and identifying areas of specific risk that may be encountered during the budgeting process.

INSTRUCTORS: Jason Hardy, Roberta Ryan, and Steven Heere, Grossman Yanak & Ford LLP

FEE: \$65 (\$55 if paid online)

Prepping for an Audit Clinic

60-minute sessions available by appointment

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

INSTRUCTOR: ESC Volunteer

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

Applied Research at the Bayer Center...

What Now?

The 74% Research Project was sparked after reporting a gender wage gap in every iteration of the Wage and Benefit Survey since its inception in 2002. From this research we found that local nonprofit organizations and individuals are ill-prepared for the pending retirement boom.

This got us thinking...

Baby Boomers have been responsible for building and sustaining the nonprofit sector... and are turning 65 at the rate of 10,000 a day. Clearly the sector is facing a crisis and we wanted to understand the magnitude. So we listened, read, and studied.

Approximately 300 nonprofit employees responded to a questionnaire about their individual savings habits and their organization's policies and procedures. Our forthcoming research publication will provide greater detail on the following findings:

- The regional nonprofit sector is educated and long tenured, yet these characteristics do not translate into better preparation for retirement.
- As a result of a higher median age, a significant portion of regional nonprofit executives plan to retire within the next 10 years.
- Organizational processes and systems to support retirement are spotty at best.

However, despite the dismal statistics, there is optimism for change. The research publication will also suggest solutions for our region: solutions to support local organizations and the individuals who have dedicated their lives to serving our community.

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.



Stone Soup for Meetings

Tuesday, Sept. 19 from 9 a.m. – noon

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

INSTRUCTOR: Susan Loucks, Bayer Center
FEE: \$65 (\$55 if paid online)

Effective Culture: A Tool to Improve Organizational Health

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

In an increasingly complicated world, organizations are looking for authentic and sustainable methods to improve their performance that don't require a crippling financial investment. Your culture is one of the most overlooked predictors of your organizational health, and you can create an intentional culture that has direct, positive and immediate impact. In this class, you will learn:

- The connection between effective culture and financial health
- The difference between effective culture and employee engagement
- Two practical techniques that you can implement right away

INSTRUCTOR: Debra Alward, Alward Executive Advisory, LLC
FEE: \$65 (\$55 if paid online)

Planning and Running a Successful Capital Campaign

Thursday, Sept. 21 from 9 a.m. – noon

A successful capital campaign requires thorough planning and expert implementation, and nonprofits must ensure that they have checked the necessary boxes to help optimize their campaign's success. This class will provide an understanding of the key building blocks of a successful campaign including:

- The value of a campaign feasibility study
- The role of the staff, executive director and the board
- The role of a campaign consultant
- The importance of the chart of needed gifts and how to build one
- The major components of the campaign plan

INSTRUCTOR: Mark Lynch, Mark J. Lynch and Associates, LLC
FEE: \$65 (\$55 if paid online)

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

Tuesday, Sept. 26 from 9 a.m. – 4 p.m.

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

INSTRUCTOR: Maria Zeglen Townsend, Ph.D.,
Townsend Associates LLC
FEE: \$125 (\$115 if paid online)

Finding and Cultivating Donors

Friday, Sept. 29 from 9 a.m. – noon

This interactive and intensive session will explore how to locate, design, build and implement cultivation strategies to achieve fundraising success. We'll discuss donor levels and donor classification to help us determine the appropriate cultivation approaches for different donor levels.

INSTRUCTOR: Michael Mingrone, East End Cooperative Ministry
FEE: \$65 (\$55 if paid online)

HR Roundtables

The HR job can be a lonely one – thank goodness there's strength in numbers. You need peers to challenge, listen, develop and encourage you. The HR Roundtable is just that. Every meeting the group discusses a topic with some insights brought from the trainer. Afterward, a good chunk of the meeting is dedicated to helping each other work through issues your organization is facing.

Wednesday, Sept. 27 from 8:30 – 10 a.m.

TOPIC: LGBT Health Policy and Practice

INSTRUCTOR: Melissa Barnhill, Adagio Health

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

TOPIC: TBA

FEE: FREE, but registration is required

LOCATION: Urban Impact Foundation, 801 Union Ave,
Pittsburgh, PA 15212

Mid-level Donors 2.0: Managing Your Portfolio

Tuesday, Oct. 10 from 9 a.m. – noon

Do you have a mid-level donor program but aren't sure how to maximize results? This interactive session will help you to develop specific engagement strategies for your mid-level donors and receive real-time feedback about those strategies. Participants will work with specific donors from their mid-level donor portfolio (pre-work requested) to help you build a robust program for your mid-level donors.

INSTRUCTOR: Emma Gilmore Kieran, Pilot Peak Consulting
FEE: \$65 (\$55 if paid online)

Executive Director Boot Camp

Wednesday, Oct. 11 from 9 a.m. – 4 p.m.

ED Boot Camp is a day-long, entry-level workshop for new Executive Directors. Topics covered will include the basics of nonprofit management including: tools and tips for effective leadership, organizational stability, fundraising, financial management, regulatory compliance, external relations and governance. The day will be interactive and will draw on the experience of the participants to support and share creativity, learn new strategies and identify action steps for personal, as well as organizational growth.

INSTRUCTOR: Wendy Burtner-Owens,
Steeltown Entertainment Project
FEE: \$125 (\$115 if paid online)

BoardsWork! Board Member Training

Thursday, Oct. 12 from 8:30 a.m. – 4:30 p.m.

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

INSTRUCTORS: Peggy Morrison Outon, Evie Gardner and
Carrie Richards, Bayer Center
FEE: \$425 and includes lunch (\$325 without matching)



BCNM BOARD GOVERNANCE AFTER-HOURS SERIES

Bring a board member for FREE!

Building a Better Board Relationship

Wednesday, Oct. 11 from 4 – 6 p.m.

Building an effective relationship with your board can help maximize mission delivery. This session, developed for Executive Directors/CEOs, will review tips and tools to improve your relationship with your board. We'll discuss defining roles, setting boundaries, and communicating with purpose and passion, and share tools to help diagnose challenges. We will end the session with developing a personalized action plan to improve your relationship with the board.

INSTRUCTOR: Angie Stengel, ESC Volunteer

FEE: \$40 (\$30 if paid online OR \$100 for the whole series)

Improving the ROI of Board-Driven Fundraising

Wednesday, Oct. 18 from 4 – 6 p.m.

Nonprofits depend on their boards as policy-makers, community ambassadors, legal and fiscally responsible community leaders, but they hope for their board members to be outstanding fundraisers! Yet all too many successful board members dread that part of their job. This class taught by two tenured and experienced nonprofit professionals will explore how best to change the culture of fundraising from guilt and dread to engagement. We'll unpack the roles and practices of the board in fundraising with recommendations for tools and conversations to improve the quality of board engagement in fundraising where board members have an irreplaceable voice and power. We'll tell some stories and share some tactics. Come ready to engage with us.

INSTRUCTORS: Peggy Outon, Bayer Center and Don Block, Greater Pittsburgh Literacy Council

FEE: \$40 (\$30 if paid online OR \$100 for the whole series)

The Well-Composed Board

Wednesday, Nov. 1 from 4 – 6 p.m.

The most successful boards are thoughtfully composed with respect to skill sets, leadership styles, and diversity of thought and background. They understand their organization's leadership needs and attract board leaders who bring the expertise, passion, and external leadership needed, now and into the future. This workshop will draw on real-life examples and insights as we explore questions such as, "What are the three most important things for our board to accomplish this year?" and "Do we have the right people on the board to make that happen?"

INSTRUCTORS: Evie Gardner, Bayer Center and Fred Massey, FamilyLinks, Inc.

FEE: \$40 (\$30 if paid online OR \$100 for the whole series)

You're a Board Leader. Now What?

Wednesday, Nov. 8 from 4 – 6 p.m.

Have you stepped up to serve as a committee chair, officer or board chair on a nonprofit board of directors, or do you have ambition to do so? Leaders with the right skillsets and approaches can have a tremendous positive impact on both their board and organization. Join us for this interactive workshop where we'll explore what it takes to make the most of your service as a board leader.

INSTRUCTORS: Evie Gardner, Bayer Center and Bill Stein, Consultant

FEE: \$40 (\$30 if paid online OR \$100 for the whole series)

Time Management: Techniques, Tips and Tricks

Friday, Oct. 13 from 9 a.m. – noon

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

INSTRUCTOR: Lisa-Ann Smith, ESC Volunteer

FEE: \$65 (\$55 if paid online)

Getting Your Point Across

Monday, Oct. 16 from 1 – 3 p.m.

Need to tell a compelling story about your organization, or just looking for ways to better communicate? In this highly interactive session, you will learn ways to capture your listeners' attention, to encourage them to become more engaged with your agency's mission. You'll leave with new tools to better equip you to be a more powerful advocate for your nonprofit.

INSTRUCTOR: Susan Morris, Osher LifeLong Learning

FEE: \$40 (\$30 if paid online)

So You Wanna Be a 501(c)3?

Tuesday, Oct. 17 from 1 – 4 p.m.

Setting up a nonprofit corporation involves a lot more than creating your website, opening your doors to clients and starting to fundraise. It's a tricky and costly process, and might not be the best choice right now. Learn about the incorporation process and alternatives that may be more appropriate, as well as nonprofit governance issues, reporting requirements and other legal and management issues that could impact your project. You'll leave this class with information, homework and a template to guide you through the next steps.

INSTRUCTORS: Jeff Fromknecht, Side Project and Bob Moll, ESC Volunteer

FEE: \$65 (\$55 if paid online)

~~Careers in Fund Development~~ **CANCELED**

~~*Friday, Oct. 20 from 9 – 11 a.m.*~~

~~Fundraising is essential to the success of an organization's mission, but understanding how best to cultivate your career can be difficult. Building a successful career in fund development takes experience, education, passion and skill. If you're just starting out in fund development or looking to advance your current development position, this is the conversation for you! Join three well-rounded and well-respected fundraising professionals as they talk about their own careers including lessons learned, personal strategies and the paths they took to advance to their current positions.~~

~~PANELISTS: Karris Jackson, POISE Foundation; Heather Franz, Robert Morris University; Dave Tinker, ACHIEVA; Peggy Outon, Bayer Center (moderator)~~

~~FEE: \$40 (\$30 if paid online)~~

Marketing on a Shoestring

Monday, Oct. 23 from 1 – 4 p.m.

If you build it, will they come? Not if it's a secret. Define your target audience (hint: it's not "Pittsburgh") and figure out the best way to reach them. Whatever your budget, you can promote your work by developing effective tools, tactics, and messaging. Be deliberate and creative, dipping into a toolbox that includes print media, share-friendly content on social media, video, storytelling, images, and much more. Bring your communication challenges and we can brainstorm together.

INSTRUCTOR: Susan Blackman, Consultant
FEE: \$65 (\$55 if paid online)

Volunteers: Enhance, Empower, Engage

Wednesday, Oct. 25 from 9 a.m. – noon

For most nonprofits, the real challenge lies not in *finding* volunteers, but in *keeping* them. Volunteer engagement can be the key to making this link! In this session, we'll explore how to:

- Enhance the volunteer experience so that your volunteers enjoy their time with you and feel it is well spent
- Empower your volunteers so they can take on important tasks that you need done and their time makes a real difference
- Engage your volunteers in ways that speak to them and that help them feel appreciated, vested, and connected to your mission

Learn different strategies and techniques for achieving these goals, including focusing on why people choose to volunteer with you, storytelling, personalization, social media tools, and well thought-out systems.

INSTRUCTORS: Stacy Bodow and Julie Strickland-Gilliard, Global Links

FEE: \$65 (\$55 if paid online)

Process Improvement: What Results are Your System Designed to Produce?

Wednesday, Oct. 25 from 1 – 4 p.m.

Seeking to meet elusive needs with constrained resources, nonprofit organizations often function on sheer will rather than deliberate design, due to their complex, evolutionary nature. In this course, we will explore methodology for looking through the daily grind to see the component parts of your system. By framing each element of the system and its relationship to the others, you will be better equipped to stop getting the results you get and start getting the results you desire.

INSTRUCTOR: Annette Mich, ESC Volunteer

FEE: \$65 (\$55 if paid online)

Five Practices of an Exemplary Supervisor

Thursday, Oct. 26 from 1 – 4 p.m.

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

INSTRUCTOR: Len Petrancosta, Peak Performance Management
FEE: \$65 (\$55 if paid online)

Succession Planning: Don't Get Caught Unprepared ~~Friday, Oct. 27 from 9 – 11 a.m.~~ **CANCELED**

~~Succession planning is an integral part to all nonprofit strategic thinking. However, data from the 2017 Wage and Benefit Survey for Southwestern PA Nonprofit Organizations shows that only 28 percent of surveyed organizations have a completed and updated emergency succession plan in place for the Executive Director/CEO position, and even fewer (26 percent) have a formal, non-emergency transition plan. Don't let an unexpected transition derail your important work with the community! Join us for an important conversation with nonprofit leaders who will share stories of some exemplary transitions, as well as a few cautionary tales.~~

~~PANELISTS: Fred Thieman, Buhl Foundation; Sharon McDaniel, A Second Chance, Inc.; Peggy Outon, Bayer Center (moderator)
FEE: \$40 (\$30 if paid online)~~

Your Shot at Networking **Monday, Oct. 30 from 6 – 8 p.m.**

Put your networking skills into practice at Wigle Whiskey Distillery and Bottle Shop in the Strip. Get your handshake and business cards ready with top tips and tactics to make new connections and renew professional contacts. This fun workshop is followed by time to put those learnings into practice. Bring your coworkers and friends. Topics include:

- Approaching new contacts
- Active listening
- Tips for shy people
- Your personal elevator speech
- Remembering names
- Handshake etiquette
- Graceful exits

INSTRUCTORS: Lynette Asson and Yvonne Hudson,
New Place Collaborations
FEE: FREE, but RSVP is required
LOCATION: Wigle Whiskey Distillery, 2401 Smallman St,
Pittsburgh, PA 15222



GRANT WRITING SERIES

Building a Grant Writing and Fundraising System

Wednesday, Nov. 1 from 9 a.m. – noon

Are you tired of chasing funding opportunities? Learn how to build a consistent, well-rounded portfolio of funders and investors to help grow your organization. This course will focus on developing and implementing a grant writing and fundraising system built on strong foundational principles such as funding research, evaluation, grant funding preparation, grant writing and application assembly, communication and metrics, and corporate governance.

INSTRUCTOR: Doug Campbell, Chinwag, Inc.
FEE: \$65 (\$55 if paid online) **OR** \$100 for two sessions

Grant Writing for Technology CANCELED

~~**Wednesday, Nov. 15 from 9 a.m. – noon**~~

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

- ~~• Grant seeking process~~
- ~~• Identifying best fit funders (BFF's)~~
- ~~• Ten issues to address in grant proposals to foundations~~
- ~~• Preparing online grant submissions~~
- ~~• Grant strategies for technology~~

~~INSTRUCTOR: Katherine F.H. Heart, Heart Resources, LLC
FEE: \$65 (\$55 if paid online) **OR** \$150 for all three sessions~~

Grant Writing for Operation Expenses

Wednesday, Nov. 29 from 9 a.m. – noon

Nonprofits can't run without operating expenses. Gifts that cover operating expenses can be some of the most important funds your agency receives. However, it is not always obvious how to incorporate operating needs in a grant proposal. In this class you will learn how to craft grant proposals to incorporate your operating needs.

INSTRUCTOR: Dave Tinker, ACHIEVA
FEE: \$65 (\$55 if paid online) **OR** \$100 for two sessions

Avoiding Legal Errors with Employees, Interns and Volunteers

Thursday, Nov. 2 from 1 – 4 p.m.

The issues surrounding classification and handling of employees, interns, and volunteers can be confusing, and nonprofits face some different scenarios than other types of employers. Participants will learn how to categorize their workers, keep internships within legal limits, and maintain appropriate volunteer boundaries, as well as the ways in which workers can create potential legal liability for organizations. This session will include a wide variety of examples and interaction with the presenter.

INSTRUCTOR: Abigail Salisbury, J.D., Salisbury Legal, LLC
FEE: \$65 (\$55 if paid online)

Volunteering as Social Networking

Friday, Nov. 3 from 9 a.m. – noon

Everyone is looking for new and innovative approaches to make their need for volunteers fun and interesting. Learn how to craft your volunteer opportunities in way that will allow potential participants the opportunity to not only do good and make an impact, but meet and make new friends as well. We will learn some fresh new approaches to volunteering as a social experience, as well as how to help build cohesive bonds between your volunteers, so that they can form a community within your organization.

INSTRUCTOR: Riley Baker, Pittsburgh Cares
FEE: \$65 (\$55 if paid online)

Get the Agility Edge: Five Methods for Developing HR Competencies

Tuesday, Nov. 7 from 1 – 4 p.m.

Agility involves more than just knowing about HR; it includes the ability to effectively adapt knowledge to respond to constant change. Competencies are the key to this agility. HR managers are often aware of the competencies they need for a great HR function, but not sure how to best use available (and often limited) resources to grow their reports and themselves. We'll provide strategies, tools and tips for building the competencies to help current and future human resources leaders create an agile HR function.

INSTRUCTOR: Phyllis Hartman, ESC Volunteer
FEE: \$65 (\$55 if paid online)

Conversation Work-Out

Wednesday, Nov. 8 from 9 a.m. – noon

Does the thought of an upcoming necessary (but hard) conversation make you break out in a sweat? Whether you're a board member, a supervisor, or the member of a work team, this class will provide the training and the in-room practice to build the "muscle strength" to conduct those conversations in a way that builds understanding and maximizes opportunities for productive resolutions.

INSTRUCTOR: Susan Loucks, Bayer Center
FEE: \$65 (\$55 if paid online)

Crowdfunding + Nonprofits

Tuesday, Nov. 14 from 9 a.m. – noon

Asking for help can be hard! Asking for financial help to reach specific goals using a crowdfunding platform is a new way to raise funds, particularly in nonprofit organizations. Crowdfunding is typically a process of collecting small amounts of money for a single project from a large number of people. How can you best use networks, both virtual and person-to-person, to reach your nonprofit's goals? How do you develop a strategy and pitch a succinct online campaign? Join us, and gain confidence in rolling out your own crowdfunding campaign through practicing skills that can be used first-hand with your organization.

INSTRUCTOR: Katie Koffler, Children's Museum of Pittsburgh
FEE: \$65 (\$55 if paid online)

~~Finding Cross-Sector Solutions to Civic Challenges~~ **CANCELED**

~~Tuesday, Nov. 14 from 1 – 4 p.m.~~

~~Nonprofits are always trying to find solutions to long-standing, intractable problems. This interactive workshop will explore new ways of collaborating using a cross-sector lens. Unlocking new and non-traditional partners brings new energy, possibilities, and perspectives to our work. We'll provide you with an overview of cross-sector collaboration, a clear statement of intent regarding your civic challenge, and a process to develop new partnerships.~~

~~INSTRUCTOR: Seth Hufford, The People Group
FEE: \$65 (\$55 if paid online)~~

EXECUTIVE COACHING

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

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

Ask! The Essential Fundraising Skill

Thursday, Nov. 16 from 9 a.m. – 4 p.m.

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

INSTRUCTOR: David Brewton, DRB Community

Development Consulting

FEE: \$125 (\$115 if paid online)

Telling Your Story: The Power of Video Production for Nonprofits

Friday, Nov. 17 from 9 a.m. – noon

Learn the foundational knowledge of multimedia management and video production, including how to create a video, manage your content, and be the best marketable nonprofit for video production companies. This class will also show you how to be the perfect client for video production companies, create and manage media on a budget and how having multimedia components will take your nonprofit to the next level.

INSTRUCTOR: Dave Onomastico, Steeltown Entertainment Project

FEE: \$65 (\$55 if paid online)

Straight Talk About Diversity and Inclusion

Friday, Dec. 1 from 9 – 10:30 a.m.

Join us for a candid conversation with two seasoned community leaders with deep experience in human services and education as we take a look at some non-traditional ways to address the issues that surround race in the workplace. We’ll discuss strategies and tactics to most effectively create a productive workplace across many dimensions of diversity.

INSTRUCTORS: Ellen Estomin, ESC Volunteer and Trish Gadson, Macedonia Family & Community Enrichment Center

FEE: FREE, but RSVP is required

Getting to Know Your Elected Officials

Tuesday, Dec. 5 from 1 – 4 p.m.

Nonprofit organizations are uniquely positioned to communicate their community’s needs to the politicians who write public policy and appropriate funds. Getting to know your legislator and local elected officials is an important aspect in advocating for the missions of your organization. We are offering an opportunity to learn how to identify who to visit and when, how to make the most of these visits and meetings with elected officials at all levels of government.

INSTRUCTOR: Samantha Balbier, Greater Pittsburgh

Nonprofit Partnership

FEE: \$65 (\$55 if paid online)

Performance Management: A Year-Round Pursuit

Wednesday, Dec. 6 from 1 – 4 p.m.

Employees, supervisors and managers all seem to hate the performance management process equally. It is often time consuming for supervisors and doesn’t get the expected results. Employees may feel judged or not appreciated. Since feedback and documentation are critical to organizations, how do we make the process work better? Join us for this session on the good, bad and ugly of performance management as we discuss best practices and some of the key components to better systems. We will also discuss the importance of continuous communication and feedback between employees and their bosses.

INSTRUCTOR: Phyllis Hartman, ESC Volunteer

FEE: \$65 (\$55 if paid online)

Size Matters: Best Practices for Small Boards

Thursday, Dec. 7 from 9 a.m. – noon

What are the benefits and challenges of a small board of directors? How do you determine what size fits your unique mission and goals? How can you make the best of what you have and when should you start to plan for something bigger? We’ll talk about “best practices” and oh so much more at this workshop prepared specifically for small nonprofit organizations and their boards.

INSTRUCTOR: Luci Dabney, Program to Aid Citizen Enterprise

FEE: \$65 (\$55 if paid online)

LAWLINKS

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

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

NONPROFIT MANAGEMENT CLINICS



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: ESC Volunteer

FEE: \$50 per hour (2-hour minimum required)

Employee Handbook Clinic

60-minute sessions available by appointment

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

INSTRUCTOR: ESC Volunteer

FEE: \$50 per hour (2-hour minimum required)

HR Clinic

60-minute sessions available by appointment

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

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

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

INSTRUCTOR: 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: 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.

INSTRUCTOR: ESC Volunteer

FEE: \$50 per hour (2-hour minimum required)

Pinpoint Planning Clinic

60-minute sessions available by appointment

Know you need to improve in a specific area? It provides executives and boards with a quick analysis of critical operations and specific recommendations for improvement. You can choose from: finances and financial management, fundraising, human resources, legal issues, governance and technology. Each PinPoint Planning™ tool is a type of audit that will take organizations about an hour to complete and return. The Bayer Center will assign an ESC volunteer or LawLinks attorney from the relevant field to review your materials and then meet with you one-on-one for a working session. During your face-to-face meeting, you'll receive concrete, actionable suggestions to enhance your current operations.

This program was developed by the Bayer Center for Nonprofit Management in partnership with the United Way of Allegheny County.

INSTRUCTOR: ESC Volunteer

FEE: \$50 per hour

TECHNOLOGY

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

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

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

Bagels and Bytes

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



Visit <https://bagelsbytesallegheny.wordpress.com> to learn more or find us at www.meetup.com/Bagels-Bytes.

Bagels and Bytes - Allegheny

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

Wednesday, September 6 from 8:30 – 10 a.m.
at Jewish Residential Services (4905 Fifth Ave # 3, 15213)

Wednesday, October 4 from 8:30 – 10 a.m.
at ACHIEVA (711 Bingham Street, 15203)

Wednesday, November 1 from 8:30 – 10 a.m.
at ACHIEVA (711 Bingham Street, 15203)

Friday, December 8 from 1:00 – 4:00 p.m.
at Dave & Buster's (180 E. Waterfront Drive, 15120)

Bagels and Bytes - Westmoreland

Breakfast cost is individual responsibility.
RSVP to Gina McGrath at ginam@ywcawestmoreland.org or 724-834-9390 x107. Location is at King's Restaurant, Hempfield Pointe, 6297 Route 30, Greensburg, PA.

Tuesday, September 19 from 8 – 9:30 a.m.

Tuesday, November 21 from 8 – 9:30 a.m.

EXCEL DAY **NEW DATE: Nov. 10**

Introduction to Excel 2010

~~Thursday, Sept. 28~~ **Friday, Nov. 10 from 9 a.m. - noon**

Learn Excel basics in the morning session including worksheet creation, formula creation, cell formatting using "mouse pointers," absolute cell references, and printing your worksheet.

Intermediate Excel 2010

~~Thursday, Sept. 28~~ **Friday, Nov. 10 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, and chart creation and formatting.

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

DIY Websites with WordPress

Tuesday, Oct. 31 from 9 a.m. – 4 p.m.

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

INSTRUCTOR: Cindy Leonard, Bayer Center
FEE: \$125 (\$115 if paid online)

TECH NOW

A TECHNOLOGY CONFERENCE FOR NONPROFITS

October 19, 2017

8:30 a.m. – 4:30 p.m.

DoubleTree by Hilton Hotel
101 Mall Boulevard, Monroeville, PA 15146



TechNow is:

A one-day regional technology conference that connects nonprofits with the technology resources, information and people it 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



Keynote Speaker

Aliza Sherman

Digital Strategist, Author, Speaker, Consultant, Co-Author of *The Happy, Healthy Nonprofit* with Beth Kanter

TechNow Registration Fee:

Early Bird Registration: \$125

(effective August 1 – September 30)

Regular Registration: \$150

(effective October 1 – 12)

Late Bird Registration: \$175

(effective October 13 – 18)

Breakfast and Lunch Included

For complete conference details and to register:

www.technowconference.org

Visit the conference website for additional information, including: Organizational Discounts, Scholarship, Withdrawal and Refund Policy and Accessibility Information.

TechNow is made possible in part from the generosity of our sponsors. Learn more about this year's sponsors at www.technowconference.org/sponsors.

Assessment and Analysis of Technology Risk

Monday, Nov. 6 from 1 – 4 p.m.

What is Technology Risk management and where do you begin? This course is intended to give management a baseline to develop an infrastructure that is manageable to navigate the risk related to the technology structure within the organization.

INSTRUCTOR: Stephanie Bucklew, SLB Consulting
FEE: \$65 (\$55 if paid online)

How to Create a Press Kit for Your Website

Monday, Nov. 13 from 1 – 4 p.m.

Having a press kit on your website is a smart way to attract media coverage and attention that doesn't take a lot of time or cost a lot of money. In this half-day workshop, you'll learn a you step-by-step process to create a complete press kit, including:

- The five components of a press kit
- How to write a bio that stands out
- Common mistakes made with press photos
- What to include in your fact sheet
- How to write a press release that gets attention
- How to invite media to your special event

INSTRUCTOR: Beth Caldwell, author, columnist and publicity expert
FEE: \$65 (\$55 if paid online)

Grant Writing for Technology

Wednesday, Nov. 15 from 9 a.m. – noon

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

- Grant seeking process
- Identifying best fit funders (BFF's)
- Ten issues to address in grant proposals to foundations
- Preparing online grant submissions
- Grant strategies for technology

INSTRUCTOR: Katherine F.H. Heart, Heart Resources, LLC
FEE: \$65 (\$55 if paid online) OR
\$150 for all three grant writing sessions on page 12

SERIES:

WORK SMARTER NOT HARDER: TECHNOLOGY INTEGRATION FOR ANY SIZE ORGANIZATION

Social media, email, marketing, accounting – everything has a system. Does it feel like managing a circus? Don't throw your hands up! These fast-paced, practical courses will demystify systems and teach you how to pull the pieces together effectively and efficiently. Integrating your technology saves time, money, headaches, and expedites growth. You'll leave with a solid understanding of how digital systems work together, an integration plan for your organization, and a toolbox of resources to help you learn more and implement your plan.

Intro to Integration: What it Means, How It Works and Why It Matters

Thursday, Nov. 16 from 1 – 4 p.m.

Discover why integrating technology is essential to the growth of your organization and how to keep your sanity during the process. Learn commonly used technical terms and techniques, and what it means to integrate technology. We will also explore why technology integration is a mindset and leadership issue, and how to foster collaboration.

Doing Your Homework: Creating a Technology Plan That Grows with Your Organization

Thursday, Nov. 30 from 1 – 4 p.m.

Learn how to identify the technology needs of your organization now, while keeping an eye on the future. We will discuss how to evaluate systems like Mailchimp, Quickbooks, etc., to create ease-of-use and compatibility for your organization. Additionally, you'll learn how systems can help you identify new opportunities.

Organizing and Using Your Data

Thursday, Dec. 7 from 1 – 4 p.m.

Discuss different data metrics, what they mean, and how to decide which metrics matter for your organization. You'll learn how to use data to tell your story and we'll cover data visualization as well – what it means and how to do it.

INSTRUCTOR: Connie Capiotis, Digital Bridges Pittsburgh
FEE: \$65 (\$55 if paid online) per session OR
\$150 for all three classes in the series



Social Media Strategy for Nonprofits

Tuesday, Nov. 28 from 9 a.m. – 4 p.m.

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

INSTRUCTOR: Cindy Leonard, Bayer Center
FEE: \$125 (\$115 if paid online)

120,000 Reasons to Learn About Google AdWords Grants

Wednesday, Nov. 29 from 1 – 4 p.m.

Google offers free advertising to nonprofits through AdWords, a tool that powers 3 billion search queries per day. This course helps nonprofit organizations with 501(c)3 status and an active website qualify for \$120,000 of annual ad spend, and explores how to use AdWords to drive more website traffic and donations.

Unfortunately, government programs, hospitals and schools are excluded from the program.

INSTRUCTOR: Andy Garberson, LunaMetrics
FEE: \$65 (\$55 if paid online)

Essentials of Adobe InDesign

Tuesday, Dec. 5 from 9 a.m. – 4 p.m.

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

INSTRUCTOR: Cindy Leonard, Bayer Center
FEE: \$125 (\$115 if paid online)

Website Audit Clinic

60-minute sessions available by appointment

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

INSTRUCTOR: Cindy Leonard, Bayer Center
FEE: \$50 per hour

WordPress Clinic

60-minute sessions available by appointment

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

INSTRUCTOR: Cindy Leonard, Bayer Center
FEE: \$50 per hour (2-hour minimum is required)

Social Media Strategy Clinic

60-minute sessions available by appointment

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

INSTRUCTOR: Cindy Leonard, Bayer Center
FEE: \$50 per hour

CUSTOM CLINICS

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

INSTRUCTOR BIOS

Debra Alward has more than 35 successful years as a top executive and has created a consultancy that leverages lessons learned and puts them to work improving the bottom line of organizations and the lives of their people. She focuses on effective culture which, in her experience, is the single biggest predictor of organizational health and success. Debra's experience as a top executive in both for-profit and nonprofit organizations, and as a nonprofit board member, have given her a unique perspective on management and a passion to help others succeed.

Lynette Asson, principal of New Place Collaborations, is an events and marketing maven who creates powerful marketing strategies for businesses and nonprofits. She produces events ranging from intimate receptions to large convention center shows. Lynette worked as national production manager for the International Beauty Show. Her expertise includes adult learning, artist relations, and trade show management for international corporations Goldwell/KMS, Wella, and Redken. This johannes factotum enjoys working with Pittsburgh-area nonprofits and corporations, including the Bayer Center for Nonprofit Management and its clients, Crisis Center North and Pittsburgh Festival Opera.

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

Samantha Balbier, Executive Director of GPNP, has a demonstrated track record in policy analysis, development, strategic communications, and building collaborations to mobilize policy makers and the public to take action. She is passionate about the nonprofit sector's role and value in building strong communities. Sam has an MSW from the University of Pittsburgh in Community Organizing and Public Policy, and bachelors' degrees from Mercyhurst College in Social Work and Business & Marketing. She is certified as a LEED Green Associate® and as an instructor in this specialty for the PA Quality Assurance System for the PA Office of Child Development and Early Learning/PA Keys.

Melissa Barnhill is the Komen funded Mammogram Voucher Program Coordinator and the LGBT Health Trainer at Adagio Health. Melissa is currently a PhD candidate at Point Park where she is studying Community Engagement. She recently completed a graduate certificate program where she studied LGBT Health Policy and Practice at George Washington University. As part of her program, she has implemented a mandatory training at Adagio Health that will educate staff on how to provide sensitive care to LGBT individuals. Melissa has her master's in public health from East Carolina University where she focused on Health Behavior and Health Administration.

Susan Blackman is an accomplished nonprofit management professional informed by experience gained on both sides of the funding table—as both grant seeker and grantmaker. Her strong communication, analytical, and organizational skills have created a measurable impact on the effectiveness of nonprofits. She is a respected writer with a well-tuned ear for tone and nuance. A curious, creative, and flexible problem-solver, Susan is equally at ease nurturing relationships with foundation and corporate leaders, major donors, boards of directors, and organizational clients. She is a collaborative team leader and has worked as senior staff, board member, and consultant with many nonprofits.

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

Stacy Bodow is the Community Engagement Manager for Global Links, a medical relief and development organization dedicated to supporting health improvement initiatives in resource-poor communities and promoting environmental stewardship in the U.S. healthcare system. Stacy's main responsibilities include education and outreach for the organization, as well as special projects to engage volunteers. Prior to joining the Global Links team, Stacy spent 15 years with Visions Service Adventures leading month-long international service learning programs for groups of teenagers where she still works facilitating intensive training workshops. Stacy holds her M.Ed. from University of Pittsburgh in Social and Comparative Analysis in Education.

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

Stephanie Bucklew has over 20 years of experience in enterprise risk management with a concentration in the financial services industry. During this time, she served primarily as a risk manager and consultant. Her ultimate goal is to provide services to advance the mission of nonprofits by cutting expenditures and adding to the bottom line.

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Wendy Burtner-Owens has more than 25 years' experience managing and growing foundations and nonprofit organizations. Before joining Steeltown Entertainment Project as COO, Burtner-Owens led the Capital Region Collaborative in Richmond Virginia, was Executive Director of the Virginia Breast Cancer Foundation, COO of Comfort Zone Camp, founding Manager of the CarMax Foundation, and the Director of Grantmaker Services for GuideStar. She has also been an independent consultant to start-up businesses, foundations and nonprofit organizations. Wendy has a history of working collaboratively to develop strong internal and external relationships. She is also a successful fundraiser – obtaining individual donations, foundation and government grants from \$30 to \$3,000,000.

Beth Caldwell is a local author, speaker and business success strategist. A public relations expert, she helps her clients to elevate their presence and become respected experts and leaders in their industry. She hosts a popular WebTV channel on Pittsburgh BizTV Shows, writes for the Pittsburgh Business Times, Smart Business magazine and is the author of The Publicity Action Workbook A Comprehensive Step-by-Step Workbook to Create a Complete Publicity Plan. Beth is a Pittsburgh Magazine 40 Under 40 Winner, a recipient of the Pennsylvania Women of Courage Award and an instructor with the Steve Harvey Success Institute.

Doug Campbell is the former CEO of a nonprofit business incubator and now provides consulting services to nonprofit organizations and business owners. He focuses on connecting organizations with the funding they need, including writing grant applications for program funding, and developing investment structures to support organizational growth. Doug has raised over \$25M in grant funding and capital investment for nonprofits and small businesses. While CEO of the business incubator, he helped entrepreneurs launch over 30 companies and has consulting experience in areas such as manufacturing, software and product development, economic development, universities and nonprofit management and fundraising.

Connie Capiotis has over 17 years of experience in business development and marketing, a Master's degree in competitive intelligence systems and a passion for growing organizations. As the Founder of Digital Bridges Pittsburgh, Connie teaches digital literacy skills and career development to those who need it most. She uses her experience and unique skill sets in strategy and data analysis to help organizations and individuals create smart, attainable plans that propel them from where they are to where they want to be. "Start where you are and move up" is Connie's favorite mantra.

Luci Dabney, Executive Director of PACE, has an eclectic and general professional background in both the for-profit and nonprofit sectors. Her areas of specialty include organizational assessment, strategic and business planning, program development and evaluation and resource development strategy. An experienced consultant, facilitator, public speaker and trainer, she is the former Executive Director of the Cultural Arts Council of Houston and Harris County where she supervised an annual grants budget of over \$7 million. Luci earned her bachelor of business administration from the University of Michigan and a master of business administration from the University of Houston.

Ellen Estomin joined ESC in 2010, after serving as Executive Director, Programs for Students with Exceptionalities, School District of Pittsburgh. Since retiring, she has been a consultant for school districts and organizations specializing in strategic planning, motivating volunteers and staff, outcomes management, retreat facilitation, and training. Some of her clients include Brothers and Sisters Emerging, FUSE, Ward Home, ACH Clearpathways, Kente Arts Alliance, and the Western PA Diaper Bank. She serves in leadership positions for the American Speech-Language and Hearing Association and serves on the Advisory Board for BCNM and the Board of Directors for Schenley Heights Community Development Programs and Rodman Outreach Corporation.

Heather Franz, Associate Director, Corporate and Foundation Relations at Robert Morris University, grew up in rural Central PA and has an undergraduate degree in French and Africana Studies from Pitt. In 2011, Heather moved to Lille, France to teach at a public middle school. Upon her return in 2013, Heather began working in community development in Philadelphia where she worked on sustainability fundraising in some of the nation's poorest neighborhoods. Later, she would spearhead a \$16.3M capital campaign in Lancaster, Pennsylvania to renovate a historic theatre. At RMU, Heather brings a background of grant writing, government relations and individual fundraising.

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

Trisha Gadson, Executive Director of Macedonia FACE began a career in Child Welfare as a Child Protective Service Worker, followed by both intake and supervisory positions at Allegheny County Children and Youth Services. She implemented a medical foster care case management program at Mercy Hospital and served as the Training and Best Practice Technical Assistant for the Pennsylvania Statewide Adoption and Permanency Network. Trish serves as a trainer and curriculum writer for the Child Welfare Training Program of the University of Pittsburgh and is a member of the board of directors for the McKeesport Area School District. She is currently pursuing a Ph.D. in community engagement.

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

Jason Hardy, Manager, Assurance & Advisory Services at Grossman Yanak & Ford LLP, specializes in audit, review and compilation services for tax-exempt entities and non-public companies with significant experience performing pension and nonprofit audits. He earned his B.S.B.A. degree in accounting from Geneva College and obtained his CPA license in 2009. He is a member of the Pennsylvania Institute of Certified Public Accountants and the American Institute of Certified Public Accountants as well as the Pittsburgh Airport Area Chamber of Commerce. He serves as Finance Committee Chair at Christ United Methodist Church and is a member of the Mighty Penguins Sled Hockey Working Board.

Phyllis G. Hartman, SPHR, the founder and President of PGHR Consulting, Inc. has 25+ years in HR. A speaker on recruiting, workforce development and other HR and business topics, Phyllis is a member of the SHRM Ethics Expert Panel and the Government Advocacy Team. She has an MS in HRM, La Roche College and is a certified Senior Professional in HR. Phyllis has written 2 books, "Looking to Hire an HR Leader?" and "Never Get Lost Again: Navigating Your HR Career." She teaches at LaRoche and is Vice Chair of the Board of Trustees of the Homeless Children's Education Fund

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

Steven M. Heere, Partner, Assurance & Advisory at Grossman Yanak & Ford LLP, has practiced in the public accounting field for 22 years, specializing in providing accounting and auditing services to nonprofit organizations, including the enhanced auditing and reporting requirements for federal, state and local funding. He is a member of the Pennsylvania and American Institutes of Certified Public Accountants and completed the PICPA Next Generation Leaders program, an extensive training course for future firm leaders. Steve serves as treasurer for Shoulder to Shoulder Pittsburgh – San Jose, Inc., as well as serving as the president of a local preschool.

Denise Henning is a CPA with over 30 years' experience, including 16 years with Ernst & Young. Most recently, she served as the Interim Vice President of Finance and Operations for Bay Area Rescue Mission and Chief Financial Officer for City Mission in Washington, PA. Denise is passionate about building and strengthening the infrastructure of organizations to enable them to become financially sustainable, and position them for growth, which led her to pursue coaching and leadership development training. Denise recently earned certification in the Energy Leadership Index Assessment and Energy Leadership Development System, and is currently pursuing her Certified Professional Coach designation.

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

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

Karris M. Jackson is Vice President of Programs at POISE Foundation, a community foundation focused exclusively on supporting the African American community, where her responsibilities include managing the Foundation's grant making portfolio, convening community stakeholders and advancing the foundation's mission through leadership and advocacy. A published author, blogger and lecturer on social justice, leadership and philanthropy, Karris has a strong desire to push the boundaries of philanthropy to be more inclusive and effective at addressing issues impacting the Black community. Karris holds a BA in English from Allegheny College, an MS in secondary school administration from Duquesne University and a certificate in nonprofit management from Harvard University.

Emma Gilmore Kieran brings more than 16 years of fundraising experience to Pilot Peak Consulting. She has worked with over 50 nonprofits in her career as a coach, teacher and change agent. Previously, Emma was the Vice President for Fundraising and Development at Orr Associates, Inc. (OAI) and a consultant with Changing Our World (CW). Emma holds an MA from Columbia University in Organizational Psychology, an MPA from American University in Nonprofit Management and a BA from Connecticut College. Emma is a dedicated volunteer for The Ellis School for Girls, her alma mater, and for Girls on the Run.

Katie Koffler is an artist and maker with a background in Fiber and Material Studies from the Cleveland Institute of Art. She is currently a Project Manager at Children's Museum of Pittsburgh for the Making Spaces project, a partnership between the Children's Museum, Maker Ed, and Google, which aims to develop a national strategy to sustainably integrate making into schools across the country utilizing crowdfunding. Katie was previously a Coordinator for MAKESHOP at the Children's Museum, a Teaching Artist at Society for Contemporary Craft, a Senior Teaching Artist at Carnegie Museum of Art and co-owner and artist at Birds of a Feather.

Amy Lewis began her public accounting career in 2001 with Maher Duessel where she is a Senior Manager and has extensive experience managing numerous nonprofit audit engagements. She also serves as Director of Education for the firm, where she oversees the Continuing Professional Education program and manages the planning process for Maher Duessel's CPE seminars held annually in December and July. Amy has a B.A. in accounting from IUP and is a graduate of Leadership Pittsburgh's Leadership Development Initiative XIII. She serves on the board of the Greater Pittsburgh Community Food Bank.

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

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Frederick A. Massey, Jr. is CEO of Familylinks, Inc., a \$20 million human services agency that provides integrated family-centered services focused on behavioral, social, and developmental health issues. Frederick is also a minister at The Life Church in Homestead and has written three books, *Kingdom Economics: Living a Wealthy and Prosperous Life*, *Salvation the Greek word Soteria* and *Financial Management for Churches*. He is Supervisory Committee Chairperson for the Hill District Federal Credit Union and a mentor with the B.O.L.D. Mentoring Program at Point Park University. He serves on the boards for the Pittsburgh affiliate of Communities in Schools and the Mentoring Partnership of Southwestern Pennsylvania.

Dr. Sharon McDaniel, founder and CEO of A Second Chance, Inc., serves more than 1,000 children and 800 families a day by providing safe, secure, and nurturing environments for children being cared for by relatives or close friends, with offices in Pittsburgh and Philadelphia. She was a supervisor and court liaison for Pennsylvania's Allegheny County Children Youth and Family Services, and program director for the Three Rivers Adoption Council's Black Adoption Services Program. Sharon has received numerous local and national honors and awards including the Congressional Coalition on Adoption Institute's Angels in Adoption Award and the Girl Scouts of Southwestern Pennsylvania's Women of Distinction Award.

Anette Mich led nonprofit healthcare operations and consulting engagements with a focus on system design and improvement for over a decade and a half. For most of the next decade, she owned and operated a nationally recognized bakery as a means of testing design principles in a non-clinical setting. Throughout her education and career, Anette has enjoyed helping a diverse array of charitable organizations meet the needs of their clients. With proven results, Anette looks forward to helping more nonprofits fulfill their missions with quality and profitability.

Michael J. Mingrone leads East End Cooperative Ministry as its President and CEO, guided by a highly-skilled volunteer fiduciary/policy board of directors. A gifted fundraiser and business leader, he administers a \$5 million annual operating budget and manages over 60 employees, plus 350 interns and volunteers. Michael was named by the Pittsburgh Business Times as one of Pittsburgh's Most Admired Business Executives, adding this prestigious recognition to prior honors and awards from Pittsburgh Public Schools, Cystic Fibrosis Pittsburgh, United Way of Allegheny County, the Willie Stargell MVP Award for Community Service and the Pittsburgh Business Times' Healthcare Hero award for Community Outreach.

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

Susan Schumacher Morris teaches communication skills for the Osher LifeLong Learning program at both Carnegie Mellon University and the University of Pittsburgh. Previously she produced award-winning documentaries and filed news reports for NPR and the Voice of America as well as other news outlets. She created and hosted a radio series on college life with students from Carnegie Mellon and Stanford University. As a trustee of the Ellis School and a board member of the City Theatre, WYEP-FM, Planned Parenthood and Pittsburgh Arts and Lectures, Susan worked on board recruitment, fundraising and strategic planning. Susan earned her B.A. in Government from Mills College in Oakland, CA.

Dave Onomastico is the director of the youth and media program at Steeltown Entertainment Project with over 10 years' experience in video production, photography, multimedia management, sales, and marketing. A graduate of Duquesne University, Dave began his career by working as photographer/videographer with the documentary group ALT Project, where he was part of a team that won 3 Telly awards for cinematic excellence. Dave has worked in sales, management and marketing with companies such as Apple, Pythio, JSO Technologies, and FOX 53. He has worked with small business clients managing new ventures, start-ups, marketing, and multimedia projects.

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

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

Roberta M. Ryan, Senior Manager, Assurance & Advisory Services at Grossman Yanak & Ford LLP, has more than 25 years of experience in public accounting and focuses on providing audit services for privately-held entities and nonprofit organizations, specializing in matters pertaining to educational institutions and foundations. Robin is a Certified Public Accountant and a member of the American Institute of Certified Public Accountants. She currently serves as Treasurer for the Board of Directors of Attack Theatre and the Greensburg Hempfield Area Library. Robin is also an active volunteer for Go Red for Women, an American Heart Association initiative.

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

Lisa-Ann Smith is a highly motivated professional with a diverse background gained from over 30 years' experience in a variety of industries, nonprofits, and consulting work. She has expertise in project management, process improvement, organization development, training, and team building and a proven ability to lead teams. Lisa-Ann is effective in analysis, design and implementation of planned changes, both technical and non-technical, innovative in developing solutions and committed to life-long learning.

Bill Stein is a community and business leader with extensive experience in both for-profit and nonprofit organizations. He has held executive positions or consulted with the Carnegie Institute, DuPont, H. J. Heinz, Kimberly-Clark, Blue Cross and Blue Shield, PPG Industries, Saatchi & Saatchi, and the MAYA Group. Bill provides interim executive director services, specializing in general management, finance, and marketing and recently served as interim executive director of Rodef Shalom Congregation. He has worked with the Washington Area Humane Society, Wesley Spectrum Services, and The Holocaust Center of Pittsburgh. Bill has served on the boards of The Bayer Center for Nonprofit Management, RiverQuest, Society for Contemporary Craft, and the Community Design Center of Pittsburgh.

Angie Stengel, MS, CAE, has over 20 years' experience with nonprofit membership organizations. She is currently the Executive Director of the American Society of Regional Anesthesia and Pain Medicine. Working with numerous boards and volunteer groups, she has demonstrated the importance of retiring ineffective legacy programs and the value of evaluating and developing new governance models, leaving organizations better positioned to move forward in accomplishing their missions. Angie earned a BA from University of South Carolina in international studies, and a MS in professional leadership (nonprofit management) from Carlow University. Angie is also a Certified Association Executive (CAE) through ASAE and the Center for Association Leadership.

Julie Strickland-Guillard is a community-focused change agent with over 10 years of cross-functional experience in organizational development within the social impact sector through planning, targeted communication, partnerships, and resource optimization. In her current role as Community Partners Program Manager of Global Links, she builds collaboration among safety net and human service agencies to improve health outcomes, dignity and independence for vulnerable communities surrounding Southwestern PA. She has 10+ years of experience as staff, board member and volunteer at over 7 Pittsburgh nonprofit agencies, including the University of Pittsburgh, the YMCA and The Allegheny Department of Human Services for Allegheny Link.

Jay Sukernek, CPA, joined Riverlife as Chief Financial Officer in 2010, was appointed Vice President in 2013 and named Acting Director in 2015. He is responsible for all facets of business operations and administration, including financial budgeting and reporting and day-to-day management of capital projects representing over \$50 million of investment and managing relationships with stakeholders and elected officials to facilitate funding and policy matters. Previously, Jay was a Senior Audit Manager at Schneider Downs & Co., Inc. where his responsibilities included the execution of audit, review and compilation engagements, performing internal control and operational reviews, litigation support and cash flow projections.

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

Dave Tinker, CFRE, FAFP, is Vice President of Advancement at ACHIEVA and an adjunct professor of informatics at Muskingum University's Master of Information Strategy, Systems and Technology (MISST) program. A certified Association of Fundraising Professionals (AFP) Master Trainer, he was honored by AFP International as one of the first six Distinguished Fellows. Dave received a Master of Public Affairs with a concentration in nonprofit management from the Lilly Family School of Philanthropy at Indiana University. He received a BA in chemistry and English and a MISST from Muskingum University. He is also a graduate of Leadership Works – Indianapolis, Class III.

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

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 ESC volunteers can assist include:

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

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

STAFF BIOS

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

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

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

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

Susan Loucks is Senior Consultant, Organizational Development and Strategy at the Bayer Center for Nonprofit Management at Robert Morris University. A longtime resident of Boston, she has worked as an organizational development consultant for nonprofits independently and with the Human and Institutional Development Forum in Bangalore, India. Particular areas of focus include transitions (e.g. leadership, business model, size), efficiently and effectively involving people in organizational improvements and systems development, and communication/conflict. Susan holds a master's degree from the University of Michigan, a bachelor's degree from Wellesley College, and a certificate in Grassroots Development and NGO Management from the School for International Training.

Jennifer Pease is CIE program specialist at the Bayer Center for Nonprofit Management at Robert Morris University, lending her extensive nonprofit program experience to the Covestro Institute for Engagement. She is also president of Senior Pet and Animal Rescue. Jennifer has volunteered for Strong Women Strong Girls, Animal Rescue League, Steel City Road Runners Club, Humane Society of the United States, WYEP radio, Family House, Hello Bully, the office of Mayor Bill Peduto, and St. Paul Cathedral. Jennifer graduated from the University of Pittsburgh with a bachelor's degree in English writing and maintains a public and professional writing certificate.

Carrie Richards is Programs Team Leader at the Bayer Center for Nonprofit Management at Robert Morris University where her favorite roles are playing BoardsWork! matchmaker and crafting the educational catalog. She mentors in the Women's Leadership and Mentorship Program and teaches in the Nonprofit Leadership Association, both at RMU. A Northsider and proud owner of a rescued pit bull, she's an animal rescue volunteer, member of Elks Lodge #339, and board chair for Allegheny Goatscape. Carrie is an RMU alumna with master's degrees in nonprofit management and human resources. She and her husband Bradly love exploring National Parks and visiting Disney World as often as possible.

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

Yvonne Van Haitsma has been a consultant at the Bayer Center for Nonprofit Management at Robert Morris University since 2000. She is now the director of the Executive Service Corps and Skills-Based Volunteering programs, coordinating over 50 management volunteers who provide consulting, facilitation and training, and advising teams from corporations to help solve management challenges. Her degree in Community Organizing and Nonprofit Management from the University of Pittsburgh has been influential in building connections between nonprofits and between sectors. She has consulted in collaboration development, strategic planning, board development, corporate engagement, and executive transitions in Latin America and Pittsburgh.

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