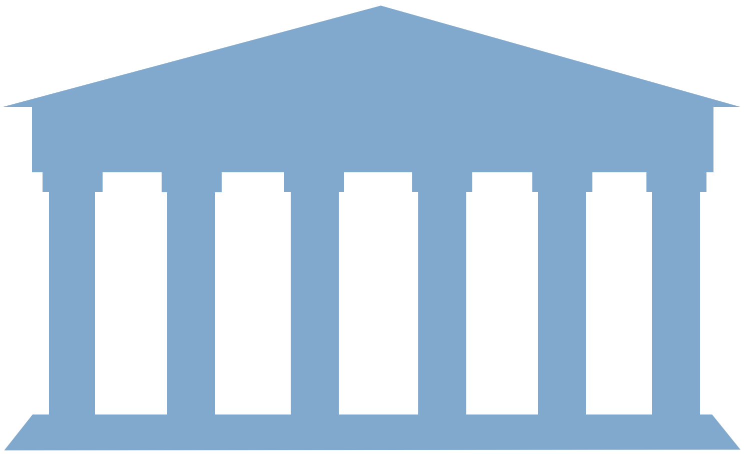
United Way • Pace University Wilson Center Not-For-Profit Management Center

COURSE OFFERINGS

September 2010 - June 2011



United Way
of Westchester and Putnam

Partially underwritten by CHASE

United Way • Pace University
Wilson Center
Not-For-Profit Management Center
336 Central Park Avenue
White Plains, NY 10606-1502

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When we reach out a hand to one, we influence the condition of all.

Everyone deserves opportunities for a good life: a quality education that leads to a stable job, enough income to support a family through retirement, and good health. United Way's work focuses on the building blocks for a good life: education, income and health.

Thank you for inspiring hope for a better tomorrow.

GIVE. ADVOCATE. VOLUNTEER.
LIVE UNITED

United Way

PACE UNIVERSITY

The Helene & Grant Wilson Center for Social Entrepreneurship was created in 2005 to serve the nonprofit community and Pace University. Devoted to honing the risk-taking spirit and managerial skills of nonprofit organizations, the center was launched by Helene and Grant Wilson whose involvement with nonprofit organizations has convinced them that more entrepreneurial management can help these organizations increase their impact.

The mission of the Wilson Center for Social Entrepreneurship is "to promote social change through entrepreneurship." The Center furthers this mission by serving students and nonprofit organizations with education, research, communication, and advisory service.

Registration Form

(Please print or type)

Advance registration is required. Please send completed registration form and mail or fax with the appropriate registration fee before the course deadline.

Telephone cancellations **must be received at least 48 hours prior to the start of a session** and followed by a written request for a refund. If a course or workshop is cancelled for any reason, registrants will be notified by phone, fax, e-mail or mail and will receive a full refund or credit toward a future offering. No shows forfeit the registration fee.

Questions? Call (914) 997-6700 ext.740; Fax: (914) 949-6438

Name: ______________________________ Title: ____________________

Agency: ____

Address: ____

City: ____________________ State: ____________ Zip: _______________

Phone: __________________ E-mail: ______________________________

Please indicate method of payment:

_____ **Check** (Make checks payable to United Way of Westchester and Putnam)

_____ **Credit Card** ___ MasterCard ___ VISA ___ Amex ___ Discover

Card No.: __________________________ Exp. Date: _______________

Card Holder's Name: __________________ Signature: _______________

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

( ) NFP Management Center Certificate Program

COURSE TITLE(S):

____ $ _______________

____ $ _______________

____ $ _______________

____ $ _______________

Total Fee Enclosed: $ _______________

Board Resource Team

A partnership of The Volunteer Center of United Way and United Way of Westchester and Putnam

What is the Board Resource Team?

A management assistance program designed to provide on-site assistance to nonprofit organizations by leading their boards through a process of capacity-building and nonprofit management advisement. This is a pro bono service offered to nonprofit organizations in Westchester County.

Who are the Consultants?

Members of the nationally recognized Experienced Volunteer Executives & Professionals (EVEP) program who have extensive business and management experience. EVEP volunteers are specially trained and guided pro bono by Resource Development Counsel, Robert Miss and Gae Savino.

What do they do?

Provide 3-5 on-site consultations with your Board of Directors concerning: agency and board capacity to achieve mission, governance, management, program, and fundraising issues.

How Do We Get Started?

Contact Judy Kadish at 914-227-9306, judy@volunteer-center.org or visit either www.volunteer-center.org or www.uwwp.org to download the forms.

Courses at a glance ...

September 2010

Project Evaluation/Resource Development

MEASURING YOUR PROGRAM IMPACT AND COMMUNICATING YOUR SUCCESS TO FUNDERS

Presenter: Gregory Holtz, Ph.D., (University of Notre Dame) is an Associate Professor of Public Administration with the Michaelian Institute for Public Policy and Management. He has been on faculties of the City University of New York and the University of Notre Dame. Dr. Holtz has 20 plus years of experience in program evaluation, has conducted policy research for the Institute for over 10 years and specializes in research and design and methodology. In addition, he has been involved in training teachers, city officials and school administrators.

Date: Thursday, September 16, 2010
9:00a.m. - 12:00p.m.
Registration deadline: September 2, 2010

Fee: $30.00

Workshop Description: This course will address best practices and participants will explore how to measure and communicate the impact of programmatic successes in anticipation of funders' questions.

Topics to be discussed:
How Nonprofits Can Effectively Measure Outcomes:
- What are the pros and cons of using key performance indicators in nonprofits?
- How are performance indicators developed?
- What are the characteristics of good performance indicators?
- What are some best practices of communicating program outcomes to funders?

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

General Information: Complimentary hot beverages and danish will be available half an hour before the morning sessions begin.

For full-day courses, there is a lunch break around noon. Lunch and parking are 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.

The Westchester Not-for-Profit Technology Council

The Westchester Not-for-Profit Technology Council (WNTC) is a consortium of nonprofit agencies established in 2002 to support the effective use of information technology by not-for-profit and community-based organizations in Westchester County. Through the financial support of JPMorgan Chase, the County of Westchester and Verizon, WNTC offers subsidized training to nonprofit staff and volunteers.

By providing education and training to these organizations, WNTC helps strengthen each organization's technology infrastructure and improves the use of current technology throughout the not-for-profit community.

WNTC offers, in partnership with Pace University, classroom training in office productivity software, workshops in new and emerging technologies and a website development assistance program. WNTC welcomes the participation or partnership of other organizations interested in assisting nonprofits with technology.

To receive announcements about WNTC programs, send your contact information, including email address, to Dale Mottola at dmottola@pace.edu or call 914-422-4185.

- 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 parking beneath the Graduate Center /Westchester Financial Center (attendant parking – approximately $3.00 per hour).
- Galleria parking (pay stations) - 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. The 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, in Carmel, NY; and at the Mahopac Public Library at 668 Route 6, Mahopac, NY 10541.

Communications and Professional Development

SOCIAL MEDIA: WAYS TO GET PEOPLE YAKKING ABOUT YOUR NON-PROFIT!

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.

Date: Thursday, September 23, 2010
9:00 a.m. -12:00 p.m.
Registration Deadline: September 9, 2010

Fee: $30.00

Workshop Description: Facebook is now 500 million strong. Blogs and Twitter continue to grow exponentially. Are you using the power of social media to the fullest? Learn what's changed and how to make it work for your organization.

Topics to be discussed:
- What is the latest and greatest in social media for nonprofits?
- Marketing your brand using social media.
- Online marketing tools.
- Basic steps to acquiring donors online.
- Case studies.

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

Legal

RISK MANAGEMENT AND INSURANCE BASICS FOR NONPROFITS

This presentation is co-sponsored by Pro Bono Partnership and the Nonprofit Coordinating Committee of New York

Date: Tuesday, September 28, 2010
9:30 am – 12:00 pm
Registration Deadline: September 25, 2010

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 firm commitment to attend. If you must cancel, please provide at least 48 hours notice so that someone else can take your place. Meetings begin and end on time so please plan your travel and schedules accordingly.

Presenters: Maurice Segall, Deputy Director, Pro Bono Partnership, and Tom Sternberg, Chairman of Sternberg, Kozera & Gleicher, Inc.

Workshop description: This workshop discusses risks affecting not-for-profits and suggests strategies to address those risks, with particular emphasis on volunteer issues and the important role played by insurance in prudent risk management.

Topics to be discussed:
- What risks does your organization face?
- What protections should your organization have in place to address these risks?
- Does your organization have appropriate insurance protection, such as Directors and Officers liability insurance? Volunteer accident insurance?

Who should attend: Executive directors, human resource staff, volunteer administrators and any program supervisor working with volunteers.

OCTOBER 2010

COMMUNICATION AND INTERPERSONAL SKILLS

MANAGING WORKPLACE INTERRELATIONS: DIFFUSING CONFLICT & STAYING COOL

This workshop is presented in Putnam County in cooperation with the Putnam Community Service Network and the Putnam County Personnel Department

Location: Mahopac Library, 668 Route 6, Mahopac, NY 10541

website at www.uwwp.org/pace.htm. Receipt of your payment will be emailed to you.

Scholarships:

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

Cancellations:

The Center reserves the right to cancel any workshop and to substitute presenters. If a workshop is canceled, the registrant will be notified accordingly 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.

From I-287 (Cross Westchester Expressway)

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

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 (which are one-way).

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. You can download the application and get more information by visiting our website at www.uwwp.org.

The United Way, in partnership with Community Capital Resources, the Volunteer Center of the United Way and JP Morgan Chase, launched ***The Financial Education Program at the Workplace*** (FEP) in 2009. The FEP is a free on-site series of financial workshops geared to empower low-to-moderate income employees to make more effective financial decisions.

Not-for-Profit organizations can benefit greatly from participating in the Financial Education Program. 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. A more detailed description of this wonderful new addition to this year's course offerings can be found on the United Way website at www.uwwp.org/financial.htm and on our Face Book page.

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 that affect organizations today, and workshops that offer 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) you are registering for. A confirmation email will be sent after receiving the registration form with your payment.

The Center now offers Mycart, a secure online credit card payment option. The registration form can be accessed by visiting United Way's

Presenter: Dr. Jacqui Valentine, motivational speaker and communications skills trainer, has conducted numerous workshops and seminars and 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 vim, vitality and vigor to all her presentations.

Date: Wednesday, October 13, 2010
9:30 am – 12:30 pm
Registration deadline: September 29, 2010

Fee: $30.00

Workshop Description: This session will address workplace performance and communication issues and how to build 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?
Open. Limited to the first twenty registrants.

Resource Development

SUCCESS AT GRANTMANSHIP: WHAT YOU NEED TO KNOW

HOW TO SECURE FUNDING FROM FOUNDATIONS
AND
YOU GOT A GRANT: NOW WHAT SHOULD YOU DO?

A two-part workshop on how to secure funding for your program/project and how to meet the funders' expectations ensuring a relationship.

Date: Thursdays, October 14 and 21, 2010
9:00 am to 12:00 pm
Registration Deadline: September 30, 2010

Fee: 60.00

Presenter: Judith B. Margolin, Consultant on Foundations and Grants. A seasoned professional in the field of philanthropy with an in-depth knowledge of foundations, Ms. Margolin served in a variety of capacities at the Foundation Center in New York City for more than twenty years, most recently as Vice President for Planning and Evaluation. 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*, and *Grantseeker's Guide to Winning Proposals.* Her most recent book, just issued in 2010, is *After the Grant: the Nonprofit's Guide to Good Stewardship.* A skilled workshop leader and facilitator, over the course of her career Ms. Margolin has developed a special affinity for the needs of nonprofit organizations and is dedicated to providing nonprofit managers with the knowledge and skills they need to succeed at getting and managing grants.

Part I Date: Thursday, October 14, 2010
9:00 am – 12:00 pm

Workshop description:

Part I – How to Secure Funding from Foundations. Foundations are mysterious institutions to those not familiar with them and there are many myths about them. This session demystifies the process of securing foundation funding. It provides a thorough grounding in what foundations are all about, including how many there are, who runs them, trends in foundation giving and how to learn more about them. The workshop will focus on what motivates foundations to give and will help you determine why they might or might not support your organization. Tips and advice relating to specific needs of participants will be provided.

Topics to be discussed:

- How to identify foundation prospects that most closely match your funding needs.
- How to customize your grant request to emphasize the match between your organization and the foundation.
- How to approach foundations where you have no prior connection.
- How to best present your ideas to foundations.
- What to do if the foundation says "yes" and what to do if the answer is "no."

United Way • Pace University Wilson Center Not-For-Profit Management Center September 2010 • June 2011

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 2010 and Spring 2011 year.

We are committed to providing the not-for-profit community with high-quality and relevant learning opportunities at an affordable cost. To that end, the Center is collaborating and partnering with organizations such as the Wilson Center of Pace University, the Pro-Bono Partnership, the Byne Group and O'Connor Davies Munns and Dobbins.

This year, most of the Center's activities have been generously underwritten by a grant from JP Morgan Chase Bank. This grant helped with the printing of this handy brochure and mailing costs and will enable us to offer partial and full scholarships for all organizations with small or no training budgets.

This year, the fifteenth since the Center's inception in 1995, we have a diverse curriculum of timely and relevant courses in a wide range of disciplines including board development and strategic planning, financial management, communication and interpersonal skills, human resources, legal management, marketing and communications, project management, resource development and more.

In an effort to encourage and support continuous learning in the nonprofit sector, we have also included information about the ***Westchester Not-For-Profit Technology Council (WNTC).*** In collaboration with the Pace University Computer Learning Center, the WNTC will conduct computer training classes in Fall 2010. Information about these classes can be found on page 27.

United Way and The Volunteer Center of the United Way have created the ***Board Resource Team***, a management assistance program designed to provide on-site assistance to nonprofit organizations by leading their boards through a process of capacity-building and nonprofit management advisement. This pro bono service information is described in detail on page 28.

In an effort to promote excellence in training for professionals in the not-for-profit sector, the Center has established the ***Not-For-Profit Scholarship Program***, an initiative that provides a 25% tuition

Who should attend? New program managers, new supervisors.

JUNE 2011

A COACHING APPROACH TO WRITING FOR NFP'S

Presenter: Raymond L. Rigoglioso is a communications and fundraising consultant and executive coach for nonprofits. He brings 17 years of writing and editing experience in the nonprofit sector, both as a consultant and senior staff member. His background includes having served as chief operating officer for a small, Brooklyn-based nonprofit. Ray received his coach training through Coach University. For more information, visit his website, www.rayriggs.net.

Date: Thursday, June 2, 2011
9:00 a.m. – 12:30 p.m.
Registration deadline: May 19, 2011

Fee: $30.00

Workshop Description: Good writing transforms the entire nonprofit enterprise. It elevates the value of a nonprofit's work, it informs and inspires supporters, and it can lead to a healthy bottom line. But good writing for nonprofits is about much more than just the written word. It is part of a process in which the writer serves as coach. In this workshop, attendees will learn how to apply coaching techniques to the writing process and thus produce exceptional communications for their organizations. Attendees should come prepared to learn, participate in experiential exercises, and write.

Topics to be discussed:
- What coaching is and how it applies to writing for nonprofits.
- Bringing passion for the mission into your writing.
- The five roles that all nonprofit writers fill.
- Using coaching techniques to master these roles.

Who should attend: Anyone who writes for a nonprofit, either in communications and/or fundraising and anyone who manages writers.

Workshop Participants: *By enrolling in a workshop, you hereby give consent for United Way of Westchester and Putnam to use your photograph or image in its print, online and video publications.*

Part II Date: Thursday, October 21, 2010
9:00 am – 12:00 pm

Part II – You Got a Grant: Now What Should You Do? This session will provide concrete advice for those about to receive or those who already have secured foundation funding. Getting the grant is just the very beginning of your relationship with a funder-- the tip of the iceberg. Turning your foundation program officer into an avid fan of your organization and an advocate for your cause will ensure a series of successive grants.

Topics to be discussed:
- How to interpret a grant award letter to be sure you understand funder expectations.
- How to establish and maintain systems to manage your grant project effectively.
- How to communicate with and cultivate your funder during the course of the grant, at site visits and once the project is complete.
- How to craft grant reports that will impress your funder.
- How to position your organization to apply for repeat or additional funding.

Also covered will be a series of challenging situations that grantees may encounter with specific advice about how to respond. For example: what do you do if you spend all the grant money before the project is complete? The discussion will be interactive with role playing exercises. Participants will walk away with firm ideas about how to more deeply engage funders in their organizations' missions and programs.

Who should attend: Executive directors, program managers, resource development staff, board members and volunteers.

MARKETING & TECHNOLOGY

EMAIL MARKETING: FOR-PROFIT TIPS FOR NOT-FOR-PROFIT MARKETING!

Date: Thursday, October 28, 2010
9:00 am – 12:00 pm
Registration Deadline: October 14, 2010

Fee: $30.00

Workshop Description: Are you using the Internet as effectively as your corporate cousins? Whether you're launching a membership drive, or selling tickets to a fundraising event, email marketing and social media can provide the biggest bang for your buck.

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 their branding and strategic marketing campaigns both on and offline, the firm has won numerous awards throughout the region.

Topics to be covered:
- What is the difference between e-mail blasts and e-newsletters and what part in marketing does each play?
- How to bring passion for the mission into your writing for e-newsletters.
- How does social media fit into the puzzle?
- Case studies of best practices in the nonprofit world.

Who should attend: Executive Directors and anyone who is responsible for marketing, either in communications and/or fund-raising.

November 2010

Program Management

ADVANTAGES AND DISADVANTAGES OF KEY PERFORMANCE INDICATORS (KPI'S) IN THE MANAGEMENT AND COMMUNICATION PROCESS

Presenter: Gregory Holtz, Ph.D., (University of Notre Dame) is an Associate Professor of Public Administration with the Michaelian Institute for Public Policy and Management. He has been on faculties of the City University of New York and the University of Notre Dame. Dr. Holtz has 20 plus years of experience in program evaluation, has conducted policy research for the Institute for over 10 years, and specializes in research and design and methodology. In addition, he has been involved in training teachers, city officials and school administrators.

Registration deadline: May 4, 2011

Fee: $30.00

Workshop Description: This session will address workplace performance and communication issues and how to build 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?
Open. Limited to the first twenty registrants.

Leadership Skills

BECOMING A SUPERVISOR FOR THE FIRST TIME

Presenter: Grant Loavenbruck, DSW, Director of Special Projects at the Michaelian Institute for Public Policy and Management at Pace University, White Plains, NY.

Date: Thursday, May 26, 2011
9:00 a.m. - 12:00 p.m.
Registration deadline: May 12, 2011

Fee: $30.00

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. Helpful information that dispels assumptions about the managerial role as well as 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."

Date: Wednesday, April 20, 2011
9:30 a.m. -12:30 p.m.
Registration Deadline: April 6, 2011

Fee: $30.00

Workshop Description: This half-day workshop will focus on learning how to create an inclusive work environment where all people 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 see if they support and develop diverse employees at all levels. See what changes you can make right now to create a more inclusive environment.

Topics to be discussed:
- Where false assumptions come from and how to overcome biases and prejudice.
- How to speak up and counteract prejudice.
- Changes you can make right now.
- Techniques for improved communication skills.

Who should attend? Executive directors, human resource officers, program managers, supervisors and volunteers. Open to the first 30 registrants.

May 2011

Human Resources

MANAGING WORKPLACE INTERRELATIONS: DIFFUSING CONFLICT & STAYING COOL

Presenter: Dr. Jacqui Valentine, motivational speaker and communications skills trainer, has conducted numerous workshops and seminars and 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 vim, vitality and vigor to all her presentations.

Date: Wednesday, May 18, 2011
9:00 a.m. – 12:00 p.m.

Date: Thursday, November 4, 2010
9:00 a.m. – 12:00 p.m.
Registration Deadline: October 21, 2010

Fee: $30.00

Workshop Description: This is a half-day workshop addressing the advantages and disadvantages of key performance indicators (KPI's) established in research literature and work done by Dr. Holtz with an emphasis in the variety of problems and advantages of a not-for-profit as it changes to accommodate KPI's. In addition, the impact of KPI's upon communications among leaders, funders, board members and the broader public will be examined.

Topics to be covered:
Uses of Key Program Indicator(s):
- In new program development.
- Evaluation of existing programs.
- Staff selection and training.
- In the supervisory process.

Who should attend: Program directors and anyone responsible for the development and implementation of a Performance Indicator regimen.

Program Management

THE DEVELOPMENT AND USE OF LOGIC MODELS FOR NON-PROFIT ORGANIZATIONS

Presenter: Gregory Holtz, Ph.D., (University of Notre Dame) is an Associate Professor of Public Administration with the Michaelian Institute for Public Policy and Management. He has been on faculties of the City University of New York and the University of Notre Dame. Dr. Holtz has 20 plus years of experience in program evaluation, has conducted policy research for the Institute for over 10 years and specializes in research and design and methodology. In addition, he has been involved in training teachers, city officials and school administrators.

Date: Thursday, November 18, 2010
9:00 a.m. – 12:00 p.m.
Registration Deadline: November 4, 2010

Fee: $30.00

Workshop Description: This is a half-day "hands-on" workshop where each participant develops a Logic Model for a program now under way. Relationship among resources, major activities, outputs and short and long term outcomes will be emphasized in this workshop. The focus is on realistically aligning all the Logic Model dimensions in order to secure program understanding and support.

Topics to be covered:
- General shape of a Logic Model and major purposes.
- Major uses in seeking funds, planning and evaluating programs.
- Limitations of Logic Models.

Who should attend? Program directors and anyone responsible for the development and implementation of a Logic Model to measure a non-profit program or project.

DECEMBER 2010

FINANCIAL MANAGEMENT

HOW TO FILE IRS FORM 990 – STEP BY STEP AND CASE SCENARIOS

Presenter: Garrett M. Higgins, CPA is Senior Tax Manager with the Tax Practice Group of O'Connor, Davies, Munns and Dobbins, LLP (ODMD). Mr. Higgins has more than 15 years of tax compliance and consulting experience. He is a former manager with a Big Four CPA firm and has spent the past 10 years specializing in tax exempt organizations. Mr. Higgins has significant experience with clients in the nonprofit sector as well as with the tax issues affecting private foundations, welfare benefit trusts and large public charities.

Mr. Higgins is a graduate of Queens College with a Bachelor of Arts degree in Accounting and Information Systems. He is a Certified Public Accountant licensed in the State of New York and is a member of the American Institute of Certified Public Accountants and the New York State Society of Certified Public Accountants.

Date: Tuesday, December 7 & Thursday, December 9, 2010
9:00 a.m. - 12:00 p.m.
Registration Deadline: November 24, 2010

Fee: $60.00

APRIL 2011

PROJECT MANAGEMENT

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

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

Date: Thursdays, April 7 and April 14, 2011
9:00 a.m. – 12:00 p.m.
Registration deadline: March 24, 2010

Fee: $60.00

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.

DIVERSITY AND INCLUSION IN THE WORKPLACE

BEYOND AWARENESS: CREATING AN INCLUSIVE WORKPLACE

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.

Resource Developement

THE INFLUENTIAL FUNDRAISER: A NEW PERSPECTIVE ON FUNDRAISING

Presenter: Naomi L. Adler, Esq., President and CEO of the United Way of Westchester and Putnam. A former president and CEO of Rockland County United Way, Naomi began her career as an Assistant District Attorney at the Monroe County District Attorney's Office and as director of the SAFE (Stop Abuse in the Family Environment) prosecutorial program. Naomi left formal law to focus on fundraising and community activism, particularly in health and human services. She was a recipient of the *Forty Under Forty* Award (Rockland) and participated in three leadership community programs. She has been a member of several nonprofits and has been honored by a number of local and national organizations. Recently, Naomi was recognized as a "Hero for Humanity" for her work in establishing United Way's 2-1-1 Helpline in the Hudson Valley.

Date: Wednesday, March 30, 2011
9:00 a.m. - 12:00 p.m.
Deadline Registration: March 16, 2011

Fee: $30.00

Workshop Description: This half-day session will focus on how to use the psychology of persuasion to achieve outstanding results in fundraising efforts for your organization.

Topics to be discussed:
- What is influence?
- The five P's of influence.
- The group work and the case statement.
- Outcome versus fundraising goal.
- Perceptual positions important in fundraising influence.

Who should attend: Executive directors, resource development staff and anyone in the role of fundraiser for your organization.

Workshop Description: IRS Form 990 is used not only by the IRS, but by the public, donors, the media and regulators to evaluate how a not-for-profit is meeting its mission. The revised Form 990 consists of an 11-page core form and 16 schedules and features significant changes in the order and type of information collected.

These two half-day classes will explain what the IRS is attempting to accomplish with the redesigned 990, the revised form and its schedules as well as how to prepare for a year-end audit.

Topics to be discussed:
- Overview of the redesigned IRS 990 form and its schedules.
- Do's and don'ts of preparing for an audit.
- Tips on how to work with the auditor to make the audit process go smoothly; new disclosure requirements relating to income, expenses, compensation, and activities.
- Procedural considerations when completing the form.
- Role of senior management and the Board in preparing and reviewing the form prior to filing.
- Written governance polices recommended by the IRS (e.g., compensation review).
- Added costs of preparing the 990.

Who should attend? New executive directors, development staff, staff with accounting support positions and new board members. Limited to the first 20 registrants.

January 2011

Communications and Personal Development

PERSUASIVE PRESENTATION & CONSULTATIVE ENGAGEMENT: GETTING YOUR MESSAGE ACROSS AND BEYOND

Presenter: Patricia Hayling Price, CEO of Life Work Strategies, LLC, has built a successful consulting practice focused on talent development. Her experience includes 23 years in corporate America, including 10 years as a global business executive at IBM. Her insight and expertise has been well received at the Forbes Women in Leadership Conference and in academic circles at Cornell University, Clark Atlanta University, NYU Stern School and Colgate University.

With a growing list of distinguished clients from a wide spectrum of businesses *(Mellon Bank, Goldman Sachs, Bank of America, GoodWorks International, American Heart Association, The Harlem Children's Zone, Red Cross; and industries including government, law, education, pharmaceuticals and executive search),* Patricia is magically transforming the performance of her clients one by one, always reminding them that "failing to prepare is very much like preparing to fail."

Date: Wednesday, January 5, 2011
9:00 a.m. – 12:00 p.m.
Registration deadline: December 22, 2010

Fee: $30.00

Workshop Description: This action packed session is targeted to those who wish to gain insight, explore new methods and styles, and practice and prepare to execute at a higher level to drive effectiveness in presenting and consulting (internally and externally). Whether you engage 1 to1, 1 to few or 1 to many, this is a public speaking and presentation session that will revitalize your delivery and help you to rethink content/packaging of complex and simple messages, numeric data, qualitative key performance indicators and more. Extemporaneous delivery, tightly packaged Power Point presentation, speaking from a prepared speech, softcopy decks for roundtable meetings, phone engagement, Skype meetings and more will be covered. Effective delivery and receipt of job performance assessment feedback is also covered in this session.

Don't plan on sitting down and listening too much in this class. This is an experiential learning and high performance class.

Topics to be discussed:
- How to improve the packaging and quality of your messages.
- How to translate the "ask" into meaningful terms for your audience.
- Learn a sure fire framework for engaging in joint problem solving and then apply the framework, and practice real time with expert feedback.
- Understand the differences/nuances and appropriate uses for a variety of presentation styles and mediums.
- Assess and stress test your listening skills.
- Find your comfort zone and elevate your confidence level when presenting.
- Gain insight into the little things you can do to improve your presence, style, receptivity and perception.

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

March 2011

Grant Writing Skills

UNSTICKING YOUR GRANT PROPOSAL: INTERACTIVE TWO-SESSION CLINIC

Presenter: Grant Loavenbruck, DSW, Director of Special Projects at the Michaelian Institute for Public Policy and Management at Pace University, White Plains, NY.

Date: Wednesdays, March 9 & March 23, 2011
9:00 a.m. – 12:00 p.m.
Registration deadline: February 23, 2011

Fee: $60.00

Workshop Description: These two half-day interactive sessions will provide practical "nuts and bolts" information on applying for and securing funding from both public and private sources. In addition to the basics of proposal development, emphasis will be placed on techniques for researching and effectively approaching the funding organization. Skill building exercises, including the development of an actual funding proposal, will be a part of this course. Participants are expected to bring their questions on grants that they are working on.

Topics to be discussed:
- How to evaluate the proposal through the funder's eye.
- Developing a proposal checklist.
- How to write a letter of intent, problem statement/needs assessment.
- Methods/evaluation sections of a proposal.

Who should attend: Executive directors, resource development staff, board members involved in grant writing.

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 not-for-profits 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.

Organizational Planning

MANAGING MULTIPLE PRIORITIES IN A STRESSFUL ENVIRONMENT

Presenter: Grant Loavenbruck, DSW, Director of Special Projects at the Michaelian Institute for Public Policy and Management at Pace University, White Plains, NY.

Date: Wednesday, February 16, 2011
9:00 a.m. - 12:00 p.m.
Registration deadline: February 2, 2011

Fee: $30.00

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

Topics to be discussed:

- Time management principles: doing more with less.
- Time management strategies that work.
- Stress management tactics that feel real.
- Managing the boss.
- Throw away your planning calendar.
- Planning backwards for better results.

- Learn to offer a compelling and persuasive set of messages that engage, drive action and deliver desired outcomes.
- Apply more lateral thinking.
- Uncover and remove bad habits.
- Deliver terse and pithy content that compels others to take notice!

Who should attend: Open to the first 30 registrants.

STRATEGIC APPROACH TO DOING MORE WITH LESS— HOW TO WEATHER THE ECONOMIC DOWNTURN

Presenter: Dr. Natalie Redcross is an assistant professor of public relations at Iona College and has over 10 years of experience working with nonprofits, and in the education and entertainment industries.

Date: Wednesday, January 12, 2011
9:00a.m. - 12:00p.m.
Registration deadline: December 29, 2010

Fee: $30.00

Workshop Description: With the recession having hit nonprofits especially hard, how can these organizations stay afloat and even thrive with decreased resources, donorship 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 networking is strongly encouraged.

Topics to be discussed:
How Nonprofits Can Effectively Measure Outcomes:

- Successful, budget-friendly communication strategies
- Public and community relations that anyone can do
- 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.

Accounting

NONPROFIT ACCOUNTING FOR NON-ACCOUNTANTS

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.

Date: Tuesday, January 25, 2011
9:00 a.m. - 12:00 p.m.
Registration Deadline: January 11, 2011

Fee: $30.00

Workshop Description: This session will focus on the fundamental elements of an effective accounting system for typical not-for-profit organizations in easily understood terms. Sound accounting practices can provide the not-for-profit 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.

February 2011

Accounting

HOW TO PREPARE FOR AUDITS

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.

Date: Tuesday, February 1, 2011
9:00 a.m. - 12:00 p.m.
Registration Deadline: January 18, 2011

Fee: $30.00

Workshop Description: How should you prepare for an audit? This seminar will help you understand the audit process and how and what you need to prepare for an audit. It covers the roles and responsibilities of the auditor and the not-for-profit organization and how the two should (and should not) interact.

Topics to be discussed:
- Types of audits.
- Value of an audit.
- The auditor's roles and responsibilities.
- The not-for-profit organization's roles and responsibilities.
- The audit process from start to finish.

Who should attend: Board members, executive directors and finance staff. Limited to the first 20 registrants.

Financial Management

PLANNING AND BUDGETING FOR NOT-FOR-PROFITS

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.

Date: Friday, February 11, 2011
9:00 a.m. – 4:00 p.m.
Registration Deadline: January 27, 2011

Fee: $60.00

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.