

2006 AGRM Convention Seminar Listing

Seminar Session #1 – Monday, May 29, 9:30 a.m. to 10:45 a.m.

- Cascade 7-8** **Annual Reports as a Development Tool** – *Doug Shaw, President, Douglas Shaw & Associates, W. Chicago, IL* – Annual reports need not be boring or number heavy. Many ministries are using them to generate significant income while informing donors of how their donations are being used. A carefully created annual report can also serve as a major donor brochure all year long!
- Cascade 5-6** **The Bible, The Brain and Addiction: New Understanding in Preventing Relapse** – *Michael Dye, CADC, NCAC II, Director, GENESIS, Auburn, CA* - For the first time we actually understand what is “broken” in people with self-destructive compulsive behavior and can answer the question from Romans 7 of, “why we do the very thing we don’t want to do.” The seminar will explore the latest research on the brain and how it relates to Biblical truth resulting in more effective long term recovery.
- Cascade 1** **Choosing the Best Donor Management or Accounting Software for Your Ministry** - *Nick B. Nicholaou, President, Ministry Business Services, Inc., Huntington Beach, CA* – Ministries often waste time and money because they don't know how to identify the best software to meet their needs. We'll look at proven methods for choosing the best software and at other current issues such as networks, choosing hardware, and more.
- Cascade 10** **Compassion in Board Decision Making** – *Mark Fisher, President, Mark R. Fisher & Associates, Farmington, MI* – As missions expand there is a risk that the process of growth can create drift from the original mission, and boards get overly focused on issues related to income and expenses rather than bottom line ministry. This workshop will attempt to create a framework for developing balanced decisions.
- Cascade 13** **Creating a Five Year Development Strategy** – *John R. Frank, President, John R. Frank Consulting Group, Woodinville, WA* – Working year to year is no longer an effective planning process. A five-year planning strategy with tools will be presented in this seminar. They will be usable for all size missions.
- Cascade 11** **Gender and Recovery** – *Jan Marshall, Director, Women's Ministries, Portland (OR) Rescue Mission* – This seminar will focus on our approach to the client from a female and male ministry. It will include sameness of approach and difference of approach leaving the attendees with a better understanding of curriculum and discipleship stewardship.
- Grand Ballroom 3** **Grant-seeking Advice from a Foundation Officer’s Perspective** – *Linda Spuck, Vice President, Union Bank, San Diego, CA* – Linda has served on both sides of the desk. She served as a development director for two missions, and now serves as a bank trust officer dealing with foundations and grant seekers. She will share her knowledge as she works with foundations in their grant programs.
- Olympic 2** **Jump Starting A Christian Legal Aid Program** – *Brent McBurney, Director of CLS Legal Aid Ministries, Springfield, VA and John Robb, Immediate Past Director, CLS Legal Aid Ministries* – A step-by-step process of starting a mission-based Christian Legal Aid program to help your residents and others avoid or escape from the legal and spiritually related “minefields” which often impede, frustrate or prevent a rescue.

- Cascade 9** **The Many Faces of Disaster** – *Ron Gonzales, Executive Director, New Orleans (LA) Rescue Mission* – The seminar will deal with the issues faced in the aftermath of hurricanes Katrina and Rita. Ron will discuss the challenges, impact and lessons learned that can help prepare other organizations facing a major disaster.
- Cascade 12** **Mobilizing Your Staff to Represent Your Mission** – *Julie V. Larocco, Public Relations Consultant/Writer, ENEX GROUP, Kansas City, MO* – With or without a public relations director, your staff can and should take ownership in promoting your ministry. Julie shows you how to get them involved.
- Olympic 3** **Smarter Direct Mail** – *Shawn Reed, Director of Business Development, MSP Development Group, Freedom, PA* – How to communicate the right way with every type of donor and get better results from smarter (and fewer) mailings.
- Olympic 4** **Talking Cures in a Learning Center** – *Marion Morford, Adult Basic Education Instructor, Tacoma (WA) Rescue Mission* – Strategies of life renewal through reminding people who they are by engaging them in meaningful conversations, creating a safe atmosphere, working toward common goals, and helping them get what they really want.
- Cascade 2** **What Do Others See When They Look at Your Financial Information** – *Barbara Clemenson, CPA/CFRE, President, SDG Nonprofit Consulting, Euclid, OH* – This seminar will focus on what major donors, corporate and foundation fundraisers see and expect in financial information at a time of increased community and legal demands for financial accountability and transparency.

INTENSIVE SEMINARS – Each intensive seminar runs for all five sessions. With completion of 5 sessions you will receive a Certificate of Completion which is equivalent to 0.5 Continuing Education Unit (CEU). Attendance will be taken in each session and those not attending the first session will not be allowed into subsequent sessions.

- Cascade 3-4** **Develop/Sharpen Management Skills for Leading and Supervising** – *Del Maxfield, President, International Urban Ministries, Bailey, CO* - The group will discuss and examine the primary elements of management and the aspects of each element. Often, we approach management from a reactive and a crisis standpoint and do not preempt a difficult situation with "Sharpened" professional skills: Planning, Organizing, Staffing, Leading, Controlling, Decision Making, Budgeting, Communicating and other management concerns
- Evergreen 2** **Finance and Management Trends** – *Dan Busby, CPA, Vice President, ECFA, Washington, DC* - Administrators face important issues including: Board governance, the audit and the audit or finance committee, staff fringe benefits, accounting for gifts-in-kind and thrift stores, internal and external financial reporting, financial and fringe benefit policies and procedures and various charitable gift issues.
- Evergreen 4** **Ministering in a World of Cultural Diversity and Loving it Most of the Time** – *Fletcher L. Tink, Dean, Rescue College, Kansas City, MO* - In a world that has come to our doorstep, rescue missions are being challenged to offer grace within the cultural contexts of the people we serve. We will deal with the realities of cultural diversity, including the culture of poverty, the contrast between ministry to males and females, and the culture of the church to which we refer people.

Evergreen 1 **Nonprofit Board Governance: Moving Board Members From Myth to Mission** – *John Pearson, President, John Pearson Associates, San Clemente, CA* – Five Hot Topics: 1) Policy-making vs. Hands-on Boards, 2) Clarifying Board/CEO Roles, 3) The Board Member Generous Givers' Circle, 4) Board/CEO Standards of Performance, and, 5) 49 Effective Board Tips.

Evergreen 3 **Renewing the Mind: Challenging the Thought Process** – *A. Wyatt Mullinax, Author, Teacher, Counselor, Fort Wayne, IN* – Dr. Mullinax will present Biblical counters to stumbling blocks of thinking that are inherent in addictive, dysfunctional and/or criminal behavior. He will show that "the life you live begins with the thoughts you think."

Seminar Session #2 – Monday, May 29 – 2:15 p.m. to 3:30 p.m.

- Cascade 10** **A Turn-Key Systems Approach to Marketing Bequests & Planned Gifts** - *Ted Meyers, Senior Partner, Integrated Development Solutions, Gaithersburg, MD* - This session will discuss how to implement a Planned Giving Program into your mission development fundraising effort. Learn cost-effective marketing methods that encourage donors to leave bequests.
- Cascade 9** **The ABC's of Development Planning** - *Steve Rusk, Vice President, Russ Reid Company, Pasadena, CA and Michele Peys, Account Director, Russ Reid Company, Pasadena, CA*- A development plan is critical to the long-term success of your development efforts. Learn how to craft a practical road map to help you allocate resources and make sound stewardship decisions.
- Grand Ballroom 3** **Addressing a Fatherless Society** - *Cal Nelson, Chief Program Officer, Wheeler Mission Ministries, Indianapolis, IN* - The purpose of this seminar is to shed light on our generation's most significant social problem and to offer ideas intended to address some of the problems of a fatherless society.
- Cascade 5-6** **Counseling Ephesians** - *Heather Rice, Women and Children's Ministry Program Director, Whosoever Gospel Mission, Philadelphia, PA* - Paul's letter to the Ephesians is a rich source of counseling to the men and women who come to our missions. Come explore ways to apply it to clients.
- Cascade 7-8** **Critical Technology Issues in Ministry Management** – *Nick B. Nicholaou, President, Ministry Business Services, Inc., Huntington Beach, CA* - Computer system technology is constantly changing. Three issues we will cover: (1)Technology that saves money while providing all of the power/features your team needs, (2) Success with technology vendors, and, (3) Disaster preparedness strategies.
- Cascade 2** **Electronic Deposit: A Better Way to Handle Donations** - *Richard Sykes, CFO, Union Rescue Mission, Los Angeles, CA* - Learn how adding affordable technology has radically improved the efficiency of in-bound check and donation processing and what business decision drove Union Rescue Mission to adopt imaging and electronic depositing.
- Cascade 12** **The Internet Unveiled: The Newest Tools & Website Trends for Relationship Building** - *Wayne Robbins, Director of Sales, eTapestry, Indianapolis, IN* - This session explores all the various aspects of e-Philanthropy as it is being used in today's charity world. We will focus on numerous live case studies from the on-line, non-profit world. The promise of the internet revolutionizing the development office and the art of fundraising is now upon us.
- Cascade 11** **Motivating Radio Listeners to Give** - *David Harms, President, The Idea Agency, Wilsonville, OR* - The content will be centered around focus group testing and online testing being done to determine when and why people give. The results are rather fascinating. It's the first real testing the Idea Agency has ever done in determining the exact moment people decide to call and make a gift during a radio event or commercial.
- Olympic 2** **Newsletters: Strategy, Copy and Design** - *Randy W. Brewer, President & CEO, Brewer Direct, Inc., Monrovia, CA* - What is the purpose of a newsletter? What should it look like? When do I mail it? And what should I always include? In this fast-paced session, Randy will answer these and other newsletter related questions as well as address the top 10 newsletter fauxpas.

- Olympic 3** **Nuts and Bolts of Case Management** - *Jennifer Thor, Case Manager, Seattle's UGM Women & Children's Shelter and Megan Marker, Case Worker, Seattle's UGM Women and Children's Shelter* - Basic elements of case management focusing on the strengths and goals of the client will be covered in this seminar.
- Cascade 13** **Soar with Your Strengths or Wallow in Your Weaknesses** - *Chasz Parker, Executive Director, Rescue Mission of Syracuse (NY)* – A practical look at the application of positive psychology and strengths based management theory (the Gallup Management approach) for Rescue Missions. Is there a better and more positive way to help your ministry effectively lead and manage to its full God-given potential? Practical steps from research and experience based practice.
- Olympic 4** **Ten Ways Your Educational Center Can Fail** - *Ron Gonzales, Executive Director, New Orleans (LA) Rescue Mission* - This seminar will deal with the inherent problems of starting and maintaining a successful learning center. It will cover the aspects of finance, staffing, program, facilities and goals.
- Cascade 1** **Your Board's Financial Early-Warning System: Six Checkpoints for Board Members** - *Steve Bass, CPA, Monson & Bass, Chair, Bread of Life Mission, Seattle, WA Board of Directors* - Fraud and mismanagement can cripple your organization. Steve will provide practical advice to limit your risk of fraud and help keep your management and board informed about critical financial elements.

For Intensive Seminars with descriptions, see Session 1 information

Seminar Session #3 – Tuesday, May 30 - 9:30 a.m. to 10:45 a.m.

- Cascade 11** **Big Time PR on a Small Time Budget** - *Steve Ruppe, Director of Public Relations, Russ Reid Company, Pasadena, CA* - Discover a range of innovative, effective, low-cost PR tactics and strategies used successfully by Missions.
- Cascade 7-8** **Counseling Essentials: The Art of Listening** - *Heather Rice, Women and Children's Ministry Program Director, Whosoever Gospel Mission, Philadelphia, PA* - Listening well is an essential skill in counseling. Often, we don't listen nearly as well as we think. Come sharpen your listening skills!
- Cascade 2** **Data Collection in Mission/Shelter Management** - *Joel Bechtel, President/CEO, Software Application Services, Inc., Souderton, PA* - Learn the importance, benefits and advantages of data collection. Learn how to gather, use and interpret data to aid in mission development by using trend analyses, outcome reporting, and more!
- Grand Ballroom 3** **E-Appeals and Web Site Newsletters** – *Randy W. Brewer, President & CEO, Brewer Direct, Inc., Monrovia, CA* - The fastest growing market is the World Wide Web. But you know this, for you have a website. But what are you doing to market through your website? This session will address how to create a web dialog with donors and keep people coming back to your site.
- Olympic 3** **Getting Clients Job Ready-Stable-Responsible** - *Jennifer Weis, Case Manager, Seattle's Union Gospel Mission and Carol Lindlow, Learning Center Coordinator Seattle's UGM Women and Children's Shelter* - How to bring community resources and our programs into the process of goal setting, assessments, job training, education, funding sources, interviewing skills and resume in order to help clients become stable and job ready.
- Cascade 5-6** **Healing the Roots of Addictions** - *Michael Dye, CADC, NCAC II, Director, GENESIS, Auburn, CA* - This seminar will present practical treatment principals and tools for healing the root causes that drive self-destructive behaviors.
- Olympic 4** **The Importance of an Employee Handbook** - *Angie West, President/Consultant, Career Cross Training, Colorado Springs, CO* – An employee handbook, when written and utilized properly, can be of significant value and protection for your mission. This seminar will expand your understanding of the importance and role of the handbook, what to include, and how to best use it.
- Cascade 10** **Influencing the Decision Makers** - *Mark McIntyre, Senior Vice President, Russ Reid Company, Washington, DC and Steve Burger, Executive Director, AGRM, Kansas City, MO* – Issues come before decision makers each year that affect our ministries. This year is no exception and the AGRM has engaged the Russ Reid Company's Washington office to "make sure our voice is heard." This seminar will be both a report, and the process that is needed whenever you want to make sure your concerns are heard.

- Cascade 12** **Mailing Middle Donors for Major Gifts** – *Lori Burns, Executive Vice President, Russ Reid Company, Pasadena, CA and Heidi Riehl, Account Director, Russ Reid Company, Pasadena, CA* - Learn about the potential of direct response fundraising to help cultivate and upgrade potential major donors.
- Olympic 2** **Major Gift Fundraising: An Adventure in Loving People** - *Doug Shaw, President, Douglas Shaw & Associates, W. Chicago, IL* - Developing a more loving and effective relationship with major donors for the good of the Kingdom is the theme.
- Cascade 13** **Planned Giving – A Biblical Model** - *Randy Schackmann, Senior Vice President, Master's Money, Burbank, CA* - The class will help you understand the Christian Stewardship components of Planned Giving and how application in a Planned Giving program will increase income.
- Cascade 1** **Preparing for Future Ministry: Program and Facilities** – *Brian Nelson, R. Brian Nelson, Architect, Goleta, CA*- A vision of the future of Rescue Ministries and a step-by-step process for starting, expanding, funding and planning future programs.
- Cascade 9** **What is Domestic Violence?** - *Nancy Murphy, Executive Director, Northwest Family Life, Seattle, WA* - Definitions, dynamics and appropriate Christian responses will be explored.

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Seminar Session #4 – Tuesday, May 30 - 1:45 p.m. to 3:00 p.m.

- Grand Ballroom 3** **A Good Picture is Worth Thousands of Words: Building the Mission's Image Through Mass Media** - *Kurt Wilson, President, Compass Outreach Media, Grand Rapids, MI* - In our media-saturated society, both images and an organization's image are critical; success follows even the perception of success, and people typically remember pictures at the deepest and most powerful emotional level. This seminar will provide mission leadership with the background and practical steps toward enhancing and maintaining a mission's image, and will cover advertising, public relations and the integration of image-building activities into an overall fundraising program.
- Cascade 5-6** **Applying Program Outcomes** - *Bob Hall, Director of Technical Ministry, Seattle's Union Gospel Mission* - Outcome tracking and data collection is only of value if we analyze and use the data in meaningful ways. We will discuss what is important to track and analyze and ways to keep track of the information. We will then talk about how to use results in program improvements and in making key financial decisions.
- Olympic 2** **Dynamics and Opportunities in Gifts in Kind (GIK)** – *Linda Lynch, Gifts in Kind Manager, Seattle's UGM* - We will discuss the dynamics of GIK and the opportunities it provides for donor and volunteer base growth along with its ability to affect bottom line expenditures.
- Olympic 3** **Everyone Has A Story: Are You Effectively Telling Yours?** – *Sarah Coleman, Journalist/Writer, Seattle, WA* – Informal techniques to write a good article, story or book. Especially for "Non Writers". Included in the seminar would be guidelines and materials that will be helpful even if only relating the story of your heritage, family or something important. Sarah has written more than 80 published books, including the history and ministry of several rescue missions.
- Cascade 11** **The Fund Raising Puzzle** – *Tim Campbell, Vice President, GRIZZARD, Glendale, CA and Glenn McKinney, Account Director, GRIZZARD, Glendale, CA* - Missions have all kinds of ways to raise funds - from mailings and major donors to public awareness, online and radio. This session will look at the importance of integrating donor communications across channels and show studies that point to its positive impact on giving.
- Cascade 13** **Generational Leadership Issues in Ministry** - *John R. Frank, President, John R. Frank Consulting Group, Woodinville, WA* - Each generation has a unique view of leadership and followership. How we lead our mission today and into the future will depend on how well we understand these unique distinctives of each generation.
- Cascade 12** **Guess Who's Coming to Dinner: Identifying and Ministering to the Mentally Ill** - *Roslyn Turner-Clark, Executive Director of Unlimited Counseling and Educational Services, Cucamonga, CA* - What do we do when faced with the behaviors of our varied population? This workshop is an introduction to common mental illnesses found among the homeless community. In most cases, we cannot control the illness process; however, we can learn to respond more appropriately by educating ourselves to the dynamics of mental illness and engaging in pre-crisis or de-escalation measures. Strategies to aid guests with suspected or confirmed diagnoses will be discussed.

- Cascade 9** **The Impact of Domestic Violence on Children** - *Nancy Murphy, Executive Director, Northwest Family Life, Seattle, WA* – Domestic violence impacts children physically, spiritually and emotionally. This workshop will remind us of the millions of youth affected and will help develop methods to build resiliency and reduce trauma.
- Cascade 10** **Major Grants from the Banking Industry** - *Kevin Foster, Principal, Foster and Associates, Holland, MI* - The banking industry awards over \$250 million a year in capital grants for brick and mortar projects. This session will give an overview of the funding source, grant criteria, application process, and what missions need to do to prepare. This source has been used to pay the last 23% of 17 capital campaigns that the speaker has consulted on in the last two years.
- Cascade 2** **Maximizing Online Giving and Electronic Fund Transfers (EFT)** - *Doug McGlashan, CEO, McGlashan Associates, Maple Valley, WA* - The fundraising tools of the electronic and internet age will be examined with emphasis on increased giving and gift fulfillment; donor retention; extra gift opportunities.
- Olympic 4** **RESCUE College: Innovative Urban Education** - *Michael Liimatta, Director of Education, AGRM, Kansas City, MO* - New course offerings, scholarship opportunities, basic information and a chance to ask your questions. Several new courses are being launched and plans are in place for a new degree program, a BA in Addiction Studies.
- Cascade 7-8** **Volunteer Challenges - The Four R's** - *Carol Osher, Department of Volunteer Efforts (DOVE), Manager, Seattle's UGM and Marcia Blair, Assistant to DOVE Manager and Elaine Park, Volunteer Administrative Specialist, Seattle's UGM* - Recruiting, Recognition, Reluctant Staff and Risk Management are four of the challenges faced by volunteer managers in every mission. This seminar will cover practical ways to deal with these issues.
- Cascade 1** **What Every Client Needs to Know About Social Security and Medicare** – *Monique Ford, Public Affairs Specialist, Social Security Administration, Baltimore, MD* - Drug Prescription Coverage, Disability, Representative Payees, Work Incentives, etc. will be the heart of this workshop. Bring your Social Security questions!

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Seminar Session #5 – Tuesday, May 30 - 3:15 p.m. to 4:30 p.m.

- Olympic 3** **Being Media Friendly and Media Sharp** – *Herbert A. Opalek, Chief Executive Officer, Merced County (CA) Rescue Mission* - Herb came to a mission with relatively little media coverage. Now they have a lot. He will share how to get to know who's who in the media, and how to enhance those relationships to turn local media into resources for disseminating the Rescue Message.
- Olympic 4** **Building a Major Mission in a Minor Market** - *Eric Burger, Executive Director, Great Falls (MT) Rescue Mission* - Developing the fund raising/community relation in small or middle markets is the theme. This seminar will help you evaluate which fund raising strategy fits your Mission.
- Cascade 1** **The Capital Campaign: Are you Ready?** - *Kate Roosevelt, CFRE, Principal, The Collins Group, Seattle, WA* - The research and preparatory steps needed to launch a successful effort. Details of and the nature and importance of working with community leaders, builders and consultants: organizing Steering Committees, undertaking feasibility studies, and engaging Boards and "Lead Donors" early and effectively.
- Cascade 12** **Effective Recovery Programs at Smaller Missions** - *Michael Liimatta, Director of Education, AGRM, Kansas City, MO* - Is it possible to have a quality program that helps addicts to find lasting sobriety with limited budgets and staffing? This seminar will show you how to maximize your resources and bring recovery into the lives of hurting people.
- Cascade 5-6** **The Gospel Parables: A Tool for Counseling and Rehabilitation** - *Tom Laymon, Executive Director, Sunday Breakfast Mission, Wilmington, DE* - Tom will share the meaning and use of Gospel parables for counseling and in rehabilitation.
- Olympic 2** **How Data Mining Can Increase Your Net Income for Ministry** - *Jonathan Van Oss, VP, Database Analytics, Douglas Shaw & Associates, W. Chicago, IL* - Every database holds a treasure trove of information that can help increase your income. This session will give steps for finding this information using tools already on your computer, as well as how to access the US Government Census database for information about your own community.
- Cascade 7-8** **Negotiation: The Fine Art of Graciously Getting What You Want** - *Ken Kelly, VP of Ministries, Miracle Hill Ministries, Greenville, SC* - This seminar will focus on learning how to negotiate a win/win outcome in dealing with negotiations with staff, board, vendors, etc. Goals for the workshop: * To become familiar with contemporary negotiation theory and practice. * To recognize and understand differences in the position-based vs. interest-based approach. * To appreciate the value-added potential of the interest-based approach. * To enhance competence and confidence in one's negotiation skills.
- Cascade 2** **Ownership for the Future: A Must for Clients** - *Kevin Bradley, Education Team Overseer, Portland (OR) Rescue Mission* - It is not enough to provide a thoughtful academic plan, supportive staff, and quality curriculum in our learning and career centers. We must help our residents form ownership for their own future.

- Cascade 13** **Partnering With the Church and City Government to Mentor/Aid Homeless Families and Seniors** - *Brad Meuli, President and CEO, Denver (CO) Rescue Mission and Brad Hopkins, Manager, Family & Senior Homeless Initiative, Denver (CO) Rescue Mission* -. The Denver Rescue Mission is working with the City to reach 1000+ churches in Denver and make them partners in helping homeless families and seniors. This seminar will review the program, which has gained national attention.
- Cascade 10** **Running on Empty: Overcoming Service Provider Stress** - *Roslyn Turner-Clark, ED, Unlimited Counseling and Educational Services, Rancho Cucamonga, CA* - The harvest is plentiful but the laborers are... on the verge of burn out. This workshop focuses on helping mission staffers/leaders "refuel and re-tool" to become more effective in leading and ministering in the crisis driven, fast paced world of "The Mission."
- Cascade 11** **Servant Leadership: Our Life-Aspiration** - *Mark Siegrist, Director of Education, Denver (CO) Rescue Mission, Education & Employment Track Chair* - Becoming a Servant Leader: Our Life-Aspiration ... Yet there are structures and systems that tend to get in the way. Here's a fresh new look to a standard leadership principle.
- Cascade 9** **Ten Steps to Successful Donor Cultivation** - *Mark Fisher, President, Mark R. Fisher & Associates, Farmington, MI* - Donor cultivation is the act of establishing a stronger relationship with an individual who has already given to the mission. It attempts to help the donor find meaning through the act of giving. It is a ministry of action.
- Grand Ballroom 3** **What the Executive Director Needs You to Know, But Never Has Time to Tell You** - *Chasz Parker, Executive Director, Rescue Mission of Syracuse (NY)* - A different spin on Rescue Mission 101- giving all staff the tools to understand the ministry/business model of their Rescue Mission and thereby understand their role and team's role in the spiritual and financial success of their Mission. Possibly could be a new ED seminar as well so new EDs could walk away with a basic operational model to use with their staff.
- Off-Site:
To be held at
Bread of Life
Mission** **Operating a Business as a Mission Program Activity** - *Larry Cooney, Executive Director, Bread of Life Mission, Seattle, WA* - We will examine the Bread of Life Mission's Heroes box-lunch catering business/program. Participants will grapple with solutions for 1) The need for a good business plan. (2) The culture clash between operating a commercial enterprise and a non-profit program. (3) The true (and often hidden) costs of doing business while leading people in a transitional endeavor.

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