

**“REAL GENEROSITY
TOWARD THE**



**CONSISTS IN
GIVING ALL TO
WHAT IS PRESENT.”**

~Albert Camus~

**Nonprofits build strong communities...
we build strong nonprofits**

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FEATURED PROGRAM

Creating Solutions for Tumultuous Times

On four successive Fridays in February, the Bayer Center will bring in some of our region's top nonprofit funders, thinkers and practitioners to talk with you about real world issues and strategies for supporting your resources in a tight economy. These four panel discussions will focus on core topics for tough times:

-  Working With Our Foundation Allies
-  Sponsorships That Work
-  Individual Giving: The Holy Grail of Nonprofit Revenues
-  Using Volunteers as Human Capital

Take individual classes, or sign up for the whole series at a discounted price.

Come listen, ask questions, and hold meaningful conversations with people who run and support regional nonprofits. Each one of them cares about your success!

Icons

Throughout this catalog, you'll find various icons. These icons point you to the courses you've told us you need, and they'll help you plan your spring semester at the Bayer Center. They include:

-  Assuring Quality/Impact/Outcomes
-  Clinics
-  Fund Development
-  Human Resources
-  Marketing
-  Social Enterprise
-  Sector Issues

Message From the EXECUTIVE DIRECTOR

My dear friends and colleagues,

2008 was indeed a year exemplified by the Chinese curse, "May you live in interesting times." This new year dawns with the curious admixture of genuine hope for a future informed by the beliefs and philosophies that guide just and effective community organizing and the raw fear of a long-term economic decline.

At the recent Independent Sector annual meeting, there was a scholar in residence program. Richard Gunderman, a medical doctor and on the faculty for both the medical school and the Center for Philanthropy at Indiana University has recently written a book, *We Make a Life by What We Give*. As we reflected together on what we learned at the conference, he told us of an experiment conducted to measure the effects of stress.

As they were rolled into an MRI machine, people were told that they would receive a painful shock. Predictably, their stress levels shot up as cortisol flooded their bodies. But if a nurse, although a stranger, would take their hand, the effects of stress were noticeably reduced. If someone they loved and trusted took their hand, the effects of stress of anticipating a painful shock were almost eliminated.

Lest you think this is a story that speaks only to the importance of warm human relations, remember that high-keyed, overly stressed individuals often make poor decisions and exacerbate difficult situations.

We are in a time when we need to see each other as allies and friends in order to make the best possible decisions for the people and the region we serve.

It is natural for frightened and stressed individuals to isolate themselves, worried that they are making mistakes, and ashamed of their struggle. The Bayer Center, in its tenth year, has been a place where we think together, commiserate and strategize! We will continue to bring together nonprofit leaders, funders and community volunteers to learn, explore and solve vexing community problems.

This spring, we are offering classes and discussions on very timely topics. In most cases, we are asking for both your precious time and your valuable dollars. But if, in return, you receive not only tools and information, but also an opportunity to be in community with others who are working to protect what we all hold dear – and thereby gain a measure of calm reflection and make better decisions – it seems a wise investment.

At the Bayer Center, we are experimenting with some new social media tools that will allow us to strengthen our community networks at no cost to you. We also look forward to our Leadership Breakfast on January 30, where we will release the results of the biennial Wage and Benefits Survey, commissioned in partnership with the United Way of Allegheny County. This event is offered free to Wage and Benefits participants because of the generosity of our friends at Horovitz, Rudoy and Roteman.

Yes indeed, the times are interesting, but our strength and our song have always been each other. I hope 2009 is a year in which your organizations continue to deliver the highest quality services to the greatest number of people. Please know that the Bayer Center staff are working every day to support you.

Let's keep talking to each other – metaphorically, holding each other's hands – so collectively, we make the best possible use of the resources we command.

Happy New Year to you and yours from all of us at the Bayer Center.



Peggy Morrison Outon, Executive Director



THE BAYER CENTER FOR NONPROFIT MANAGEMENT at Robert Morris University

Not like anybody else.

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

These are the things that set us apart and are why thousands of organizations have come to trust the Bayer Center for Nonprofit Management at Robert Morris University as a comprehensive resource for education, consulting, 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 catalogue.

Our approach to consulting 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 frontline 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 nine years of service to the nonprofit community, the Bayer Center has completed over 700 consulting engagements and educated over 3,000 students. Our consulting clients include human service, arts, faith-based, community development, 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
- Heightened brand awareness
- 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
- 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.

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 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
- Researching and performing environmental scans that clarify the organization's position within its service and competitive landscape
- Creating fund development plans that reflect donor realities
- Recommending and exploring opportunities for partnerships and collaborations

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

FEATURED PROGRAM: Creating Solutions for Tumultuous Times

The following four classes  are offered as a series.

FD Working With Our Foundation Allies

 Friday, Feb. 6 • 9–11 a.m.

Generous gifts from foundations have often secured the future for regional nonprofits. In this time of financial turmoil, foundation leaders are challenged to use their more constrained resources for the greatest good. Come reflect with two of our region's most thoughtful foundation leaders about how they make those decisions.

Instructors: Peggy Morrison Outon, Bayer Center; Scott Izzo, Richard King Mellon Foundation; Grant Oliphant, The Pittsburgh Foundation

Fee: \$40 (\$30 if paid by Jan. 30, \$100 for the entire four-part series)

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

FD Sponsorships That Work

 Friday, Feb. 13 • 9–11 a.m.

Sponsorships create a win-win scenario: the sponsor reaches a new audience, and you get support for your event or program or newsletter. Come hear from people happily engaged in sponsorships on both sides. From the *sponsored* side, topics will include articulating your value-add to the sponsor, preparing to solicit, managing expectations and maintaining recurring sponsor relationships. From the *sponsoring* side, topics will include the motivation to provide sponsorship support, how companies choose which events and programs to support and how sponsorships fit into marketing and philanthropy planning.

Instructors: Peggy Morrison Outon, Bayer Center; Erin Molchany, PUMP; Jen Fox, Community Design Center of Pittsburgh; Donna Myers, TowerCare Technologies

Fee: \$40 (\$30 if paid by Feb. 6, \$100 for the entire four-part series)

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

FD Individual Giving:**The Holy Grail of Nonprofit Revenues***Friday, Feb. 20 • 9–11 a.m.*

Join with skilled practitioners who have had great success securing funding from individuals. Panelists will discuss strategies that have worked for them in the past and reflect on what needs to change in a climate of economic decline.

Instructors: Peggy Morrison Outon, Bayer Center; Lizz Helmsen, Pittsburgh Symphony Orchestra; Lee Ferraro, WYEP

Fee: \$40 (\$30 if paid by Feb. 13, \$100 for the entire four-part series)

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

FD Using Volunteers as Human Capital*Friday, Feb. 27 • 9–11 a.m.*

Americans volunteered 8.1 billion hours of community service, translating into \$152 billion in "human capital" dollars raised in 2007. Accordingly, join our "human capital" experts as they discuss how your organization can unlock such capital gains through enhanced volunteer utilization. Our human capital panelists will cover such topics as improving your organization's recruitment and retention of volunteers to minimize costs, as well as explore industry best practices. Find out how your organization can access the \$6.8 billion in human capital Pennsylvanians donated in 2007.

Instructors: Peggy Morrison Outon, Bayer Center; Elizabeth Rivera, Literacy Council; Dan Horgan, Pittsburgh Cares; Donna Fetterman, American Humanics

Fee: \$40 (\$30 if paid by Feb. 20, \$100 for the entire four-part series)

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

A Developing a Logic Model for Program Planning and Evaluation*Wednesday, Feb. 18 • 9 a.m.–noon*

Logic models are the gold standard of program development and service evaluation among nonprofits and their funders. How do you know that you're meeting your goals? Are you sure you're reaching the right constituents? Create a logic model for your program that helps you plan and evaluate, and provides your funders with the information they want, too.

Spend the day with us. Attend this class in the morning and *Evaluations for Maximum Success* in the afternoon and receive lunch compliments of the Bayer Center.

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

Fee: \$65 (\$55 if paid by Feb. 11)

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

FD Evaluation for Maximum Success*Wednesday, Feb. 18 • 1–4 p.m.*

Plan your new logic model, execute it and monitor outcomes. In this class learn how to work with indicators and develop a data collection plan to get the best information about how well your model is working and where it may need improvement.

If you're new to logic models, consider attending *Developing a Logic Model for Program Planning and Evaluation* in the morning and receive lunch compliments of the Bayer Center.

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

Fee: \$65 (\$55 if paid by Feb. 11)

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

A One is the Loneliest Number*Wednesday, March 4 • 9 a.m.–noon*

Time to find a partner! Partnering with other organizations is not only less lonely, but is a way to become more efficient and effective.

Seasoned practitioners will share their experience with joint programming, shared staff, back office consolidation, joint ventures and mergers. They'll not only tell you why they ventured out beyond their walls but also give you the ins and outs of successfully maneuvering the pitfalls, logistics, board involvement, and client involvement. You'll leave with some concrete tools to evaluate how your organization could benefit from creative restructuring.

Instructors: Yvonne Van Haitisma, Bayer Center; Pat Burkart, Girl Scouts of Western PA; Nancy Simpronio, The Human Resources Collaborative; Ruth Sigfried, Sharp Visions

Fee: \$65 (\$55 if paid by March 10)

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

FD Ask! The Essential Fundraising Skill

Wednesdays, March 11, 18, 25 • 4–7 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 three-part series you’ll learn how to ask for the gift, with an emphasis on face-to-face appeals to foundation officers, corporation representatives and individuals.

Instructor: Dave Brewton, East Liberty Family Health Care Center
Fee: \$180 (\$165 if paid by March 4)
Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

FD Proposals That Get the Grant

Wednesday, April 1 from 9 a.m.–noon (classroom)
 OR

Thursday, May 21 from 10 a.m.–noon (webinar)

Take that great idea and get it funded! But how? This class explores the indispensable principles of writing winning proposals:

- develop a strategic approach to funders
- identify what you need to know before you start writing
- learn the basic elements of successful proposals
- understand what you need to communicate

Choose between two different teaching styles:

- A three-hour applied version on Wednesday, April 1
- A convenient, condensed webinar on Thursday, May 21

Instructor: Teresa Gregory, Robert Morris University
Fee: \$65 (\$55 if paid one week prior to the class)
Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

M Crisis Communication:

What to Say When You Don’t Know What to Say

Wednesday, April 22 • 1–4 p.m.

Led by the principals of one of the region’s top media consulting firms, this interactive workshop prepares nonprofit spokespersons to react appropriately to the media in good times and in bad.

You’ll learn:

- time-proven techniques to guide media interviews
- the five commandments of media relations
- how to develop your message

Mock radio interviews reinforce what you learn.

Instructors: Sheila Hyland and Debbie Foster, FosterHyland and Associates
Fee: \$65 (\$55 if paid by March 15)
Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

A Red Light, Yellow Light, Green Light: Using a Dashboard

Tuesday, May 12 • 1–4 p.m.

Quickly communicate your organization’s performance to your staff, board and funders using a dashboard. Stay focused on the things that matter most, and know if and when you’re hitting the targets you’ve set for key success indicators. This is an introduction to the Balanced Scorecard, a process for setting and linking key targets that provides a simple framework for constructing a dashboard you can use immediately.

Instructor: Sally Mizerak, Office of Child Development, University of Pittsburgh
Fee: \$65 (\$55 if paid by May 5)
Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

M Building Media Allies

Friday, May 22 • 8–10 a.m.

Every nonprofit needs the media to get its message out. Nonprofit leaders require insight into that world. Join three Pittsburgh media stars who are longtime friends of our nonprofit community as they discuss techniques for creating and maintaining those valuable relationships. We'll have plenty of time for Q & A.

Instructors: Sally Wiggin, Channel 4 Action News; Bill Flanagan, Allegheny Conference on Community Development; Bill Zlatos, Pittsburgh Tribune-Review; Peggy Morrison Outon, Bayer Center

Fee: \$40 (\$30 if paid by May 15)

Location: The Rivers Club, 301 Grant Street, Downtown

C Pinpoint Planning Clinic

60-minute sessions available by appointment

Tired of spending too much time and precious resources trying to figure out how best to improve your nonprofit? Consider using PinPoint Planning™, a tailored and time-limited approach that provides quick analysis of critical operations in the following areas: finances & 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. They provide executives and boards with concrete information about practice gaps so that their organization can focus their resources on specific areas needing improvement instead of a complete overhaul.

Organizations receive an internal assessment to complete and return. Then the Bayer Center will assign an Executive Service Corps volunteer professional from the relevant field to review your materials and meet with you for a working session. After your face-to-face meeting, you'll receive a report containing a number of 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.

ESC Volunteers: John Eichenlaub; Bob Moll; Ray Frankoski; Dan Boyd; Harry Goern; Jack Owen

Fee: \$50

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

OUR CLIENTS SPEAK...

When we decided to merge the five Girl Scouts Councils in Western Pennsylvania, we looked for a consultant to help support our work through the realignment process. We chose the Bayer Center as our consultant through our 18-month realignment process. Our consultant's experience and knowledge regarding the merger process was a tremendous asset. He was our merger compass and guided us when we were heading off track. The Bayer Center provided a breadth of knowledge that was imperative to our success.

Girl Scouts of Western Pennsylvania
Patricia A. Burkart, Chief Executive Officer

GOVERNANCE

Your organization deserves nothing less than dynamic governance. The surest road to success is an engaged Board working in collaborative partnership with a trusted Executive Director. The Bayer Center advises, teaches, and consults on Board functions like fiduciary responsibility, Conflict of Interest policies, and Board members' roles in fundraising. We also go beyond the nitty-gritty to help you build Board commitment, ensure the right mix of Board membership, and get your committees functioning the way they should.

And if it happens that you don't have a good working relationship between your Board and E.D., might we suggest that the first thing on your plate should be making sure you have a good Succession Plan in place? By the way, we do that, too.

Some of the ways we assist organizations are:

- Educating Boards in best practices and state-of-the-art thinking about roles and responsibilities
- Clarifying officer and committee structures and responsibilities
- Integrating Boards into organizational fundraising
- Assessing Board make-up and assisting in recruitment strategy
- Providing tools, forms, and templates
- Getting Board members excited about their organizations

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

SI Leadership Breakfast

Friday, Jan. 30 • 8–10 a.m.

This year's changes to the 990 will make the **2008 Wage and Benefits Survey of Southwestern Pennsylvania Nonprofit 501(c)3 Organizations** a critical tool for all nonprofits. All nonprofit leaders who participated in the 2008 survey are invited to join the Bayer Center and the United Way of Allegheny County for this special breakfast presentation as we discuss the results. Sponsored by Horovitz, Rudoy and Roteman.

Instructors: Pratichi Shah, Independent Sector; Peggy Morrison Outon, Bayer Center; Tom Ryan, Horovitz, Rudoy & Roteman

Fee: Free, but registration is required

Location: The Rivers Club, 301 Grant Street, Downtown

The Governing Board and the Board Chair

Thursday, Feb. 26 • 1–4 p.m.

Do you know how to get the best out of your board? It can be an executive director's most daunting task. We will present principles of effective board leadership and discuss the critical relationship between the board chair and executive director. Talk about this issue with your peers, find out how the most effective boards operate, and learn basic processes to ensure sound governance.

Instructor: Doreen Boyce, Buhl Foundation (*retired*)

Fee: \$65 (\$55 if paid by Feb. 19)

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

SI Executive Breakfast

Fridays, March 6 and May 1 • 8–10 a.m.

So much of the work you do is affected by what goes on in your world. Join Peggy Morrison Outon and your peers to talk about the breaking news of the day and what it means to you and your nonprofit.

Instructor: Peggy Morrison Outon, Bayer Center

Fee: \$40 (\$30 if paid one week prior to the class)

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

SI She-ros:**A Conversation With Women as Nonprofit Leaders**

Tuesday, March 10 • 9 a.m.–2 p.m.

Women comprise 75 percent of the workforce in the Southwestern Pennsylvania nonprofit sector, but in terms of average salary they earn only 70 cents for every dollar men make. The Bayer Center recently began investigating this issue and would greatly benefit from your input. Please mark your calendar for March 10 and watch your mailbox for more information about this important and provocative conversation.

Presenters: Mary Navarro, The Heinz Endowments; Dara Ware Allen, YouthWorks, Inc.; Shirl Regan, Women's Center and Shelter of Greater Pittsburgh; Luci Dabney, Program to Aid Citizen Enterprise; Rebecca Lucore, Bayer Foundation; Peggy Morrison Outon, Bayer Center; and all of the women who come to make their voices heard.

HR Toolkit

Finding and retaining a high quality staff is key to carrying out your organization's mission, and having the right tools and information is half the battle. The HR Toolkit series will help you increase your nonprofit's HR skills. Take the following classes a la carte, or take all three sessions at a discounted rate of \$150.

HR HR Toolkit – Staying Out of Court

Friday, March 6 • 1–4 p.m.

Are your human resources policies and practices compliant with the law? In this class, we'll examine the key legal issues facing nonprofits, such as wage and hour regulations, discrimination claims, hiring, leaves of absence, personnel files, and progressive discipline and discharge.

Instructor: John C. Artz, Ogletree, Deakins, Nash, Smoak & Stewart, P.C.

Fee: \$65 (\$55 if paid by Feb. 27)

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

HR HR Toolkit – Conflict in the Workplace

Friday, April 3 • 1–4 p.m.

A good nonprofit leader needs to maintain a positive atmosphere that allows staff to flourish. Issues among staff can turn a positive, productive office into an unhappy environment that brews dissatisfaction and resentment. Learn to quickly and effectively squelch conflict at the start! In this session, participants will:

- assess their personal approach to conflict
- review factors that influence conflict resolution
- learn a way to manage conflict
- discuss how to apply the new approach

Instructor: Juliana Shayne, Bayer Center

Fee: \$65 (\$55 if paid by March 27)

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

HR HR Toolkit – Evaluating Leadership: Executive Staff and Boards

Friday, May 8 • 1–4 p.m.

The success of every nonprofit organization is the direct result of the effective leadership of both the Executive Staff and the Board of Directors. In this class you will learn how to set goals, coach and evaluate the staff that runs your agency. You will also learn how to ensure that you are getting the maximum from your board of directors, and find out what to do when a member of the staff and/or board is not performing effectively. This class is designed for both agency management as well as Board Chairs.

Instructors: Allison Lee-Mann, Giant Eagle, Inc.; Peggy Morrison Outon, Bayer Center

Fee: \$65 (\$55 if paid by May 1)

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

C Ask an Attorney Clinic

60-minute sessions available by appointment

Remember the good old days? Things were easier, more transparent, with fewer surprises. Now you have reason to be nervous about signing that lease. What does that insurance policy *really* cover? Are your personnel practices a lawsuit waiting to happen?

Take advantage of affordable, one-hour consultations at LawLinks Ask An Attorney clinics. Meet one-on-one with an attorney after work and discuss legal issues that concern you, like:

- confusing “legalese” and contract terms
- employment law and whether your organization’s policies and procedures are compliant
- protecting your organization against lawsuits
- trademark and copyright protection

Instructor: Varies

Fee: \$50

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

C HR Clinic

60-minute sessions available by appointment

Do your HR policies need updating? Is expansion requiring more staff, more new job descriptions and more care in treating everyone fairly? Maybe you’re facing layoffs or have a pregnant staffer and no maternity policy. We 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 HR materials – including employee handbook, performance appraisal form and anything else HR-related – to your appointment.

Instructor: Ray Frankoski, ESC Volunteer

Fee: \$50

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

OUR CLIENTS SPEAK...

We had some organizational issues and realized that we needed an outside perspective. It was a big decision for our small organization to invest in a consultant. Our Bayer Center consultant helped our board members embrace their roles as advisors, mentors and chief fundraisers. In turn, our staff has learned how to better utilize the members’ talents and expertise and how to keep them appropriately informed and engaged. Thanks to the Bayer Center, we are working much better together as a team to provide the highest and best service we can and to reach even greater levels of service in years to come.

Washington County Habitat for Humanity
Laura Karl Vincenti, Executive Director

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 of our clients have told us that we made accounting understandable for the first time. Whether we're with you in a 3-hour class or working as your consultant, our goal is to help you use your finances as a tool for managing your organization and delivering your services more effectively. Clarity is our business.

Some of the ways we assist organizations are:

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

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

Demystifying Financial Statements

Thursday, March 12 • 9 a.m.–noon

In this overview class for people with little knowledge of financial statements, we'll examine the key reports that reveal the economic health of your organization. By the end, you'll begin to know how to use all those "meaningless" numbers to really help with critical management decisions and fundraising requests.

A useful follow-up for this class would be *Every Number Tells a Story* on March 26.

Instructor: Scott B. Leff, Bayer Center

Fee: \$65 (\$55 if paid by March 5)

Location: Bayer Center for Nonprofit Management,
425 Sixth Avenue, Suite 2610

Every Number Tells a Story

Thursday, March 26 • 9 a.m. - noon

There is a message in the maze of mystery. The numbers in your financial statements talk to each other, and if you know how to listen, they'll tell you some very valuable stories. How do you figure out if one organization is thriving and another is struggling to survive? The numbers are whispering the answers.

Bring your latest audit or internal financial statements and a calculator to this highly interactive session. You'll work with your own numbers and leave with easy-to-use techniques for turning financial reports into decision-making tools. For people who have taken *Demystifying Financial Statements*, it's time to learn to speak Ratio!

Instructor: Scott B. Leff, Bayer Center

Fee: \$65 (\$55 if paid by March 19)

Location: Bayer Center for Nonprofit Management,
425 Sixth Avenue, Suite 2610

Social Enterprise: The Business Plan

This three-part series is designed for organizations that are beyond the beginning stage of social enterprise. If you've done your internal assessments and figured out which idea might be the right idea, we'll show you how to build the business plan you need on your drive to earned revenue.

SE Knowing the Roads to Success

Tuesday, March 24 • 1–4 p.m.

In this class on market analysis, you'll learn how to identify your customers, competitors and industry trends. We'll examine how to develop a market research plan, as well as obstacles and possible solutions. You'll also learn how to use market research findings to build customer profiles, estimate need and demand, and create marketing strategies.

SE Filling Your Venture With Gas

Tuesday, April 7 • 1–4 p.m.

Focusing on the financial projections section of the business plan, you will explore basic financial tools and learn how to actively use these tools to analyze your venture's profitability and impact on the organization. You'll discover how to use finance to make strategic decisions and develop projections pertinent to your venture. We'll also take a brief look at legal structures.

SE Driving Into the Future

Monday, April 20 • 1–4 p.m.

Discover the most effective approach to writing the plan, as well as what information should be included in each section. We will identify risks and contingencies, as well as sources of funding. Then clear your throats as you learn to formulate and deliver your venture's elevator pitch to a real, live (friendly) audience.

Instructors: Lisa Olszak, Olszak Management Consulting, Inc.; Scott B. Leff, Bayer Center

Fee: \$180 (\$165 if paid by March 17) for the entire series

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

OUR CLIENTS SPEAK...

I first became involved with the Bayer Center for Nonprofit Management by attending several of the workshops they provide. I enrolled in the Quickbooks/Financial 101 classes, as well as one on Excel and also their HR workshop series. Since my job involves several departments such as accounting and HR, I was able not only to pick up more efficient ways to do things, but I also discovered areas that I didn't even realize I had overlooked. The Bayer Center has been a great help to me by showing me the best way to manage all of my responsibilities and get the most out of our resources.

The Mattress Factory
Catena Bahneman, Assistant Director

TECHNOLOGY

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

Some of the ways we assist organizations are:

- Assessing the state of technology being used and helping to prioritize improvements
- Developing technology plans to enhance long-term impact
- Building and improving databases that track key organizational information
- Providing custom training on software applications (can be on-site with a 10-seat mobile lab)
- Planning and developing websites
- Supporting sound technology decisions – projects have included: software selection, vendor RFP development and selection, policy and procedures development, development of staff job descriptions and hiring of IT staff

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

Bagels and Bytes – Allegheny County

Wednesdays, Feb. 4, March 4, April 1, May 6 • 8–9:30 a.m.

Location: Feb. 4 and Mar. 4 at Rodef Shalom in Shadyside; Apr. 1 and May 6 at Amani International Coffee House & Café on the North Side

Bagels and Bytes – Downtown

Thursdays, Feb. 5, March 5, April 2, May 7 • 8–9:30 a.m.

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

Bagels and Bytes – West

Wednesdays, Feb. 11, March 11, April 8, May 13 • 8–9:30 a.m.

Location: Eat n' Park, Moon Township

Join your nonprofit techie colleagues for a new season of this popular gathering. We continue our discussion of managing and maintaining your nonprofit's technology. If you're responsible for your nonprofit's technology challenges, you're someone we want to know! Visit www.tinyurl.com/bagelsandbytes for more information.

Instructor: Cindy Leonard, Bayer Center

Fee: \$10 (No fee for Bagels and Bytes – West. Participants each pay for their own breakfast.)

Managing Your Books Using QuickBooks

Tuesdays, Feb. 10, 17, 24 • 9 a.m.–noon

If you're the financial manager or bookkeeper of a smaller nonprofit (30 employees or fewer), QuickBooks is your solution for keeping track of all things fiscal. We teach you how to:

- track expenses and manage restricted and unrestricted income
- reconcile bank statements
- create basic financial statements and board reports
- complete IRS 990s

This class is intentionally small, so bring lots of questions. We answer them.

Instructor: Kathy Mahoney

Fee: \$180 (\$165 if paid by Feb. 3)

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

Settling in With Microsoft Office 2007

Thursday, Feb. 19 • 9 a.m.–4 p.m.

Growing accustomed to a new version of software that we use daily can be both exciting and frustrating. Augh! Where are the features I've loved and used for years?

We'll walk you through the promise and the peril of the core applications in the new versions of Microsoft Word, Outlook and Excel. Topics will include new menu ribbons, enhanced features and refreshers on how to do familiar tasks.

Instructors: Jeff Forster and Cindy Leonard, Bayer Center

Fee: \$125 (\$115 if paid by Feb. 12)

Location: Robert Morris University, 600 Fifth Avenue (downtown Pittsburgh)

Excel Day for Office 2007

Excel Day consists of two sessions: Introduction to Excel in the morning and Intermediate Excel in the afternoon. Hands-on instruction with Excel 2007 includes introduction to new navigation and features.

Introduction to Excel 2007

Thursday, March 19 • 9 a.m.–noon

Learn Excel basics in the morning session including:

- worksheet creation
- formula creation
- cell formatting using “mouse pointers”
- absolute cell references
- printing your worksheet

Instructor: Cindy Leonard, Bayer Center

Fee: \$65 (\$55 if paid by March 12) per session

\$90 (\$80 if paid by March 12) for the whole day

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

Intermediate Excel 2007

Thursday, March 19 • 1–4 p.m.

Learn more about Excel in the afternoon including:

- worksheet templates creation and use
- using functions
- creating links between worksheets
- database features
- chart creation and formatting

Instructor: Jeff Forster, Bayer Center

Fee: \$65 (\$55 if paid by March 12) per session

\$90 (\$80 if paid by March 12) for the whole day

Website Planning for Everyone

Thursday, Feb. 26 • 9 a.m.–noon

Plan your organization's website like the pros do. Start from scratch or make your current site better. It's easy when you know the basics. We teach you how to:

- identify your target audience
- define what you want your site to achieve
- organize content
- choose the right look and feel
- create an action plan for building the perfect site

Based on productivity guru David Allen's “natural planning” technique, these principles work with any website development tool.

Instructor: Cindy Leonard, Bayer Center

Fee: \$65 (\$55 if paid by Feb. 19)

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

Does Your Website Really Work?

Tuesday, March 31 from 9 a.m.–noon (classroom)

OR

Thursday, April 23 from 2–4 p.m. (webinar)

You may think your website works just fine, but does it really? Is it easy to navigate? Is it attractive? Does it do what you *and* its users want it to do? Maybe not.

Learn best practices for website design, content and functionality. Find out what's good, what's not so good, and what's downright bad. We examine real-life examples and figure out ways to make your organization's website a great one.

Choose between two different teaching styles: A three hour applied version on Tuesday, March 31; or a convenient, condensed webinar on Thursday, April 23.

Instructor: Cindy Leonard, Bayer Center

Fee: \$65 (\$55 if paid one week prior to the class)

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

M Beginning Web Design With Adobe Dreamweaver*Wednesday, April 8 • 9 a.m.–4 p.m.*

Are you a website design novice who needs to know how to design a basic website that works? Adobe Dreamweaver is the answer.

This session is for beginners. Nonprofit staff with no previous web design experience and web design staff who want to learn Dreamweaver are welcome. Although it is not a prerequisite, participants are encouraged to take “*Website Planning for Everyone*” prior to taking this course.

Instructor: Cindy Leonard, Bayer Center**Fee:** \$125 (\$115 if paid by March 18)**Location:** Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610**C Dreamweaver Clinic***Thursday, May 28**60 minute sessions available from 9 a.m.–4:30 p.m.**Appointments on alternate dates may be possible*

Have a great idea for a website, but no idea how to do it? Bring those Dreamweaver challenges and questions to our maven, and we'll help you create the site of your dreams! This problem-specific clinic is for all levels of current Dreamweaver users.

Instructor: Cindy Leonard, Bayer Center**Fee:** \$50**Location:** Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610**M Website Accessibility: A User's Perspective***Monday, April 13 • 1–4 p.m.*

Nearly 20 percent of Americans have some form of disability. While some websites are very easy to navigate, others are built in ways that make them cumbersome and problematic, keeping some users out. Nonprofits would do well to consider website accessibility in terms of their clients, staff, board members, donors, and volunteers.

Learn to improve the website experience for users with disabilities by working with the most common assistive technology tools for the Internet, including screen readers, magnifiers and devices for those who cannot use a traditional mouse and keyboard. The Bayer Center partners with the FISA Foundation to provide this workshop.

Instructor: Dr. Richard Simpson, Department of Rehabilitation Science and Technology, University of Pittsburgh**Fee:** \$65 (\$55 if paid by April 6)**Location:** Center for Assistive Technology, UPMC Health System, Forbes Tower, Suite 3010, 200 Lothrop St. (Oakland)**M Learning the Language of Website Accessibility***Tuesday, April 21 • 9 a.m.–Noon*

How do you make sure your website is accessible to people with disabilities? Locate the resources you'll need to develop an accessible website in-house, or learn the appropriate acronyms and buzzwords to effectively communicate your website's accessibility goals to your developer.

Nonprofit marketing and web design staff as well as beginning web site developers are welcome. Although not a prerequisite, participants are encouraged to take *Website Planning for Everyone* prior to taking this course.

Instructor: Tiffany Kuchta, Allegheny Graphics Web Development, LLC**Fee:** \$65 (\$55 if paid by April 14) per session

\$90 (\$80 if paid by April 14) for the whole day

Location: Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610**M Learning the Language of Website Accessibility – Literally***Tuesday, April 21 • 1–4 p.m.*

This class focuses on the underlying theories of website accessibility and their practical implementation, including an in-depth review of the W3C Web Content Accessibility Guidelines and hands-on instruction. Learn how to use XHTML, CSS and Adobe Dreamweaver to create an accessible website.

Nonprofit marketing and web design staff as well as beginning/intermediate website developers welcome. The morning session, “Learning the Language of Website Accessibility,” is a prerequisite to this course.

Instructor: Tiffany Kuchta, Allegheny Graphics Web Development, LLC**Fee:** \$90 (\$80 if paid by April 14) for the whole day**Location:** Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

M Effective Presentations: Stories and Stats *(webinar)**Tuesday, May 12 and Tuesday May 19 • 10–11 a.m.*

There are few things more horrible than losing your audience. Two things can contribute to wandering attention: narrative that lacks a human touch, and visuals that fight with your narrative.

Present information in a way that keeps your audience awake and engaged. Learn how to make PowerPoint slides that looks good while perfectly enhancing and complementing your talk. We help you structure your content for maximum interest and show you all the great features PowerPoint has to offer.

Instructor: Jeff Forster, Bayer Center**Fee:** \$40 (\$30 if paid by May 5)**C Web Design Clinic***Wednesday, May 27**60 minute sessions available from 9 a.m.–4:30 p.m.**Appointments on alternate dates may be possible*

Your website seems just fine, right? Well, maybe it's time you had an experienced outsider's take on it. There may be something you're missing. Sit down with our expert as she provides an honest (and gentle) assessment of your site and suggests ways to improve it.

Instructor: Cindy Leonard, Bayer Center**Fee:** \$50**Location:** Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610**C Now What? A Clinic on Access Databases***60-minute sessions available by appointment*

Struggling with an Access database that came with the job and doesn't make sense to you? Have you built a database that's grown completely out of control? Bring a copy of that problematic database, and we'll help you make sense of it.

Our database guru will:

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

For intermediate to advanced Access users.

Instructor: Jeff Forster, Bayer Center**Fee:** \$50**Location:** Bayer Center for Nonprofit Management, 425 Sixth Avenue, Suite 2610

OUR CLIENTS SPEAK...

When we decided to revamp our website, I immediately thought of the staff of the Bayer Center for Nonprofit Management. Our consultant was the epitome of patience, professionalism and understanding. She understood exactly what we wanted, the budget we had to work with, and she took the time to explain the process to me step by step making sure I understood everything. A week later she emailed the mock-up. I'm looking forward to our continued relationship with the Bayer Center as our website is developed. I know I'm embracing technology from one of the best.

Program to Aid Citizen Enterprise
Tina Crisp, EA/Program Coordinator

ONGOING ACTIVITIES

Executive Service Corps (ESC)

Consulting

ESC Volunteers bring the best of business thinking to the nonprofit sector through consulting and executive coaching. For more information on volunteer opportunities or hiring ESC, please call **412-397-6000**.

ESC: Leaders Circles

Connect with other nonprofit executives through shared experience and planning. Leaders Circle participants bring their unique knowledge, challenges and concerns, and set their own group's agenda. Guided by a trained ESC facilitator, members brainstorm, offer encouragement, and develop creative and practical solutions to the challenges nonprofit leaders often must grapple with alone.

These confidential meetings provide participants an environment in which they are free to talk about their organizations' most sensitive issues. Each small group (5 to 7 members) meets once a month for eight months at a location and time determined by its members. This is a unique opportunity for executive directors and senior staff to connect with their peers and discover solutions to their most pressing issues.

Fee: \$100

ESC: Executive Advising

Attention nonprofit CEOs! Wouldn't it be wonderful to get a whole year of confidential advice and guidance from a smart, experienced private-sector executive? Someone who can help with extremely personal issues, like dealing with stress and burnout, as well as tricky professional issues, such as repairing relationships or managing change in your organization?

Executive Advising pairs you with an expert who will help you formulate goals and a work plan with the flexibility to accommodate the ever-changing realities of your job and your life. Plan to meet face-to-face once a month, with more frequent phone and e-mail communication as needed.

Call The Bayer Center at **412-397-6000** for more information and fees associated with this service.

LawLinks

Nonprofits can access low cost legal guidance on a variety of management topics through LawLinks. Look for our monthly Ask an Attorney clinics. Call **412-397-6000** for more information and to inquire about scheduling a consult or Ask an Attorney Clinic.

Master of Science in Nonprofit Management

A unique degree program for nonprofit managers who want to upgrade their business skills, offered through Robert Morris University's highly respected school of business. Study the major issues faced by nonprofits – mission, governance, development and others – and learn to use the best practices to resolve them. For more information, call Suzanne Vogel at **412-397-6830**.

United Way and Bayer Center Resources

The United Way has revised its allocations process, and that means new evaluation and reporting responsibilities for its funded agencies and an emphasis on collaboration among the nonprofits it supports.

The Bayer Center has once again joined forces with the United Way to offer valuable resources for nonprofits that are, or want to become, United Way partner organizations.

Pinpoint Planning is a toolkit that allows organizations to take a critical look at their finances and financial management, fundraising, human resources, legal issues, governance, and technology situations. Look for these tools as "Clinics" in this catalog.

Classes listed as "***Assuring Quality***" in the catalog explore logic models and program evaluations, and relate to the new United Way allocations process.

We've developed a new ***Wage and Benefits Survey*** of nonprofits throughout the region. This is a crucial tool for filling out the 990 form. You can access this free resource under the "For Agencies" tab at www.unitedwaypittsburgh.org.

Custom Training

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

Frequently requested topics include:

- nonprofit finance
- board development
- fundraising
- legal issues
- technology
- staff management

Our extensive experience in conducting workshops can be tailored to your organization's specific needs. For more information, contact the Bayer Center at **412-397-6000** or bcnm@rmu.edu. We'll come to you!

It is the policy of Robert Morris University to provide equal opportunity in all educational programs and activities, admission of students and conditions of employment for all qualified individuals regardless of race, color, sex, religion, age, disability, national origin and/or sexual preference.

Message From the ASSOCIATE DIRECTOR

Perhaps it's a time for cowardice...

I recently saw a quote from humorist and writer Marvin Kitman, "A coward is a hero with a wife, kids, and a mortgage," and it got me thinking about the situation nonprofits are in today.

It's (relatively) easy to rush into a burning building, jump out of an airplane, or be a battlefield hero when you're single and childless. It's not so hard to risk the company on an unproven innovation when you have no staff and no outside investor's money at stake. As Janis Joplin inimitably wailed, "Freedom's just another word for nothin' left to lose." But that's not the situation for those of us running nonprofits. Too many people depend on us.

If we're not around, who will pick up the service we provide to our clients? If we have to close our doors, who will employ the people whose families depend on us for their livelihoods? If we go away, who will fill the void that will be left in our communities?

The current economic times place all of us – small and struggling or large and thriving – at risk. We are nonprofits, after all, which means that our business model, by definition, is built around an operating loss. We have an implicit deficit that we must cover through some form of fundraising. Where are these funds going to come from?

The government? A November 2008 study by Bloomberg Financial found that: "The U.S. government is prepared to lend more than \$7.4 trillion on behalf of American taxpayers, or half the value of everything produced in the nation last year, to rescue the financial system since the credit markets seized up 15 months ago." The prospects don't look good.

Foundations? Most of them base their giving on a rolling three-year average of their asset size, which means that the best case scenario is that their grant pool should continue to decline through 2010.

Corporations? Come on. In this economy?

Which just leaves individuals. The American public is nobly and extraordinarily generous in times of need. But if unemployment continues to increase, what will they have to be generous with?

So where does that leave us? Is sustainability now a hopeless fantasy? In a word, No. We can, we will, and we must survive. But that doesn't mean everyone, and it doesn't mean everything we're doing.

Sustainability, today, is about focus and discipline:

- Forget about sweeping strategic planning for the time being and concentrate on the most essential thing that you do better than anyone else.
- As for all the rest... partner with whomever does it better than you and refer your clients to them. That's right, be willing to give things up. If survival means shrinkage, isn't that better than disappearing?
- Know what your program costs are and how you're going to pay for them month by month. Most important, plan contingencies now so that if cash doesn't come in as expected, you know how you will respond... and stick to it.
- Cut costs. Be relentless about efficiency. Find other organizations with whom you can share expenses.
- Finally, stay upbeat. Being realistic doesn't mean you can't also be optimistic. Come on, you run a nonprofit. If anyone knows how to be a resourceful survivor, you do!

So, if it's cowardly to protect those who depend on you by temporarily reducing risk to enhance sustainability, go for it. In times like these, "cowardice" may be the most courageous act of all.



Scott B. Leff, Associate Director

INS^{PIRE} INSTRUCTORS

John C. Artz is a shareholder in the Pittsburgh office of the national labor and employment law firm of Ogletree, Deakins, Nash, Smoak & Stewart, P.C. *Law & Politics* magazine has named him a "Pennsylvania Super Lawyer" in employment and labor four times. Artz is an alumnus of Allegheny College and the University of South Carolina School of Law where he graduated magna cum laude. He is a certified senior professional in human resources (SPHR) and a member of both the Society for Human Resource Management and the Pittsburgh Human Resources Association.

Doreen Boyce until recently was the president of the Buhl Foundation. She was the first president of the board of Grantmakers of Western Pennsylvania, and more recently, president of the board of trustees of Franklin and Marshall College. Boyce has served on a number of other regional and national task forces and boards. She is a laureate of the University of Pittsburgh and a Distinguished Daughter of Pennsylvania.

Daniel Boyd has been a volunteer management consultant with the Executive Service Corps for over 11 years. He has worked with many nonprofit clients, helping them to develop actionable plans in the areas of marketing, fund development, facilities and overall business strategy. Boyd directed the marketing personnel development program for the Power Systems Company at the Westinghouse Electric Corporation. He is a graduate of the University of Pittsburgh and is active as a staff member of the Pitt Marching Band and the Pitt Alumni Association Leadership Council.

Dave Brewton is a native of Pittsburgh with a 25-year career working with faith-based nonprofits. He is associate executive director of the East Liberty Family Health Care Center, a Christian ministry that provides health care for all people without regard to ability to pay. Brewton is responsible for raising more than \$2 million annually, and spearheaded a \$5 million campaign that more than doubled the center's capacity. Formerly the first executive director of Breachmenders Inc., an Oakland housing and community development ministry, Brewton is a graduate of the University of Virginia.

Patricia Burkart is the chief executive officer of Girl Scouts Western Pennsylvania, serving 40,000 girls in 27 counties. A lifetime member of Girl Scouts and a former regional council CEO, Burkart brings extensive experience in program and support system design and implementation. Burkart formerly worked for Passavant Memorial Homes, where she was regional manager for Westmoreland County, and Life Service Systems in Greensburg, where she was vice president of program services. She has a bachelor's in psychology from Indiana University of Pennsylvania.

Luci Dabney is the executive director of Program to Aid Citizen Enterprise (PACE) which serves to strengthen the community-based nonprofit organizations that can assist African-American and economically disadvantaged communities to identify their needs and take effective action. She has over 30 years' experience in the nonprofit, corporate, small business, and higher education fields. Dabney is a founder of the Alliance for Nonprofit Management and on the advisory board of Goucher College's M.A. degree program in arts administration. She earned her bachelor's in business administration from the University of Michigan and an MBA from the University of Houston.

John E. Eichenlaub joined the ESC in 2000 after retiring as CFO of the Community College of Allegheny County. A Duquesne University graduate and CPA, Eichenlaub also was a manager of consulting practice with Price Waterhouse Coopers, and consulted for the Alzheimer's Association, the Centers for Victims of Violent Crime, the Radio Information Service, and Treasure House Fashions. He now serves as an ESC project manager and is trained as a coach for the ESC's Executive Advisory Program.

Lee Ferraro was hired as general manager of WYEP in September of 1996. Lee began his career in radio in 1982 in Champaign, Ill., as business manager of WEFT-FM. He organized a national training conference for the National Federation of Community Broadcasters in Washington, D.C., in 1987, then worked as a recreational therapist in a residential treatment home for the elderly. In 1989, he became manager of WYCE-FM in Grand Rapids, Mich. Ferraro serves on the board of the Community Design Center of Pittsburgh and is chairman of Eastern Region Public Media, a group of 75 public radio stations.

Donna Fetterman is the director of the Office of Student Civic Engagement (OSCE) at Robert Morris University. In this capacity, she provides leadership to three initiatives: America's Promise, American Humanics and Community Service. The OSCE partners with dozens of nonprofit organizations each year to engage undergraduates in volunteer service with a focus on youth development and those most at-risk. Additionally, the OSCE prepares undergraduates for professional careers in the nonprofit sector through a certification program in partnership with American Humanics. Fetterman earned a master's of public policy and management degree from the University of Pittsburgh Graduate School of International and Public Affairs, and a master of divinity degree from Pittsburgh Theological Seminary. She is an ordained elder in the United Methodist Church with over 20 years' professional experience in the nonprofit sector as an executive director, senior manager and church pastor.

Bill Flanagan is executive vice president of corporate relations for the Allegheny Conference on Community Development and its affiliated organizations: The Pennsylvania Economy League of Southwestern Pennsylvania, the Pittsburgh Regional Alliance and the Greater Pittsburgh Chamber of Commerce. He hosts “Our Region’s Business” on WPXI-TV, WJAC-TV, WTOV-TV and the Pittsburgh Cable News Channel (PCNC), and has written about personal finance for the *Pittsburgh Post-Gazette* and KDKA radio. Flanagan also was executive director of Pittsburgh 250 which commemorated the city’s historic anniversary.

Jeffrey Forster is a senior consultant at the Bayer Center for Nonprofit Management at Robert Morris University. He has assisted a variety of nonprofit organizations in the Pittsburgh area, specializing in the use of databases for process improvement. Previously, he served as policy analyst in the Pittsburgh Planning Department and as an information management specialist at Carnegie Mellon University.

Jen Fox is director of administration and events at Community Design Center of Pittsburgh and oversees Pedal Pittsburgh, an annual fundraiser that draws more than 2,000 cyclists and raises approximately \$50,000 for the center. She is a member of Sustainable Pittsburgh’s outdoor amenities team, the Urban Cycling committee, and Highmark’s Wellness Initiative community committee. Fox graduated from John Carroll University in Cleveland with a bachelor’s degree in sociology.

Ray Frankoski joined ESC as a volunteer in 2001 following his retirement as director of human resources at Westinghouse Government & Environmental Services Co. In addition to serving as an ESC project manager, Frankoski has consulted with the ALS Association, Western PA Chapter; the Borough of Dormont; Braddock’s Field Historical Society; Community Design Center of Pittsburgh; Gwen’s Girls; Holy Family Institute; The Mattress Factory; Parkinson Chapter of Greater Pittsburgh; and Peer Support and Advocacy Network. In his spare time, he helps to care for his four grandchildren.

Debbie Foster supervised crisis and issues management worldwide for H.J. Heinz Company. During her 32-year Heinz career, she also was responsible for developing and implementing the company’s crisis management training program. As corporate spokeswoman, Foster was interviewed by an average of 15-20 journalists weekly, including reporters from *The Wall Street Journal*, *New York Times*, AP, Reuters and many others.

Harry Goern joined the ESC in 1998 following his retirement from Alcoa as vice president of procurement and transportation. He also was executive vice president of WMC Resources Ltd., and a personnel sergeant in the U.S. Army. He has consulted for Allegheny County Library Association, Allegheny Youth Development, Finding our Voices, Gwen’s Girls, Mon Valley Initiative, Pittsburgh Planned Giving Council, Sisters Place, and the YMCA of Pittsburgh. Goern is a project manager with the ESC and is trained as a coach for the Executive Advisory Program.

Teresa A. Gregory, CFRE, is director of foundation and government grant seeking at Robert Morris University. She has directed campaigns of \$200,000 to \$20 million for a wide variety of organizations including major research universities, professional theaters, museums and small grassroots organizations. Gregory also has taught at the Foundation Center and in the master of arts management program at the Heinz School of Public Policy at Carnegie Mellon University. She is an active member of the Western Pennsylvania chapter of the Association of Fundraising Professionals.

Lizz Helmsen is the director of corporate and partnership support for the Pittsburgh Symphony Orchestra leading individual and corporate fundraising programs and directing fundraising for the PSO’s Partnership series in outlying areas. She travels with the orchestra, and works with the Allegheny Conference on Community Development and the Pittsburgh Regional Alliance on joint economic development initiatives. Helmsen has served on the board for the Community Design Center of Pittsburgh, been involved with the Association of Fundraising Professionals and is an active board member for the Bayer Center for Nonprofit Management. She has a bachelor’s in drama design from Carnegie Mellon University and a master’s in teaching from the University of Pittsburgh.

Daniel Horgan, executive director for Pittsburgh Cares, is a summa cum laude graduate of Robert Morris University. He is founder of Allegheny County's Promise and was youth program officer at the Three Rivers Workforce Investment Board. He has been recognized by President George W. Bush for his commitment to youth and civic leadership. Horgan is on the boards of the Mentoring Partnership of Southwestern Pennsylvania and the Greater Pittsburgh Nonprofit Partnership, and is a senior fellow for the Performance Institute in Washington, D.C. He received the Excellence in Performance Management Award from the Council for Nonprofit Innovation in 2006 and was one of Pittsburgh Magazine's "40 Under 40."

Sheila Hyland is a familiar face to Pittsburgh TV news viewers. She spent 22 years in broadcast journalism with three network affiliates (ABC, CBS and FOX) as anchor, reporter, managing editor, writer and producer. Hyland covered all major national crises in the last 20 years and conducted more than 10,000 interviews from business and political leaders including U.S. presidents to entertainers and national sports legends.

Scott Izzo, director of the Richard King Mellon Foundation, works with a broad array of nonprofit agencies in the human service, youth development and education fields, as well as some environmental organizations. He has served on the boards of several local and national organizations including Grantmakers of Western Pennsylvania, Western Pennsylvania Conservancy, Student Conservation Association, the Massachusetts Charter School Resource Center, and the Bayer Center. Izzo is former president of the Student Conservation Association.

Tiffany Kuchta is the director of web development at Allegheny Graphics Web Development LLC, and has overseen more than 100 projects including several large-scale nonprofit websites with strict accessibility requirements. She is chairwoman of the steering committee for Infinity Women's Giving Circle and is a former chairwoman of the Tri-County Technology Consortium. Kuchta has a bachelor's in computer science from Allegheny College and has presented unique research at the Genetic and Evolutionary Computation Conference that was published in the conference's proceedings.

Allison Lee-Mann is director of corporate human resources and compensation for Giant Eagle, Inc. She was formerly executive director of human resources for WQED Multimedia. A graduate of Duquesne University, Lee-Mann holds SPHR and CCP certifications and has more than 20 years' experience in the field. She is a past president of several local organizations including Pittsburgh Young Adult Club of the National Association of Negro Business and Professional Women's Clubs, Inc., and the Junior League of Pittsburgh. Lee-Mann has served on boards for Opportunities and Resources, the Children's Museum, Vintage Inc., and other local nonprofits.

Scott B. Leff is the associate director for the Bayer Center for Nonprofit Management at Robert Morris University. He has spent more than 25 years as a senior-level business executive, entrepreneur, consultant to nonprofits and board member. His expertise is in strategic, financial, sustainability and business planning, marketing, social enterprise, mergers and alliances, organizational development and executive management.

Cindy Leonard is the technology services manager for the Bayer Center for Nonprofit Management at Robert Morris University. She has over nine years' experience in helping nonprofits to leverage technology and previously served as the information technology coordinator for PA CleanWays. She has also assisted various nonprofits in the past as a private consultant. An experienced website designer, she adds website planning, design and assessment to the portfolio of services at the Bayer Center. Leonard holds a B.S. in computer science and an M.B.A. from Seton Hill University.

Rebecca L. Lucore is executive director of the Bayer USA Foundation and manager of community affairs for Bayer Corp. She oversees Bayer's corporate social responsibility programs including the STEM education partnerships, as well as U.S. donations management for the foundation. Besides chairing the Bayer Center's advisory board, Lucore is on the board of ASSET Inc., an advisory committee member for the National Governors Association's Science, Technology, Engineering, and Math (STEM) Center grant program, and a member of the Conference Board's Corporate Citizenship and Sustainability Council.

Kathy Mahoney has worked in public accounting with Arthur Andersen & Co., and has audit experience with nonprofits, financial institutions and manufacturing companies. She has used QuickBooks for various clients including nonprofits, publishers, restaurants, service industries and a private school.

Erin Molchany is the executive director of the Pittsburgh Urban Magnet Project (PUMP) which encourages young and young-thinking people to bring about change through civic engagement, professional development, recreation and social networking. She has a journalism degree from Duquesne University and volunteered as a Red Cross media liaison. Molchany was the Regional Institutes Associate at the Coro Center for Civic Leadership and was director of marketing and development for Planned Parenthood of Western Pennsylvania. She is an Allegheny County Democratic Party committeewoman and has been active in the Mt. Washington Community Development Corporation and the Pittsburgh Sports League.

Bob Moll joined ESC in 2004 after serving as the manager of IT security and policy for PPG Industries for 20 years. Before that, he worked in planning, business consulting, and operations research with PPG from 1969-1982. Moll has been a consultant for numerous organizations since retirement and is a project manager and coach for the ESC Executive Advisory Program with expertise in accounting and finance, information systems and strategic planning.

Donna J. Myers is president of TowerCare Technologies, makers of DonorPro nonprofit management software. She has 25 years' experience helping clients in various industries optimize technology to increase revenue, improve operational efficiencies, and enhance the quality of constituent communications. Myers has held senior positions at several health care software firms including COO of Apache Medical Systems, executive vice president of TechRx, and senior vice president of NDCHealth. Her expertise includes sales and marketing, operations management and business development, including mergers and acquisitions.

Sally Mizerak is president of Performance Drivers Inc., and a change consultant with over 30 years of experience in strategic planning, marketing and change facilitation, and an emphasis on making the Balanced Scorecard user-friendly for nonprofits. Mizerak has taught organizational leaders on three continents to use the Balanced Scorecard to improve performance.

Mary Navarro is a senior program officer for the Heinz Endowments where she plays a major role in the evolution of their arts and culture program. Navarro joined the organization in 1990 after serving as coordinator for STEP One, a major national conference exploring environmental issues. She has a master's in public management from Carnegie Mellon University's Heinz School and a bachelor's in urban studies from Bradford College. Navarro has been a co-chair of the urban design committee of the Riverlife Task Force and a council member for the Public Art Network, a national organization.

Grant Oliphant is president and CEO of The Pittsburgh Foundation. He is the former vice president of programs and planning at the Heinz Endowments, and was director of communications for the Heinz Family Philanthropies and a speechwriter for Teresa Heinz. Oliphant is chairman of the board of the Communications Network and was formerly chairman of the communications committee of Grantmakers of Western Pennsylvania. He has a master's in organizational development from Pepperdine University and lectures frequently on the role of communications and leadership in philanthropy and nonprofits.

Lisa Olszak worked ten years in the service sector before establishing her firm in 1991. With more than 25 years in both the private and public sectors, Olszak has managed multi-county, multi-agency cooperative ventures. She understands how to balance diverse agendas with the needs and expectations of key stakeholders. Olszak earned a bachelor's in psychology from the Pennsylvania State University and a master's in administration from Slippery Rock University. She was named to *Pennsylvania's Best 50 Women in Business* in 2001.

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, TX, and New Orleans, and the founding board chair of the Alliance for Nonprofit Management. A nationally noted consultant and trainer, Outon has worked with more than 500 nonprofit clients. She served as founding member of the Drucker Foundation's international training team and as a trainer and advisor to the Institute of Global Ethics. In August 2006, she was named to the national *Nonprofit Times Top 50 for Power and Influence*.

Jack Owen is an attorney in the Pittsburgh law firm of Rhoades & Wodarczyk, LLC, where he concentrates his practice in the areas of tax-exempt organizations, employee benefits, business law and tax law. He received the Outstanding Volunteer Attorney award from Executive Services Corps in 2004 and serves on the advisory board for the Bayer Center for Nonprofit Management and as president-elect of the Pittsburgh Planned Giving Council.

Shirl Regan is the executive director of Women's Center & Shelter of Greater Pittsburgh, a program for abused women and children that serves over 6000 clients a year. She is recognized statewide and nationally as an authority in domestic violence program management. The Pittsburgh Post-Gazette in 2006 named Regan to its *Top 50 in Business: Women at the Helm* for her leadership role at the center.

Elizabeth Rivera is the national coordinator of Literacy*AmeriCorps which has 125 members annually teaching and tutoring adults in literacy, math, GED preparation, English as a second language, workforce readiness, and computer skills. Rivera has a bachelor's in sociology from Georgetown University and a master's in education from the University of Pittsburgh. She served two years as an AmeriCorps VISTA member in rural Washington state where she coordinated a tutoring program in an elementary school. Her two years of service instilled in her a strong ethic of service, and she firmly believes in national and local service programs.

Thomas J. Ryan, CPA, CVA, MS, is a partner at Horovitz, Rudoy & Roteman, an accounting and business advisory firm in Pittsburgh. His career spans more than 30 years with a focus on service to nonprofits. In addition to tax services, Ryan helps nonprofits to evaluate financing alternatives, design budgeting and financial reporting systems, study and evaluate internal control environments, and develop endowment reporting practices. He is a frequent speaker for a variety of organizations.

Pratichi Shah is chief talent officer of Independent Sector, responsible for all human capital and human resources programs. She formerly was global director of the employer of choice function for Watson Wyatt Worldwide, a 7,500-employee human resources consulting firm, where she handled communications, diversity and employee relations. Shah chairs the DC-area Indus Women Leaders Board. She holds an MBA in human resources from American University and a bachelor's in management psychology from Eckerd College.

Juliana Shayne has years of experience in performance improvement and leadership development. Her specialties include facilitating redesign teams, leadership competency assessment and development planning, and confidential executive coaching. Shayne holds a bachelor's degree in nursing and master's degree in health services administration. She is currently an adjunct faculty member at Carlow University and Robert Morris University. She also serves on the board at Wesley Spectrum Services in the South Hills.

Ruth E. Siegfried is the founder and chief executive officer of SharpVision which serves more than 500 people in 25 counties throughout Pennsylvania. She is an avid supporter of people underserved by traditional programs because of challenging behaviors or severe disabilities and has spent 30 years in the field. Siegfried is a co-founder of the Network for Quality MR Services in Pennsylvania, The Provider Alliance, and The Purchasing Edge. Her nonprofit affiliations also include the Pennsylvania Association of Resources – Autism and Intellectual Disabilities, FICE-USA advisory board and the Little Creek Pony Club.

Nancy Simpronio is director of the Human Resources Collaborative providing human resources services to Bethlehem Haven, POWER, and the Center for Victims of Violent Crime. Her innovative and award-winning work has garnered the attention of *The Chronicle of Philanthropy*, *Pittsburgh Business Times*, and others. Simpronio is an executive board member of the Pittsburgh Human Resource Association.

Dr. Rich Simpson is an associate professor at the University of Pittsburgh Department of Rehabilitation Science and Technology. Besides research and teaching, he mentors students and provides clinical computer access services at the Pitt Center for Assistive Technology. Simpson has a bachelor's in computer science from Virginia Tech, and master's degrees in computer science and bioengineering and a doctorate in bioengineering, all from the University of Michigan. He is a certified assistive technology practitioner.

Yvonne Van Haitsma has been a consultant at the Bayer Center since 2000 and is coordinator of the Executive Service Corps program. She has 14 years of experience with nonprofit organizations locally and internationally and has consulted with nonprofit organizations in collaboration development, strategic planning, board development and executive transitions locally and in El Salvador and Ecuador. Van Haitsma earned her master's in community organizing and nonprofit management at the University of Pittsburgh.

Dara Ware Allen is the executive director of YouthWorks which provides career preparation for at-risk youth. She is a founding member of the Urban League Young Professionals Pittsburgh Chapter and has served on boards for the Pittsburgh Public Schools High School Reform Task Force, the Allegheny County Jail oversight board, the youth policy council of the Three Rivers Workforce Investment Board and Three Rivers Connect. Allen recently earned a Ph.D. in workforce education and development from Penn State University. *Pittsburgh Magazine* named her to its list of influential young professionals, "40 Under 40," in 2002.

Sally Wiggin, an award-winning investigative journalist, can be seen every weekday at noon and 6 p.m., anchoring *Channel 4 Action News*. She joined WTAE in 1980. She has been an active presence in our region's nonprofit community for many years and has been honored for her service by a number of organizations including Hadassah, Vectors/Pittsburgh and United Cerebral Palsy. She has also been named a Carlow University Woman of Spirit. Wiggin's current board memberships include The Caring Foundation, Pittsburgh Zoo and Aquarium, the Women's Center and Shelter and the Humane Society. A Chinese studies and Japanese language scholar, Wiggin is involved with Pittsburgh's Asian community, as well.

Maria Zeglen Townsend, Ph.D., is the managing member of Townsend Associates LLC and adjunct faculty at the University of Pittsburgh Graduate School of Public and International Affairs where she teaches evaluation, statistics and policy analysis. Over the past nine years, Townsend has conducted needs assessments and evaluations across Pennsylvania. She has also trained staff from local and county human service agencies in Western Pennsylvania, county and state Mental Health and Developmental Disability providers, and countywide child care planning committees across Pennsylvania on evaluation methodology. In addition, Townsend currently teaches graduate level courses in evaluation, statistics and policy analysis for the University of Pittsburgh.

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

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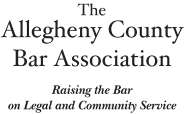
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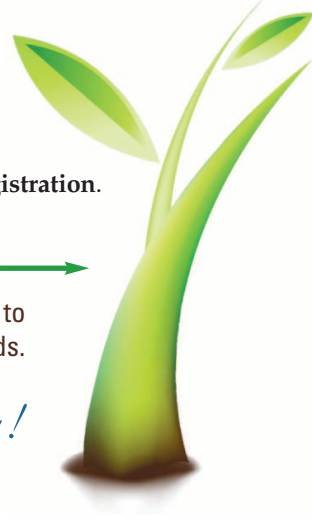
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