

of federal and state employment laws. Additionally, they will learn about the scope of employer liability. The course also will address issues of benefits, compensation, and personnel policies

Instructor: Deborah Barfield-Williamson
Dates: Mondays, December 4 & 11
Time: 9 am to 3 pm
Location: Richmond Ambulance Authority

Focus Area III:

Nonprofit governance and leadership

Masterful Coaching -M331

Athletes are not the only people who benefit from inspiring and knowledgeable coaches. People in all walks of life reap the benefits of having a coach. This interactive course will teach individuals how to be effective coaches within a nonprofit organization. The facilitators discuss many key factors that are essential to assisting people in reaching their true personal potential. Emphasis will be placed on our coaching philosophy based on building effective professional relationships. Core skills of coaching: active listening, showing up, getting the colleague on the team before coaching, and learning how to read reactions will be discussed. Participants will have opportunities to apply these skills during the workshop. The nonprofit game can be a challenging one, so why not challenge yourself to get off the bench and learn how to become an effective coach!

Instructor: Tammy Jackson
Dates: Tuesdays, October 10 & 17
Time: 9 am to 3 pm
Location: Lewis Ginter Botanical Garden

Meeting the Leadership Challenge -M333

Based on the newest edition of Kouzes and Posner's bestselling book, The Leadership Challenge, this class will help participants gain the crucial skills to become leaders of excellence. Participants will gain insight into their own leadership strengths and challenges by taking the Leadership Practices Inventory. The instructor will use experiential learning and case study methods to help nonprofit leaders enhance their ability to model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart.

Instructor: Susan Wilkes
Dates: Wednesdays, November 8 & 15
Time: 9 am to 3 pm
Location: VHDA

Developing an Effective Board of Directors -M324

This course will focus on the roles and responsibilities of leadership staff and board members and how to overcome the various challenges common to most organizations.

The class will be run as a seminar around the specific concerns of the enrolled students. Basic information about boards (structure, recruitment, responsibilities, etc.) will be introduced and discussed. Guest speakers experienced in board work will present as well.

Instructor: Lee Switz
Dates: Tuesdays, October 24 & 31
Time: 9 am to 3 pm
Location: Central Virginia Food Bank

Values-Based Leadership-M335

This course takes the perspective that leadership should not be about compulsion, coercion or manipulation. It presents a systems view of the relationships between leader and followers, and how a leader -- of any type of organization -- can bring an organization together with limited formal power, and can help an organization move in a new direction. It also explores the moral and ethical challenge that engagement of people by a leader must be voluntary and free. It introduces classic leadership theory and practice, concerning how leaders influence and work within organizations, as well as current models by Bennis, Goleman, Collins, and O'Toole that focus on the human and value-based dimensions of leadership.

Instructors: Stephanie Davidson
Dates: Mondays, November 13 & 20
Time: 9 am to 3 pm
Location: Central Virginia Food Bank

Focus Area IV:

Fund development and communication

Successful Grant Writing Strategies -M410

Submitting grant proposals can help agencies to secure funds to start new programs, test innovative ideas or enhance existing services. In this course participants will engage in a hands-on, practical and evaluative exploration of successful grant writing strategies. We will examine how to locate funding sources and make a good funding match, how to succinctly make a case for funding and present a reliable budget, and how to measure outcomes and demonstrate results once grants have been awarded.

Instructor: William Porch
Dates: Fridays, October 13 & 20
Time: 9 am to 3 pm
Location: Richmond Ambulance Authority

Speaking with Confidence and Clarity -M480

Effective speech is not only important when presenting in front of a large group but is an essential skill for a wide variety of professional situations. Whether conducting or

participating in a meeting, soliciting a donation, or interacting with the media, effective speech is a valuable and versatile tool. Specifically designed to explore the power and art of public speaking, this course will provide participants with an understanding of the similarities and differences between public speaking and conversation. With an emphasis on ethics, language, audience-analysis, delivery and visual aids, participants will learn how to develop engaging informative, persuasive and commemorative speeches relevant to their work in the nonprofit sector.

Instructor: Bernie Simmons
Dates: Thursdays, October 12 & 19
Time: 9 am to 3 pm
Location: Fan Free Clinic

Film/Video Marketing and Production for Nonprofit Organizations

PSA's and videos have been the traditional routes non-profits have taken for using electronic media to get their message out or help raise awareness and funds. Is film/video the best medium to use and how can you use it for your particular mission? How does film/video production work – how do you get something produced? And so importantly now with new and emerging media, how can you consider alternatives such as pod-casts, webisodes, and programming, etc.? Come learn the basics of film/video production and how to use it for your organization. This course is especially recommended for Executive Directors and Marketing Directors.

Instructor: Virginia Bertholet
Dates: Thursdays, December 7 & 14
Time: 9 am to 3 pm
Location: Fan Fee Clinic

Focus Area V:

Financial management

Form 990: Annual Information Return for Nonprofits –M531

Traditionally, IRS Form 990s have been viewed by nonprofit organizations as a “necessary evil” – that is, when organizations realize they need to fill them out at all. This class looks at some of the mandatory requirements of IRS Form 990s plus other organizational uses they can fulfill – from balance sheet and income statement to marketing tool. Certain common financial and nonprofit-oriented ratios (e.g. current ratio and program to total expense ratio) that funders and certifying organizations, like the Better Business Bureau, use to help assess an NPO's financial history will also be explored. Finally, participants will be given a Form 990 evaluation spreadsheet that can assist them in identifying their own organizations' financial strengths and weaknesses. This class is appropriate for board members, chief executives, senior operations and development staff, program officers, and anyone else interested in the reporting and evaluation uses for the IRS Form 990.

Instructor: Gail Merridew

Dates: Fridays, December 1 & 8
Time: 9 am to 3 pm
Locations: 1103 West Marshall Street

Focus Area VI:
Human resource management

Building High Performance Work Teams -M633

More and more the work of nonprofit agencies requires staff to work in teams. This course will help team leaders and team members enhance the efficacy of their work teams. The content will focus on understanding group dynamics when teams are formed and ways to promote sound working relationships and avoid pitfalls. Critical areas of focus include ensuring productivity, role clarification, goal setting, managing conflict and building cohesion. The workshop format will be highly experiential.

Instructor: Susan Wilkes
Dates: Tuesdays, September 19 & 26
Time: 9 am to 3 pm
Location: Maymont

Dealing with Difficult People –M641

Dealing with difficult people on the job is a day-to-day event for anyone in the workplace. Whether you work with or for an individual who really tries your patience, knowing some relationship techniques can make all the difference in your overall effectiveness and well-being, and will save you from endless frustration and headaches. In this informative program, participants will learn specific ways – proven to be effective – of handling difficult people. Through demonstrations, role plays and self-reflection, students will grow to understand what inhibits their own effectiveness when dealing with certain people, and how to get beyond the inhibitors. Participants will be able to “size-up” a situation with greater ease and respond in a way that is effective in the short term as well as the long term.

Instructor: Elaine Kiziah
Dates: Tuesdays, November 21 & 28
Time: 9 am to 3 pm
Location: Lewis Ginter Botanical Garden

Developing Effective HR Policies and Procedures –M624

There are many federal and state laws with which employers and their employees must comply, such as the Civil Rights Act, the Fair Labor Standards Act, the Family Medical Leave Act and the Americans with Disabilities Act. This course will walk the participant through the nuts and bolts of establishing a compliant system of personnel management. Topics include development of personnel policies and a grievance process; what needs to be included in a personnel manual; how to maintain records and apply standards of conduct; and how to implement sound practices for employee recruitment and termination. There are so many traps that can lead the unwary into legal liabilities for the

organization. Every nonprofit should implement the essential steps that will be discussed in this course.

Instructor: Phyllis Katz
Dates: Thursdays, September 14 & 21
Time: 9 am to 3 pm
Location: Central Virginia Food Bank

Focus Area VII:

Organizational theory, planning and evaluation

Building a Strengths-Based Organization –M724

While organizations often focus on performance improvement and shoring up problem areas, a strengths-based organization can provide a stronger foundation than one focused on weaknesses. This course begins with an understanding of the concept of a strengths-based organization and how it contributes to the success of the individuals and teams within. Students will have the opportunity to take an online self-assessment tool and to develop an understanding of their own strengths and how these contribute to their ability to work with other team members. Participants will also be challenged to revise their desire to hold onto the emphasis on improving weaknesses that is common to many organizations, and consider instead the value of fully utilizing the strengths of all staff members.

Instructor: Ann Deaton
Dates: Wednesdays, October 11 & 18
Time: 9 am to 3 pm
Location: Lewis Ginter Botanical Garden

Program Sustainability –M734

This class is recommended for program managers, supervisors and staff members who work directly in programs that must identify and measure outcomes. Sustained funding and support for programs is directly associated with the ability of the program to demonstrate positive and measurable outcomes. This class will focus on understanding the utilization of the logic model approach in achieving program goals and objectives.

Instructors: Valerie Liggons Law & Steve Hixon
Dates: Fridays, October 6 & 13
Time: 9 am to 3pm
Location: Lewis Ginter Botanical Garden

Data Collection and Analysis –M710

You have program goals or intended outcomes, but now what? How are you going to measure your program's success in meeting these goals? This class focuses on just that: data collection and analysis. The class will focus on finding reliable and valid measures (including surveys and testing instruments), practical means to collect and manage the data, and how to analyze and communicate your findings. This workshop is geared

toward participants who have a basic understanding of evaluation concepts, and have some experience implementing evaluation activities.

Instructor: Janet Hutchinson
Dates: Wednesdays, October 4 & 11
Time: 9 am to 3 pm
Location: Central Virginia Food Bank

Facilitation Skills: Making Meetings Work –M754

In this hands-on class we will explore the facilitator's role and the skills and practices that are essential to transforming frustrating, time-wasting meetings into productive and energizing conversations. We'll also explore the following; what steps can you take in advance to lay the ground work for a successful meeting? What do you need to know about your group in order to be most effective? How can you avoid common pitfalls and manage disruptive people? What are the different purposes of meetings and what are the best processes and tools for each. Participants in this class will experience a variety of techniques first-hand and will have the opportunity to practice facilitation skills in class.

Instructor: Elaine Kiziah
Dates: Wednesdays, December 6 & 13
Time: 9 am to 3 pm
Location: 1103 West Marshall Street

Strategic Management for Nonprofits –M760

Effective leadership requires not only knowing where the organization is going, but also how it can get there. This course begins with an overview of the role of strategy in an organization's success and examines models that provide structure for the strategic process. Students will explore practical methods of assessing an organization's current situation as well as its future opportunities and threats. Participants also will learn how to use this analysis to identify strategic organizational direction, goals and action steps that will move them forward, and methods for measuring success.

Instructor: Wally Stettinius
Dates: Mondays, October 30 and November 6
Time: 9 am to 3 pm
Location: Richmond Ambulance Authority

Time Management –M750

Day after day, we are barraged by demands on our time — a precious commodity that seems to disappear before our eyes, often leaving us with the sense that we are only more behind than we were the day before. How do we gain control of our time and put it toward what is really essential? This course will balance both the big picture issue of life and time along with very practical methods and practices to assist you in "making time" for what is important to you. These methods and practices can quickly result in a decreased sense of stress and pressure, an increased level of productivity, and greater happiness in both our work and home lives.

Instructor: Elaine Kiziah
Dates: Thursdays, November 2 & 9
Time: 9 am to 3 pm
Location: 1103 West Marshall

Technology Courses

Introduction to Computers – T10

This course is an introduction to basic computer terminology and the microcomputer environment. Topics include an introduction to hardware and software, fundamental computer applications and hands-on experience on a Windows-based system. This course is meant for beginners and requires no prior knowledge or experience with computers.

Instructor: James Wynne
Dates: Mondays, October 23 & 30
Time: 9 am to 3 pm
Location: 1103 West Marshall Street

Introduction to Microsoft Word – T20

This course is an introduction to word processing. Topics include word wrap, indentation, font selection, point size, basic formatting, spacing, and block commands. The course will help participants learn the basic elements necessary to prepare simple reports, letters and documents. Prerequisite: Introduction to Computers: Windows or a general understanding of basic Windows environment.

Section I

Instructor: Sandra McAllister
Dates: Mondays, September 18 & 25
Time: 9 am to 3 pm
Location: 1103 West Marshall Street

Section II

Instructor: Sandra McAllister
Dates: Fridays, October 20 & 27
Time: 9 am to 3 pm
Location: 1103 West Marshall Street

Intermediate Microsoft Word – T21

The adventure in word processing continues. Topics include mail merge, envelopes, templates, an introduction to desktop publishing, images, multicolumn newsletter or brochure formats, tables, charts, graphics, and object linking and embedding. Prerequisite: Introduction to Microsoft Word or a general understanding of word processing basics.

Section I

Instructor: Lynn Jensen
Dates: Fridays, October 6 & 13
Time: 9 am to 3 pm
Location: 1103 West Marshall Street

Section II

Instructor: Lynn Jensen
Dates: Tuesdays, November 14 & 21
Time: 9 am to 3 pm
Location: 1103 West Marshall Street

Advanced Microsoft Word — T23

This course begins with a review of mail merge using word files, and external files (like Excel or Access), creating specialized mailings using selected options, and inserting conditional field requirements as well as object-linking and embedding from other Microsoft applications. Other topics will include inserting and formatting text boxes, graphics, tables and charts with various wrapping techniques as well as special functions such as custom outlining, table of contents, embedding text, including pictures. AutoText will be covered and participants also are encouraged to bring their specific questions. Prerequisite: Intermediate Microsoft Word or extensive experience with word processing programs.

Instructor: Lynn Jensen
Dates: Tuesdays, December 5 & 17
Time: 9 am to 3 pm
Location: 1103 West Marshall Street

Introduction to Microsoft Excel – T30

This course is an introduction to the fundamentals of spreadsheet processing and management. Topics include entering text, numbers and formulas, formatting, moving, copying, recalculation, graphing, retrieving, saving, and printing. Prerequisite: Introduction to Computers: Windows or a general understanding of basic Windows environment.

Section I

Instructor: Sandra McAllister
Dates: Mondays, October 2 & 9
Time: 9 am to 3 pm
Location: 1103 West Marshall Street

Section II

Instructor: James Wynne
Dates: Wednesdays, November 1 & 8
Time: 9 am to 3pm
Location: 1103 West Marshall Street

Intermediate Microsoft Excel – T31

This course goes beyond spreadsheet basics. Topics include list functions (Excel's database), worksheet grouping and advanced formatting, object linking and embedding,

mail merge, importing data, simple macros, linking formulas, and an introduction to PivotTables, Goal Seek, Solver and financial functions. Limited data and statistical analysis will be included in this course. Prerequisite: Introduction to Microsoft Excel or a strong understanding of spreadsheet fundamentals.

Section I

Instructor: Wilma Andrews
Dates: Thursdays, October 12 & 19
Time: 9 am to 3 pm
Location: 1103 West Marshall Street

Section II

Instructor: Wilma Andrews
Dates: Mondays, November 6 & 13
Time: 9 am to 3 pm
Location: 1103 West Marshall Street

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Introduction to Microsoft Access – T40

This introductory course will cover fundamental database concepts and terminology, the names and functions of the various Access objects, and how to plan and design a database. Topics will include creating and working with tables, using selected queries, creating and using forms, and database maintenance. Prerequisite: Introduction to Microsoft Excel or a general understanding of spreadsheet or database fundamentals.

Section I

Instructor: Dave Brobst
Dates: Wednesdays, September 27 & October 4
Time: 9 am to 3 pm
Location: 1103 West Marshall street

Section II

Instructor: Dave Brobst
Dates: Thursdays, November 27 & December 4
Time: 9 am to 3 pm
Location: 1103 West Marshall Street

Intermediate Microsoft Access – T41

This course offers the next steps in database concepts. Topics will include generating reports, creating and using macros, menu building, charting, linking to other data types, more on the use of queries and forms, tips, shortcuts, and answers to your work-related Access problems. Prerequisite: Introduction to Microsoft Access or extensive experience working with this software application.

Instructor: Dave Brobst
Dates: Thursdays, December 7 & 14
Time: 9 am to 3 pm
Location: 1103 West Marshall

Introduction to Microsoft PowerPoint – T50

In this course, participants will learn to create professional presentations that incorporate graphics and text, drawing and modifying objects, aligning and grouping, adding and arranging text, changing color schemes and background, embedding charts, and inserting clip art. In addition, time will be spent on using slide show commands. Prerequisite: Introduction to Microsoft Word or a general understanding of word processing basics.

Instructor: James Wynne
Dates: Wednesdays, September 13 & 20
Time: 9 am to 3 pm
Location: 1103 West Marshall Street

Intermediate Microsoft PowerPoint – T52

This course will begin with a review of creating templates through Master Slide and Title Slide, and using and creating graphics, animated effects and slide transitions. Object linking and embedding will be used to show how presentations have access to the most current external information. Linking to external devices such as video, audio and the Internet will be demonstrated. Other topics include Pack and Go files for presentations, recording narration and advanced graphics. Participants are encouraged to bring their individual questions. Prerequisite: Introduction to Microsoft PowerPoint or a general understanding of this presentation application.

Instructor: James Wynne
Dates: Fridays, November 10 & 17
Time: 9 am to 3 pm
Location: 1103 West Marshall Street