Fall 2011

Dear Colleagues:

It is with pleasure that we present the 2011-2012 course offerings available through the United Way-Pace University Wilson Center Not-For-Profit Management Center.

The enclosed program booklet highlights the wide range of exciting courses, workshops and seminars being offered over the next year. We are pleased to offer the same affordable fees this year.

These forums are made possible through a special partnership between United Way of Westchester and Putnam and the Helen and Grant Wilson Center for Social Entrepreneurship at Pace University. The Wilson Center has been instrumental in providing high caliber instructors and a convenient location for classwork. In addition, we have received a generous grant from JP Morgan Chase Bank to help us underwrite most of the Center's activities including the cost of programming as well as partial and full scholarships to eligible not-for-profit organizations.

We hope you have an opportunity to take advantage of these informative classes. If there are topics currently not offered that you would like the Management Center to include, please contact Mary Ann Luna, Director of Management Center Initiatives (914) 997-6700 ext. 740.

We are happy to provide you with the best management training possible and look forward to meeting your continuing professional development needs.

Respectfully yours,

Naomi L. Adler, Esq.
President & CEO
United Way of Westchester
and Putnam
Pace University

Rebecca Tekula, MBA, MPA, Ph.D.
Executive Director
Wilson Center for Social
Entrepreneurship

Courses at a glance ...

SEPTEMBER 2011

OPERATIONS MANAGEMENT

USING DATA IN THE CHANGE PROCESS FOR NONPROFIT ORGANIZATIONS

Date: Thursday, September 22, 2011
9:00am- 12:00pm
Registration deadline: September 8, 2011

Fee: $30.00

Presenter: Gregory Holtz, PhD (University of Notre Dame) is an Associate Professor of Public Administration at Pace University Lubin Graduate Center. He has been a faculty member at the City University of New York and the University of Notre Dame. Dr. Holtz has more than 20 years of experience in program evaluation, has conducted policy research for the Institute for more than 14 years and specializes in research as well as design and methodology. In addition, he has been involved in training teachers, city officials and school administrators.

Workshop Description: This course will address the fact that many not-for-profits (NFPs) have been collecting data over the last several years in order to fulfill performance mandates. These mandates often come from boards and government agencies. Since accountability is so highly valued by boards and funding agents, many NFPs recognize its value in the supervision of personnel and organizational management. So, how can data be used to manage change? Some examples include the improvement of employee performance, implementation of better service delivery mechanisms and enhancement of cost reductions.

Topics to be discussed:
- Nature of data
- Potential uses of data
- What the research reveals
- Change theory and its application to not-for-profits
- Combining change theory and recent data to chart potential future courses

Who should attend: Executive directors, program and site managers, marketing/communications staff, and board members.

COMMUNICATIONS AND PROFESSIONAL DEVELOPMENT

21ST CENTURY NETWORKING: MAKING CONNECTIONS THAT COUNT

Date: Thursday, October 13, 2011
9:00 am – 12:00 pm
Registration Deadline: September 29, 2011

Fee: $30.00

Presenter: Abby Straus, M. Div connects leaders in business and education to each other and provides ideas and creates innovative solutions for success in the 21st century. Serving the corporate, non-profit and educational communities as a facilitator, workshop leader and personal development coach, she has worked with a broad range of clients including the Cleveland Clinic, Eli Lilly, Dun and Bradstreet, the International Center for Complex Project Management, UBS, General Dynamics and the International Center for Spirit at Work.

Workshop description: This dynamic, interactive workshop provides a blueprint for successful networking, and introduces practical tools and exercises for implementation into your nonprofit organization. Effective networking is critical to success in the way organizations conduct business and provide services. The ability to connect meaningfully and purposefully with others is a vital skill from the boardroom to the mailroom. We depend on others, as they depend on us, *to make things happen and get things done.* A strong, diverse network ensures that you have the wherewithal to get results and deliver value in a world that is increasingly interconnected.

Topics to be discussed:
- Networking in the 21st century: what's new and how to make it work for you
- Building your network: developing and maintaining great relationships
- Your brand: articulating your authentic value and mission
- Alternatives to the traditional "elevator speech"
- Getting results: sure-fire techniques for "working the room"
- Networking and technology: tools for agility and responsiveness
- Social networks demystified
- Now, where's that number? Organization skills.

Who should attend: Executive directors, human resource staff, anyone in your organization who needs to develop his or her skill in connecting with others and managing relationships for greater success in his/her job.

Resource Development

CUSTOMIZING GRANTS TO ADDRESS FUNDERS' NEEDS

Date: Tuesday, October 18, 2011
9:00 am to 12:00 pm
Registration Deadline: October 4, 2011

Fee: $30.00

Presenter: Judith B. Margolin is an independent consultant, facilitator, and workshop leader in the area of foundations and grants. She served as Vice President for Planning and Evaluation at the Foundation Center, the nation's leading authority on philanthropy. She has devoted her career to philanthropy and is dedicated to helping nonprofit organizations secure the funding they require to fulfill their valuable missions. She is the author of several books, including *The Individual's Guide to Grants and Financing a College Education,* and has served as editor of multiple editions of the Foundation Center's how-to books including *Foundation Fundamentals*, *Guide to Proposal Writing*, *Grantseeker's Guide to Winning Proposals,* and *After the Grant.*

Workshop description: If your nonprofit is mass mailing the same standard proposal to all potential funders, you're probably not getting good results. Workshop participants will learn how to tailor grant requests to meet a funder's specific requirements, and have an opportunity to customize some real-life grant proposals.

Topics to be discussed:
- Components common to all foundation grant proposals
- Customizing your proposal to type of funder, amount of funding, target audience, support required, and project focus
- Submission techniques that make foundation decision makers take notice
- Proposal follow-up

Who should attend: Staff with grant writing responsibilities, grant writers, board members and volunteers.

Resource Procurement/Cost Containment

REDUCING INDIRECT COSTS: SAVINGS ARE A POWERFUL ALTERNATIVE SOURCE OF FUNDING FOR NONPROFITS

Date: Thursday, October 20, 2011
9:00 am - 12:00 pm
Registration deadline: October 6, 2011

Fee: $30.00

Presenter: David Finkel is a managing director with Expense Reduction Analysts (ERA), a global cost reduction consultancy founded in 1991. ERA's clients include 20 nonprofits in the NY/CT area, among them United Way of New York. Prior to joining ERA, Mr. Finkel was CEO of a $200 million global direct marketing agency. He graduated with a degree in Economics from the Wharton School, and earned an MBA from New York University's Stern School of Business.

Workshop Description: This course will present best practices for reducing indirect costs, such as office supplies, payroll processing, telecommunications, document storage, food service, insurance, etc. Participants will discover how to evaluate savings opportunities, and how to ensure that service quality is equal or better after cost savings are implemented.

Topics to be discussed:
- All expense categories are not created equal; why does each require a unique approach to gain savings?
- Know when you're overpaying for vendor services
- Group purchasing: Are you really getting the best prices for what you purchase in the greatest volume or frequency?
- What are key obstacles in gaining internal acceptance for an expense review?
- How are cost savings monitored and measured?

Who should attend: Executive directors, finance and purchasing executives, and board members.

Resource Development

MAXIMIZING INDIVIDUAL GIVING FOR NONPROFITS

This presentation is co-sponsored with the Nonprofit Coordinating Committee of New York

Date: Thursday, October 27, 2011
9:00 am – 11:30 am
Registration Deadline: October 13, 2011

Fee: None. Seating is limited and registration is first come –first served.

Attendance is generally limited to one person per 501(c) (3) member organization. By registering for a workshop you are making a commitment to attend. If you must cancel, please provide at least 48 hours notice so that someone else can have your space. Meetings begin and end on time so please plan your travel and schedules accordingly.

Presenters: Greg Cohen, Senior Associate, Cause Effective. Opening remarks by Lily Lopez, Community Development Officer for Westchester Citi and Michael Clark, President of the Nonprofit Coordinating Committee of New York.

Workshop description: Individual giving is not just for large, wealthy nonprofits; it can work for all of us. Want to see greater returns in your fundraising efforts? This workshop will discuss key steps of a self-assessment you can take in a tight economy to sustain and **build** your base of individual donors all year long.

Topics to be discussed:
- How can your organization best identify prospects?
- How can you utilize your Board in the fundraising process?
- What solicitation techniques are best for your constituency?

Who should attend: Executive directors, resource development staff, volunteers assisting with fundraising efforts and Board members.

NOVEMBER 2011

LEADERSHIP SKILLS

STRATEGIC APPROACH TO DOING MORE WITH LESS: HOW TO WEATHER HARD TIMES

Date: Thursday, November 3, 2011
9:00 am – 12:00 pm
Registration Deadline: October 20, 2011

Fee: $30.00

Presenter: Dr. Robert J. Petrausch, Associate Professor of Public Relations, Iona College, and a former chief communications officer and corporate giving official for a Fortune 500 company. For more than 20 years, he worked with companies and nonprofits and served on the Connecticut Board of the Cystic Fibrosis Foundation.

Workshop description: With the recession having hit nonprofits especially hard, how can these organizations stay afloat and even thrive with decreased resources, donors and staff? In this interactive workshop, attendees will leave with a working list of organization specific tactics and strategies. Through guided activities, attendees will be invited to share ideas and experiences, and network.

Topics to be discussed:

- How nonprofits can effectively measure outcomes through successful, budget-friendly communications strategies
- Public and community relations that anyone can implement
- Training and motivating your staff to expand their skill set

Who should attend: Executive directors, supervisors, program managers, marketing/communications staff and board of directors.

Facilities Planning and Management

IT'S NOT SO HARD BEING GREEN - SUSTAINABLE FACILITIES PLANNING FOR NONPROFITS

Date: Thursday, November 10, 2011
9:00 am -12:00 pm
Deadline: October 27, 20011

Presenters:
Andrew Tung, ASLA, Esq., LEED AP is a partner with the firm of Divney. Tung. Schwalbe, LLP in White Plains, New York. He has 30 years of experience in environmental planning, regulatory processing and project management for institutional, corporate and developer clients. Andrew serves as president of the Westchester Municipal Planning Federation and is a former chairman of his village planning board.
Armand Quadrini, AIA, LEED AP is a principal with KSQ Architects, PC, which has offices in White Plains, Tulsa, Oklahoma, and Grapevine, Texas. As a LEED accredited professional, he oversees the firm's national responsibilities in the areas of sustainability and green building design. Armand comes from a family of builders and architects and is passionate about designing practical and inspiring living spaces.
Patrick Lynch, P.E., CEM, LEED AP is the president of OLA Consulting Engineers, PC, in Hawthorne. Beginning as an electrical engineer with the firm in 1989, he has transitioned over time to project manager, department head, principal, and president of OLA, which is an industry leader in all aspects of building systems analysis, design and commissioning. Patrick and the firm are committed to introducing sustainable design and energy conservation in all its projects.

Workshop Description: To what extent is "sustainability" part of your organization's mission? How well is it reflected in where the organization is located and how your organization functions? Increasing awareness of the many opportunities to improve sustainability in the planning and management of sites and facilities makes it far easier today to be green, even for nonprofits. A panel of sustainable planning and design professionals will focus on the various ways that your organization can begin or continue its greening efforts with regard to your current (or future) facilities and sites.

Topics to be discussed:

- **Sustainable Sites** – building and activity siting, roads and parking, storm water management, landscape planning and maintenance, irrigation, environmentally sensitive areas, site lighting
- **Sustainable Buildings** – space programming and utilization, "super" building envelopes, tailoring technology to your needs, contextually responsive design, green operations and purchasing
- **Sustainable Mechanical Systems** – energy usage and monitoring, water conservation, lighting controls, optimizing HVAC systems, indoor air quality, energy efficiency incentives
- **Your Facility** – everything you always wanted to know but didn't know who to ask

Who should attend: Executive directors, site and facilities managers, board members, COOs, CFOs.

Human Resources: Communication and Interpersonal Skills

WORKING BETTER TOGETHER: TOOLS FOR INSPIRED INTERACTION

Date: Thursday, November 17, 2011
9:00 am – 12:00 pm
Registration Deadline: November 3, 2011

Fee: $30.00

Presenter: Abby Straus, M. Div, has a talent for joining leaders in business and education to each other and to introducing workable ideas and creating innovative solutions for success in the 21st century. Serving the corporate, nonprofit and educational communities as a facilitator, workshop leader and personal development coach, she has worked with a broad range of clients including the Cleveland Clinic, Eli Lilly, Dun and Bradstreet, the International Center for Complex Project Management, UBS, General Dynamics and the International Center for Spirit at Work.

Workshop description: This workshop explores the dynamics of successful interaction. Participants will acquire simple tools and techniques applicable in any setting. Interpersonal communication can be challenging. We often find ourselves frustrated by misunderstandings, drama, blame games and endless meetings. As our organizations become more complex, we interact with many people across diverse boundaries. We can engineer better interactions by employing ways of thinking and acting that reduce conflict while helping organizations grow and flourish.

Topics to be discussed:

- Get on the same page

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- Adjust orientation from *reactive* to *proactive*
- The Empowerment Dynamic: let go of drama
- How to give and receive feedback
- Partnerships for powerful thinking/action
- Appreciative interaction: playing with possibility/working with strengths
- Move from *negative* response to *positive* response
- Integrating diverse ideas, values and interests

Who should attend: Executive directors, program managers, any staff in your organization who needs/wants to increase their effectiveness and work better as a team.

December 2011

Social Media/Communications

BLOGGING 101 FOR NOT-FOR-PROFITS

Date: Tuesday, December 6, 2011
9:00 am – 12:00 pm
Registration Deadline: November 17, 2011

Fee: $30.00

Co-Presenters: Bridget Gibbons, CEO and Founder, Gibbons Digital (GD). Bridget has been a technology consultant to Fortune 100 clients for more than 20 years. She has extensive experience implementing social media solutions across all major platforms, and serves as a trusted advisor for clients. Julie Moscow serves as Chief Strategist, Gibbons Digital. Julie specializes in developing strategy and content for social media campaigns. In addition to working on *Facebook* and *Twitter*, she has assisted clients in launching blogs, and also blogs on behalf of clients. Julie has worked in publishing and marketing for the past decade.

Workshop description: On any given day, close to a million blog posts are created. Chances are you're already reading a blog on a daily basis, and you've heard that blogging and social media are crucial business and fundraising tools. But how can you integrate a blog into your marketing and communications mix? This workshop will focus on the benefits of blogging and how not-for-profit organizations can use blogs to enhance marketing, increase visibility, and strengthen relationships with their target audience(s).

Topics to be discussed:

- Background - what are blogs and how businesses use the medium
- Clarify your social media strategy – define the purpose of your blog: to reach donors, clients, or both?
- Developing blog content and planning a calendar for posting
- Building a following and promoting
- Best practice case studies

Who should attend: Executive directors and anyone who is responsible for marketing communications and/or fundraising in your organization.

Organizational Planning

MANAGING MULTIPLE PRIORITIES IN A STRESSFUL ENVIRONMENT

Date: Thursday, December 15, 2011
9:00 am - 12:00 pm
Registration deadline: December 1, 2011

Fee: $30.00

Presenter: Grant Loavenbruck, DSW, has 30 years of administrative experience in NFP organizations at the local, state and national levels. He is the author of numerous articles, books and monographs and a frequent consultant to many national and local organizations in the not-for-profit sector.

Workshop Description: This half-day workshop is designed to help develop skills in setting goals, prioritizing and managing simultaneous responsibilities in today's fast-paced work environments. Participants will learn how to take control of their workday to help enhance productivity and success with minimum stress.

Topics to be discussed:

- Time management principles: doing more with less
- Time management strategies that work
- Stress management tactics that feel real
- Management of supervisors
- Eliminate the planning calendar
- Plan backwards for better results

Who should attend: Executive directors, administrators, new program managers, supervisors.

January 2012

Accounting

NONPROFIT ACCOUNTING FOR NON-ACCOUNTANTS

Date: Thursday, January 26, 2012
9:00 am- 12:00 pm
Registration Deadline: January 12, 2012

Fee: $30.00

Presenter: Michael Genito, MPA, MBA, CPFO, Professor, Department of Public Administration at Pace University's Dyson College of Arts and Sciences, and Research Associate, Michaelian Institute for Public Policy and Management.

Workshop Description: This session will focus on the fundamental elements of an effective accounting system for typical nonprofit organizations in easily understood terms. Sound accounting practices can provide the nonprofit with the financial information needed to meet auditing requirements and manage programs and services efficiently. Elements of internal control will also be discussed.

Topics to be discussed:
- Basic accounting principles
- Accounting transactions unique to nonprofits
- Financial statements of nonprofits
- Financial statement analysis
- Basic elements of internal controls

Who should attend: New executive directors, development staff, and new board members. *Limited to the first 20 registrants.*

Volunteer Management

HANDSON CONNECT: THE NEXT GENERATION IN VOLUNTEER MANAGEMENT SOFTWARE

Date: Thursday, January 31st, 2012
9:30am – 12:00pm
Registration Deadline: January 10, 2012

Fee: $15.00

Presenter: The Volunteer Center of United Way's (TVC) mission is to increase the quality and quantity of volunteers in Westchester and Putnam Counties. The Volunteer Center is the central place for volunteers to connect with opportunities – it is also a source for nonprofits and businesses to receive training and support to create effective volunteer programs. TVC refers all kinds of volunteers, including frontline, board members and consultants, as well as one-day service project workers. It is an affiliate of the national HandsOn Network of volunteer connector organizations. In September, TVC will be designated as the Mid-Hudson Valley Regional Volunteer Center and over the next three years its geographic scope will expand to include Westchester, Putnam, Rockland, Dutchess, Orange, Ulster and Sullivan counties.

Workshop Description: Volunteer managers face an increasing number of challenges including broader job responsibilities and demonstrating effectiveness to internal and external stakeholders. The Volunteer Center's new database, HandsOn Connect, will support volunteer managers in mastering both of these tasks. HandsOn Connect is an innovative technology platform that enables easy and robust full cycle volunteer engagement and management. HandsOn Connect is built on the best-in-class SalesForce.com cloud computing platform. HandsOn Connect will be offered FREE to TVC partner agencies.

Participants will receive an overview of the HandsOn Connect and instruction in its use.

Topics to be discussed:
- How HandsOn Connect can streamline volunteer program processes
- How to gain access to HandsOn Connect
- How HandsOn Connect can help you quantify the impact of your volunteer program
- How The Volunteer Center can help your organization

Who should attend: Volunteer managers and anyone interested in increasing the number of volunteers in their organizations and collecting data on the impact of its volunteers.

February 2012

Financial Management

PLANNING AND BUDGETING FOR NOT-FOR-PROFITS

Date: Friday, February 10, 2012
9:00am-4:00PM
Registration deadline: January 26, 2012

Fee: $60.00

Co-Presenters: David Hapke, MBA, CMA, Principal of the Hapke Group and Adjunct Professor of Management at Pace University. Joseph Morreale, Professor of Public Administration and Economics at Pace University.

Workshop Description: This full-day course is designed to give practical information on how to develop strategies, plan budgets for a typical not-for-profit and assess their success.

Topics to be discussed:
- The concepts of and links between strategies, plans, budgets and assessments
- A unified planning and budgeting approach for the successful management of various enterprises
- Creating an effective business plan
- Budgeting for nonprofits including direct and indirect costs -Budgeting for programs - both restricted and unrestricted funds
- Budget implications of IRS Form 990
- Developing financial assessments, measurements and procedures and using this information to make sound management decisions

Who should attend: Executive directors, administrators, board members, financial staff, and development staff. *Limited to the first 20 registrants.*

March 2012

Leadership Skills

BECOMING A SUPERVISOR FOR THE FIRST TIME

Date: Thursday, March 15, 2012
9:00 am - 12:00 pm
Registration deadline: March 1, 2012

Fee: $30.00

Presenter: Grant Loavenbruck, DSW, has 30 years of administrative experience in NFP organizations at the local, state and national levels. He is the author of numerous articles, books and monographs and a frequent consultant to many national and local organizations in the nonprofit sector.

Workshop Description: This half-day workshop focuses on meeting the needs of new supervisors. Participants will learn how to handle new conflicts and complex expectations. Discussion includes information that dispels assumptions about the managerial role and ideas for adjusting to the new role of manager will be discussed.

Topics to be discussed:

- Management problem-solving
- Delegation of authority
- Performance appraisals
- Conflict resolution
- Self-assessment: "The New Me"

Who should attend? New program managers, new supervisors.

ADAPTIVE PLANNING FOR NFPS

Date: Thursday, March 22, 2012
9:00 am - 12:00 pm
Registration deadline: March 8, 2012

Fee: $30.00

Presenters: Deborah Flood and Molly Penn are members of the Consulting Collaborative, a group of affiliated consultants to nonprofits and foundations (the-consulting-collaborative.com). With more than 15 years experience working with organizations in the U.S. and internationally, Deborah helps clients develop strategies that are grounded in a solid understanding of their external environment and draw on their internal strengths so that they can achieve their goals. Molly specializes in strategic planning, organizational development, executive coaching, board development and fundraising. With 25 years experience in the field and a background in the arts, Molly has particular expertise in helping clients think creatively and make data-driven, strategic decisions.

Workshop Description: In today's rapidly changing environment and challenging economic times, nonprofits must become adept at adjusting their strategies in line with changes in the external environment. Adaptive planning allows organizations to plan, but keep these plans relevant and easily adaptable in a fluid environment. Adaptive planning borrows the best aspects of strategic planning and combines them with principles of adaptive leadership. Like strategic planning, adaptive planning involves gathering information to make informed decisions, but also builds in periodic monitoring of external factors so that an organization can shift strategy in response to change.

Topics to be discussed:
- Using adaptive planning vs. strategic planning
- Developing data-driven strategy
- Creating dashboards
- Monitoring progress when implementing strategy
- Adapting strategy according to changes in the external environment

Who should attend: Executive directors/CEOs, other senior staff, program staff, and board members.

April 2012

Project Management

PLANNING, MANAGING AND EVALUATING PROJECTS FOR NOT-FOR-PROFITS

Dates: Thursdays, April 12 and April 26, 2012
9:00 am -12:00pm
Registration deadline: March 22, 2012

Fee: $60.00

Presenter: Gregory Holtz, Ph. D., Associate Professor of Public Administration, Pace University, White Plains, New York.

Workshop Description: This two-session workshop covers the common patterns and elements in the planning, management and evaluation of public and not-for-profit programs. Special attention will be given to the use of data and performance indicators at each phase of a program's life.

Topics to be discussed:
- How to integrate data collection and analysis across all phases of planning, management, and evaluation.
- How to view and appreciate the relationship between planning, managing and evaluation
- How to formulate performance indicators for planning, managing, and evaluation processes

Who should attend? Executive directors, program staff.

BRAND EVALUATION WORKSHOP: HOW TO EVALUATE ALL ASPECTS OF YOUR MARKETING, COMMUNICATIONS AND FUNDRAISING MATERIALS.

Date: Tuesday, April 17, 2012
9:00am -12:00pm
Registration Deadline: April 3, 2012

Fee: $30.00

Presenter: Howard Adam Levy, Principal, Red Rooster Group. Howard is an award-winning designer and brand strategist who has been helping nonprofits improve their branding, marketing and design for more than 20 years. Working on national, regional and local levels, he has helped organizations to define their marketing strategy, create compelling websites, launch award-winning publications, and appeal to donors. His articles have appeared in *Guidestar.org*, *Nonprofit Advantage*, *Fundraising Success* and other leading websites and publications. Howard is sought after as a speaker on branding and marketing issues at nonprofit conferences.

Workshop Description:
The effectiveness of your nonprofit organization in accomplishing its mission and in raising money depends upon the strength of its brand — what people perceive about your organization. And much of what people perceive, especially donors, is based on how well you are communicating with them. Therefore, it pays to know how well you are doing in all areas of your marketing, communications, and fundraising. This 3-hour hands-on workshop will give you the tools for thoroughly evaluating your organization's brand.

Topics to be discussed:
A worksheet is provided so that you can evaluate your:
- Organizational readiness and capacity to produce great marketing.
- Brand fundamentals including your name, tagline and logo
- Website, email marketing and social media
- Printed materials including brochures, flyers, newsletters and publications
- Fundraising materials and event promotion
- Technology used for your marketing and fundraising
- Tracking and reporting your results

This workshop will give you a sense of your marketing strengths and weaknesses, so that you can learn what you need to improve and help you prioritize your fundraising efforts to get the maximum return. You are sure to leave with some great insights that you can apply right away.

Who should attend? Executive directors, program directors, business operations managers and marketing and communications staff.
Open to the first 30 registrants.

MAY 2012

HUMAN RESOURCES/DIVERSITY AND INCLUSION IN THE WORKPLACE

CREATING AN INCLUSIVE WORKPLACE: EVERYONE COUNTS!

Date: Thursday, May 3, 2012
9:00 am -12:00 pm
Registration Deadline: April 19, 2012

Fee: $30.00

Presenter: Ms. Lauren Supraner is the president and founder of CAL Learning, a culture and language consulting company. With 20 years experience, Lauren has developed and delivered programs for Fortune 500 companies, government agencies and nonprofits. Previously, Lauren was Director of Training and Workforce Development at Pace University. She holds an MA in TESOL from Columbia University.

Workshop Description: This half-day workshop will focus on learning how to create an inclusive work environment in which all employees feel valued and supported. Through self-assessment, participants will identify their own biases, prejudices, and cultural filters, and their impact in the workplace. Participants will also examine their organization's culture, management practices, and interpersonal relationships to ensure that it's supporting and developing diverse employees at all levels. Discover what changes your organization can make right now to create a more inclusive environment.

Topics to be discussed:
- Sources of false assumptions and how to overcome biases and prejudice
- How to speak up and counteract prejudice
- Changes you can make immediately
- Techniques for improved communication skills

Who should attend? Executive directors, human resource officers, program managers, supervisors and volunteers.

FINE TUNING YOUR MESSAGE: HOW CREATING CLEAR MESSAGES PROMOTES STAKEHOLDER ENGAGEMENT AND ENCOURAGES DONOR SUPPORT

Date: Thursday, May 24, 2012
9:00 am -12:00 pm
Registration Deadline: May 10, 2012

Fee: $30.00

Presenter: Ann Byne, Creative Director and Principal of The Byne Group, an integrated strategic design and advertising firm located in Suffern, NY. As principal of The Byne Group, Ann oversees an active client list from the tri-state area and beyond. Known for its branding and strategic marketing campaigns both on and offline, the firm has won numerous awards throughout the region.

Workshop Description: We are in the midst of a communications revolution. From talking with our thumbs on *Twitter* to outbound e-mail, organizations need to reassess and fine-tune messaging. This course will help participants understand the role of stories to drive the conversation needed to shape stakeholders' perception of your mission (brand). Sharpen your message to grab the reader immediately and learn what your donors really want to know.

Topics to be discussed:
- Learn how your non-profit brand can achieve strategic messaging across all mediums
- Develop your own consistent messaging to clearly articulate an organization's brand to its constituents

Who should attend: Executive directors, program managers, development officers, marketing and communications, and outreach staff.

JUNE 2012

HUMAN RESOURCES

MANAGING WORKPLACE INTERRELATIONS:
DIFFUSING CONFLICT AND STAYING COOL

Date: Thursday, June 7, 2012
9:00 am – 12:00 pm
Registration deadline: May 24, 2012

Fee: $30.00

Presenter: Dr. Jacqui Valentine, motivational speaker and communications skills trainer, has conducted numerous workshops and seminars. She has delivered keynote addresses throughout the United States and Canada. Dr. Valentine believes that self-development promotes self-assurance and self-assurance enhances a brighter, healthier mental attitude. And with that philosophy, she brings vitality to all her presentations.

This session will address workplace performance and communication issues and building supervisory skills in a constructive and proactive manner. Role-playing and case scenarios will be presented.

Topics to be discussed:
- Developing a positive approach to managing conflict
- Recognizing and removing communication barriers
- Focusing on achieving win-win outcomes
- Learning skills for handling difficult workplace interactions

Who should attend: Executive directors, program managers, development officers, marketing and communications and outreach staff. Open. *Limited to the first 20 registrants.*

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CULTURAL SENSITIVITY FOR CUSTOMER SERVICES

Date: Thursday, June 14, 2012
9:00 am – 12:00 pm
Registration deadline: May 13, 2012

Fee: $30.00

Presenter: Ms. Lauren Supraner is the president and founder of CAL Learning, a culture and language consulting company. With 20 years experience, Lauren has developed and delivered programs for Fortune 500 companies, government agencies and not-for-profits. Previously, Lauren was Director of Training and Workforce Development at Pace University. She holds an MA in TESOL from Columbia University.

In this workshop, learn how to create a welcoming and helpful environment that meets the needs of your diverse clients, and see how applying cultural sensitivity in customer service affects the bottom line. Discover how cultural identity impacts expectations and behaviors for both employee and customer. Identify which cultures prefer relationship-focused customer service and which cultures value efficiency and speed. Learn tips to assess a client's English language level and how to adjust your language accordingly to improve communication and customer service. Participants will define and analyze customer service conflicts that arise from cultural orientation and develop techniques to resolve them. Learn how to listen--the number one intercultural skill necessary for excellent customer service.

Learning Goals:

- Identify how culture impacts expectations and behaviors surrounding customer service.
- See how bias, prejudice and cultural filters influence client service.
- Identify cross-cultural conflict areas and troubleshoot ways to resolve them.
- Differentiate cultural expectations of task-focused or relationship-focused customer service.
- Identify and assess LEP clients; adjust your communication style to improve interaction.

Who Should Attend: All professional staff.

United Way • Pace University Wilson Center
Not-For-Profit Management Center
September 2011 • June 2012

About the Center

The United Way-Pace University Not-for-Profit Management Center is pleased to offer an exciting new catalog of courses for the Fall/Winter 2011 and spring 2012 year.

Now in our 16th year, we are committed to providing the not-for-profit community with high-quality and relevant learning opportunities at an affordable cost. To accomplish this, the Center collaborates and partners with organizations like the Wilson Center of Pace University, the Byne Group and Divney.Tung.Schwalbe Intelligent Land Use.

A grant from JP Morgan Chase Bank is providing underwriting support for most of the Center's offerings this year. These funds help us defray the cost of printing and mailing and enable us to offer partial and full scholarships for organizations with little or no training budgets.

Since the Center's inception in 1995, we have strived to develop a diverse curriculum of timely and relevant courses in a wide range of disciplines. These include board development, strategic planning, financial management, interpersonal communication skills, human resources, legal management, marketing communications, project management, and resource development.

To encourage excellence in professional training for those working in the not-for-profit sector, the Center has established the ***Not-For-Profit Scholarship Program***, an initiative that provides a 25% tuition discount for any eligible not-for-profit professional seeking to earn a master's degree specializing in nonprofit management through Pace's Masters of Public Administration Program. *Download an application and obtain more* information at www.uwwp.org.

United Way joins The Volunteer Center of the United Way to offer a ***Board Resource Team***, providing on-site management assistance to nonprofit organizations by leading their boards through a process of capacity-building and nonprofit management advisement. For more information on this pro bono service contact Judy Kadish at 914-227-9306 or visit the www.volunteer-center.org to download the program's forms.

The Financial Education Program at the Workplace (**FEP**), a partnership of the United Way of Westchester and Putnam with Green Path Debt Solutions and The Volunteer Center of the United Way is partially underwritten by Chase Bank. This is a free on-site series of financial workshops geared to empower low-to-moderate income employees, nonprofit staff and clients to make more effective financial decisions.

Research has shown that financial stress can contribute to poor physical and/or mental health and well-being as well as decreased productivity in the workplace. The FEP is a **no-cost** addition to an employee benefits package that can enhance employee satisfaction, retention and stability. The FEP can also help non-profit organizations staff and clients by providing the tools and information to make positive and sound decisions to reach financial stability and goals. A more detailed description of this current course offerings can be found on pages 27-28.

Pace University faculty, special consultants and trainers are secured by the Management Center to provide educational and technical assistance in a number of ways including the 22 workshops and seminars included in this year's curriculum. There are seminars on timely topics affecting organizations today, and workshops providing practical tools that both improve specific skill sets and boost the confidence level of not-for-profit professionals. In addition, management consultation assistance can be tailored to each organization or individual as needed.

Registration Information:

Registration is on a prepaid, first-come basis. Please refer to each offering's registration deadline. Payment is due at the time of registration. If paying by check, please make it payable to United Way of Westchester and Putnam and *write the title of the class(es) for which you are registering.* A confirmation email will be sent *upon receipt of* your registration form and payment.

The Center now offers Eventbrite, a secure online credit card payment option. The registration form may be accessed by visiting United Way's website at www.uwwp.org./pace.htm. Confirmation of receipt of your payment will be emailed to you.

Scholarships:

Partial and full scholarships are available by written request and based on demonstrated need.

Cancellations:

The Center reserves the right to cancel any workshop and to substitute scheduled presenters. If a workshop is canceled, the registrant will be notified and given the option to request a refund or credit for a future offering. Refunds need to be requested in writing. If a registrant is not able to attend a session, he/she may send a replacement. If neither the registrant nor the replacement attends, there is no refund or credit due. A registrant should cancel in writing, by e-mail, fax or phone at least two full working days before the session.

Location: The Center's workshops take place in Westchester and Putnam.

In ***Westchester***, except as indicated, all courses will be held at:

Pace University Graduate Center
1 Martine Avenue
White Plains, NY 10606

Inclement Weather: During the winter months, please call Pace University Lubin Graduate Center at (914) 773-3398 for announcements.

DIRECTIONS

The graduate center is a short walk from the White Plains Metro-North train station and the Galleria in White Plains.

<u>From I-287 (Cross Westchester Expressway)</u>

From the west - take Exit 6 and turn right at North Broadway (Route 22 South).

From the east - take Exit 6 and turn left at the exit light. Make another left at the next light onto North Broadway.

****From North Broadway**

- Proceed approximately 1.5 miles passing Pace's White Plains campus.
- Pass Hamilton Avenue and Main Street (one-way).
- Turn right onto Martine Avenue.
- The entrance to the Lubin Graduate Center (located in the Westchester Financial Center) will be on the **right** at the intersection of Martine and Lexington Avenue.

From Long Island – Throgs Neck or Whitestone Bridge onto New England Thruway. Take Exit 21 onto I-287. Take Exit 6 and turn left at exit light onto North Broadway and follow ****from North Broadway** directions above.

From New Jersey – Garden State Parkway onto New York State Thruway across Tappan Zee Bridge; take Exit 8 at Elmsford onto I-287. Take Exit 6 and turn right at light onto North Broadway and follow ****from North Broadway** directions above.

From Upstate New York – Take New York State Thruway across Tappan Zee Bridge. Take Exit 8 at Elmsford onto I-287. Take Exit 6 and turn right at light onto North Broadway and follow ****from North Broadway** directions above.

From Connecticut – New England Thruway or Merritt Parkway or 684 onto I-287. Take Exit 6 and turn left at exit light onto North Broadway and follow ****from North Broadway** directions above.

By Train – Harlem Division of Metro-North from New York City stops at White Plains.

By Bus – The Lubin Graduate Center can be reached by using Bus # 1,3,5,6,11,12,13,14,15,17,20,20x, 37,40,41,59,60,62,63 and 84.

Parking:

- Pay attendant parking beneath the Graduate Center/ Westchester Financial Center (approximately $3.00 per hour).
- Galleria pay station parking - enter on Martine Avenue, one block before the Graduate Center.
- Bank Street parking lot - turn left at the end of Martine and proceed to the parking lot entrance immediately before the first traffic light. Parking rate is $7.00/day.

Putnam

The Center, in cooperation with the Putnam Community Service Network and the Putnam County Personnel Department, presents four workshops a year at two locations: the Putnam County Bureau of Emergency Services, Donald B. Smith Government Campus at 112 Old Route 6, Carmel, New York; and at the Mahopac Public Library at 668 Route 6, Mahopac, New York.

General Information: Complimentary hot beverages and pastries available a half hour before the morning session.

For full-day courses, there is a lunch break around noon. Lunch and parking not included.

Except as indicated, most courses are scheduled on Thursdays.
For more information about the Not-for-Profit Management Center, its offerings, or the scholarship program, please contact:

Mary Ann Luna
Director of Management Center Initiatives
United Way of Westchester and Putnam
336 Central Park Avenue
White Plains, NY 10606

Telephone: (914) 997-6700 ext. 740
Fax: (914) 949-6438
E-mail: mluna@uwwp.org

To view the entire calendar of course offerings please visit United Way of Westchester and Putnam's website at www.uwwp.org.

NOTES

The Financial Education Program

An initiative of United Way of Westchester and Putnam

TAKE CHARGE OF YOUR FINANCIAL FUTURE

It's possible to meet your financial goals - whether your income is small, medium or large.

By looking for good information on managing your finances, along with choosing to budget, save and use credit wisely, you can:

- Pay off debts
- Put money away for a rainy day
- Send your child to college
- Buy a home
- Start a business
- Save for retirement

No matter who you are, you can take charge of your financial future. Start today!

Participate in **The Financial Education Program**.

The Financial Education Program will provide you with tools to make effective financial decisions that will improve your life and strengthen your financial future.

At no cost to you!
and...
Workshops will be conveniently held at your place of employment!

"...No matter who you are, making informed decisions about what to do with your money will help build a more stable financial future for you and your family."
Alan Greenspan
Former Chairman, Federal Reserve Bank

THERE IS A LOT TO LEARN ABOUT MONEY

For more information, contact Doris Perez at
DPerez@uwwp.org or at 914-997-6700 ext 738

336 Central Park Avenue, White Plains, NY 10606-1500 • www.uwwp.org *underwritten in part by* CHASE

Curriculum

Module 1. Basic Banking – choosing the right bank for you; banks versus credit unions; why bank accounts are important; different kinds of accounts and their fees; what you need to open an account; overdraft protection; understanding debit cards and electronic banking; ChexSystems.

Module 2. Budgeting and Financial Planning – basic household budgeting; keeping control of your income; how to be a good homeowner; creating a statement of net worth; household records.

Module 3. Credit and Credit Cards – how to obtain and manage credit; types of credit; advantages and disadvantages of credit; cost of credit; credit to avoid; what you should look for in a credit card; the trap of minimum monthly payments; secured credit cards; consumer rights; is debt consolidation for you?

Module 4. Credit Reports and Credit Scores – what is your credit history; how to build a good credit history; the cost of bad credit; what is a credit report; how to correct mistakes on your report; your credit rights; The Fair Credit Reporting Act.

Module 5. Debt Control – how to use credit wisely; good debt versus bad debt; creating a debt management plan; what to do when you can't make the minimum payments; bankruptcy; The Fair Debt Collection Practices Act.

Module 6. Building Assets: Saving and Investing – steps to financial freedom; creating a savings plan; to rent versus to own; the power of compound interest; advantages and disadvantages of various savings methods; saving for retirement: 401ks, IRAs; investing options.

Module 7. Foreclosure Prevention – what is the process; how to protect your home from foreclosure; how long does it take; types of remedies; consequences; where to get help; how to avoid foreclosure scams.

Module 8. Financial Fraud and Identity Theft – typical financial frauds and scams; how to protect yourself and what to do if you are a victim; recognizing credit card scams and identity theft; avoiding foreclosure scams; credit repair scams; protecting yourself from Internet fraud; abusive lending.