

SUPPORT CENTER

FOR NONPROFIT MANAGEMENT



SEPTEMBER – OCTOBER 2010

SUPPORT CENTER FOR NONPROFIT MANAGEMENT

New York Office: 305 Seventh Avenue @ 27th Street
11th Floor, New York, NY 10001-6008
Phone: 212-924-6744 | Fax: 212-924-9544
Nearest Subway: 1 @ 28th Street & 7th Avenue

New Jersey Office: 185 West State Street
New Jersey State Library
Trenton, NJ 08625

www.supportcenteronline.org | www.executiveleadership.org

PDF Catalogs

If you would like to receive your next catalog via email rather than snail mail, send a message to admin@supportcenteronline.org with the subject line "PDF Catalog Request".

Email all address corrections, changes, etc. to admin@supportcenteronline.org

Join our email list to receive all workshop discount and special event information.
Send a message with your full name and "Add to Email List" as the subject line to: admin@supportcenteronline.org.

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www.supportcenteronline.org

Phone: 212-924-6744

New York, NY 10001-6008

305 Seventh Avenue, 11th Floor

Support Center for Nonprofit & Philanthropic Organizations
CONSULTING ■ TRANSITION MANAGEMENT ■ TRAINING

SUPPORT CENTER FOR NONPROFIT MANAGEMENT

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ABOUT THE SUPPORT CENTER

Since 1986, the Support Center has been dedicated to improving our society by increasing the effectiveness of nonprofit leaders and their organizations. Our services are designed to strengthen nonprofit and philanthropic leaders and their organizations so that they can better serve their clients and communities.

Consulting and Turnaround

- ▶ Strategic Planning and Restructuring
- ▶ Board Development and Governance
- ▶ Organization Design and Human Resources
- ▶ Fundraising

Executive Transition Management

- ▶ Succession Planning
- ▶ Comprehensive Executive Search and Transition Management Services
- ▶ Interim Executive Leadership
- ▶ Executive and Board Coaching

Grantmaker Services

- ▶ Grantee Capacity Building
- ▶ Organizational Assessments
- ▶ Professional Development, Executive Search, Coaching & Consulting

Training

- ▶ Professional Development Workshops and Certificate Programs
- ▶ Customized Training and Conference Facilitation
- ▶ New Strategies in Grantmaking: Meet the Grantmakers Panels

STAFF

Phone: 212-924-6744

John Brothers, 917-522-8305
Senior Fellow

Don Crocker, Ext. 306
Executive Director/CEO

Steve Damiano, 917-522-8302
Director of Professional Development

Andrea Dispenza, 917-522-8321
Program Coordinator of Training

Harriet Joynes, 917-522-8310
Chief Operating Officer

Taishim Montoya, 917-522-8300
Operations Associate/Receptionist

Barbara Rambo
Senior Project Consultant

Pat Richter, 917-522-8308
Interim Director of Consulting

Calvin Thomas
New Jersey Training Coordinator

HOW TO REGISTER

The best way to register for workshops is online at www.supportcenteronline.org.

1. Start by going to the Workshop link on the Support Center home page.
You can view workshop titles in date, category or location order.
2. Choose your desired workshops and complete the Online Workshop Registration form. You can pay by credit card when you register.
3. If you are paying by check, send to:
Support Center for Nonprofit Management
305 Seventh Avenue, 11th Floor
New York, NY 10001-6008
Attn: Training

FEES

Use the sliding scale below to determine your workshop fees based on your agency's annual operating budget (total support and revenue for the past fiscal year) and length of class. Some workshops have additional fees associated with them. Please see workshop descriptions for details.

Agency Budget	Half Day	Full Day
Under \$200,000 and unaffiliated individuals	\$65	\$85
Over \$200,000 – under \$1 million	\$100	\$135
Over \$1 million – under \$5 million	\$135	\$185
Over \$5 million	\$165	\$205

Payment must be received at least one week prior to the workshop date in order to guarantee participation.

CANCELLATION AND REFUND POLICY

Support Center reserves the right to cancel any workshop and to substitute workshop facilitators. If we cancel a workshop, we will notify each registrant as soon as possible. The registrant may then choose either a full refund or credit towards another workshop.

If you cannot attend a workshop, you must notify the Support Center by email at least three full working days prior to the workshop date.

Send emails to: andrea@supportcenteronline.org

You have the following options:

- ▶ Send a substitute at no extra cost
- ▶ Receive a credit voucher for any other workshop of equal or lesser value. Credit vouchers must be used within one year of the date of issue.
- ▶ Receive a refund (minus \$15.00 handling charge) in the same form as payment

Refunds or credit vouchers will NOT be issued to registrants who do not send written cancellation notice at least **three** working days prior to a workshop start.

SATISFACTION GUARANTEED

The Support Center is known for its high-quality workshops. If you are not satisfied with a workshop for which you have paid, the Support Center will give you a credit toward another workshop of comparable price.

Certificate Programs

Would you like to:

- ▶ Increase your knowledge and build your skills?
- ▶ Exchange ideas and use a group setting to practice collaborative problem solving techniques?
- ▶ Add a great new credential to your resume?

Each program comprises 30 hours of effective, practical and affordable skill-based training focusing on topics such as supervision techniques, organizational development, board development, fundraising, program planning and financial management.

Management & Supervision Certificate:

- ▶ Build better relationships with supervisees, colleagues and your supervisor
- ▶ Define and share clear expectations
- ▶ Delegate with confidence
- ▶ Create an environment that supports motivation and productivity

Fundraising Certificate:

- ▶ Write proposals with a higher likelihood of success
- ▶ Diversify your funding base
- ▶ Raise more money with confidence
- ▶ Actively involve your board in fundraising

Executive Leadership Certificate:

- ▶ Enhance relationships with supervisees and colleagues
- ▶ Network with emerging leaders in the nonprofit sector
- ▶ Prepare to effectively build a board of directors
- ▶ Strengthen strategic planning skills

Agency Budget	Pay As You Go	Pay Upfront 20% off	Savings of
Under \$200,000 or unaffiliated individual	\$515	\$419	\$96
\$200,000 to \$1 million	\$805	\$651	\$154
\$1 million to \$5 million	\$1,095	\$883	\$212
Over \$5 million	\$1,275	\$1,027	\$248

For information on the certificate programs and to enroll, visit:

www.supportcenteronline.org/training-certificates.php

IS YOUR ORGANIZATION ELIGIBLE TO RECEIVE SCHOLARSHIPS?

The following scholarships are currently available to partially cover workshop costs:

- ▶ **Bristol-Myers Squibb Company** grantees pay \$35 per workshop
- ▶ **Con Edison** grantees pay \$35 per workshop
- ▶ **Ortho-McNeil-Janssen** grantees pay \$35 per workshop
- ▶ **PSEG** grantees pay \$35 per workshop
- ▶ **New York State Council on the Arts** covers 70% of the workshop fee for all New York-based arts organizations. The remaining 30% is on a sliding scale, based on organization budget.

For complete Scholarship Information including eligibility, cost, and limitations, visit our website: www.supportcenteronline.org/Workshops-Scholarships.php



Approved Provider For



The Support Center's workshops have been reviewed and pre-approved by CFRE International for continuing education points.

For more information, visit:

<http://www.supportcenteronline.org/training-cfre.php>

Fall 2010 Calendar

SEPTEMBER

Monday	Tuesday	Wednesday	Thursday	Friday
13	14	15 Building Supervisory Relationships 9:30 am–4:00 pm	16	17
20	21 Meet the Corporate Grantmakers 8:30 am–12:00 pm	22 PSEG: Meaningful Outcome Measurement (NJ) 10:00 am–4:00 pm	23	24 Emergency Succession Planning for Arts Organizations 9:30 am–12:30 pm
27	28 Does Your Website Work? 9:30 am–12:30 pm	29 Worker Classification: Employee vs. Independent Contractor 9:30 am–12:30 pm	30 Writing Winning Grant Proposals 9:30 am–4:30 pm	

OCTOBER

Monday	Tuesday	Wednesday	Thursday	Friday
				1 Business Writing for the Exceptional Assistant 9:30 am–12:30 pm
4	5 How to (Almost) Enjoy an Audit 9:30 am–12:30 pm Developing Competitive Grant Proposals in Constricted Funding Pools (NJ) 9:30 am–4:00 pm	6 Better Business Bureau Standards of Charity Accountability 9:30 am–12:30 pm	7	8 Managing Your Personal and Professional Brand in Social Media 9:30 am–12:30 pm
11	12 Personality, Styles and Differences in the Workplace 9:30 am–12:30 pm	13 Budgeting for Grant Proposals 9:30 am–2:00 pm	14 Dashboards: Tools to Enhance Board Oversight 8:30 am–11:00 am	15 Meet the Grantmakers 8:30 am–12:00 pm
18	19 A Coaching Approach to Writing for Nonprofits 9:00 am–1:00 pm	20 Tour the Funding Information Center of the New Jersey State Library (NJ) 9:30 am–11:30 am	21	22 Developing a Nonprofit Business Plan 9:30 am–12:30 pm
25	26 Interim Executive Leadership Training I 9:30 am–5:00 pm	27 Interim Executive Leadership Training II 9:30 am–4:30 pm Nonprofit Leadership in Times of Generational Change (NJ) 9:30 am–12:30 pm	28 Train the Trainer I 9:30 am–4:30 pm	29

NEW STRATEGIES IN GRANTMAKING

The Meet the Grantmakers sessions provide nonprofit leaders with the opportunity to hear from corporate, family and independent foundation representatives in New York and New Jersey. Topics will include:

- ▶ How the current economic climate will affect funding in 2011
- ▶ How determinations are made regarding funding priorities
- ▶ The grant proposal process (e.g., how many proposals are received, how they are reviewed, etc.)
- ▶ The key elements that make for a successful grant proposal
- ▶ How grantee and foundation performance are evaluated

Meet the Corporate Grantmakers in New York

Tuesday, September 21 • 8:30 am–12:00 pm

Location: Con Edison, NYC

Meet the Corporate Grantmakers in New Jersey

Friday, December 10 • 8:30 am–12:00 pm

Location: Rutgers University, New Brunswick

New Strategies in Grantmaking (Topics to be Announced):

Friday, October 15 • 8:30 am–12:00 pm

Location: UJA-Federation, NYC

Friday, November 5 • 8:30 am–12:00 pm

Location: UJA-Federation, NYC

For specific information on each session, please visit the Support Center website: www.supportcenteronline.org

WORKSHOPS IN NEW YORK

All workshops will take place at the
Support Center for Nonprofit Management,
305 Seventh Avenue @ 27th Street, 11th Floor

ORGANIZATION DEVELOPMENT

EMERGENCY SUCCESSION PLANNING FOR ARTS ORGANIZATIONS

NEW!

The unplanned departure of a key executive can throw an organization into turmoil and lead to disastrous consequences for board, staff, clients and community. Among those risks are:

- ▶ Loss of funding
- ▶ Staff and board disruption
- ▶ Bad publicity, disturbing rumors and confusing communications

An emergency succession plan can help your organization prepare for the unexpected. This session will explore the key elements of an emergency succession plan and identify both the benefits and limitations of this type of planning. By attending this session you will:

- ▶ Gain a greater awareness of the risks associated with unplanned executive turnover
- ▶ Learn about both the benefits and limitations of creating an emergency succession plan
- ▶ Increase your understanding of how to reduce risks and manage leadership changes effectively

Who Should Attend:

- ▶ Executive directors
- ▶ Board members
- ▶ Senior managers and development directors with responsibility for planning

Facilitator: Gilles Mesrobian
Date: Friday, September 24
Time: 9:30 am – 12:30 pm
Fee: One Half Day

DOES YOUR WEBSITE WORK?

A well designed website is a valuable communication and development tool.

This workshop will help you:

- ▶ Define success on the web and what you should expect your site to achieve
- ▶ Determine what content and interactive features will lead to success
- ▶ Understand technology options for content management, commerce and interactions
- ▶ Implement your web plan

Who Should Attend:

- ▶ Communications, education and development professionals
- ▶ Senior management
- ▶ IT professionals

Facilitator: Jim Jasper
Date: Tuesday, September 28
Time: 9:30 am – 12:30 pm
Fee: One Half Day



WORKER CLASSIFICATION: EMPLOYEE VS. INDEPENDENT CONTRACTOR

NEW!

Not long ago, New York State created an interagency strike force to “address the problem of employers who inappropriately classify employees as independent contractors.”

If contractors are found to be employees, your organization may be liable for significant penalties for unpaid withholding and Social Security taxes as well as State and Federal unemployment insurance contributions, disability and workers compensation. Those responsible for payroll and officers of the company may also be held personally liable for some of these unpaid taxes. (This holds true, even for volunteers.) How do the rules affect you?

This workshop will include:

- ▶ Internal Revenue Service rules and guidelines for worker classification
- ▶ Department of Labor rules and guidelines for worker classification
- ▶ Interaction between IRS and DOL
- ▶ Union Rules
- ▶ IRS and DOL audits
- ▶ Worker classification and their effects on workers compensation insurance
- ▶ Remedial action

Who Should Attend:

- ▶ Executive directors and senior management
- ▶ Finance personnel
- ▶ Human resource personnel
- ▶ Board members

Facilitator: Gary Eisenkraft
Date: Wednesday, September 29
Time: 9:30 am – 12:30 pm
Fee: One Half Day

BETTER BUSINESS BUREAU STANDARDS OF CHARITY ACCOUNTABILITY

As nonprofits become increasingly concerned about the public's understanding of their spending practices, governance, performance measurements and other critical issues, the Better Business Bureau's Charity Standards serve as a benchmark against which managers, board members and donors can measure a charity's performance.

This session will provide in-depth training on the 20 BBB Charity Standards, both demonstrating the relevance of the standards as best practices for nonprofit management as well as explaining, in detail, the Metro NY BBB process for evaluating charities. Participants will increase their understanding of the important issues in nonprofit management and improve their ability to explain the BBB Standards to their clients.

Who Should Attend:

- ▶ Nonprofit executives
- ▶ Consultants that provide services to nonprofit organizations
- ▶ Fundraisers
- ▶ Board members

Date: Wednesday, October 6
Time: 9:30 am – 12:30 pm
Fee: One Half Day

DASHBOARDS: TOOLS TO ENHANCE BOARD OVERSIGHT

“Dashboards” can help a board to ask the right questions and to engage in discussions around what matters most to an organization. Dashboards have been utilized for many years in the corporate sector and in some nonprofits to assist decision makers with visual comparative information about current operations and trends important to strategic planning.

This workshop, **for board members and executive directors**, will provide examples of how dashboards can enhance almost every area of board responsibility—financial oversight, program evaluation, fundraising, board governance, etc. Participants will develop the skills to create the types of performance dashboards most useful for their organizations.

Facilitator: Michael Davidson
Date: Thursday, October 14
Time: 8:30 am – 11:00 am
Fee: One Half Day

DEVELOPING A NONPROFIT BUSINESS PLAN

What is business planning and what are its components? How is it different from strategic planning? Why is a business plan beneficial for your organization?

This workshop, **for board members, executive directors and senior staff**, will address these questions and provide you with a more comprehensive understanding of business planning and how it relates to nonprofits. You will have the opportunity to garner information, ask questions and share with your fellow participants. You will also receive a business planning template, which will guide you and provide you with the steps necessary to develop and write/rewrite your business plan.

If you have already written a business plan for your organization, please bring it with you.

Facilitator: Susan Koblin Schear
Date: Friday, October 22
Time: 9:30 am – 12:30 pm
Fee: One Half Day

STAFF DEVELOPMENT

BUILDING SUPERVISORY RELATIONSHIPS

Most people are promoted to supervisory positions because they have technical expertise. Then they manage staff based on what they did or did not like in their own supervision. This workshop takes the ambiguity out of being a supervisor and identifies the importance of building a partnership between supervisor and employee in order to create an environment of trust, responsibility, and personal accountability. Participants will:

- ▶ Be provided with clear and practical steps to establishing or enhancing the supervisory relationship
- ▶ Learn how to define, communicate, and elicit performance expectations and working agreements
- ▶ Practice the art of constructive feedback to assist staff in reaching their full potential and to make the most of opportunities for learning

This workshop should be taken prior to all other workshops for Management & Supervision Certificate enrollees.

Facilitator: Janet Waterston
Date: Wednesday, September 15
Time: 9:30 am – 4:00 pm
Fee: One Full Day

BUSINESS WRITING FOR THE EXCEPTIONAL ASSISTANT

Are you often asked to draft reports, memos, and meeting minutes, or to proof documents for others in your office? This workshop, **for administrative assistants, development associates, service coordinators and others who write for their direct supervisors**, will provide reference materials tailored to your needs, and show you how to assess your writing so you can play to your strengths while improving areas you'd like to change. Through examples and exercises, you'll learn the *Five Grammatical Habits of Highly Effective Writers*, as well as practical techniques to:

- ▶ Get started when you're stuck
- ▶ Write more persuasively
- ▶ Cut through jargon and wordiness
- ▶ Write more effective emails
- ▶ Revise more quickly and effectively
- ▶ Continuously improve your writing

You will participate in writing activities in class. Bring work-related writing samples for optional individualized coaching.

Facilitator: Merrill Black
Date: Friday, October 1
Time: 9:30 am – 12:30 pm
Fee: One Half Day





PERSONALITY, STYLES AND DIFFERENCES IN THE WORKPLACE

Opposites attract, right? Why is it, then, that differences in the workplace too often result in conflicts and miscommunication? We end up bumping heads or at least scratching our heads, wondering why someone behaves a certain way. In this workshop, participants will explore the principles behind the Myers Briggs Type Indicator (MBTI)—an assessment tool used to understand personality differences—in order to develop ways to improve communication, resolve conflicts and benefit from the richness of different views and approaches. Participants will:

- ▶ Have an opportunity to identify their personality type
- ▶ Understand how personality and style differences may influence behavior at work
- ▶ Discover ways to make constructive use of differences

Who Should Attend:

- ▶ Staff and board members who want to enhance communication, collaboration and problem solving in the workplace

Facilitator: Janet Waterston
Date: Tuesday, October 12
Time: 9:30 am – 12:30 pm
Fee: One Half Day

A COACHING APPROACH TO WRITING FOR NONPROFITS

Good writing for nonprofit organizations is about much more than just the written word. It is a process in which the writer must master five distinct roles—only one of which is writing. To succeed in the four non-writing roles, the writer must learn to become a coach for the organization. When good writing skills combine with coaching ability, the result elevates the value of a nonprofit's work, connects donors and constituents to the heart of the mission, and creates a competitive advantage for the organization. Participants will:

- ▶ Learn how to conduct powerful interviews—eliciting compelling program-related narratives that engage the hearts and minds of donors, funders, and other constituents
- ▶ Explore the challenges of the review process and their own responses to being critiqued
- ▶ Write a brief piece using what they have learned

Participants will leave with an understanding of how to use coaching principles to help their nonprofit better value and communicate the impact of its work. Please note: this workshop teaches mastery of the nonprofit writing process, not specific writing skills.

Who Should Attend:

- ▶ Anyone who writes grant proposals, press releases, newsletters, etc., for nonprofits
- ▶ Entry-level writers to senior communications or development professionals wishing to hone their skills

Facilitator: Ray Rigoglioso
Date: Tuesday, October 19
Time: 9:00 am – 1:00 pm
Fee: One Half Day

INTERIM EXECUTIVE LEADERSHIP TRAINING

This workshop is designed for:

- ▶ Current and former executive directors with experience in nonprofit executive management who are considering a career as an Interim Executive Leader (IEL)
- ▶ Mid-to-late career professionals who were once executive directors and now have independent consulting practices
- ▶ Organizational development consultants and other nonprofit professionals who want to increase their knowledge on interim executive management and learn how to more effectively address the leadership challenges within a transitioning organization without necessarily wanting to serve as an IEL

We will discuss:

- ▶ Executive transition process (specific roles of the IEL, board and transition consultant)
- ▶ The reality of being an effective IEL (challenges presented, the skills and perspective required)
- ▶ How to handle the emotional aspects of dealing with staff and board dynamics of organizations undergoing an executive transition
- ▶ Strategies for finding and securing IEL positions
- ▶ How the Support Center's IEL referrals work

Facilitator: John Brothers
Date: Tuesday, October 26 & Wednesday, October 27
Time: 9:30 am – 5:00 pm
Fee: \$450

Application Instructions:

http://www.supportcenteronline.org/interim_training.php

TRAIN THE TRAINER

This two-day workshop will prepare you to design and facilitate effective and engaging trainings and workshops. On Day One, you will learn the fundamentals of experiential training and facilitation. On Day Two, a week later, you'll present a short workshop segment and receive feedback on your content and technique. Workshop topics will include:

- ▶ Basics of instructional design that will help you structure learning activities and devise exercises that meet your teaching objectives
- ▶ Ways to utilize adult learning concepts to reach all the learners in your group
- ▶ Time management tips to help you time your agenda
- ▶ Presentation techniques and facilitation skills to encourage and stimulate participation, even among reluctant participants
- ▶ Methods of evaluating your training or facilitation to determine its effectiveness

This workshop is limited to 10 participants. Early registration is highly recommended. Attendance for both sessions is required.

Facilitator: Andree Lockwood
Date: Thursday, October 28 & Thursday, November 4
Time: 9:30 am – 4:30 pm
Fee: Two Full Days

FUNDRAISING

WRITING WINNING GRANT PROPOSALS

While nonprofits complain about the difficulty of obtaining funding from foundations, foundations complain about the scarcity of really good proposals. In this workshop, we will discuss what makes a project compelling to a funder, and how to paint a vibrant picture of your organization and programs through the limited format of a typical proposal. By attending this introductory workshop, you will learn:

- ▶ The language of proposal writing
- ▶ The eleven basic components of a proposal
- ▶ How to “attack” an RFP
- ▶ How to develop strong program objectives

Who Should Attend:

- ▶ Proposal writers with less than three years of experience
- ▶ Executive directors, program directors and development directors with proposal writing job responsibilities

Facilitator: Pat Richter
Date: Thursday, September 30
Time: 9:30 am – 4:30 pm
Fee: One Full Day

BUDGETING FOR GRANT PROPOSALS

Many good grant proposals fail to get funded as a result of incomplete or poorly constructed budgets. A well-formed budget can increase your chances of success and help you design your project in more concrete terms. In this workshop we will focus on some of the questions that can perplex even seasoned proposal writers:

- ▶ What numbers should you include?
- ▶ Where do you get them?
- ▶ How can you get your administrative costs funded?

By attending this session you will:

- ▶ Learn to create budgets for projects, programs and the full organization
- ▶ Work with tools that help the program staff and finance staff work together to develop and manage the budget

Facilitator: Barbara S. Miller
Date: Wednesday, October 13
Time: 9:30 am – 2:00 pm
Fee: One Half Day

FINANCIAL MANAGEMENT

HOW TO (ALMOST) ENJOY AN AUDIT

It is important that your audited financial statement reflects the financial situation of your organization fairly and accurately. Meanwhile, the audit process can be aggravating beyond words. Audits can go smoothly and the disruptions can be minimized. And, most important, the auditor can be a resource for financial management throughout the year. This workshop will cover:

- ▶ How to hire an auditor
- ▶ What to expect from the audit and how to prepare
- ▶ How to forge a working partnership with your auditor
- ▶ Audit Committee
- ▶ Management letters
- ▶ Form 990 and your audit
- ▶ How to get added value and benefit from the audit experience
- ▶ Update on new accounting and auditing requirements

Sample audit reports will be reviewed and the basic sections of an audit report will be discussed in detail. You are invited to bring your own audit report for discussion.

This workshop is recommended for senior staff, financial personnel and board members.

Facilitator: Gary Eisenkraft
Date: Tuesday, October 5
Time: 9:30 am – 12:30 pm
Fee: One Half Day

MARKETING AND COMMUNICATIONS

MANAGING YOUR PERSONAL AND PROFESSIONAL BRAND IN SOCIAL MEDIA

NEW!

Who are you and how do you represent yourself online? It's not enough to have LinkedIn, Facebook or Twitter accounts—you need to understand the changes these tools represent in the ways we communicate about ourselves and our organizations. As our personal and professional lives blend together, we'll explore the idea you want associated with your own brand and how can you shape that online. We'll also look at how social media channels can be used to build relationships for both individuals and organizations. Finally, we'll look at some guidelines you might implement for your nonprofit organization to help set policies for everyone who works for (and therefore represents) you online.

Facilitator: Farra Trompeter
Date: Friday, October 8
Time: 9:30 am – 12:30 pm
Fee: One Half Day



WORKSHOPS IN NEW JERSEY

The following workshops will take place at:
New Jersey State Library
185 West State Street, Trenton, NJ 08625

DEVELOPING COMPETITIVE GRANT PROPOSALS IN CONSTRICTED FUNDING POOLS

We will explore factors that impact an organization's ability to formulate fundable grant strategies for federal, state and local grantors and how to position the proposal. Topics covered in this session for **fundraising and development professionals** will include:

- ▶ Developing effective executive summaries
- ▶ Writing the needs statement
- ▶ Designing program goals and objectives toward evaluation and assessment
- ▶ Constructing realistic budgets and timetables
- ▶ Unearthing unique professional steps to distinguish your application

Facilitator: Tyrone Gaskins
Date: Tuesday, October 5
Time: 9:30 am – 4:00 pm
Fee: One Full Day

TOUR THE FUNDING INFORMATION CENTER OF THE NEW JERSEY STATE LIBRARY

The New Jersey State Library houses the oldest Foundation Center Cooperating Collection in New Jersey. The Library's resources, both on-site and online, can assist you in researching the grantmaking activities of private, government and corporate foundations. This interactive tour of the Funding Information Center will teach you how to perform a customized search through the database of New Jersey funders.

Date: Wednesday, October 20
Time: 9:30 am – 11:30 am
Fee: Free

The following workshop will take place at:
Princeton Area Community Foundation
15 Princess Road, Lawrenceville, NJ 08648

NONPROFIT LEADERSHIP IN TIMES OF GENERATIONAL CHANGE

NEW!

The workforce is changing in significant ways and this requires a new set of skills for nonprofit leadership at all levels. This session will introduce you to the changes we are already seeing in the labor force and the challenges ahead. Regardless of the generation you represent, come learn about the leadership qualities that will be needed to supervise and lead across generations. Come with an open mind and an eagerness to unleash the potential of your workforce.

Facilitator: Regina Podhorin
Date: Wednesday, October 27
Time: 9:30 am – 12:30 pm
Fee: One Half Day

The following workshop will take place at:
PSEG Training and Development Center
234 Pierson Avenue, Edison, NJ 08837

MEANINGFUL OUTCOME MEASUREMENT

Foundations and corporations are more likely to invest in agencies that have a proven success record. Outcome measurement is a valuable tool to demonstrate how your organization has contributed to discernable changes for your clients. This workshop describes what outcome measurement is and what it is not, as well as providing an overview of its benefits. You will learn how to:

- ▶ Use a structured logic model as a framework for identifying and measuring the outcomes of your programs and services
- ▶ Differentiate and see the relationship between outcomes and activities
- ▶ Develop meaningful and appropriate measures for your outcomes

Who Should Attend:

- ▶ Program managers
- ▶ Executive directors
- ▶ Fundraising professionals

Facilitator: Laurel Molloy
Date: Wednesday, September 22
Time: 10:00 am – 4:00 pm
Fee: One Full Day