

CELEBRATING  YEARS OF DEVELOPING NONPROFIT EXCELLENCE

**SUPPORT CENTER**

**FOR NONPROFIT MANAGEMENT**



**JANUARY – MARCH**

# **Winter 2012**

# **CALENDAR**

## 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
- ▶ Organizational Design and Human Resources

### Executive Search & 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

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## HOW TO REGISTER

The best way to register for workshops is online at [www.supportcenteronline.org](http://www.supportcenteronline.org).

1. Start by going to the Training link on the Support Center home page. You can view workshop titles by date, category or location order.
2. Choose your desired workshops and complete the Online Workshop Registration form. You can select payment by credit card or check 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 student/ individuals	\$70	\$90
Over \$200,000 – under \$1 million and consultants	\$110	\$145
Over \$1 million – under \$5 million	\$145	\$195
Over \$5 million	\$175	\$215

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

### CANCELLATION AND REFUND POLICY

The 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 **24 hours** prior to the workshop date.

Send notification of cancellation to Samantha Collidge:  
**scollidge@supportcenteronline.org**

You have the following options if you cannot attend a workshop:

- ▶ Send a substitute at no extra cost
- ▶ Receive a credit voucher for any other workshop of equal or lesser value which 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 **24 hours** prior to the start of the workshop.

### 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 Program Icons

Use the icons below to identify workshops in each certificate program:

 = Management and Supervision

 = Fundraising

 = Executive Leadership



## 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 one of the three areas below:

### 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 <b>20% off</b>	Savings of
Under \$200,000 or unaffiliated individual	\$550	\$440	\$110
\$200,000 to \$1 million or consultant	\$875	\$700	\$175
\$1 million to \$5 million	\$1,165	\$932	\$233
Over \$5 million	\$1,345	\$1,076	\$269

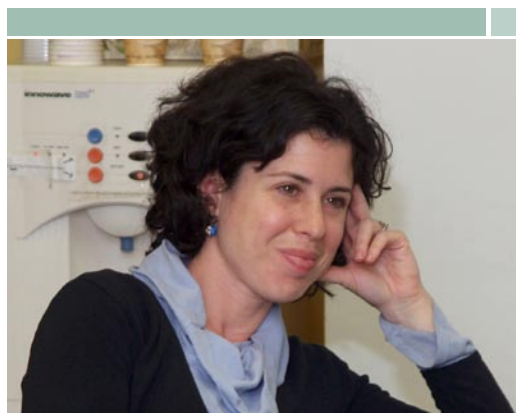
For information on the certificate programs and to enroll, visit:  
[www.supportcenteronline.org/training-certificates.php](http://www.supportcenteronline.org/training-certificates.php)

For complete Scholarship Information visit our website:  
[www.supportcenteronline.org/Workshops-Scholarships.php](http://www.supportcenteronline.org/Workshops-Scholarships.php)



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>



# Winter 2012 Calendar

## JANUARY

Monday	Tuesday	Wednesday	Thursday	Friday				
2	3	4	5	6				
9	10	11	12	13				
16	 <b>Building Supervisory Relationships</b> 9:30 am–4:00 pm	17	18	  <b>Preparing and Presenting Your Findings</b> 9:30 am–12:30 pm	19	 <b>Write What You Mean</b> 9:30 am–12:30 pm	20	
<b>Interim Executive Leadership Training I</b> 9:00 am–4:30 pm	23	<b>Interim Executive Leadership Training II</b> 9:00 am–4:00 pm <b>Developing Competitive Grant Proposals (NJ)</b> 9:30 am–4:00 pm	24	<b>Road to PR Success</b> 1:00 pm–4:00 pm	25	<b>Collaborative Effectiveness for Senior Leadership Teams</b> 9:30 am–4:30 pm	26	27
30	31							

## FEBRUARY

Monday	Tuesday	Wednesday	Thursday	Friday
		1	2	3
		<b>2000 Characters or Less: Grant Writing for Online Applications</b> 9:30 am–12:30 pm <b>Social Media I</b> 1:30 pm–4:30 pm	<b>Strategic Alliances and Collaborations</b> 9:30 am–12:30 pm	
6	 <b>Dealing with the Difficult Employee</b> 9:30 am–4:00 pm	7	8	9
13		 <b>Stewardship: The Art of Thanking Donors</b> 9:30 am–12:30 pm <b>Social Media II</b> 1:30 pm–4:30 pm	<b>Marketing and Public Relations for Nonprofits (NJ)</b> 9:30 am–12:30 pm	10
	14	15	16	17
20	<b>New Leadership for Navigating and Thriving in Challenging Times (NJ)</b> 9:30 am–12:30 pm	21	22	23
27	 <b>Strategic Planning: Why it Matters to Your Organization</b> 9:30 am–4:30 pm	28	<b>Take Your Fundraising to the Next Level</b> 9:30 am–12:30 pm <b>Social Media III</b> 1:30 pm–4:30 pm	29
				24

# Winter 2012 Calendar

MARCH				
Monday	Tuesday	Wednesday	Thursday	Friday
			<b>1</b> <b>Power of Collaboration</b> 9:30 am–12:30 pm <b>So You Are Thinking of Becoming a Board Leader</b> 5:00 pm–8:00 pm	<b>2</b>
<b>5</b>	<b>6</b>	<b>7</b> <b>50 Asks in 50 Weeks: How to Jumpstart Your Small Development Office</b> 9:30 am–12:30 pm <b>Funding Information Center Tour, NJ State Library (NJ)</b> 10:00 am–12 noon FREE	<b>8</b> <b>Fundraising Toolkit: Everything You Need to Know to Build a Fundraising Plan</b> 9:30 am–4:30 pm	<b>9</b>
<b>12</b> <b>M</b> <b>Interviewing for Keeps</b> 9:30 am–4:00 pm <b>Step by Step Guide to Outcomes Measurement (NJ)</b> 9:30 am–4:00 pm	<b>13</b>	<b>14</b> <b>Dashboards: Tools to Enhance Board Oversight</b> 5:30 pm–8:30 pm	<b>15</b> <b>Writing Winning Grant Proposals</b> 9:30 am–4:30 pm	<b>16</b>
<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>
<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>



# PROFESSIONAL DEVELOPMENT WORKSHOP SERIES

CHECK OUR  
WEBSITE FOR LATEST  
ADDITIONS!

JANUARY–MARCH 2012

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

#### COLLABORATIVE EFFECTIVENESS FOR SENIOR LEADERSHIP TEAMS

The performance of senior leadership working as a team sets a tone that reverberates from the reception desk to the board room. If sub-optimal performance by the top management team largely goes unaddressed (which is often the case), the implications for organizational effectiveness are profound. Participants can expect to take away greater clarity and a commitment to effective organizational collaborative processes.

##### In this session, we will explore:

- ▶ How to create better relationships to increase team performance and collaboration
- ▶ Evaluation of team dynamics

##### Who should attend:

- ▶ Board members
- ▶ Executive directors and senior level staff

**Facilitator:** Daniel Doucette  
**Date:** Thursday, January 26  
**Time:** 9:30 am – 4:30 pm  
**Fee:** One Full Day

#### STRATEGIC ALLIANCES AND COLLABORATIONS

The current climate of reduced funding and growing needs requires nonprofits to make tough choices in order to protect their core programs. In addition, many funders are requiring more evidence of collaboration so that they can be sure that they are not funding duplicate services.

##### In this workshop, we will explore:

- ▶ Tools needed to assess an organization's need for partners
- ▶ Ways of identifying and reaching out to potential partners
- ▶ Insights on the challenges to partnerships
- ▶ A life cycle framework for collaborations
- ▶ Elements of strong "linkage" agreements that work for all partners

##### Who should attend:

- ▶ Executive directors
- ▶ Board members
- ▶ Development and program directors

**Facilitator:** John Magisano  
**Date:** Thursday, February 2  
**Time:** 9:30 am – 12:30 pm  
**Fee:** One Half Day

#### STRATEGIC PLANNING: WHY IT MATTERS TO YOUR ORGANIZATION

What does your organization need to get from a strategic planning process to make it worth the effort? This workshop will explore this question and assist you with designing a process to meet those needs. This workshop is best suited for organizations seriously considering strategic planning or those just starting the process.

##### In this session, we will explore:

- ▶ Desired outcomes from your strategic planning process
- ▶ Reviewing the major steps of a strategic planning effort
- ▶ Distinguish between strategic and operational planning
- ▶ Clarifying board and staff roles
- ▶ Best process for your organization and who needs to be involved

##### Who should attend:

- ▶ Executive directors and board members

**Facilitator:** Marie Zieger  
**Date:** Tuesday, February 28  
**Time:** 9:30 am – 4:30 pm  
**Fee:** One Full Day

#### SO YOU ARE THINKING OF BECOMING A BOARD LEADER

NEW!

Are you thinking about saying yes to that invitation to become a board officer? Perhaps you've already said yes to a leadership position and are wondering what you signed up to do? Stepping up to leadership is more challenging than ever in these difficult times yet, leading a board can be a rewarding, satisfying experience and an opportunity to make a big difference. This dynamic workshop is designed to help new leaders get their arms around the job of governing a nonprofit organization. In our time together we'll review the basic tool kit for board leadership, look at best practices of board leaders and discuss the opportunities to bring substantive change to your nonprofit.

##### In this workshop, we will explore:

- ▶ Review board roles and responsibilities and board/staff relationships
- ▶ Learn methods to govern effectively, including balancing leadership with management oversight
- ▶ Discuss ways to achieve strategic priorities and create and accomplish achievable goals
- ▶ Plan and conduct meetings that are positive and productive
- ▶ Learn to establish and achieve board member expectations

##### Who should attend:

- ▶ Newly appointed board or executive committee leaders
- ▶ Board members who are considering taking on a leadership role
- ▶ Anyone who wants a review of board leadership principles and practices

**Facilitator:** Holly Lyttle  
**Date:** Thursday, March 1  
**Time:** 5:00 pm – 8:00 pm  
**Fee:** One Half Day

# WORKSHOPS IN NEW YORK

## THE POWER OF COLLABORATION

Mission-driven, values-based collaborations can deepen any organization's impact and make an organization more effective in fundraising, advocacy, program delivery and/or administration.

### In this workshop, we will explore:

- ▶ Identify issues on which they can collaborate
- ▶ Best practices of successful collaborations
- ▶ Identify potential partners with whom they can work

### Who should attend:

- ▶ Executive directors and board members of mid-size nonprofit organizations
- ▶ Representatives from organizations currently considering a partnership

**Facilitator:** Frank Abdale

**Date:** Thursday, March 1

**Time:** 9:30 am – 12:30 pm

**Fee:** One Half Day



## PREPARING AND PRESENTING YOUR FINDINGS: THE RESULTS ARE IN, NOW WHAT?

Many nonprofits invest time and energy in measuring outcomes, but don't reap all the rewards of their hard work. They submit findings to their funders, and then move on to the next thing. Don't miss out on opportunities by letting your results sit on a shelf (or in a folder on your computer). Make them work for you! Review them. Learn from them. Share them with your funders, board, staff, and more.

### In this workshop, we will explore:

- ▶ Strategies to ensure you regularly review and learn from your findings
- ▶ Ways to present your findings so they "tell the story of your program"
- ▶ What kinds of results are most interesting to particular stakeholders
- ▶ When and how best to present those results to your stakeholders

### Who should attend:

- ▶ Executive directors and program managers
- ▶ Fundraising professionals with some prior outcome measurement experience

**Facilitator:** Laurel Molloy

**Date:** Thursday, January 19

**Time:** 9:30 am – 12:30 pm

**Fee:** One Half-Day

## DASHBOARDS 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.

### In this workshop, we will explore:

- ▶ How to develop the skills to create the types of performance dashboards most useful for their organizations
- ▶ Examples of how dashboards can enhance almost every area of board responsibility—financial oversight, program evaluation, fundraising, board governance, etc.

### Who should attend:

- ▶ Board members
- ▶ Executive Directors

**Facilitator:** Michael Davidson

**Date:** Wednesday, March 14

**Time:** 5:30 pm – 8:30 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.

### In this workshop, we will explore:

- ▶ Clear and practical steps to establishing or enhancing the supervisory relationship
- ▶ How to define, communicate, and elicit performance expectations and working agreements
- ▶ Practicing the art of constructive feedback

### Who should attend:

- ▶ Newly appointed supervisors
- ▶ Supervisors who are having difficulty with their direct reports

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

**Facilitator:** Janet Waterston

**Date:** Tuesday, January 17

**Time:** 9:30 am – 4:00 pm

**Fee:** One Full Day



## WRITE WHAT YOU MEAN

Are you responsible for reports, correspondence and memos? Do you find that you inspire people when you speak, but their eyes glaze over when they read what you write?

### In this workshop, we will explore:

- ▶ Getting started when you are stuck
- ▶ Conveying your message in active, jargon-free language
- ▶ Refining your message for different audiences
- ▶ Editing your work quickly

### Who should attend:

- ▶ Anyone suffering from writers block

You will participate in active writing exercises. Please bring work-related writing samples.

**Facilitator:** Merrill Black

**Date:** Friday, January 20

**Time:** 9:30 am – 12:30 pm

**Fee:** One Half Day

## INTERIM EXECUTIVE LEADERSHIP

Our IEL two-day training outlines the environment during an executive transition, and what is required of an Interim Executive Leader to help stabilize the organization, in what is typically a very challenging and chaotic season in the life of a nonprofit.

### In these workshops, we will explore:

- ▶ The 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
- ▶ How the Support Center's IEL referrals work

# WORKSHOPS IN NEW YORK

## Who should attend:

- ▶ Current and former executive directors who are considering a career as an 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.

**Date:** Monday, January 23 & Tuesday January 24  
**Time:** 9:00 am – 4:30 pm  
**Fee:** \$450 Includes all training materials & IEL Toolkit CD-Rom

## DEALING WITH THE DIFFICULT EMPLOYEE: TURNAROUND OR TERMINATION?

Few supervisory tasks are as challenging and frustrating as dealing with performance problems. Whether you're dealing with an employee who doesn't have the right skills or one whose attitude and behavior doesn't meet your expectations, your job is to provide the supervision, coaching and management to turn the situation around—or take the necessary steps to dismiss the employee.

### In this workshop, we will explore:

- ▶ Coaching and constructive feedback for a variety of performance and behavioral issues
- ▶ Developing a performance improvement plan with specific expectations and standards
- ▶ Maintaining appropriate documentation to inform the employee of issues and protect the organization
- ▶ When and how to initiate and conduct a termination

## Who should attend:

- ▶ Anyone who has supervisory responsibilities.

**Facilitator:** Janet Waterston  
**Date:** Tuesday, February 7  
**Time:** 9:30 am – 4:00 pm  
**Fee:** One Full Day

## INTERVIEWING FOR KEEPS: FROM RECRUITMENT TO RETENTION

Finding—and keeping—the right person for the job sometimes seems like an insurmountable task. What interview questions can you ask to find out what you really need to know without crossing the line into legal no-nos? This workshop takes the element of chance out of the process and lays the foundation for identifying, hiring, and retaining the most qualified candidates.

### In this workshop, we will explore:

- ▶ Steps to prepare and organize the interview
- ▶ How to ask and probe for meaningful information—the stuff you really want to know
- ▶ Ways to clarify organizational values, mission and expectations
- ▶ Legal considerations and biases that can impact the selection process
- ▶ How to follow up the interview to ensure retention

## Who should attend:

- ▶ Human resource professionals
- ▶ Anyone who with hiring responsibilities

**Facilitator:** Janet Waterston  
**Date:** Tuesday, March 13  
**Time:** 9:30 am – 4:00 pm  
**Fee:** One Full Day

## FUNDRAISING

### 2000 CHARACTERS OR LESS: GRANT WRITING FOR ONLINE APPLICATIONS

The requirement to write and submit online grant applications has become almost ubiquitous. Although the core elements of successful grant writing remain the same, the need to edit oneself and communicate succinctly is greater than ever—and more time consuming.

### In this workshop, we will explore:

- ▶ Successful strategies for writing compelling online applications
- ▶ Samples of successful applications
- ▶ Current application or boilerplate with colleagues and a proven grant writer

## Who should attend:

- ▶ Anyone with fundraising responsibilities

**Facilitator:** Frank Abdale  
**Date:** Wednesday, February 1  
**Time:** 9:30 am – 12:30 pm  
**Fee:** One Half Day

## STEWARDSHIP: THE ART OF THANKING DONORS

Think of securing a gift as the beginning of a long-term relationship. This workshop will teach you how to cultivate these relationships because donors who give repeatedly and in larger amounts are key to a successful fundraising program.

### In this workshop, we will explore:

- ▶ Ways to thank and recognize individual donors, foundations and corporations
- ▶ Creative ways to keep donors involved in your organization
- ▶ Stewardship tracking systems to ensure that your funders receive updates on how their contribution is making an impact

## Who should attend:

- ▶ Development directors and other fundraising professionals
- ▶ Executive directors

**Facilitator:** Robin Rosenbluth  
**Date:** Wednesday, February 15  
**Time:** 9:30 am – 12:30 pm  
**Fee:** One Half Day

### TAKE YOUR FUNDRAISING TO THE NEXT LEVEL

This workshop, designed for those who shape organizational planning and capacity building, will provide tools and tips for upgrading fundraising strategies in this time of economic stress. We will use a Fund Raising Readiness Audit to show you how to improve your fundraising success rate.

### In this workshop, we will explore:

- ▶ How to use your organization's present life stage as the springboard to the next level
- ▶ Ways to engage the board in donor cultivation
- ▶ Fresh approaches to diversify your funding streams

## Who should attend:

- ▶ Executive directors and board members
- ▶ Senior development staff

**Facilitator:** Carolyn Curran  
**Date:** Wednesday, February 29  
**Time:** 9:30 am – 12:30 pm  
**Fee:** One Half Day

# WORKSHOPS IN NEW YORK

## 50 ASKS IN 50 WEEKS: HOW TO JUMPSTART YOUR SMALL DEVELOPMENT OFFICE

Are you raising money for a nonprofit organization with a small development office or no paid fundraising staff? Do you want to raise more money? Are you stuck in a rut with your fundraising program? Do you want to feel motivated and re-energized about fundraising? Do you need an action plan? If you answered yes to any of these questions this workshop is for you.

### In this workshop, we will explore:

- ▶ Techniques for asking for gifts in smarter, more efficient ways
- ▶ Basics of event planning, personal solicitation, bulk mail, and grant writing
- ▶ How to identify 50 new prospects for your organization

### Who should attend:

- ▶ Entry and mid-level development directors
- ▶ Executive directors and development directors in organizations with small development offices (0-3 paid development staff)

**NOTE:** All participants will receive a copy of the facilitator's book, *50 Asks in 50 Weeks: A Guide to Better Fundraising for Your Small Development Shop*

**Facilitator:** Amy Eisenstein  
**Date:** Wednesday, March 7  
**Time:** 9:30 am – 12:30 pm  
**Fee:** One Half Day

## FUNDRAISING TOOLKIT: EVERYTHING YOU NEED TO KNOW TO START BUILDING A FUNDRAISING PLAN

This workshop is designed to give fundraisers, nonprofit leaders, and board members — in established nonprofit organizations — an overview of the all the elements that go into a successful development department. Major fundraising methods will be reviewed as well as the underlying principles required to create and evaluate the best mix for an organization. Participants are expected to have a basic understanding of nonprofit organizations and some exposure to fundraising. This is not a course on how to start a nonprofit organization.

### In this workshop, we will explore:

- ▶ Evaluating fundraising methods in the context of their own organizations
- ▶ Knowledge to begin the fundraising process

### Who should attend:

- ▶ Board members and executive directors
- ▶ Development staff

**Facilitator:** Bonnie Osinski  
**Date:** Thursday, March 8  
**Time:** 9:30 am – 4:30 pm  
**Fee:** One Full Day

## 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.

### In this workshop, we will explore:

- ▶ The language of proposal writing
- ▶ The eleven basic components of a proposal
- ▶ How to “attack” the 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, March 15  
**Time:** 9:30 am – 4:30 pm  
**Fee:** One Full Day

## MARKETING AND COMMUNICATIONS

### THE ABC'S OF SOCIAL MEDIA PROGRAMS FOR NONPROFIT ORGANIZATIONS

Social Media programs can be very powerful in helping your organization advance its goals and objectives. This series of workshops are designed to complement each other and result in a comprehensive guide to learning how to develop and execute an effective social media campaign within your nonprofit organization. Each session can also be attended individually.

**Workshop I:** Should Your Organization Embrace Social Media?

**Workshop II:** How to Build and Execute Social Media Programs within Nonprofit Organizations

**Workshop III:** How Your Organization Can Work as a Team to Optimize Social Media Efforts

### In these workshops, we will explore:

- ▶ Overview of social media technologies, platforms and tools
- ▶ How to determine what your organization's social media objectives and plan should be
- ▶ Case studies of successful social media programs within nonprofit organizations: what was achieved and how
- ▶ Organization guidelines and policies necessary for effective use of social media programs

### Who should attend:

- ▶ Board members, executive directors and senior management
- ▶ Development and program directors

**Facilitator:** Marian Stier  
**Date:** Wednesday February 1, 15, and 29  
**Time:** 1:30 pm – 4:30pm  
**Fee:** One Half-Day each, or 20% off if you prepay upfront for all three

## BREAKTHROUGH E-NEWSLETTERS: FIVE STEPS TO SHAPING COMMUNICATIONS THAT CONNECT

Designing and regularly distributing the right e-newsletter is a proven way to strengthen relationships with your organization's key audiences and to motivate them to act. E-newsletters motivate conversations with donors, volunteers, clients; showcase the impact of your organization's work and position your organization as a thought leader in your field.

### In this workshop, we will explore:

- ▶ Defining realistic goals for your e-newsletter and who you have to reach to achieve them
- ▶ The right approach—content, style, how much interactivity with readers
- ▶ Designing the most effective delivery—frequency, “look and feel”
- ▶ The mechanics—opt-in vs. double opt-in, list management, in-house vs. outsource

### Who should attend:

- ▶ Anyone with the responsibility of producing their agency's e-newsletter

**Facilitator:** Nancy Schwartz  
**Date:** Thursday, February 16  
**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

We will explore factors, techniques, and skills that boost proposal effectiveness in catching the attention and interest of government and private sector funders.

### In this workshop, we will explore:

- ▶ Developing effective project/proposal summaries
- ▶ Writing compelling needs/problem sections
- ▶ Designing program goals and objectives that directly support evaluation
- ▶ Constructing realistic budgets and timetables
- ▶ Reviewing tips to make your proposal stand out in the crowd

### Who should attend:

- ▶ Fundraising and development professionals
- ▶ Anyone who has proposal writing responsibilities

**Facilitator:** Tyrone Gaskin  
**Date:** Tuesday, January 24  
**Time:** 9:30 am – 4:00 pm  
**Fee:** One Full-Day

## A STEP-BY-STEP GUIDE TO OUTCOMES MEASUREMENT

**NEW!**

This session will outline the necessary steps and strategies for good program evaluation. It will help you customize strategies for your particular programs and make them easy to implement. It will also get you ready for that next grant by designing program evaluation based on desired outcomes and measurable results.

### In this workshop, we will explore:

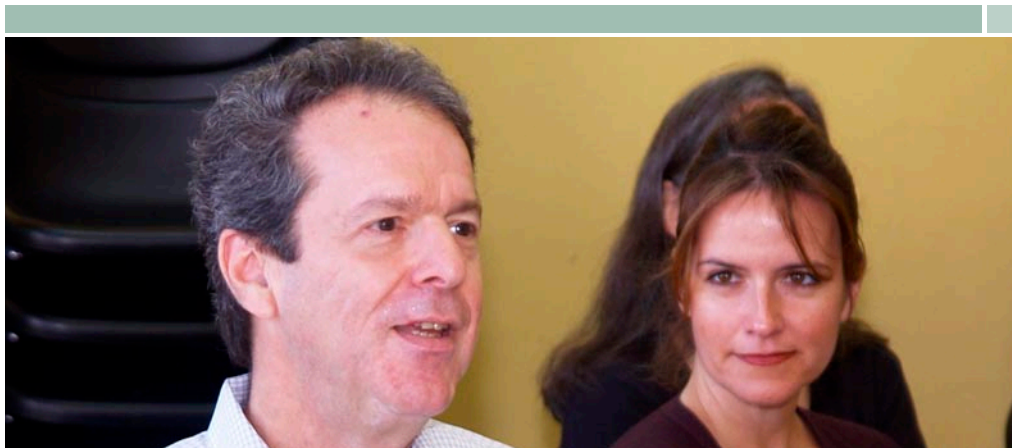
- ▶ A step-by-step guide to program evaluation
- ▶ Meeting most funders' requirements for internal program evaluation
- ▶ What is meaningful and what is measurable
- ▶ Ways to implement professional, external evaluation that meets your needs

### Who should attend:

- ▶ Program directors
- ▶ Anyone who has program evaluation responsibilities

This workshop can be taken in place of **Outcome Measurement** for the Executive Leadership and Fundraising Certificate programs.

**Facilitator:** Regina Podhorin  
**Date:** Tuesday, March 13  
**Time:** 9:30 am – 4:00 pm  
**Fee:** One Full-Day



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

## MARKETING AND PUBLIC RELATIONS FOR NONPROFITS

Each nonprofit organization needs to consider an effective marketing plan as an important part of implementing a strategic plan to meet its mission. Marketing and communications impact the nonprofit's ability to promote events and programs, attract volunteers and donors, and raise its profile with the public, foundations and corporations.

### In this workshop, we will explore:

- ▶ Developing and assessing marketing plans
- ▶ Tools and resources to help nonprofits succeed.

### Who should attend:

- ▶ Board Members
- ▶ Executive Directors
- ▶ Program and Development Directors

**Facilitator:** Adrienne Rubin  
**Date:** Thursday February 9  
**Time:** 9:30 am – 12:30 pm  
**Fee:** One Half-Day

## NEW LEADERSHIP FOR NAVIGATING AND THRIVING IN CHALLENGING TIMES

We are experiencing unprecedented global changes and challenges that are calling for new leadership. An uncertain economy, competition for contributions, smaller budgets/fewer resources, higher need for services, new standards for accountability and results—are part of the new environment in which nonprofit leaders work. Every day

leaders make decisions about budgets, jobs, and where to cut and where to continue investing resources. Thriving in this environment requires new leadership. Invest in your organization's future by learning core leadership principles for navigating challenges with vision, reason and heart.

### In this workshop, we will explore:

- ▶ Techniques for balancing operational control with innovation

### Who should attend:

- ▶ Board Chairs
- ▶ Executive directors
- ▶ Development directors
- ▶ Community leaders

**Facilitator:** Catherine M. Vaucher  
**Date:** Tuesday February 21  
**Time:** 9:30 am – 12:30 pm  
**Fee:** One Half-Day