



Training Catalog

In-house • Online • Pre-Packaged • Custom
The Gilbert Center, Spring 2010

Email

Writing

LifeWork

New Media

Technology

Fundraising

Civil Society

Social Media

Collaboration

Capacity Building

Knowledge Management

Strategic Communication

Table of Contents

- 3 - About: The Gilbert Center
- 4 - About: Michael Gilbert
- 5 - About: Our Workshops & Seminars

- 6 - Referral Program
- 7 - Online Seminars: Live
- 9 - Online Seminars: On-Demand
- 12 - List of Titles Available On-Demand

- 15 - Training Packages: Example Scenarios

- 17 - Seminar Topics: Areas of Interest
- 31 - Seminar Topics: Full Descriptions

- 79 - What To Do Next...

- 80 - Online Seminars: Retail Registration Form
- 81 - Online Seminars: Retail Price Guide

Note: This catalog expands and changes on a regular basis. If you have had this one for more than a couple months, you should check the website for updates before placing your order.

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About The Gilbert Center

The Gilbert Center is a strategic communication firm for civil society. Our partners and clients are foundations, umbrella organizations, coalitions, as well as social change and social service organizations from around the world. We regularly serve as a consultant, trainer, incubator, research institute, and publishing house in support of the people and organizations who are changing the world for the better.

For more than twenty years, we've been helping civil society organizations communicate successfully. Since the inception of the World Wide Web, we've been on the cutting edge of nonprofit Internet development. We design management, strategic, and technological systems that build relationships, improve workflow, and become a powerful part of an organization's success. We are the pioneers of Communication Centered Planning, a framework that continually brings an organization's focus back on its people and core strengths.

We are proud of the organizations and projects that we have incubated or supported over the years and many people first came to know about us through them: The Nonprofit Technology Network is the remarkable professional association for organizations and individuals who are bridging the technical divide for civil society. The Nonprofit FAQ continues to be one of the premier encyclopedias of information about nonprofits online. Nonprofit Online News, still under our auspices as our flagship publication, is one of the most widely respect newsletters at the emerging edge of 21st century civil society.

More information: <http://www.gilbert.org/about>

About Michael C. Gilbert

Principal Consultant, Research Director, Contributing Editor, Instructor



Michael Gilbert is an internationally known consultant to foundations and nonprofits, an innovator in the field of nonprofit communication, an influential author, and a social entrepreneur.

He is author or editor of numerous publications, including: Communication Centered Technology Planning, The Guide to Nonprofit Email, Twenty-First Century Fundraising, and The Campaign Cookbook. He is the Publisher and Editor of Nonprofit Online News, a premier newsletter of the field, in continuous publication since 1997. He is the founding editor of the Journal of Information Technology and Social Change, and of the Journal of Networks and Civil Society. Recent articles include: The Opportunities and Dilemmas of Nonprofit Technology Assistance Organizations (in the Nonprofit Quarterly) and Turning to Each Other in Hard Times: Four Steps for Saving Money and Building Social Capital (in Nonprofit Online News). He is often credited with helping ignite a revolution in nonprofit communication with his Email Manifesto and he is well known for his provocative and incisive commentary.

Mr. Gilbert is equally well known for his challenging and inspiring speeches. He delivered the Keynote Address at the very first Silicon Valley Conference on Nonprofits and Technology. He has been a popular speaker with many organizations including the Association of Fundraising Professionals, Planned Parenthood, the Corporation for Public Broadcasting, the Nonprofit Technology Network, the Minnesota Council of Nonprofits, the Kellogg Action Lab, and many others. Feel free to browse through a partial list of his Past Speaking Engagements.

Mr. Gilbert was the Founding President of the Nonprofit Technology Enterprise Network, which has grown into a the premier professional association for the field of nonprofit technology. He was the CEO of Social Ecology, a bleeding edge nonprofit software company, whose innovations are still being replicated throughout the sector.

Mr. Gilbert has directed several groundbreaking research projects; including the Nonprofit SiteAnalyzer Reports, the First Nonprofit Email Survey, and the Nonprofit Email Study, as well as numerous private studies. His most recent research report was Doing Well by Doing Good: A Report on Work Satisfaction in Civil Society. He is currently completing a large scale study on the topic of online cultivation practices.

Mr. Gilbert has served as Executive Director or Chief Executive of six organizations, as a board member or officer of more than thirty, and as a communication and management consultant to over 1000 organizations in more than 20 countries over the last 23 years. He was born in Sweden, lives and works in Seattle, and counts Berlin as his home away from home. In his spare time, he's a tango dancer.

More information: <http://www.gilbert.org/about/team/mcg>

About Our Workshops & Seminars

One of the ways in which we engage with our community is by offering the lessons that we have learned in packages that are more accessible than fully negotiated consulting engagements. One important form, more involved than reading our publications, is our growing lineup of workshops.

Calendar

Our calendar lists our schedule of upcoming live online seminars, mainly. There are usually two to four accepting registrations, and three months or more of tentatively scheduled events, to help you with planning ahead. Please see the web page for the [current calendar listings](#).

Referral Program

When anyone registers for one of our seminars now, they will be given the chance to tell us if someone referred them. The person who made the referral gets a 33% discount towards seminar registration of their own. This means that three referrals can get you a free registration for a seminar of equal or lesser value.

Live Online Seminars

In addition to our topic based workshops, we also offer a set of workshops organized around the mode of delivery. These are shorter seminars delivered online. They're intended for busy nonprofit staff who don't have the time to travel to a workshop, but who want to learn to apply strategic communication lessons to their work. These live, online seminars are designed to teach immediate practical lessons, while still remaining grounded in clear principles. ([More info](#))

On-Demand Online Seminars

For those who are interested in attending one of our seminars online, but are finding it difficult to get your schedule to match up with our schedule for live sessions, we are now working to make more of our seminars available On-Demand. "On Demand" means that these seminars are available anytime that works best in your schedule. Also included is a 10-30 minute phone consultation with the instructor, so you can ask questions and get feedback on your particular situation. ([More Info](#)) ([Catalog of seminars available on-demand.](#))

Training Packages

You can also hire us to present workshops or seminars privately for your group either online, or in person at your location. If you have a group of people to whom you would like to offer training, please consider our private training packages. We can present this and any of the seminars listed in this catalog, as well as custom sessions. Please [contact us](#) for more information if you're interested. ([More Info](#))

Topic List

This is very simply a working list of all our seminar topics. This includes all of our pre-packaged online seminars, and a few broader topics to give you an idea of the area within which we tend to work. ([Summary List](#))

Referral Program

3 Referrals Can Get You A Free Seminar!

When anyone registers for one of our seminars now, they will be given the chance to tell us if someone referred them. The person who made the referral gets a 33% discount towards seminar registration of their own. This means that 3 referrals can get you free registration for a seminar of equal or lesser value.

Basic Guidelines

We hope to keep this as simple as possible. The goal of the examples below is to help clarify the situation. Here are the basics: (1) Referrer gets a discount/credit equal to 1/3rd the primary registration fee paid for by those they have referred. (2) One credit or many can be applied to seminar registration for the referrer any time, and for any seminar we offer thru our **calendar** of upcoming live seminars, or any of our **on-demand** seminars (which are available to be watched anytime). (3) If you don't use all your credit, it will be there for you to use the next time. (4) If your credits are not enough to cover the registration fees for the seminar you want to attend, then you will have to pay the difference. (5) Credits are only good for one year from when they were earned. (This is to save us from having to track credits forever.)

More Details & Examples

On the page that follows payment for any seminar registration, there will now be a place for the new registrant (referree) to tell us if someone referred them. All they need to do is put in the name and email address, and we will send discount redemption information by email to that person.

No other emails will be sent to them due to this. [See our Privacy Policy.](#)

The discount will be 1/3rd of the primary registration fee paid for by the referree. In other words, (Example 1) if they paid for a \$99 seminar, then you (the referrer) will receive a \$33 credit that you can apply to your own seminar registration. However, (Example 2) if they pay for that same seminar, and also pay for 2 additional students and a publication, the credit is the same. None of the extras are applied towards the credit.

This program applies to all seminars in our **Calendar**, as well as our **On-Demand Catalog**.

There will be no need to sign up with us as any sort of official referrer. The people you refer only need to supply us with your name and email address. That's it.

Referrers who have credits with us are welcome to redeem them at any time. If you have one or two credits, you are welcome to apply these towards registration for any live or on-demand seminar. You simply need to pay for the difference.

And yes, you can combine multiple discounts. As we said, refer 3 people and you will have enough credit for at least one free seminar. (Example 3) You have referred three people for \$99 seminars, so now you have \$99 in credit with us. (Example 4) If you have this \$99 credit and you want to register for a seminar that is \$169, you will need to pay the difference.

Credits are not transferable, not good for any other products or services, no one else will give you anything for them, and they cannot be redeemed for cash.

Feel free to contact us with any questions you have about this.

Online Seminars: Live

In addition to our topic based workshops, we also offer a set of workshops organized around the mode of delivery. These are shorter seminars delivered online. They're intended for busy nonprofit staff who don't have the time to travel to a workshop, but who want to learn to apply strategic communication lessons to their work. These live, online seminars are designed to teach immediate practical lessons, while still remaining grounded in clear principles. ([See the Webpage](#))

We offer a regular rotation of live seminars online. These are intended for busy nonprofit staff who don't have the time to travel to a workshop, but who want to learn to apply strategic communication lessons to their work. Our packages tend to be tightly focused on a particular professional field and our seminars deliver lessons that can be immediately applied within a particular professional's field of authority. These live, online seminars are designed to teach immediate practical lessons, while still remaining grounded in clear principles.

Technical Requirements

You are responsible for making sure that you can meet these requirements before you register to attend one of our online seminars. Please feel free to [Contact Us](#) with any questions you might have.

Seminar sessions are broadcast to you via Quicktime, and you are able to send in questions during the session via AOL Instant Messenger. For this you will need:

- An internet connection (broadband will yield improved performance)
- An email account and email address
- A free AOL Instant Messaging account and client software ([AIM Web Site](#))
 - [Directions to get a free screen name](#)
 - [Install AIM on your computer](#)
 - Or see the help page linked to below for other options.
- The free Quicktime Player plugin ([Quicktime Free Download](#))
 - The ability to access [this test movie](#) with Quicktime.

If you're having trouble, check the [Technical Help page](#).

Content & Faculty

You will need to see the description page for the particular seminar you are interested in for this information. If you don't have that web page handy, try the [Online Calendar](#), or [full topic list](#).

Location

Live online seminars presented by The Gilbert Center are open registration seminars, which means that anyone can attend. And they are held online. (See technical requirements above.)

Price

There is a base registration fee for each seminar, which covers the first student. The exact price depends on the seminar (length and complexity). There is a small fee for each additional student watching at the same computer, and at the same time, with the first. You will find the exact pricing on the registration form, which will be linked to from the seminars description page, and the [Calendar page](#), when we are currently accepting registrations for it. If you don't have that handy, you can also find it on the [topic list](#).

Date & Time

For live sessions, you will want to check our [calendar](#) for the date and time of each upcoming seminar. It will also be listed on the main webpage for that seminar once we start accepting registrations for it.

Make Your Own Schedule: If you would like to attend a live seminar in our calendar, but our schedule doesn't work for you, then you can now request the "on-demand" option. What this means is that we will schedule time for you to watch the recording of the seminar when it is most convenient for you, within a couple weeks after the live session.

Additional Resources

To support your implementation of what you learn.

Publications

We often recommend a particular publication or two that relate most closely with the topic of the seminar. These will be listed on the registration form with links to more info, for your consideration.

One on One Consultations with Michael Gilbert

Michael Gilbert has a proven track record of helping individuals and organizations move the ideas he has taught in a seminar from concept to implementation during one on one consultations afterwards. He will answer any questions you have regarding the seminar materials, of course. But more importantly, you'll have access to the discipline and focus that comes from his 20+ years of experience. He can help you develop a plan and get it started. One call or many, it all depends on how much help you need in your particular situation. Each call is 30 minutes in length and should be scheduled within two weeks after the seminar. Also, you may have additional people join the call on your end, if you like.

Location & Timing: These sessions can be held over the phone, in person, or online via chat with audio and video. The timing is somewhat flexible, and should be scheduled with the instructor, within two weeks after the seminar.

Technical Requirements: This depends on how you decide to conduct the consultation. We will discuss this with you when we are scheduling it with you.

Pricing: The price for one on one consultations is discounted by more than 50% if you purchase it as part of a seminar package.

Length	Regular Price	Discounted Price
30 Mins	\$125	\$59
60 Mins	\$250	\$118
90 Mins	\$375	\$177

Online Seminars: On-Demand

For those who are interested in attending one of our seminars online, but are finding it difficult to get your schedule to match up with our schedule for live sessions, we are now working to make more of our seminars available On-Demand. “On Demand” means that these seminars are available anytime that works best in your schedule. Also included is a 10-30 minute phone consultation with the instructor, so you can ask questions and get feedback on your particular situation.

If you’ve been interested in attending one of our seminars online, but are finding it difficult to get your schedule to match ours, then you will be pleased to know that we are now working to make more of our seminars available On-Demand.

Base registration fee includes

- Registration for 1 student
- content available to you online for 7 consecutive calendar days
- a 30 minute phone consultation with Michael Gilbert

Available for an additional fee: additional students, publications, additional consulting time (See Below).

Content & Faculty

You will need to see the description page for the particular seminar you are interested in for this information. If you don’t have that web page handy, you will find a link in the box on the right side of this page.

Scheduling

You select the day the materials become available to you. We have a regular schedule to set up and take down seminar materials early on Tuesday mornings. You decide if you want your access to begin on the 1st, 2nd, 3rd, 4th, 5th, or 6th Tuesday, after the day you register.

If this doesn’t work for you, and you need to make special arrangements with us to start this sooner, later, or on a schedule that is different than what is offered here, you will need to pay the “special schedule” fee to cover the cost of staff time needed to handle your request. FYI: The earliest we can guarantee to see your request and be able to implement it, is by 12 pm (PDT) the next business day after you complete registration payment. You can request it sooner, and if we get the request in time we will do everything we can to fulfill your request, but we cannot guarantee it.

Location

This is an open registration seminar, which means that anyone can register, and it will be held online. (See technical requirements below.)

Price

You will need to see the registration form, for the seminar you are interested in, for the basic registration fee. This depends primarily on how long the whole seminar is. That said: The basic registration fee includes: 1) The first student, 2) The audio/video files for the seminar will be available to you for seven consecutive calendar days, and 3) A 30 minute phone consultation with Michael Gilbert.

There is a small fee for each additional student watching at the same time and at the same computer with the first. They are welcome to be on the call with Michael Gilbert as well.

For the pricing of publications and One on One Consultations, see the next section.

Additional Resources

Publications

There are various publications (books and quick guides) available for purchase as well. Relevant publications are listed on the registration form for each seminar, with links to more information. Prices for these vary as well.

One on One Consultations with Michael Gilbert

Michael Gilbert has a proven track record of helping individuals and organizations move the ideas he has taught in a seminar from concept to implementation during one on one consultations afterwards. First he will answer any questions you have regarding the seminar materials. But more importantly, you'll have access to the discipline and focus that comes from his 20+ years of experience. He can help you develop a plan and get it started. One call or many, it all depends on how much help you need in your particular situation. Each call is 30 minutes in length and should be scheduled to happen after you have watched the seminar and done all of the homework. Also, you may have additional people join the call on your end, if you like.

Location & Timing: These sessions can be held over the phone, or online via chat with audio and video. The timing is somewhat flexible, and should be scheduled to happen after you have watched the seminar and done all of the homework.

Technical Requirements: This depends on how you decide to conduct the consultation. We will discuss this with you when we schedule it.

Pricing: The price for one on one consultations is discounted by more than 50% if you buy it as part of a seminar package.

Length	Regular Price	Discounted Price
30 Mins	\$125	\$59
60 Mins	\$250	\$118
90 Mins	\$375	\$177

Technical Requirements for Seminar

You are responsible for making sure that you can meet these requirements before you register to attend one of our online seminars. Please feel free to [Contact Us](#) with any questions you might have.

The seminar will be broadcast to you via Quicktime. For this you will need:

- An email account and email address (for scheduling and communication with us).
- An internet connection (broadband will yield improved performance).
- A PDF viewer. (If you use a Mac you will already have Preview. If you are on a PC you will need the free [Adobe Reader](#).)
- The free Quicktime Player plugin. ([Free Quicktime Download](#))
 - o The ability to [access this test movie](#) with Quicktime.

If you're having trouble, check the [Technical Help](#) page.

List of Titles Available On-Demand

1. Beyond the Email Blast: Tapping the Full Power of Email Marketing
[Full Description](#) [Register Online](#)

2. Building a Blog Network: Scaling Up Your Organizational Reach through the Voices of Your Community
[Full Description](#) [Register Online](#)

3. Building Your Online List: A High Integrity Model for Reaching Large Numbers
[Full Description](#) [Register Online](#)

4. Course Corrections: A Mid-Career LifeWork Seminar
[Full Description](#) [Register Online](#)

5. Delivering Online Seminars: A Sustainable Model for Engagement of Staff, Volunteers, and Donors
[Full Description](#) [Register Online](#)

6. Email Newsletter Marketing
[Full Description](#) [Register Online](#)

7. Email Newsletter Reinvention & Improvement
[Full Description](#) [Register Online](#)

8. Facing Facebook: Acheiving Meaningful Success in Online Social Networks
[Full Description](#) [Register Online](#)

9. The Golden Goose: Building Trust Online with Donors, Activists, & the Media
[Full Description](#) [Register Online](#)

10. How to Write a Book in One Year: The Keystrokes Book Plan Workshop
[Full Description](#) [Register Online](#)

11. Integrated Program Evaluation: An Affordable Model for Better Metrics, Improvement, and Accountability
[Full Description](#) [Register Online](#)

12. Less is More: Personal Empowerment in the Age of Information Overload
[Full Description](#) [Register Online](#)

13. Light a Fire: Successful Social Marketing for Nonprofits
[Full Description](#) [Register Online](#)

14. The Modern Nonprofit Web Site: Strategies, Patterns, and Tools
[Full Description](#) [Register Online](#)

15. Money on the Table: Converting Your Stakeholders to Email
[Full Description](#) [Register Online](#)

16. Nonprofit Blogging Strategies
[Full Description](#) [Register Online](#)

17. Nonprofit Knowledge Management
[Full Description](#) [Register Online](#)

18. Nonprofit Technology Consulting Skills
[Full Description](#) [Register Online](#)

19. Online Community Organizing
[Full Description](#) [Register Online](#)

20. Online Fundraising: You're Doing it Wrong!
[Full Description](#) [Register Online](#)

21. Online Marketing Reinvention & Improvement
[Full Description](#) [Register Online](#)

22. Organizational Restructuring in the Age of Networks
[Full Description](#) [Register Online](#)

23. Practical Collaboration: Working Together in the Age of Networks and Perpetual Connectivity
[Full Description](#) [Register Online](#)

24. Small is Beautiful: Using Twitter, Flickr, Microblogging, Links, and Other Microcontent for Engagement
[Full Description](#) [Register Online](#)

25. Social Networking Strategies and Tactics
[Full Description](#) [Register Online](#)

26. Visionary Budget Cutting: Enhancing Mission and Capacity in Hard Times
[Full Description](#) [Register Online](#)

27. The Voice of Your Community: The Strategic Role of Stakeholder-Generated Content

[Full Description](#)

[Register Online](#)

28. The Voice of Your Organization: Making CEO Blogging Work for Everyone

[Full Description](#)

[Register Online](#)

29. Website Reinvention & Improvement

[Full Description](#)

[Register Online](#)

“On Demand” means that these seminars are available anytime that works best in your schedule. Also included is a 10-30* minute phone consultation with the instructor, so you can ask questions and get feedback on your particular situation.

* Depends on length of seminar.

Training Packages

You can also hire us to present workshops or seminars privately for your group either online, or in person at your location. If you have a group of people to whom you would like to offer training, please consider our private training packages. We can present this and any of the seminars listed on this site, as well as custom sessions. Please contact us for more information if you're interested.

Our educational programs come in all shapes and sizes. There are seven factors that affect pricing: (1) the total number of training sessions and segments (total training time), (2) on-site versus online seminars, (3) the amount of development or modification of curricula, (4) the number of people we have to support, (5) advance training and orientation of facilitators or other trainers, (6) the amount of pre or post training, coaching or other pedagogical support, and (7) the extent of planning and evaluation.

We'll work with you to develop the right mix for your organization. Feel free to contact us to set up a free consultation. You might also want to look over some training scenarios we've prepared that include different mixes of the seven factors, in order to help you with your budgeting.

Example Scenarios

Training Scenario A: \$550 - "Single Session"

One 90 minute session, delivered online, for as large a group as you can assemble in one room. Four additional remote connections are also included, as well as sixty minutes of technical support and training of a group facilitator. The seminar is selected from our standing curriculum, is delivered live, and includes ten minutes of time for facilitated Q & A.

Training Scenario B: \$1500 - "Set of Three with Followup"

Three 90 minute sessions, delivered online, for as large a group as you can assemble in one room. Six additional remote connections, as well as sixty minutes of technical support and training of a group facilitator. The seminars, selected from our standing curriculum, are delivered live. Thirty minutes of time for facilitated Q & A and three thirty minute follow coaching conference calls to be completed within one month of the seminars.

Training Scenario C: \$3250 - "Half Day at Your Location or Event"

Up to four hours, including breaks, of performance time on-site at a conference or facility of your choosing. Most of the material is selected from our standing curriculum, with some modifications for the audience throughout, and further modifications of a centerpiece presentation. Includes up to a day and a half of travel time, but does not include transportation or lodging for one night (which will need to be covered by the client).

Training Scenario D: \$5000 - “Big Event Plus”

Up to five hours, including breaks, of performance time on-site at a conference or facility of your choosing. Some advance research into the circumstances of the participants is included, along with suitable modifications of the curriculum. Includes up to a day and a half of travel time, but does not include transportation or lodging for one night (which will need to be covered by the client). Followup evaluation and “lesson-deepening” communication with participants is also included.

Training Scenario E: \$15,000 - “Comprehensive Professional Development”

Up to six hours, including breaks, of performance time on-site at a conference or facility of your choosing. Pre-workshop survey, focus group, and planning sessions will inform the design of all sessions. Assistance for workshop marketing and copy writing. Follow-up evaluation and multi-stage tracking survey of participants. One dozen thirty-minute coaching conference calls and multi-part “lesson-deepening” communication with participants is also included. Includes up to a day and a half of travel time, but does not include transportation or lodging for two nights (which will need to be covered by the client).

Seminar Topics: Areas of Interest

Table of Contents

17 - Capacity Building	23 - LifeWork
18 - Civil Society	24 - New Media
19 - Collaboration & Community	25 - Social Media
20 - Email	27 - Strategic Communication
21 - Fundraising	29 - Technology
22 - Knowledge Management	30 - Writing

Capacity Building

Breakthroughs in Organizational Communication - This is a predecessor course to our intensive workshop on Strategic Communication, in which we facilitate a team of yours to actually plan major breakthroughs for your organization. But if you want an overview of where those breakthroughs are likely to come from, you can explore that in this survey workshop. ([Full Description](#))

Building a Blog Network: Scaling Up Your Organizational Reach through the Voices of Your Community - Your organization is sitting on top of a vast untapped well of communication resources - stakeholders, allies, peers, donors, volunteers, and others in your community who have something to say. One of the most effective ways to tap into these resources and achieve some real influence over online conversations about you and your issues is to nurture a network of loosely affiliated weblogs. That's what we'll teach you how to do. ([Full Description](#))

Integrated Program Evaluation: An Affordable Model for Better Metrics, Improvement, and Accountability - We all need to know how well we are actually doing in our work. Increasingly, we are being called upon to document our effectiveness in specific, often numerical, terms. The standard solution these days is to do after-the-fact evaluation, which frequently yields results that are far from rigorous. It can also be very expensive. The alternative is Integrated Program Evaluation. Although by no means a new concept, Integrated Program Evaluation is now cheaper than ever. Thanks to new media and work methods, it's now possible - by integrating evaluation into planning, communication, and peer networks - to design programs and activities that are essentially self-evaluating. ([Full Description](#))

Organizational Restructuring in the Age of Networks - Boundaries are shifting. Resources are expanding. Responsibilities are changing. The opening up of our organizations to the influence of the networks that we're a part of is transforming fundraising, volunteer management, education, and advocacy. But what does this mean specifically? How does it affect staff responsibilities, hiring, communication and management policies, compensation? ([Full Description](#))

Rapid Project Prototyping: Raising Money and Reducing Risk in the Age of Agility
- We think too small and we start too big. The age of networks and agility is upon us and we still lumber along with projects that do too little, take too long, and cost too much. At the same time, funders are getting more rigorous: More and more they are asking for proof of concepts, meaningful assessments, and pilot projects, before they are willing to put serious money into new projects (and sometimes even current ones). Fortunately, these two apparent problems - the speed of change in a networked society and the caution of funders - together present a new vision of project development and management. ([more](#))

Capacity Building continued...

Social Networking Strategies and Tactics: A Guide to Maximum Return and Minimum Lock-In - There are social networks and then there are Social Networks. The first kind - our connections with our colleagues, our stakeholders, and our communities - are essential to organizational success. The second kind - the web based services that both support and profit from our connections - are the subject of regular conversations by every organization engaged in online communication and organizing. FaceBook, MySpace, Linked In, LiveJournal, Bebo, Orkut, Imeem, StumbleUpon, Last.fm, Friendster, Twitter, Ning, and others... Are they worth our investment as an organization? How do they affect our ability to reach our stakeholders? How can we leverage what they have to offer? How can we use them without getting locked in? ([Full Description](#))

Technology Planning: You're Doing it Wrong! - Technology planning is a lot like an endless journey into foreign lands. The tools of navigation are wonderful and varied, but when we're about to head into risky terrain, there is nothing as useful as a great big Stop Sign. There are a lot of great models that will tell you what you need to do for successful technology planning, including our own Communication Centered methods. But in this workshop, we're going to focus on what not to do. Why? Because year after year, everywhere we look, nonprofits are continuing to do it wrong. We all need to take a hard look at what we're doing - and what we're planning on doing - and fix the mistakes that will undermine our work, sometimes for years to come. That's what we'll be doing in this seminar. ([more](#))

Visionary Budget Cutting: Enhancing Mission and Capacity in Hard Times - We're coming into some hard times. We don't yet know how hard they're going to be, but we're all starting to prepare for them. We're looking critically at our budgets and wondering what we can do without. We're asking ourselves what we do best and how we can focus on our core competencies. Although most of us lack a coherent method for doing this kind of work, we fumble our way through it. Fascinatingly, looking at your organization through the lens of information and communication mapping, with an eye toward technology-based savings, can be a powerful and liberating approach. ([Full Description](#))

Civil Society

Organizational Restructuring in the Age of Networks - Boundaries are shifting. Resources are expanding. Responsibilities are changing. The opening up of our organizations to the influence of the networks that we're a part of is transforming fundraising, volunteer management, education, and advocacy. But what does this mean specifically? How does it affect staff responsibilities, hiring, communication and management policies, compensation? ([Full Description](#))

Collaboration & Community

Breakthroughs in Organizational Communication - This is a predecessor course to our intensive workshop on Strategic Communication, in which we facilitate a team of yours to actually plan major breakthroughs for your organization. But if you want an overview of where those breakthroughs are likely to come from, you can explore that in this survey workshop. ([Full Description](#))

Facing Facebook: Achieving Meaningful Success in Online Social Networks - Chances are good you are either using Facebook or are thinking about it. What proportion of that effort is money well-spent? Are you using Facebook or is it using you? We all have to face the power that Facebook derives from some very powerful network effects. The trick is to make it a tool for your communication strategies, and to not allow yourself to be made into a tool of Facebook's marketing. The key to that is the ability to apply the principles, practices, and tools that make Facebook itself successful (sometimes even using Facebook for this purpose!), and that is what we'll focus on in this workshop. ([Full Description](#))

Practical Collaboration: Working Together in the Age of Networks and Perpetual Connectivity - Too often the barriers to collaboration between individuals and between organizations are invented by our anxieties, false perceptions, and destructive narratives. Collaboration should be a practical affair that calms relationships, increases transparency, and helps make accomplishment more natural. Together, new technologies, networks, and connectivity have created an environment where we can collaborate naturally, effectively, and with remarkably little overhead. ([Full Description](#))

The Voice of Your Community: The Strategic Role of Stakeholder-Generated Content - New media has given every one of your stakeholders the means to communicate in much the same ways as you do, whether it's news, information, action alerts, fundraising appeals, organizing, recruitment, teaching, or community building. Organizations are all looking at so-called "user-generated content" programs, but most of our actual efforts are banal failures. ([Full Description](#))

The Voice of Your Organization: Making CEO Blogging Work for Everyone - Someone thinks your CEO should blog. Maybe it's your CEO. Maybe it's you. Maybe it's someone else. But chances are there is someone who thinks it's a good idea. And the fact is, they are probably right. But what are the actual decisions to be made and steps to take to launch a nonprofit CEO blog that works? ([more](#))

Email

Beyond the Email Blast: Tapping the Full Power of Email Marketing - The Email Marketing Model is a rich framework for cultivating relationships with stakeholders by taking advantage of the inherent two-way nature of email communication. And yet, the number one phrase used for describing how most organizations apply the model is: The Email Blast. Taking that metaphor to its natural conclusion, doesn't a blast seem like the opposite of cultivation? A landscape that's been blasted is one that is barren and full of holes, not one that is green and productive. But it doesn't have to be that way. Despite the hype of other media, email is still the single most powerful online communication tool we have. This workshop will help you avoid the destructive model of the Email Blast and enable you to take full advantage of the power of email. ([Full Description](#))

Building Your Online List: A High Integrity Model for Reaching Large Numbers on the Internet - Ever since the publication of The Gilbert Email Manifesto, organizations have been asking how they can build lists of email addresses like the ones of postal addresses they have developed over the years. We've answered that question in many different ways, but now, for the first time, we are putting all those answers together in one place. ([Full Description](#))

Email Newsletter Marketing - The core practice of the "Email Savvy" organization is the successful use of an email newsletter. Blasting email out the door is easy, but creating newsletters that actually work, in the context of a flow of communication that genuinely engages people, that can actually be much harder. It's become especially true in today's world of spam-inundated mailboxes. This series will help you develop and maintain a newsletter marketing model that avoids common pitfalls, implements best practices, and moves you in the direction of continual improvement of your systems for engaging your stakeholders. ([Full Description](#))

Email Newsletter Reinvention & Improvement - Email newsletters have become a mainstream practice in much of civil society. But very few of these newsletters have reached their full potential as tools for building and leveraging relationships with donors, volunteers, and other stakeholders. Many are impaired by common mistakes and most don't achieve clearly defined objectives. This seminar, despite being online, will offer collaborative, hands-on analysis of your newsletter, leveraging the insights of both students and instructors. This seminar is right for you if you're looking for practical improvements to your newsletter and a framework for continued betterment. ([Full Description](#))

Money on the Table: The Financial Opportunity of Converting Your Stakeholders to Email - For what proportion of your main stakeholder list do you have email addresses? Some organizations are on top of this, but most aren't. Of course, old media are still working and are not going to vanish overnight. Postal campaigns are still the bread and butter of many fundraising programs. Nevertheless, billions of dollars are spent every year by civil society organizations on postal based stakeholder relations that are marginally effective, but are very, very expensive. What this means is that the budget for dramatic expansion of successful online communication programs is tied up in the cost of printing, paper, and postage. ([Full Description](#))

Fundraising

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Frictionless Fundraising - The Internet has the potential to bring the art and science of fundraising back into balance, restore the confidence and trust of donors, and deeply enhance the relationships our organizations have with our stakeholders. Or it can be yet another way to alienate our supporters and disempower our fundraising professionals. The Frictionless Fundraising workshop will help you avoid the easy pitfalls and set you on a path of success. ([Full Description](#))

The Golden Goose: Building Trust Online with Donors, Activists, and the Media - Trust is the great productive force of civil society, a force that you turn into money, action, and attention of all kinds. Trust is the difference between a one time donation and lifelong financial commitment, between tossing your news release and calling you whenever a story breaks, between considering your petition and calling a hundred friends on behalf of your cause. Today, it's easier than ever to both build and destroy the trust of your stakeholders. Building trust - the "goose that lays the golden egg" - is a critical practice that is frequently undermined by the mechanics of email and web communication. ([Full Description](#))

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Online Fundraising: You're Doing it Wrong! - We're all trying to do online fundraising right, but we're pulled in so many directions. We have web pages and newsletters and social network doohickies and donate buttons, and possibly more things that someone felt we just had to do to be serious about online fundraising. But in fact, we're still doing it wrong. Right now, the most powerful change strategy is probably not to add yet another new thing. Instead, we need to take a ruthless look at what we're doing right now and fix the mistakes that keep what we're doing from delivering results. That's exactly what we'll be aiming for in this 90 minute workshop. ([Full Description](#))

Fundraising continued...

Trust: Building a Renewable Base of Funding, Volunteers, and Leadership - We live in a time when people are hungry for the truth. A combination of forces, including the inhuman scale of many institutions, the breakdown of community ties, and the promising transparency of new media, have come together to give simple honesty a truly compelling power. Authenticity is an untapped resource of extraordinary proportions. Civil society organizations are uniquely positioned to take advantage of this opportunity. Authenticity leads to trust and trust is the essential currency of our relationships with our stakeholders. Research confirms this: Time and again, surveys shows that we are the most trusted sector, above both business and government. Whether it's in art or advocacy or education or healing or any other cause, we are at our best when we are authentic. And yet, we can get as caught up in the layers of obfuscation and avoidance as anyone. In our day to day work, we let anxiety become institutionalized and keep us from the power that the truth has to motivate, to teach, and to calm. With a focus on civil society, this series of seminars will address three key practices of authentic organizations: learning to fail faster and thus learn faster; embracing abundance over scarcity and thereby making peace with time; and being brave enough to make space for the truth in our relationships with stakeholders, staff, and ourselves. The context throughout will be on the practical results of such practices in the areas of greater funding, broader enrollment, and more effective leadership. ([Full Description](#))

Visionary Budget Cutting: Enhancing Mission and Capacity in Hard Times - We're coming into some hard times. We don't yet know how hard they're going to be, but we're all starting to prepare for them. We're looking critically at our budgets and wondering what we can do without. We're asking ourselves what we do best and how we can focus on our core competencies. Although most of us lack a coherent method for doing this kind of work, we fumble our way through it. Fascinatingly, looking at your organization through the lens of information and communication mapping, with an eye toward technology-based savings, can be a powerful and liberating approach. ([Full Description](#))

Knowledge Management

Building a Blog Network: Scaling Up Your Organizational Reach through the Voices of Your Community - Your organization is sitting on top of a vast untapped well of communication resources - stakeholders, allies, peers, donors, volunteers, and others in your community who have something to say. One of the most effective ways to tap into these resources and achieve some real influence over online conversations about you and your issues is to nurture a network of loosely affiliated weblogs. That's what we'll teach you how to do. ([Full Description](#))

Integrated Program Evaluation: An Affordable Model for Better Metrics, Improvement, and Accountability - We all need to know how well we are actually doing in our work. Increasingly, we are being called upon to document our effectiveness in specific, often numerical, terms. The standard solution these days is to do after-the-fact evaluation, which frequently yields results that are far from rigorous. It can also be very expensive. The alternative is Integrated Program Evaluation. Although by no means a new concept, Integrated Program Evaluation is now cheaper than ever. Thanks to new media and work methods, it's now possible - by integrating evaluation into planning, communication, and peer networks - to design programs and activities that are essentially self-evaluating. ([Full Description](#))

Knowledge Management continued...

Nonprofit Knowledge Management - Knowledge Management is an overused phrase with a dubious lineage, often connoting a software centric solution of some kind. But underneath the phrase is a powerful concept: that there are opportunities for learning in the new information and communication networks. This series will help you find those opportunities, keep you from taking expensive wrong turns, and give you guidance for high impact knowledge management initiatives. ([Full Description](#))

Small is Beautiful: Using Twitter, Flickr, Microblogging, Links, and Other Microcontent for Engagement - At the same time as popular commercial platforms such as Twitter and Flickr have brought attention to the fundamental power of microcontent, the inventor of the WWW and others are promoting the transformative vision of the Semantic Web. What does this mean for you and your organization when you have little enough time for the regular, everyday web? How do you navigate through the hype and tap the real opportunities for mission-fulfilling engagement? ([more](#))

LifeWork

Course Corrections: A Mid-Career LifeWork Seminar - You're making a living. You're even making a difference. But is it the difference you want to make? This workshop asks the hard questions that need to be asked about the work we settle for, about the difference we're actually making, and about the legacy we leave behind. ([Full Description](#))

Less is More: Personal Empowerment in the Age of Information Overload - The age of information overload has been with us for some time. Neil Postman's famous 1990 speech on Informing Ourselves to Death was neither the beginning nor the end of the era. But among people who want to make the world a better place, more is at stake today than ever before. Too many people are paralyzed, distracted, interrupted, or stressed. At the same time, the opportunities for personal empowerment in regard to information are greater than ever. ([Full Description](#))

Making Peace with Time - Our culture teaches us that time is an enemy. There is never enough time to get everything done. We are pressured by time. We begin to hate the very idea of time and yet we have a peaceful ideal that we keep hoping for. Time terrorizes us and yet we cannot escape. This is particularly true for those of us who are dedicating our lives to social change and service. ([Full Description](#))

New Media

Building a Blog Network: Scaling Up Your Organizational Reach through the Voices of Your Community - Your organization is sitting on top of a vast untapped well of communication resources - stakeholders, allies, peers, donors, volunteers, and others in your community who have something to say. One of the most effective ways to tap into these resources and achieve some real influence over online conversations about you and your issues is to nurture a network of loosely affiliated weblogs. That's what we'll teach you how to do. ([Full Description](#))

Delivering Online Seminars: A Sustainable Model for Engagement of Staff, Volunteers, and Donors - The Internet has helped civil society organizations transcend geographical boundaries like never before. One of the demands of our new reach is the need to make presentations and host seminars without paying for everyone to be in the same room. At the same time, the Internet is replacing expensive remote conferencing tools with cheaper, generic systems that nonprofits can afford. While nothing entirely replaces face to face meetings for building trust and connection, online seminars are an increasingly powerful vehicle for management, training, organizing, and relationship building with our stakeholders - allies, staff, volunteers, and donors. ([Full Description](#))

The Modern Nonprofit Web Site: Strategies, Patterns, and Tools - We all know now that the modern nonprofit web site is not simply an online brochure, but knowing what it is not only gets us started. Maybe that will help us avoid spending our limited budgets on pretty online boondoggles, but we still need a proactive vision. We still need to know what works. These seminars will give you that answer and more. ([Full Description](#))

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Website Reinvention & Improvement - Across large swaths of civil society, even in parts of the developing world, websites are the public face of an organization. The Web is a powerful medium that often disappoints, if only because its potential is so great. Very few websites do what they could to build and leverage relationships with donors, volunteers, and other stakeholders. Many are impaired by common mistakes and most don't achieve clearly defined objectives. ([Full Description](#))

Social Media

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Light a Fire: Successful Social Marketing for Nonprofits - Whether it goes by the name Viral Marketing, Network Marketing, Social Marketing, Flipping the Funnel, or even old school Community Organizing, activists and fundraisers are understandably excited about the power that networks have to carry their message for them. It's not enough to imitate commercial successes. Rather, civil society organizations are uniquely positioned to take advantage of the elements of trust, passion and community that are the ingredients of successful social marketing. ([Full Description](#))

Nonprofit Blogging Strategies: Leveraging the Best of Old and New Channels - It's easy to start a weblog. It's harder to have it be of strategic value. To most people, even the words "blogging" and "weblog" don't sound strategic. Blogging's conflicting reputation as either the future of journalism on the one hand or personal gossip rag on the other makes it hard to see where it fits in our communication plans. Weblogs are overhyped but underused. This workshop is right for you if you're looking for the middle path, if you need sensible ways to promote blogging in your organization, if you want to make sure that your blogging efforts are successful. ([Full Description](#))

Online Community Organizing: Proven Techniques for Building Power, Leadership, and Connection - Although organizations have mostly failed to tap its potential, the Internet is one of the greatest community organizing tools of all time. Unfortunately, most nonprofit online community efforts seem to follow the anemic suggestion that stakeholders "talk amongst themselves". We can do much better than that. Indeed, the power of old school community organizing combined with new media has the potential to utterly revolutionize our work and our impact. ([Full Description](#))

Online Social Networks Are Not Mailing Lists: But If Not That, What Are They? - One of the most attractive questions that arises is how organizations can put formal online social networks to good use. But most nonprofits are suffering from a flaw in their frame of reference, when it comes to the question of such networks. This revolves around the notion of what kind of asset they think an online social network is. Our attitudes seem to be shaped by the familiar metaphor of the mailing list - a broadcast model of communication that involves the organization asking and people on the list giving. But, as Michael Gilbert wrote recently at Nonprofit Online News, Online Social Networks Are Not Mailing Lists. Mr. Gilbert's talk will build on the ideas from that article, address objections to its thesis, and briefly suggest a few alternative points of view that respect the notion that nonprofits still have to pay the bills. ([Full Description](#))

Social Media continued...

Practical Collaboration: Working Together in the Age of Networks and Perpetual Connectivity - Too often the barriers to collaboration between individuals and between organizations are invented by our anxieties, false perceptions, and destructive narratives. Collaboration should be a practical affair that calms relationships, increases transparency, and helps make accomplishment more natural. Together, new technologies, networks, and connectivity have created an environment where we can collaborate naturally, effectively, and with remarkably little overhead. ([Full Description](#))

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Social Networking Strategies and Tactics: A Guide to Maximum Return and Minimum Lock-In - There are social networks and then there are Social Networks. The first kind - our connections with our colleagues, our stakeholders, and our communities - are essential to organizational success. The second kind - the web based services that both support and profit from our connections - are the subject of regular conversations by every organization engaged in online communication and organizing. FaceBook, MySpace, Linked In, LiveJournal, Bebo, Orkut, Imeem, StumbleUpon, Last.fm, Friendster, Twitter, Ning, and others... Are they worth our investment as an organization? How do they affect our ability to reach our stakeholders? How can we leverage what they have to offer? How can we use them without getting locked in? ([Full Description](#))

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Strategic Communication

Breakthroughs in Organizational Communication - This is a predecessor course to our intensive workshop on Strategic Communication, in which we facilitate a team of yours to actually plan major breakthroughs for your organization. But if you want an overview of where those breakthroughs are likely to come from, you can explore that in this survey workshop. ([Full Description](#))

Communication Centered Technology Planning - Enormous amounts of irreplaceable time and money has been spent and is continuing to be spent on technology projects that, in the end, are often only marginally successful, if they can claim success at all. The underlying causes of this can be found in flaws in the conventional technology planning processes of nonprofit organizations. ([Full Description](#))

The Golden Goose: Building Trust Online with Donors, Activists, and the Media - Trust is the great productive force of civil society, a force that you turn into money, action, and attention of all kinds. Trust is the difference between a one time donation and lifelong financial commitment, between tossing your news release and calling you whenever a story breaks, between considering your petition and calling a hundred friends on behalf of your cause. Today, it's easier than ever to both build and destroy the trust of your stakeholders. Building trust - the "goose that lays the golden egg" - is a critical practice that is frequently undermined by the mechanics of email and web communication. ([Full Description](#))

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Online Marketing Reinvention & Improvement: A Hands-On Workshop for Your Online Marketing Programs - For most nonprofits, online marketing development has been driven by a series of hype cycles, leading organizations to turn their attention to a series of semi-connected activities, such as websites, ecommerce, email newsletters and campaigns, viral messaging, online community, and social networking. The result is often a mix of strong and weak programs and a meager planning and evaluation framework. Many groups can benefit from an organized process for improving (and sometimes even reinventing) their online marketing programs. ([Full Description](#))

Strategic Communication continued...

Organizational Restructuring in the Age of Networks - Boundaries are shifting. Resources are expanding. Responsibilities are changing. The opening up of our organizations to the influence of the networks that we're a part of is transforming fundraising, volunteer management, education, and advocacy. But what does this mean specifically? How does it affect staff responsibilities, hiring, communication and management policies, compensation? ([Full Description](#))

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Scaling Up Listening: Powerful Online Relationship Building - Listening is the most effective persuasive strategy in existence. Nothing builds trust, loyalty, commitment, and action like feeling heard. We live in a society of unaccountable government and corporate power, where people's everyday experience is akin to talking to a telephone company's customer "service" department. In this context, civil society organizations can be a breath of fresh air. The Internet represents an opportunity for scaling up listening to our stakeholders that we haven't seen since the intimate life of villages. In so doing, our organizations will raise more money, mobilize more volunteers, and build vastly greater capacity to pursue our missions. ([Full Description](#))

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Technology Planning: You're Doing it Wrong! - Technology planning is a lot like an endless journey into foreign lands. The tools of navigation are wonderful and varied, but when we're about to head into risky terrain, there is nothing as useful as a great big Stop Sign. There are a lot of great models that will tell you what you need to do for successful technology planning, including our own Communication Centered methods. But in this workshop, we're going to focus on what not to do. Why? Because year after year, everywhere we look, nonprofits are continuing to do it wrong. We all need to take a hard look at what we're doing - and what we're planning on doing - and fix the mistakes that will undermine our work, sometimes for years to come. That's what we'll be doing in this seminar. ([more](#))

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Nonprofit Technology Consulting Skills - The field of nonprofit technology consulting has grown and evolved enormously in the last few years. One of the essential tensions in the field is the sense that technology consultants, in order to do their job responsibly, have to become communication and management consultants as well. As nonprofits get more sophisticated and the technology develops to address mission critical needs, this tension is only getting worse. These seminars will address that tension head on, by identifying appropriate roles in the consulting process and by helping technology consultants ground their work in the communication needs of the organizations they serve. ([Full Description](#))

Nonprofit Technology Planning and Implementation - The last few years of technological change have brought nonprofit leaders enormous opportunities and challenges and that pace of change shows no sign of slowing. The potential to make the same mistakes over and over continues to be an issue for many organizations. Nonprofit leaders rarely have the time for conferences or workshops outside their issue areas. These seminars on Nonprofits & Technology will provide you with solid tools and guidelines targeted at your role as a decision maker. ([Full Description](#))

Technology continued...

Rapid Project Prototyping: Raising Money and Reducing Risk in the Age of Agility

- We think too small and we start too big. The age of networks and agility is upon us and we still lumber along with projects that do too little, take too long, and cost too much. At the same time, funders are getting more rigorous: More and more they are asking for proof of concepts, meaningful assessments, and pilot projects, before they are willing to put serious money into new projects (and sometimes even current ones). Fortunately, these two apparent problems - the speed of change in a networked society and the caution of funders - together present a new vision of project development and management. ([more](#))

Technology Planning: You're Doing it Wrong! - Technology planning is a lot like an endless journey into foreign lands. The tools of navigation are wonderful and varied, but when we're about to head into risky terrain, there is nothing as useful as a great big Stop Sign. There are a lot of great models that will tell you what you need to do for successful technology planning, including our own Communication Centered methods. But in this workshop, we're going to focus on what not to do. Why? Because year after year, everywhere we look, nonprofits are continuing to do it wrong. We all need to take a hard look at what we're doing - and what we're planning on doing - and fix the mistakes that will undermine our work, sometimes for years to come. That's what we'll be doing in this seminar. ([more](#))

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Writing

How to Write a Book in One Year: Keystrokes Book Plan Workshop - If you have a book you want to write -- and many creative people do -- most often the biggest barrier to completing it is not a lack of ideas or even a lack of craft. It's a perceived lack of time. Writing is an exercise in discipline. The Keystrokes Book Plan Workshop addresses that issue by teaching a writing discipline that works. ([Full Description](#))

Seminar Topics: Full Descriptions

Table of Contents

- 32 - Beyond the Email Blast: Tapping the Full Power of Email Marketing
- 33 - Breakthroughs in Organizational Communication
- 34 - Building a Blog Network: Scaling Up Your Organizational Reach through the Voices of...
- 35 - Building Your Online List: A High Integrity Model for Reaching Large Numbers
- 36 - Communication Centered Technology Planning
- 37 - Course Corrections: A Mid-Career LifeWork Seminar
- 39 - Delivering Online Seminars: A Sustainable Model for Engagement of Staff, Volunteers...
- 40 - Email Newsletter Marketing
- 42 - Email Newsletter Reinvention & Improvement
- 43 - Facing Facebook: Achieving Meaningful Success in Online Social Networks
- 44 - Frictionless Fundraising: A Seminar on the Essentials of Internet Fundraising
- 46 - The Golden Goose: Building Trust Online with Donors, Activists, & the Media
- 47 - How to Write a Book in One Year: The Keystrokes Book Plan Workshop
- 48 - Integrated Program Evaluation: An Affordable Model for Better Metrics, Improvement...
- 49 - Less is More: Personal Empowerment in the Age of Information Overload
- 50 - Light a Fire: Successful Social Marketing for Nonprofits
- 51 - Making Peace with Time
- 52 - The Modern Nonprofit Web Site: Strategies, Patterns, and Tools
- 54 - Money on the Table: Converting Your Stakeholders to Email
- 55 - Nonprofit Blogging Strategies: Leveraging the Best of Old and New Channels
- 56 - Nonprofit Knowledge Management
- 58 - Nonprofit Technology Consulting Skills
- 60 - Nonprofit Technology Planning and Implementation
- 62 - Online Community Organizing : Proven Techniques for Building Power, Leadership, and...
- 63 - Online Fundraising: You're Doing it Wrong!
- 64 - Online Marketing Reinvention & Improvement
- 65 - Online Social Networks Are Not Mailing Lists: But If Not That, What Are They?
- 66 - Organizational Restructuring in the Age of Networks
- 67 - Practical Collaboration: Working Together in the Age of Networks and Perpetual...
- 68 - Rapid Project Prototyping: Raising Money and Reducing Risk in the Age of Agility
- 69 - Scaling Up Listening: Powerful Online Relationship Building
- 70 - Small is Beautiful: Using Twitter, Flickr, Microblogging, Links, and Other Microcontent...
- 71 - Social Networking Strategies and Tactics : A Guide to Maximum Return and Minimum...
- 72 - Technology Planning: You're Doing it Wrong!
- 73 - Trust: Building a Renewable Base of Funding, Volunteers, and Leadership - A Seminar on...
- 75 - Visionary Budget Cutting: Enhancing Mission and Capacity in Hard Times
- 76 - The Voice of Your Community: The Strategic Role of Stakeholder-Generated Content
- 77 - The Voice of Your Organization: Making CEO Blogging Work for Everyone
- 78 - Website Reinvention & Improvement: A Hands-On Workshop For Your Website

Beyond the Email Blast: Tapping the Full Power of Email Marketing

Detailed Description

The Email Marketing Model is a rich framework for cultivating relationships with stakeholders by taking advantage of the inherent two-way nature of email communication. And yet, the number one phrase used for describing how most organizations apply the model is: The Email Blast. Taking that metaphor to its natural conclusion, doesn't a blast seem like the opposite of cultivation? A landscape that's been blasted is one that is barren and full of holes, not one that is green and productive. But it doesn't have to be that way. Despite the hype of other media, email is still the single most powerful online communication tool we have. This workshop will help you avoid the destructive model of the Email Blast and enable you to take full advantage of the power of email. In this ninety minute session you'll learn how to:

- let email be a two-way medium and “scale up listening” without being overwhelmed
- turn your email marketing into a full fledged relationship building funnel
- set up both short and long term measurable and meaningful cultivation outcomes
- prevent email and newsletter fatigue among your stakeholders
- lower the costs of content production while upping the impact on cultivation

Are you worried whether enough people read your newsletter? Is preparing your newsletter like producing a full-blow publication? Have you ever used the word “blast” to describe what you do with email? If you think that there's got to be more to cultivating relationships online than sending people complex little web pages in their mailbox, then this workshop is right for you.

Related Reading

Here is a related article by Michael Gilbert:

- [Getting Blasted: Six Ways that Nonprofit Email Misses the Point and Damages Relationships with Stakeholders](#)

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, whose [Email Manifesto](#) is widely credited with igniting the nonprofit sector's interest in email marketing. He is the author of [Communication Centered Technology Planning](#), the designer of the widely adopted [Email Newsletter Marketing Model](#), and a long time coach and consultant on matters related to information and effectiveness in work and civil society. Michael has helped over 1000 organizations build their communication resources, has conducted over two dozen studies of nonprofit communication practices, and is the Editor of the [Journal of Networks and Civil Society](#). He is also the Editor of [Nonprofit Online News](#), the sponsor and organizer of the [Gilbert Authors Network](#), and the Founding President of the [Nonprofit Technology Network](#). For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of one 90 minute session.

Breakthroughs in Organizational Communication

Detailed Description

This is a predecessor course to our intensive workshop on Strategic Communication, in which we facilitate a team of yours to actually plan major breakthroughs for your organization. But if you want an overview of where those breakthroughs are likely to come from, you can explore that in this survey workshop.

Organizations and sectors go through cycles of innovation and execution. Each dynamic compliments the other. Innovation is essential for the development of new ideas in a changing world. Good execution and management are essential to scaling up an organization's success and building something sustainable beyond the vision and leadership of founders and innovators. This creative tension parallels the one that exists between management and leadership within most organizations, or even within many nonprofit executives charged with setting new directions.

There are successful models for making the most of this creative tension. One of the best is the Communication Mapping Process that we have been pioneering for several years. It creates a common ground for responsible innovation for all staff, regardless of position or disposition. Communication (both internal and external) is the life blood of an organization. Without the bonds of well established communication, an organization is reduced to its component parts. Communication creates sustainability, culture, and energy.

Breakthroughs in communication are essential in today's rapidly changing environment for most social change and social service organizations. There are forces at play that demand action from responsible nonprofit leaders: the Internet, economic and regulatory pressures, globalization, competition for donors, and other pressures are making business as usual increasingly difficult.

And yet, the essential qualities of an organization and the precious talents of its staff must play a major role in the process of innovation. Technical or regulatory outsiders should not ride roughshod over the core competencies of an organization. That is why a common framework for innovation is so important.

This workshop starts with a solid exploration of the power and practice of Communication Mapping. It then extends that practice with implementation techniques, early success strategies, and advice for managing expectations and adoptions of change. It leads naturally into our Strategic Communication Intensive.

Faculty: Michael C. Gilbert

This seminar is taught by Michael C. Gilbert, the author of "The Gilbert Email Manifesto" (considered to be "one of the most important thought pieces to have influenced nonprofit use of the Internet") and "The Email Newsletter Marketing Model", the editor and contributing author of "The Guide to Nonprofit Email" and Communication Centered Technology Planning (the only book of its kind for this profession), the Editor of Nonprofit Online News, and the Founding President of the Nonprofit Technology Enterprise Network. For more information about Mr. Gilbert, please see [his bio](#).

Building a Blog Network: Scaling Up Your Organizational Reach through the Voices of Your Community

Detailed Description

Your organization is sitting on top of a vast untapped well of communication resources - stakeholders, allies, peers, donors, volunteers, and others in your community who have something to say. One of the most effective ways to tap into these resources and achieve some real influence over online conversations about you and your issues is to nurture a network of loosely affiliated weblogs. That's what we'll teach you how to do. In this live, ninety minute session, you will learn how to:

- determine what the appropriate scale and focus of your blog network ought to be
- implement the three key practices of a successful blog network
- integrate blog network development work into existing staff functions and departments
- offset some of the time needed for the blog network with the resources that it generates
- select one of more of eleven different strategic blog network models
- get started, get early results, and plan for the long term

A blog network can be a megaphone, a recruitment tool, a content generator, a think tank, an early warning system, a focus group, a donor and leadership development practice, and more. Whatever your emphasis, if you're looking for a blog strategy that will generate huge results, then this workshop is right for you.

Related Reading:

Here are related articles by Michael Gilbert:

- [A Triumph of Trust: Five Principles of Nonprofit Social Media Strategy](#)
- [Hype, Anxiety, and Hope \(HAH!\): How To Do Social Media Wrong \(and How To Do It Right\)](#)

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, the author of [Communication Centered Technology Planning](#), the designer of the [Nonprofit Blogging Strategies](#) seminar, and a long time coach and consultant on matters related to information and effectiveness in work and civil society. Michael has helped over 1000 organizations build their communication resources, has conducted over two dozen studies of nonprofit communication practices, and is the Editor of the [Journal of Networks and Civil Society](#). He is also the Editor of [Nonprofit Online News](#), the sponsor and organizer of the [Gilbert Authors Network](#), and the Founding President of the [Nonprofit Technology Network](#). For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of one 90 minute session.

Building Your Online List: A High Integrity Model for Reaching Large Numbers on the Internet

Detailed Description

Ever since the publication of The Gilbert Email Manifesto, organizations have been asking how they can build lists of email addresses like the ones of postal addresses they have developed over the years. We've answered that question in many different ways, but now, for the first time, we are putting all those answers together in one place. In one ninety minute session, this seminar will help you:

- avoid being, or even appearing to be, a spammer, in the eyes of your prospective stakeholders
- understand chaperoning as an alternative to list rental and how to get started with it
- develop a sustainable, low-risk program for transitioning offline contacts into online contacts
- set up systems for building your list through networks, referrals, viral messages, and social media
- reap the rewards of being transparent and honest in your list building efforts

By now, most organizations have figured out that you can't treat your email list the same way you treat a list of postal addresses, at the very least because online, every single one of those people has a voice of their own. But if you're not renting lists (with which you, in effect, spam people) how do you go about building your list? If your online strategies aren't paying off like they should because your online list is too small, then this workshop is right for you.

Related Reading

Here is a related article by Michael Gilbert:

- [Do Your Stakeholders Think You're a Spammer? - The Email Permission Policy That Fails \(And the One That Works\)](#)

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, the author of "The Gilbert Email Manifesto" (considered to be "one of the most important thought pieces to have influenced nonprofit use of the Internet".) and "The Email Newsletter Marketing Model", the editor and contributing author of "The Guide to Nonprofit Email", the Editor of Nonprofit Online News, and the Founding President of the Nonprofit Technology Enterprise Network. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of one 90 minute session.

Communication Centered Technology Planning

Detailed Description

Enormous amounts of irreplaceable time and money have been spent and are continuing to be spent on technology projects that, in the end, are often only marginally successful, if they can claim success at all. The underlying causes of this can be found in flaws in the conventional technology planning processes of nonprofit organizations. Most large technology projects fail, to some important degree. The typical technology initiative is driven by either some kind of advocate (an internal evangelist or external sales person) or a sense of anxiety (of falling behind or of missed opportunities) or both. Most technology projects are poorly planned, if they are planned at all.

Nonprofit organizations large and small tend to make their technology decisions based upon either technological opportunity or on the demands of their content and issues. But the usability, adoption, and strategic success of a new technology depends almost entirely on whether it enhances the communication processes that constitute the engine of organizational action.

Technology driven decisions are the most dangerous and the most common. They are perpetuated by technology consultants whose expertise and passion are in the technology itself and not in the sector or the communication needs of the organization. Technology is mysterious and attractive, but it continues to overpromise and under deliver. Technology planning means a lot more than it used to. The communication lifeblood of organizations is resting more and more in new information and communication technology systems. Organizations cannot afford technology that does not reflect their communication needs.

And yet, most consultants who conduct technology planning are not communication professionals and are not well grounded in how to firmly root an organization's technology in their mission and operation. Technology planning is in most cases terribly technocentric. This lack of connection to the organization's communication needs is an expensive and distracting problem.

It doesn't have to be that way. Communication Centered Technology Planning will save your organization money, time, and much lost opportunity. This workshop will teach the principles and the tools that have allowed us to help organizations build their technology initiatives around their mission. Participants will learn about communication mapping, requirements development, and how to manage projects so that technology continues to have the highest possible benefit to staff and stakeholders.

Communication Centered Technology Planning is The Gilbert Center's premier model for firmly rooting an organization's technological infrastructure in the needs of its people and mission. We deliberately avoid the temptations of technocentric planning and other traps that often lead to bad or irrelevant technology. Our techniques dramatically increase the relevance of your tools to your mission and to the work of your staff and volunteers. We leave you with a framework for further decisions that are equally well grounded, instead of with a legacy of disappointment.

Faculty: Michael C. Gilbert

This seminar is taught by Michael C. Gilbert, the author of "The Gilbert Email Manifesto" (considered to be "one of the most important thought pieces to have influenced nonprofit use of the Internet") and "The Email Newsletter Marketing Model", the editor and contributing author of "The Guide to Nonprofit Email" and **Communication Centered Technology Planning** (the only book of its kind for this profession), the Editor of Nonprofit Online News, and the Founding President of the Nonprofit Technology Enterprise Network. For more information about Mr. Gilbert, please see [his bio](#).

Course Corrections: A Mid-Career LifeWork Seminar

Detailed Description

You're making a living. You're even making a difference. But is it the difference you want to make? This workshop asks the hard questions that need to be asked about the work we settle for, about the difference we're actually making, and about the legacy we leave behind. Over the course of two sessions held one week apart, we will help you:

- articulate your personal vision in actionable terms
- get past superficial dissatisfaction so as to tap the power of your deepest desires for good work in the world
- manage the risks of mid career transitions
- develop a plan for resource development, with a focus on networking
- create a sustainable process for continued reflection, inspiration, and change

Life is a mix of slow evolution and rapid change. This workshop is right for you if you're wondering if the former might just be a little too slow right now, if what was the right choice for you years ago has become perhaps a stepping stone, if long ago you made a commitment to doing good work, but now want to take a larger turn towards your life's work.

Related Reading

Here are a few related articles by Michael Gilbert:

- **Meaningful Work has a Price - Employment Satisfaction in Civil Society Compared to Society at Large**
- **Making the Most of Our Time - How People In Civil Society Face the Tough Questions of Meaningful Work**
- **The Role of Personal Practice in Work Satisfaction**

Faculty: Michael C. Gilbert

Michael's qualifications represent a confluence of many rivers of past experience: (1) seven years of counseling, training, and support group leadership, with a focus on meaningful work; (2) twenty five years of consulting on matters related to leadership and communication, in the context of civil society; (3) a history of service on over thirty boards of directors, both nonprofit and for-profit; and (4) a track record of successful startups and program development, with the occasional poignant failure.

Michael was the founder of GoodWorks, a nonprofit whose mission was the support of public interest work. He designed and taught the "Making a Living, Making a Difference" workshop. He organized and led support groups of people who were bridging the gaps between their work and their values. He designed and taught a unique series of seminars that were framed as time management workshops, but which focused on mindfulness and personal agency. He privately counseled scores of clients, at wide ranging stages of development, in personal and professional strategies for meaningful work. This has included young people who are embarking on a life of committed work; mid-career professionals making a radical jump to more meaningful work; artists, writers, and activist who are seeking greater sustainability; and experienced visionaries who are pushing themselves to new levels of integrity and creativity.

Course Corrections: A Mid-Career LifeWork Seminar - Description Continued...

LifeWork Counseling

On Demand Seminars: A 30 minute LifeWork Assessment call is included in the base registration fee for the on-demand seminar. Any additional time after that is optional.

Additional Sessions (Optional)

These one on one consultations with Michael Gilbert can be conducted in person, on the phone, or on video-chat. During this session you will discuss your interests, goals, and desires for your life's work. It's possible to benefit a great deal from this single assessment session. But we do also offer ongoing LifeWork Counseling. It all depends on your needs. (You can read more about [LifeWork Counseling here](#).) Also, if you register for these sessions as part of this package you will receive a 30% discount off the normal rate.

<i>Length</i>	<i>Regular Price</i>	<i>Discounted Price</i>
50 Mins	\$150	\$105

Note: Our pre-packaged online seminar for this topic consists of two 90 minute sessions.

Delivering Online Seminars: A Sustainable Model for Engagement of Staff, Volunteers, and Donors

Detailed Description

The Internet has helped civil society organizations transcend geographical boundaries like never before. One of the demands of our new reach is the need to make presentations and host seminars without paying for everyone to be in the same room. At the same time, the Internet is replacing expensive remote conferencing tools with cheaper, generic systems that nonprofits can afford. While nothing entirely replaces face to face meetings for building trust and connection, online seminars are an increasingly powerful vehicle for management, training, organizing, and relationship building with our stakeholders - allies, staff, volunteers, and donors. In this self-referential online session, we will help you:

- assess the strengths and weaknesses of online presentations for your material and needs
- avoid the common pitfalls of online presentations
- maximize the outcomes and leverage the impact of any given seminar
- decide what technical features you need for the kind of presentation you want to make
- put together an affordable, sustainable delivery platform with maximum flexibility and minimum lock-in
- develop methods of engaging participants, before, during, and after the presentation
- adapt off-line presentations for online use
- plan and evaluate your seminar program

Online seminars are a halfway point between less personal media and face-to-face meetings. Organizations all over the world are waking up to the potential of this medium to enroll and mobilize people. If you think it's a medium that you want to explore and develop, then this workshop is right for you.

Related Reading

Here is a related article by Michael Gilbert:

- [What's Wrong with Online Seminars: Three Small Problems and One Big One](#)
- [Everyday Software: Workshop Webcasting](#)

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, the author of dozens of online seminars on communication issues for nonprofits. He is a long time coach and consultant on matters related to information and effectiveness in work and civil society. He is the author of *Communication Centered Technology Planning*, 2nd Edition, the Editor of *Nonprofit Online News*, and the Founding President of the Nonprofit Technology Enterprise Network. The Gilbert Center is now in the fourth year of its own online seminar program. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of one 90 minute session.

Email Newsletter Marketing: A Seminar on the Essence of Effective Email

The core practice of the “Email Savvy” organization is the successful use of an email newsletter. Blasting email out the door is easy, but creating newsletters that actually work, in the context of a flow of communication that genuinely engages people, that can actually be much harder. It’s become especially true in today’s world of spam-inundated mailboxes. This series will help you develop and maintain a newsletter marketing model that avoids common pitfalls, implements best practices, and moves you in the direction of continual improvement of your systems for engaging your stakeholders.

Detailed Description

Section 1: The Email Newsletter Marketing Model

Most organizations cannot easily answer the question: What is the purpose of your email newsletter? And those that can often don’t have strategically valid answers. This section will address this issue by covering how to:

- understand the Email Newsletter Marketing Model
- use the model to tie your email efforts together into a coherent strategy
- develop a consistent framework of online permission with your stakeholders
- develop strategically meaningful objectives for your newsletter
- identify criteria for success and metrics for online marketing

Are you either launching an email newsletter or ready to take a critical look at what you are already doing? If you are looking for rigor and strategic strength to your online communication, this will give you a powerful framework for achieving those goals.

Section 2: Common Flaws of Nonprofit Newsletters and How to Fix Them

Nonprofit email newsletters draw their inspiration from web sites, from essays, from paper newsletters, all the while dealing with the fact that people spend an estimated 20 seconds on any given piece of email. Content often feels like it was written by a committee. We will tackle these issues and others, including how to:

- avoid being perceived as spam
- increase your newsletter subscription rate
- avoid having the email newsletter be an organizational afterthought
- reduce the time to prepare the newsletter
- use tactics based on research, rather than anecdote
- keep from sounding like a commercial newsletter

Do you have responsibility for an email newsletter or an online communication strategy that includes one? This will give you both quick and lasting ways to avoid the common newsletter mistakes.

Email Newsletter Marketing - Seminar Description Continued...

Section 3: Creating Effective Content for Email Newsletters

Your content is the bridge between you and your stakeholders. It communicates your values, your desires for the relationship you want with them, and of course, your issues. But much nonprofit email newsletter content is either unsuited to the goals of the newsletter or labor intensive to compile. In this section we will look at how to:

- streamline the production of your newsletter content
- reduce conflicts and competition for space in the newsletter
- use a genuine and engaging human voice
- use honesty and transparency to win loyal readers
- decide what layout will work best for you

Do you have responsibility for the content of an email newsletter or for communication policy in general in your organization? This will give you some solid insight into and tools for dealing with one of the email newsletter's greatest ongoing challenges.

Related Reading

Here are a few related articles by Michael Gilbert. They are listed in chronological order.

- [The Gilbert Email Manifesto \(GEM\)](#)
- [Email Manifesto Firestorm](#)
- [The Email Savvy Organization](#)
- [Preventing the Nonprofit Spam Epidemic](#)
- [Chaperoning: The Alternative to List Rental and Spam](#)
- [Everyday Software: Email Tools](#)
- [The Email Newsletter Marketing Model](#)
- [The Enduring Power of The Gilbert Email Manifesto](#)
- [Twelve Ways To Fail at Email](#)
- [A More Accessible Email Newsletter](#)
- [Narcissistic Nonprofit Newsletters: Instruments of Self-Absorption](#)

Faculty: Michael C. Gilbert

This seminar is taught by Michael C. Gilbert, the author of “The Gilbert Email Manifesto” (considered to be “one of the most important thought pieces to have influenced nonprofit use of the Internet”) and “The Email Newsletter Marketing Model”, the editor and contributing author of “The Guide to Nonprofit Email”, the Editor of Nonprofit Online News, and the Founding President of the Nonprofit Technology Enterprise Network. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of three 90 minute sessions.

Email Newsletter Reinvention & Improvement: A Hands-On Workshop For Your Newsletter

Detailed Description

Email newsletters have become a mainstream practice in much of civil society. But very few of these newsletters have reached their full potential as tools for building and leveraging relationships with donors, volunteers, and other stakeholders. Many are impaired by common mistakes and most don't achieve clearly defined objectives. Over the course of this seminar, we will help you:

- identify and fix your newsletter's most damaging mistakes
- identify and build upon your newsletter's greatest strengths
- get structured feedback from other nonprofit professionals who produce newsletters
- create your own practical methodology and checklist for newsletter improvement
- develop both short term and long term improvement plans

This seminar offers collaborative, hands-on analysis of your newsletter, leveraging the insights of both students and instructors. This seminar is right for you if you're looking for practical improvements to your newsletter and a framework for continued betterment.

Related Reading

Here are a few related articles by Michael Gilbert. They are listed in chronological order.

- [The Gilbert Email Manifesto \(GEM\)](#)
- [Email Manifesto Firestorm](#)
- [The Email Savvy Organization](#)
- [Preventing the Nonprofit Spam Epidemic](#)
- [Chaperoning: The Alternative to List Rental and Spam](#)
- [Everyday Software: Email Tools](#)
- [The Email Newsletter Marketing Model](#)
- [The Enduring Power of The Gilbert Email Manifesto](#)
- [Twelve Ways To Fail at Email](#)
- [A More Accessible Email Newsletter](#)
- [Narcissistic Nonprofit Newsletters: Instruments of Self-Absorption](#)

Faculty: Michael C. Gilbert

These seminars will be taught by Michael C. Gilbert, who is the author of the prevailing model of email marketing in use in the nonprofit sector. He has been publishing email newsletters since 1992, including Nonprofit Online News, since 1996. He has overseen several of the largest studies of effective email practices among nonprofits and is the author of "The Guide to Nonprofit Email", [Communication Centered Technology Planning](#), and "21st Century Fundraising Resources". He is the Founding President of the Nonprofit Technology Enterprise Network. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of two 90 minute sessions.

Facing Facebook: Achieving Meaningful Success in Online Social Networks

Detailed Description

Chances are good you are either using Facebook or are thinking about it. What proportion of that effort is money well-spent? Are you using Facebook or is it using you? We all have to face the power that Facebook derives from some very powerful network effects. The trick is to make it a tool for your communication strategies, and to not allow yourself to be made into a tool of Facebook's marketing. The key to that is the ability to apply the principles, practices, and tools that make Facebook itself successful (sometimes even using Facebook for this purpose!), and that is what we'll focus on in this workshop. This will include how to:

- tap your single greatest social networking resource: your current stakeholders
- develop clear, fact-driven (not hope or hype driven) criteria for when Facebook is useful
- avoid strategic and material risks of Facebook that will cost dearly in the long run
- design light, medium, and heavy Facebook involvement strategies
- use Facebook for mapping out and capturing social assets
- leverage your existing expertise, tools, and resources

Nonprofits have been using Facebook long enough now that we are starting to outgrow the hype. If you want to take advantage of what we really know, about social networking and Facebook in particular, and if you want to make the most out of your existing resources, rather than put yourself in a position of weakness, then this workshop is right for you.

Related Reading

Here is a related article by Michael Gilbert:

- [Outsmarting the Facebook Lobster Trap: Three Worries, One Guideline, Seven Principles](#)

Testimonials

"[We] watched yesterday and enjoyed the seminar very much. It was full of highly useful information and perspectives. Many thanks for an informative and enlightening presentation!"

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, the author of [Communication Centered Technology Planning](#), the designer of the [Nonprofit Blogging Strategies](#) seminar, and a long time coach and consultant on matters related to information and effectiveness in work and civil society. Michael has helped over 1000 organizations build their communication resources, has conducted over two dozen studies of nonprofit communication practices, and is the Editor of the [Journal of Networks and Civil Society](#). He is also the Editor of [Nonprofit Online News](#), the sponsor and organizer of the [Gilbert Authors Network](#), and the Founding President of the [Nonprofit Technology Network](#). For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of one 90 minute session.

Frictionless Fundraising: A Seminar on the Essentials of Internet Fundraising

The Internet has the potential to bring the art and science of fundraising back into balance, restore the confidence and trust of donors, and deeply enhance the relationships our organizations have with our stakeholders. Or it can be yet another way to alienate our supporters and disempower our fundraising professionals. This seminar will help you avoid the easy pitfalls and set you on a path of success.

Detailed Description

Section 1: Save Money and Make Money by Converting your Donors to Email

Many organizations are ready in both spirit and practice to aggressively take advantage of the opportunities of online fundraising, but they are severely limited by one thing: They don't have email addresses for enough of their supporters. This section will cover:

- five ways to convert web visitors into prospects
- evaluating the Return on Investment from converting to email
- effectively integrating conversion to email into your regular communication flow
- using the single message, direct mail model of conversion to email
- using other methods, such as telemarketing
- using incentives and other campaign mechanisms to boost conversion rates
- avoiding the risks of converting to email

Do you have a large proportion of small and medium sized donors, or members for whom you don't have email addresses? Do you spend more money on postage and paper communicating with your supporters than you would ideally like? Do you want to build a stronger platform for online cultivation and stewardship of your existing donors? This will give you solid tools for moving forward on these goals.

Section 2: Ten Ways to Improve Cultivation and Stewardship of Donors

The greatest opportunity presented by online fundraising is not seamless financial transactions, but the chance to get to listen and respect our supporters and so build the kind of deep relationships with them that leads to lifelong giving. This section will cover how to implement ten powerful strategies for building those relationships online, including:

- capturing the power of authorship and ownership
- cost effective personalization: Finding the sweet spot
- responding to email and basic listening practices
- how to develop metrics that matter
- six low cost cultivation ideas you can apply immediately
- where to find other cultivation ideas

Do you either have or will have a base of supporters with whom you want to build a deeper relationship through online means? This will help you build a solid plan for developing these relationships.

Frictionless Fundraising - Seminar Description Continued...

Section 3: Effective Email Newsletters

Email newsletters are a baseline strategy of online fundraising and relationship management. It's the online glue that keeps you connected on a regular basis to your supporters. But some newsletters are more effective than others at building relationships. In this section, we will cover:

- three examples of how to deconstruct and revise a newsletter
- building an efficient flow of content for your newsletter
- choosing the best format for your newsletter
- troubleshooting your existing newsletter
- developing an ongoing testing cycle for continuous improvement
- integrating your newsletter into your communication strategies
- deciding what goes into your newsletter and what doesn't

Do you either already have an email newsletter, are committed to launching one, or want to evaluate what would be involved in doing it right? If so, this will help you move these goals forward.

Related Reading

Here are a couple related articles by Michael Gilbert:

- [Online Donor Cultivation: The Quest for Metrics](#)
- [Frictionless Fundraising: How the Internet can Bring Fundraising back into Balance](#)

Testimonials

“Thank you Michael. Once it got going it seemed to flow smoothly and professionally. You are an excellent presenter.”

Faculty: Michael C. Gilbert

These seminars will be taught by Michael C. Gilbert, the author of “Frictionless Fundraising” and “The Email Newsletter Marketing Model”, the editor and contributing author of “21st Century Fundraising Resources, 2nd Edition”, the Editor of Nonprofit Online News, and the Founding President of the Nonprofit Technology Enterprise Network. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of three 90 minute sessions.

The Golden Goose: Building Trust Online with Donors, Activists, and the Media

Detailed Description

Trust is the great productive force of civil society, a force that you turn into money, action, and attention of all kinds. Trust is the difference between a one time donation and lifelong financial commitment, between tossing your news release and calling you whenever a story breaks, between considering your petition and calling a hundred friends on behalf of your cause. Today, it's easier than ever to both build and destroy the trust of your stakeholders. Building trust - the "goose that lays the golden egg" - is a critical practice that is frequently undermined by the mechanics of email and web communication. To help remedy that, our ninety minute online seminar includes:

- a checklist for evaluating your current communication for its impact on trust
- ways to measure trust and to manage to those metrics
- specific tips related to building the trust of donors, activists, and the media
- how email newsletters can erode trust and how to prevent that
- freeing up the inherent trust building skills of your staff and volunteers
- how to not sound like every other organization out there
- deliberately designing high impact trust building interactions
- taking advantage of the payoff of high trust relationships

Chances are good that you are eroding the trust of important stakeholders every day. At the same time, you now have access to one of the most powerful trust building media of all time - the Internet. If you are in any way involved with communication in your organization, now is the time to pay attention to building up the most important resource you have - the trust of your stakeholders.

Related Reading

Here is a related article by Michael Gilbert:

- [Three Stories of Trust and Authenticity](#)
- [Networks of Trust: A New Frame of Reference to Fight Our Declining Effectiveness](#)

Testimonials

"Both my colleague and I thought it was well worth the time - very good content. You have gone above and beyond. Thank you!!"

Faculty: Michael C. Gilbert

These seminars will be taught by Michael C. Gilbert, who has been consulting with nonprofits about internet strategies since the early nineties, and communication in general since 1984. He is the author of Communication Centered Technology Planning, 2nd Edition and Twenty First Century Fundraising Resources, 2nd Edition, the Editor of Nonprofit Online News, and the Founding President of the Nonprofit Technology Enterprise Network. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of one 90 minute session.

How to Write a Book in One Year: The Keystrokes Book Plan Workshop - Teaching a Proven Writing Discipline

Detailed Description

If you have a book you want to write -- and many creative people do -- most often the biggest barrier to completing it is not a lack of ideas or even a lack of craft. It's a perceived lack of time. Writing is an exercise in discipline. The Keystrokes Book Plan Workshop addresses that issue by teaching a writing discipline that works. Specifically, over the course of this seminar, we will teach you how to:

- organize your writing and your life around each other
- envision your book in a way that will support your motivation over time
- develop a week by week plan that allows you to measure and reinforce your progress
- find your own work habits and tools for maintaining a pace of writing
- create and follow a book plan that suits your style and life constraints
- revise your plan and still maintain commitment

Many published authors have day jobs, families, or social and economic obligations that take up most of their time. They're busy people. And yet they find time to write, to make their work good, and to get it published. This workshop is right for you if you know you want to write a book (whether fiction or nonfiction), you have a busy life, and you're looking for a practical way to make it work.

Related Reading

Here is a related article by Michael Gilbert:

- [How to Write a Book in One Year](#)

Testimonials

- "This is the real gift of your course - giving people who write their lives back."
- "My expectations were exceeded; I wasn't expecting to create a bookplan in quantifiable terms."
- "1) The panelists were published writers in various genres who offered actual experience/ advice. 2) There was a very good handout and homework. 3) There was a practicum that caused each person to leave with a plan."
- "This experience exceeded my expectations. I have far more to work with than I originally hoped. I believe in my ability to succeed."
- "I had convinced myself I could not [write a book]. Now I think I can."

Faculty: Michael C. Gilbert

Michael C. Gilbert is the author of "[How to Write a Book in One Year](#)", the Editor of Nonprofit Online News, and the Founding President of the Nonprofit Technology Enterprise Network. He is also author and editor to all of the [publications we offer here](#), including: [Communication Centered Technology Planning](#) and [The Guide to Nonprofit Email](#), and he also authored The Campaign Cookbook. He is the Publisher and Editor of [Nonprofit Online News](#), which he started in 1997 as a means to keep himself and his colleagues informed and which has since become a premier newsletter of the field. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of two 90 minute sessions.

Integrated Program Evaluation: An Affordable Model for Better Metrics, Improvement, and Accountability

Detailed Description

We all need to know how well we are actually doing in our work. Increasingly, we are being called upon to document our effectiveness in specific, often numerical, terms. The standard solution these days is to do after-the-fact evaluation, which frequently yields results that are far from rigorous. It can also be very expensive. The alternative is Integrated Program Evaluation. Although by no means a new concept, Integrated Program Evaluation is now cheaper than ever. Thanks to new media and work methods, it's now possible - by integrating evaluation into planning, communication, and peer networks - to design programs and activities that are essentially self-evaluating. In this two session workshop (ninety minutes each), we'll help you address the evaluation challenge by teaching you about:

- applying the three ingredients of affordable, integrated evaluation
- developing simple logic models that reveal natural evaluation points
- assessing communication and collaboration tools and methods for their self-documenting qualities
- using worklogs as the basis for continual evaluation and learning
- leveraging peer networks for more rapid and affordable development of evaluation methods

Whether it's for purposes of improvement, allocation of resources, or accountability to funders and others - or hopefully all of these things - evaluation of one kind or another is essential to our work. If you want to do high quality evaluation cheaper and more effectively, then this workshop is right for you.

Related Reading:

Here is a related article by Michael Gilbert:

- **[Integrated Program Evaluation: A Three Part Vision for Better Leadership, Planning, and Effectiveness](#)**

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, the author of "**Communication Centered Technology Planning**", "**A Practical Approach to Collaboration**", "**The Permeable Organization**", and the "**Site Analyzer Reports**". He is the Editor of the **Journal of Information Technology in Social Change**, the research coordinator of the Nonprofit Email Studies and other research, the Editor of **Nonprofit Online News**, and the Founding President of the **Nonprofit Technology Network**. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of two 90 minute sessions.

Less is More: Personal Empowerment in the Age of Information Overload

Detailed Description

The age of information overload has been with us for some time. Neil Postman's famous 1990 speech on Informing Ourselves to Death was neither the beginning nor the end of the era. But among people who want to make the world a better place, more is at stake today than ever before. Too many people are paralyzed, distracted, interrupted, or stressed. At the same time, the opportunities for personal empowerment in regard to information are greater than ever. In this ninety minute online workshop, we will help you:

- bring an end to bookmark, inbox, and download folder overflow
- create sustainable information systems for your own information needs
- influence others to help reduce their contribution to your overload
- distinguish between different types of information
- use free tools for simplifying your information flows

We don't have a tool to sell and we don't have platitudes to offer. Instead, we have a perfect combination of experience with individual coaching, organizational systems consulting, technology know how, and information management. If you want to put that knowledge to use in bringing some relief to your informational life, then this workshop is right for you.

Related Reading:

Here is a related article by Michael Gilbert:

- [Become a Blogger and Relax: A Systems Approach to Information Overload](#)

Testimonials

"So from all this I feel like I am not drowning at work and I am very grateful for your help."

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, the author of *Making Peace with Time*, and a long time coach and consultant on matters related to information and effectiveness in work and civil society. He is the author of *Communication Centered Technology Planning*, 2nd Edition, the Editor of *Nonprofit Online News*, and the Founding President of the Nonprofit Technology Enterprise Network. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of one 90 minute session.

Light a Fire: Successful Social Marketing for Nonprofits

Detailed Description

Whether it goes by the name Viral Marketing, Network Marketing, Social Marketing, Flipping the Funnel, or even old school Community Organizing, activists and fundraisers are understandably excited about the power that networks have to carry their message for them. It's not enough to imitate commercial successes. Rather, civil society organizations are uniquely positioned to take advantage of the elements of trust, passion and community that are the ingredients of successful social marketing. This ninety minute online seminar includes these lessons:

- a checklist of key requirements for social media campaigns
- identifying the qualities of a network that will carry your message effectively
- understanding communities and crafting successful messages
- investing properly in all three necessary elements of social marketing
- preparing your organization for viral opportunities (in addition to proactive campaigns)
- applying the techniques of community organizing online

Our goal will be to combine high level strategies that you can apply over time with some tactics that you can apply immediately. Don't invest in complex and expensive media just to see a campaign fizzle. Instead, learn how to light a fire online.

Faculty: Michael C. Gilbert

These seminars will be taught by Michael C. Gilbert, who has been consulting with nonprofits about internet strategies since the early nineties, and communication in general since 1984. He is the author of Communication Centered Technology Planning, 2nd Edition and Twenty First Century Fundraising Resources, 2nd Edition, the Editor of Nonprofit Online News, and the Founding President of the Nonprofit Technology Enterprise Network. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of one 90 minute session.

Making Peace with Time

Detailed Description

Our culture teaches us that time is an enemy. There is never enough time to get everything done. We are pressured by time. We begin to hate the very idea of time and yet we have a peaceful ideal that we keep hoping for. Time terrorizes us and yet we cannot escape. This is particularly true for those of us who are dedicating our lives to social change and service.

Our feelings reflect a powerful emotional relationship with time. If the images we use are at all accurate, the relationship is often an abusive one. The challenge is how to transform our relationship to time and dismantle the abusive patterns we've created. No amount of reading or theorizing will change our deep-seated attitudes and behaviors. But practice will.

How we spend our time is how we spend our lives. This is a sobering thought. At times our sense of responsibility translates into alternating workaholism and paralysis. We lose our inner compass and our ability to choose how we will contribute to this world. Few of us have a peaceful relationship with time.

But where do we begin to transform this relationship? Most of us start by trying to "get things under control." We use the very same emotional time pressure that we resent to force ourselves to get things done. We make lists and lists of lists. We put Post-It notes everywhere. We make appointments and create deadlines. We surround ourselves with messages screaming "DO ME! DO ME!" all in an effort to control our desires and behavior.

But control does not work. Control is what a guard does to a prisoner. Control only turns joyful commitments into tedious obligations. This is the major fallacy of traditional time management systems.

Time management should be a tool for reflection and making choices. Only if we learn from our experience of time do we begin to make good choices. We should stop using our lists to punish ourselves with everything we're not doing. This is the key insight that enables us to begin changing our relationship with time: that we should create tools for creative reflection and let go of our systems of control.

What would such tools look like? The tension between truth and desire is the key. In our workshop called "Making Peace With Time" we present a three-part cycle: how we really spend our time, what is truly important to us, and how we can make our commitments more effective.

Related Reading

Here is a related article by Michael Gilbert:

- [Making Peace with Time: It's About Reflection and Choices - Not More Control](#)

Faculty: Michael C. Gilbert

This seminar is taught by Michael C. Gilbert, the author of "The Gilbert Email Manifesto" (considered to be "one of the most important thought pieces to have influenced nonprofit use of the Internet") and "The Email Newsletter Marketing Model", the editor and contributing author of "The Guide to Nonprofit Email" and [Communication Centered Technology Planning](#) (the only book of its kind for this profession), the Editor of Nonprofit Online News, and the Founding President of the Nonprofit Technology Enterprise Network. For more information about Mr. Gilbert, please see [his bio](#).

The Modern Nonprofit Web Site: Strategies, Patterns, and Tools - A Seminar on Web Based Communication

We all know now that the modern nonprofit web site is not simply an online brochure, but knowing what it is not only gets us started. Maybe that will help us avoid spending our limited budgets on pretty online boondoggles, but we still need a proactive vision. We still need to know what works. These seminars will give you that answer and more.

Detailed Description

Section 1: Communication Centered Web Site Design

The Email Manifesto says that “a web site designed around an email strategy is more effective than a web site designed around itself”. But what does that mean, exactly? What are the practical methods used to design a truly effective nonprofit web site? This seminar will address these issues by covering:

- four steps to communication centered web design
- three major ways that web sites can support an email strategy
- five key methods for turning web site visitors into newsletter subscribers
- five syndromes of website failure and how to avoid them
- the politics of communication centered website planning

This seminar is right for you if you have authority or responsibility for web based online communication of any kind. If you are looking for guidelines based on solid evidence and you want to make sure your website meets your communication goals in ways that are truly demonstrable, then you will get a solid start out of this seminar.

Section 2: Content Management: Managerial and Strategic Issues

Content management is about empowering the right people to communicate using the web. There are software issues, of course, including decisions about what CMS to use to manage your site. But the critical issues are managerial and strategic. This seminar will address this issue by covering:

- three ways to use communication mapping to identify key content flows
- five tactics for testing decentralized web publishing
- ten management approaches for dealing with disintermediated and disgruntled staff
- six steps to choosing Content Management software
- how to connect organizational strategy to content management
- making the big leap to network centric organizing

This seminar is right for you if you have managerial authority or influence on the processes for setting up and maintaining a website. If you want to empower the right people to communicate online, if you want to save money and critical staff time, if you want to create an organization that is agile online, then you'll find both first steps and a long term perspective in this seminar.

The Modern Nonprofit Web Site - Seminar Description Continued...

Section 3: Nonprofit Weblogs: A Model for Online Publishing

Weblogs are a popular model for personal web publishing and in many ways, an ideal model for many nonprofit organizations. More importantly, weblogs can play a key role in helping nonprofit organizations achieve an entirely new level of effectiveness, with some profound effects on traditional models of accountability. This seminar will address this issue by covering:

- measuring how weblog-friendly your organization may be
- five ways of finding the right people to write your weblogs
- a comprehensive web publishing model that includes weblogs
- understanding the difference between weblog hype and reality
- three steps toward a community of weblogs in your field
- six steps toward using Real Simple Syndication
- twenty successful examples of nonprofit weblogs

This seminar is right for you if you have managerial authority or influence on the processes for setting up and maintaining a website. If you want to empower the right people to communicate online, if you want to save money and critical staff time, if you want to create an organization that is agile online, then you'll find both first steps and a long term perspective in this seminar.

Related Reading

Here are a few related articles by Michael Gilbert:

- [Why Web Sites Fail](#)
- [Everyday Software: Workshop Webcasting](#)
- [Streaming Grantmaker Knowledge: A Procedure for Making a Foundation's Web Site Content Available as RSS](#)
- [Nonprofits and Weblogs](#)

Testimonials

"Very useful and informative."

"Thank you to both Michael for the workshop as well as to Christine for your excellent help behind the scenes to make everything run smoothly. I will definitely be checking out some of Michael's other workshops because I found this one so helpful. Keep up the great work!"

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, the author of "Why Web Sites Fail", "Communication Centered Technology Planning, 2nd Edition", and the "Site Analyzer Reports", the Editor of Nonprofit Online News, and the Founding President of the Nonprofit Technology Enterprise Network. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of three 90 minute sessions.

Money on the Table: The Financial Opportunity of Converting Your Stakeholders to Email

Detailed Description

For what proportion of your main stakeholder list do you have email addresses? Some organizations are on top of this, but most aren't. Of course, old media are still working and are not going to vanish overnight. Postal campaigns are still the bread and butter of many fundraising programs. Nevertheless, billions of dollars are spent every year by civil society organizations on postal based stakeholder relations that are marginally effective, but are very, very expensive. What this means is that the budget for dramatic expansion of successful online communication programs is tied up in the cost of printing, paper, and postage. In this quick, thirty minute seminar, we will help you:

- develop the accounting practices needed to clearly identify the financial opportunities of email
- split up your communication investment in such a way as to facilitate prudent transitions to email
- understand both marginal costs and ways of calculating returns on investment for conversion to email
- figure out how to present this financial analysis in such a way as to open up these resources for online investment

Unless you are a magazine publisher of the scale of Time Warner, your costs of printing and especially postage will continue to skyrocket. In the mean time, the funding of online opportunities will continue to require great persuasive effort. If you feel like your organization is leaving money on the table that ought prudently to be saved using new media, then this workshop is right for you.

Related Reading

Here is a related article by Michael Gilbert:

- **[The Direct Mail Addiction: Why Nonprofits Must Wean Themselves off Postal Mail as a Mass Medium](#)**

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, the author of "Frictionless Fundraising" and "The Email Newsletter Marketing Model", the editor and contributing author of "21st Century Fundraising Resources, 2nd Edition", the Editor of Nonprofit Online News, and the Founding President of the Nonprofit Technology Enterprise Network. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of one 30 minute session.

Nonprofit Blogging Strategies: Leveraging the Best of Old and New Channels

Detailed Description

It's easy to start a weblog. It's harder to have it be of strategic value. To most people, even the words "blogging" and "weblog" don't sound strategic. Blogging's conflicting reputation as either the future of journalism on the one hand or personal gossip rag on the other makes it hard to see where it fits in our communication plans. Over the course of this seminar, we will help you:

- map your existing communication processes to see where weblogs best fit
- apply three strategic processes for minimizing the risk and maximizing the return on blogging
- identify which of seven levels of trust represent your best starting points
- design new editorial processes that will reduce work and leverage content
- adapt nine pre-packaged high-impact blogging strategies to your needs
- plan for sustainable content development

Weblogs are overhyped but underused. This seminar is right for you if you're looking for the middle path, if you need sensible ways to promote blogging in your organization, if you want to make sure that your blogging efforts are successful.

Related Reading

Here are a few related articles by Michael Gilbert:

- [Nonprofits and Weblogs](#)
- [Readers as Resources: A First Look at our 2006 Blogging Survey](#)
- [Nonprofit Blogging Resources: The Best Current Advice, Examples, and Experts](#)

Testimonials

- "Thanks for the helpful and informative webinar."
- "Thanks -- they were great! We really appreciated the insights and perspective that Michael brought to the training."

Faculty: Michael C. Gilbert

These seminars will be taught by Michael C. Gilbert, who has been blogging since 1997 and consulting with nonprofits about communication since 1984. He is the author of *Communication Centered Technology Planning*, 2nd Edition and *Twenty First Century Fundraising Resources*, 2nd Edition, the Editor of *Nonprofit Online News*, and the Founding President of the Nonprofit Technology Enterprise Network. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of two 90 minute sessions.

Nonprofit Knowledge Management: An Essential Seminar in Support of Learning

Knowledge Management is an overused phrase with a dubious lineage, often connoting a software centric solution of some kind. But underneath the phrase is a powerful concept: that there are opportunities for learning in the new information and communication networks. This series will help you find those opportunities, keep you from taking expensive wrong turns, and give you guidance for high impact knowledge management initiatives.

Detailed Description

Section 1: The Logic of Learning: Planning Successful Knowledge Management Projects

Most nonprofit knowledge management projects fail at their inception. They often lack meaningful objectives and clear models for their success. Such failures can also be very expensive, even if it takes years for the organization to acknowledge it. In this section we will address that challenge by teaching:

- how to apply relationship management principles to KM projects
- a four step process for knowledge capture and discovery opportunities
- 3 ways to avoid expensive software mistakes
- 7 traps of knowledge management, including DocuMental and Taxonomy-too!
- how to design compelling KM logic models
- high Potential, Low Barrier Knowledge Management Approaches

This seminar is right for you if you have responsibility for online communication in your organization or are concerned with how to get knowledge management right from the start.

Section 2: The Nimble Nonprofit: Building Readiness for Knowledge and Learning

No amount of software will substitute for an organization's readiness to learn and adapt. As the pace of change in the sector accelerates, the demand on our organizations and our staff for flexibility and innovation proceeds apace. In this section we will teach:

- simple ways to assess your organizational readiness for KM
- 5 small, powerful tools to ramp up your organization's KM readiness
- how to leverage outside relationships to open up KM opportunities
- 6 proven techniques for removing the major barriers to KM success
- 7 ways for nonprofit leaders to foster cultures of learning
- how to turn low hanging fruit into routine knowledge harvests

This seminar is right for you if you want to improve innovation in your organization, if you want to nurture the nimbleness of your staff and colleagues, or if you want to take a few key steps to help assure the success of an upcoming software initiative.

Nonprofit Knowledge Management - Seminar Description Continued...

Section 3: Communities of Practice: Empowering Nonprofits through Networks and Weblogs

Learning does not occur just within organizations. Indeed, some of the most powerful recent developments in the field of knowledge management are online communities of practice that transcend many traditional professional barriers. To help ground you in these new strategies, in this section we will teach:

- 4 ways in which relationships are the ultimate motivator
- how communities of practice support discoverability
- 7 steps to finding and creating communities of practice
- 5 ways to get started using weblogs and bookmarking for knowledge management
- how 3 types of inventories can kick start a community

This seminar is right for you if you have an interest in weblogs as knowledge management tools, a desire to extend your own professional development online, or responsibility for empowering other professionals.

Related Reading

Here are a few related articles by Michael Gilbert. They are listed in chronological order.

- **Nonprofit Knowledge Management**
- **Opening the Silos: Leveraging Communication for Foundation Knowledge Management**
- **Seven Knowledge Management Mistakes**
- **The Dialectics of Knowledge Management**

Testimonials

“Thanks, Michael, for the follow up and for the workshop. It was really interesting for me to participate in - both the format and the content were new to me. I’m planning to share some of what I learned with two of my colleagues who are launching a Knowledge Management project for my organization. Thanks for the useful information.”

Faculty: Michael C. Gilbert

These seminars will be taught by Michael C. Gilbert, the Editor of Nonprofit Online News, author of an extensive series of articles on nonprofit knowledge management, author of Communication Centered Technology Planning, and the Founding President of the Nonprofit Technology Enterprise Network. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of three 90 minute sessions.

Nonprofit Technology Consulting Skills

The field of nonprofit technology consulting has grown and evolved enormously in the last few years. One of the essential tensions in the field is the sense that technology consultants, in order to do their job responsibly, have to become communication and management consultants as well. As nonprofits get more sophisticated and the technology develops to address mission critical needs, this tension is only getting worse. These seminars will address that tension head on, by identifying appropriate roles in the consulting process and by helping technology consultants ground their work in the communication needs of the organizations they serve.

Detailed Description

Section 1: Communication Centered Technology Planning

The seeds of success and failure of a nonprofit technology project are planted during the planning process. Although more and more wise consultants are insisting on planning, most of the time this planning, however well intentioned, is deeply flawed. But the flaws may never fully come to light, so it's easy to just keep repeating the same mistakes, because they come so naturally. This section will cover:

- specific tools for understanding the communication needs of the organization
- models for requirements documents that empower both you and your client
- addressing how clients encourage bad behaviors in consultants
- consulting skills that help clients be more proactive and responsible in their role
- defining your own role clearly

This seminar is right for you if you are expected to manage technology projects for nonprofits and especially if you have a role in technology planning.

Section 2: Responsible and Successful Promotion of Technology Projects

One of the biggest frustrations facing technology consultants is resistance. Sometimes resistance emerges early on and sometimes it only emerges late in the process of implementation. Sometimes the resistance comes from the top and sometimes from the front lines. Sometimes it is active and clear and sometimes it is altogether passive aggressive. Regardless of the pattern, it's frustrating for advocates, planners, and implementors. This section will cover:

- key steps for dissolving resistance during the planning process
- techniques for helping clients articulate objections and concerns
- creating agreements about technology that last
- how not to be a naive technology evangelist
- the myth of technophobia

This seminar is right for you if you've ever been disappointed in a client's support for a project, if you have ever overpromised or underdelivered, or if you have a strategic interest in cultivating more forward thinking nonprofit clients.

Nonprofit Technology Consulting Skills - Seminar Description Continued...

Section 3: Common Flaws of Nonprofit Technology Projects

Nonprofit technologists face a lot of failure, at least if we measure by some of their more ambitious hopes and promises. Some of these failures are inevitable, because we are still in an experimental phase of the development of our field. But some are clearly due to flaws in the projects themselves, and these can be prevented or mitigated. This section will cover:

- the five major problem areas
- the most common and preventable flaws
- how to responsibly address project flaws after the fact
- lack of essential change management components and how to restore them
- improper staffing and mismanaged commitments

This seminar is right for you if you work on many technology projects and you are in a position to see patterns in them and act on them, or if you want to be aware of those common patterns and minimize their impact on you or the project.

Related Reading

Here are a few related articles by Michael Gilbert. They are listed in chronological order.

- [An Open Letter to Nonprofit Technology Funders](#)
- [The Role of the Executive Director in Nonprofit Technology](#)
- [The Permeable Organization](#)
- [Asking the Wrong Questions: Challenging Technocentrism in Nonprofit Technology Planning](#)
- [A Stack of Problems: Five Ways Tech Projects Fail](#)

Faculty: Michael C. Gilbert

These seminars will be taught by Michael C. Gilbert, the author of Communication Centered Technology Planning, the only book of its kind for this profession. He was the Founding President of the Nonprofit Technology Enterprise Network, the professional association for nonprofit technology consultants and staff. He is the Editor of Nonprofit Online News, the longest running online newsletter covering civil society and the Internet. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of three 90 minute sessions.

Nonprofit Technology Planning and Implementation

The last few years of technological change have brought nonprofit leaders enormous opportunities and challenges and that pace of change shows no sign of slowing. The potential to make the same mistakes over and over continues to be an issue for many organizations. Nonprofit leaders rarely have the time for conferences or workshops outside their issue areas. This seminar will provide you with solid tools and guidelines targeted at your role as a decision maker.

Detailed Description

Section 1: What Every Nonprofit Manager Should Know about New Technology

Nonprofit Managers are hired for their leadership and management skills, and possibly their knowledge of their communities of practice and domain expertise. But unless new technology is central to your organization's mission, you're unlikely to have been hired for your technological know how. This section will cover:

- requirements Documents: what they are, how to use them, how to get one written
- prevent the worst and bring out the best: the care and feeding of technology staff
- how new technology should and shouldn't affect the assignment of responsibilities
- things you don't want to know: Deliberate ignorance as a strength

This seminar is right for you if you are responsible for budget and staffing of a division or organization, if you are ultimately responsible for the outcomes of programs that involve new technology, but are not a technologist by training.

Section 2: Creating Synergy between your Technology and Communication Staff

The new technologies that have most affected the work of nonprofits in the last decade are primarily information and communication systems and networks. This has brought two sets of professionals into day to day contact: the technology staff who are implementing new tools and systems and the professional staff who are responsible for the communication that is the lifeblood of an organization. This section will cover:

- communication Centered Technology Planning: what it is, why it matters, and how it works
- common conflicts: how to prevent them or turn them into opportunities
- how to structure decisions for maximum cooperation

This seminar is right for you if you've ever had to deal with conflicts between technology staff and other parts of your organization, if you think there are untapped synergies among your staff, or if you want to learn more about how to focus your technology on the communication needs of your organization.

Nonprofit Technology Planning & Implementation - Seminar Description Continued...

Section 3: Organizational Change Management and New Technology

New technologies can have profound impacts on your organization, sometimes leading to major changes and disruptions. At the same time, good leaders are struggling to make sure that the strengths of their organizations are preserved or, preferably, enhanced, through the use of new technology. This section will cover:

- how to smooth the path of adoption of new technologies
- how to identify and leverage the strengths of the organization in new tools
- the myth of technophobia and the opportunities of resistance to change

This seminar is right for you if you have been frustrated either by the resistance to adoption of new technologies or the belligerence of technology advocates, or if you have a vision of a more effective organization and you want technology to play a role in getting there.

Related Reading

Here are a few related articles by Michael Gilbert. They are listed in chronological order.

- [An Open Letter to Nonprofit Technology Funders](#)
- [The Role of the Executive Director in Nonprofit Technology](#)
- [The Permeable Organization](#)
- [Asking the Wrong Questions: Challenging Technocentrism in Nonprofit Technology Planning](#)
- [A Stack of Problems: Five Ways Tech Projects Fail](#)

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Note: Our pre-packaged online seminar for this topic consists of three 90 minute sessions.

Online Community Organizing: Proven Techniques for Building Power, Leadership, and Connection

Detailed Description

Although organizations have mostly failed to tap its potential, the Internet is one of the greatest community organizing tools of all time. Unfortunately, most nonprofit online community efforts seem to follow the anemic suggestion that stakeholders “talk amongst themselves”. We can do much better than that. Indeed, the power of old school community organizing combined with new media has the potential to utterly revolutionize our work and our impact. In this ninety minute session, we will help you:

- leverage common purpose and collective action for high energy community building
- identify community organizing resources and opportunities in your organization
- learn the key traits and skills of the online community organizer
- renew and deepen your existing online community efforts
- develop techniques for leadership development within your communities

The term “community” is overused, particularly online, and has lost a lot of its most powerful meaning. If you’re interested in leveraging that power and if you’re looking for proven techniques that will both give you strategic direction and that can be applied immediately, then this workshop is right for you.

Testimonials

“Great seminar! Thank you.”

“Thank you! This was great food for thought and action. “

Faculty: Michael C. Gilbert

These seminars will be taught by Michael C. Gilbert, who has been consulting with nonprofits about internet strategies since the early nineties, and communication in general since 1984. He is the author of *Communication Centered Technology Planning*, 2nd Edition and *Twenty First Century Fundraising Resources*, 2nd Edition, the Editor of *Nonprofit Online News*, and the Founding President of the Nonprofit Technology Enterprise Network. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of one 90 minute session.

Online Fundraising: You're Doing it Wrong!

Detailed Description

We're all trying to do online fundraising right, but we're pulled in so many directions. We have web pages and newsletters and social network doohickies and donate buttons, and possibly more things that someone felt we just had to do to be serious about online fundraising. But in fact, we're still doing it wrong. Right now, the most powerful change strategy is probably not to add yet another new thing. Instead, we need to take a ruthless look at what we're doing right now and fix the mistakes that keep what we're doing from delivering results. That's exactly what we'll be aiming for in this 90 minute workshop, where we'll teach you how to:

- identify the strategic errors that drag down your entire fundraising program
- fix mistakes in your management processes that impair your fundraising
- change five things about your website that are barriers to giving and engagement
- change five things about your email that are barriers to giving and engagement
- see both tactical and strategic errors early on

If you're tired of pursuing yet another poorly designed online fundraising tactic and you would rather take what you're doing and fix it, if you want improved results in three months, if you want to actually know what's working and what isn't, then you should seriously consider this workshop.

Related Reading:

Here are a couple related articles by Michael Gilbert:

- [Online Donor Cultivation: The Quest for Metrics](#)
- [Frictionless Fundraising: How the Internet can Bring Fundraising back into Balance](#)

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, the author of "Frictionless Fundraising" and "The Email Newsletter Marketing Model", the editor and contributing author of "[21st Century Fundraising Resources, 2nd Edition](#)", the Editor of [Nonprofit Online News](#), the Founding President of the Nonprofit Technology Enterprise Network, and a long time coach and consultant on matters related to information and effectiveness in work and civil society. Michael has helped over 1000 organizations build their communication resources, has conducted over two dozen studies of nonprofit communication practices, and is the Editor of the Journal of Networks and Civil Society. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of one 90 minute session.

Online Marketing Reinvention & Improvement: A Hands-On Workshop for Your Online Marketing Programs

Detailed Description

For most nonprofits, online marketing development has been driven by a series of hype cycles, leading organizations to turn their attention to a series of semi-connected activities, such as websites, ecommerce, email newsletters and campaigns, viral messaging, online community, and social networking. The result is often a mix of strong and weak programs and a meager planning and evaluation framework. Many groups can benefit from an organized process for improving (and sometimes even reinventing) their online marketing programs. Over the course of two weeks and two seminar sessions, we will help you:

- identify and fix the most damaging mistakes of many online marketing programs
- identify and build upon the strengths inherent in your existing programs and resources, including “low hanging fruit”
- pursue the most promising opportunities related to websites, email, blogs, community, and social networks
- develop strategically meaningful goals and objectives for online marketing
- get structured feedback from other nonprofit professionals engaged in similar programs
- create your own practical methodology and checklist for ongoing improvement
- develop both short term and long term improvement plans
- invest properly, with the highest ROI, in different parts of your program

This seminar, despite being online, will offer collaborative, hands-on analysis of your online marketing programs, leveraging the insights of both students and instructor. This seminar is right for you if you’re looking for practical improvements to your online communication and a framework for continued betterment.

Related Reading

Here is a related article by Michael Gilbert:

- **Playing it Safe is a Trap: Five Syndromes in Online Marketing**
- **A Triumph of Trust: Five Principles of Nonprofit Social Media Strategy**
- **Narcissistic Nonprofit Newsletters: Instruments of Self-Absorption**
- **Online Social Networks Are Not Mailing Lists**
- **The Direct Mail Addiction: Why Nonprofits Must Wean Themselves off Postal Mail as a Mass Medium**

Faculty: Michael C. Gilbert

These seminars will be taught by Michael C. Gilbert, who has been consulting with nonprofits about internet strategies since the early nineties, and communication in general since 1984. He is the author of Communication Centered Technology Planning, 2nd Edition and Twenty First Century Fundraising Resources, 2nd Edition, the Editor of Nonprofit Online News, and the Founding President of the Nonprofit Technology Enterprise Network. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of two 90 minute sessions.

Online Social Networks Are Not Mailing Lists: But If Not That, What Are They?

Detailed Description

In the last few years, we've made a serious effort to both explore and teach the topic of networks and civil society. We published an academic journal on the subject. We have offered several online workshops. We've coached and consulted with clients. One of the most attractive questions that arises is how organizations can put formal online social networks to good use.

But most nonprofits are suffering from a flaw in their frame of reference, when it comes to the question of such networks. This revolves around the notion of what kind of asset they think an online social network is. Our attitudes seem to be shaped by the familiar metaphor of the mailing list - a broadcast model of communication that involves the organization asking and people on the list giving. But, as Michael Gilbert wrote recently at Nonprofit Online News, *Online Social Networks Are Not Mailing Lists*.

Mr. Gilbert's talk will build on the ideas from that article, address objections to its thesis, and briefly suggest a few alternative points of view that respect the notion that nonprofits still have to pay the bills. In the ten to fifteen minutes allotted for the seminar, he will address three to five questions of participants, each of whom will be asked to submit their most important one. The primary outcome of this seminar is the clarification for participants of what an effective frame of reference may be for their organization, in terms of participating in online social networks.

Related Reading

Here is a related article by Michael Gilbert:

- [Online Social Networks Are Not Mailing Lists](#)

Testimonials

"I just wanted to thank you for the wonderful mini-seminar. It was really fantastic. If I had an actual marketing budget, I'd sign up for the "real" ones in a heartbeat. I greatly appreciate all you do to advance the cause of nonprofits."

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, the author of dozens of online seminars on communication issues for nonprofits. He is a long time coach and consultant on matters related to information and effectiveness in work and civil society. He is the author of *Communication Centered Technology Planning*, 2nd Edition, the Editor of *Nonprofit Online News*, and the Founding President of the Nonprofit Technology Enterprise Network. The Gilbert Center is now in the fourth year of its own online seminar program. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of one 20 minute session.

Organizational Restructuring in the Age of Networks

Detailed Description

Boundaries are shifting. Resources are expanding. Responsibilities are changing. The opening up of our organizations to the influence of the networks that we're a part of is transforming fundraising, volunteer management, education, and advocacy. But what does this mean specifically? How does it affect staff responsibilities, hiring, communication and management policies, compensation? In this two part online workshop, we'll address what this means on a day to day basis, including:

- how to cherry pick network opportunities for your programs
- developing effective policies on employee blogging and social network participation
- the top changes networks bring to fundraising and volunteer programs
- the top changes networks bring to advocacy and education programs
- models and methods for recruiting and hiring network savvy talent

You will leave this workshop with both long lasting strategic methods and immediately applicable tactics. The two part format in particular is designed to make sure that you have the time and support to connect this material to your organization's circumstances. If you have any doubt about whether this workshop is right for you, please don't hesitate to [ask us](#).

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, the author of "[Communication Centered Technology Planning](#)", the Editor of [Nonprofit Online News](#) and of the forthcoming [Journal on Networks and Civil Society](#), the Founding President of the [Nonprofit Technology Enterprise Network](#), and a consultant and teacher to over a thousand organizations in twenty countries. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of two 90 minute sessions.

Practical Collaboration: Working Together in the Age of Networks and Perpetual Connectivity

Detailed Description

Too often the barriers to collaboration between individuals and between organizations are invented by our anxieties, false perceptions, and destructive narratives. Collaboration should be a practical affair that calms relationships, increases transparency, and helps make accomplishment more natural. Together, new technologies, networks, and connectivity have created an environment where we can collaborate naturally, effectively, and with remarkably little overhead. In this 90 minute session, you'll learn:

- how to use simple online tools for collaboration and communication, even if you work in the same room
- how to strike a balance with collaborative planning - not too much, not too little
- how to have your collaboration practices shape your tools, rather than the other way around
- how to focus on actions and collaborative work, rather than on negotiating agreements
- how to retain lost knowledge and decisions as you move forward in your work
- how to keep perpetual connectivity from meaning perpetual interruptions

None of us really works alone and most of us are expected to collaborate both formally and on an ad hoc basis every day. More and more, entire organizations are asked to work closely with other groups, in the interest of funding and effectiveness. Both of these trends will continue. If you're one of the people who has to deal with these trends, then this seminar is right for you.

Related Reading:

Here is a related article by Michael Gilbert:

- [A Practical Approach to Collaboration](#)

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, the author of dozens of online seminars on communication issues for nonprofits. He is a long time coach and consultant on matters related to information and effectiveness in work and civil society. He is the author of *Communication Centered Technology Planning*, 2nd Edition, the Editor of *Nonprofit Online News*, and the Founding President of the Nonprofit Technology Enterprise Network. The Gilbert Center is now in the fourth year of its own online seminar program. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of one 90 minute session.

Rapid Project Prototyping: Raising Money and Reducing Risk in the Age of Agility

Detailed Description

We think too small and we start too big. The age of networks and agility is upon us and we still lumber along with projects that do too little, take too long, and cost too much. At the same time, funders are getting more rigorous: More and more they are asking for proof of concepts, meaningful assessments, and pilot projects, before they are willing to put serious money into new projects (and sometimes even current ones). Fortunately, these two apparent problems - the speed of change in a networked society and the caution of funders - together present a new vision of project development and management. In this hands-on, two-part workshop, we'll teach you and help you:

- audit your current program processes for agility
- reshape a current project priority of yours into smaller provable stages
- use five management strategies that will nurture more agile planning in the future
- identify and address the barriers to more agile project development
- select specific tools for reducing risk and proving concepts to funders
- develop careful, fundable stages for all sorts of projects

If you think that funders are asking for the impossible, but you know you need to deliver, or if your projects could benefit from fewer risks but more experimentation, then you'll want to take this two part workshop. We encourage you to participate as a group and we've priced the workshop accordingly. The two-part format is designed to give you and your team time and support for hands-on development of these practices in your current work.

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, the author of "**Communication Centered Technology Planning**", "**A Practical Approach to Collaboration**", and "**The Permeable Organization**". He is the Editor of the **Journal of Information Technology in Social Change**, the research coordinator of the Nonprofit Email Studies and other research, the Editor of **Nonprofit Online News**, and the Founding President of the **Nonprofit Technology Network**. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of two 90 minute sessions.

Scaling Up Listening: Powerful Online Relationship Building

Detailed Description

Listening is the most effective persuasive strategy in existence. Nothing builds trust, loyalty, commitment, and action like feeling heard. We live in a society of unaccountable government and corporate power, where people's everyday experience is akin to talking to a telephone company's customer "service" department. In this context, civil society organizations can be a breath of fresh air. The Internet represents an opportunity for scaling up listening to our stakeholders that we haven't seen since the intimate life of villages. In so doing, our organizations will raise more money, mobilize more volunteers, and build vastly greater capacity to pursue our missions. Over the course of this seminar, we will help you:

- leverage the top five online listening strategies for maximum impact on your results
- use the four part HIMS matrix to quickly evaluate your communication
- select the tactics that will have the most immediate payoff for your organization
- apply online listening strategies to fundraising, volunteer development, public relations, and other areas
- apply online listening strategies to improve fundraising returns
- develop long term improvement plans to dramatically improve the positioning of your organization

This seminar will leverage the insights developed over twenty five years of communication work in civil society and over a decade of research and consulting about online strategies involving hundreds of organizations. If you are looking to do more with the stakeholders you have, build long term loyalty and unprecedented effectiveness in your communication, then this seminar is right for you.

Related Reading

Here is a related article by Michael Gilbert:

- [Three Practical Steps for Scaling Up Listening](#)

Faculty: Michael C. Gilbert

These seminars will be taught by Michael C. Gilbert, who has been consulting with nonprofits about internet strategies since the early nineties, and communication in general since 1984. He is the author of Communication Centered Technology Planning, 2nd Edition and Twenty First Century Fundraising Resources, 2nd Edition, the Editor of Nonprofit Online News, and the Founding President of the Nonprofit Technology Enterprise Network. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of one 90 minute session.

Small is Beautiful: Using Twitter, Flickr, Microblogging, Links, and Other Microcontent for Engagement

Detailed Description

At the same time as popular commercial platforms such as Twitter and Flickr have brought attention to the fundamental power of microcontent, the inventor of the WWW and others are promoting the transformative vision of the Semantic Web. What does this mean for you and your organization when you have little enough time for the regular, everyday web? How do you navigate through the hype and tap the real opportunities for mission-fulfilling engagement? In this ninety-minute workshop, we'll show you how, including:

- an unambiguous method for choosing between the plethora of new “opportunities”
- low risk ways to stage your use of microcontent and demonstrate clear value as you do so
- ways to leverage and enrich your existing resources, rather than distracting from them
- a strategy for turning your current content flows into a rapidly growing platform for innovation
- introducing microcontent to lower barriers to participation through your organization
- the long term value of microcontent for knowledge management and learning

Rather than being pulled first in one direction and then another by the hype associated with one small piece of the microcontent vision, why not ground your decisions in your own organization's mission and methods? If you think there is something to this vision and you're interested in pursuing it, then this workshop is right for you.

Related Reading:

Here is a related article by Michael Gilbert:

- [Learning to Think Small: Three Steps to Micromedia Success](#)

Testimonials

“I very much enjoyed and appreciated the seminar and found it useful.”

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, the author of **Communication Centered Technology Planning**, the designer of the **Nonprofit Blogging Strategies** seminar, and a long time coach and consultant on matters related to information and effectiveness in work and civil society. Michael has helped over 1000 organizations build their communication resources, has conducted over two dozen studies of nonprofit communication practices, and is the Editor of the **Journal of Networks and Civil Society**. He is also the Editor of **Nonprofit Online News**, the sponsor and organizer of the **Gilbert Authors Network**, and the Founding President of the Nonprofit Technology Network. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of one 90 minute session.

Social Networking Strategies and Tactics: A Guide to Maximum Return and Minimum Lock-In

Detailed Description

There are social networks and then there are Social Networks. The first kind - our connections with our colleagues, our stakeholders, and our communities - are essential to organizational success. The second kind - the web based services that both support and profit from our connections - are the subject of regular conversations by every organization engaged in online communication and organizing. FaceBook, MySpace, Linked In, LiveJournal, Bebo, Orkut, Imeem, StumbleUpon, Last.fm, Friendster, Twitter, Ning, and others... Are they worth our investment as an organization? How do they affect our ability to reach our stakeholders? How can we leverage what they have to offer? How can we use them without getting locked in? In this ninety minute seminar, we'll look at these questions and help you:

- Develop a rigorous framework for making decisions about any given social networking site
- Design a model for using such sites that maximizes ROI and minimizes risk of lock-in
- Make sure you and your stakeholders, not the social networking sites, own your relationships
- Learn how to do powerful online social networking, without dependency on any of these sites
- Identify the top three immediate social networking opportunities and plan to test them

Are you already communicating with many of your stakeholders online? Do leaders and others have questions about social networks? Do you yourself see some promise in them, but want to approach them smartly? If you are involved in discussions about, or have responsibility for, these questions and related decisions, then this seminar is right for you.

Related Reading

Here is a related article by Michael Gilbert:

- [Online Social Networks Are Not Mailing Lists](#)

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, the author of dozens of online seminars on communication issues for nonprofits. He is a long time coach and consultant on matters related to information and effectiveness in work and civil society. He is the author of *Communication Centered Technology Planning*, 2nd Edition, the Editor of *Nonprofit Online News*, and the Founding President of the Nonprofit Technology Enterprise Network. The Gilbert Center is now in the fourth year of its own online seminar program. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of one 90 minute session.

Technology Planning: You're Doing it Wrong!

Detailed Description

Technology planning is a lot like an endless journey into foreign lands. The tools of navigation are wonderful and varied, but when we're about to head into risky terrain, there is nothing as useful as a great big Stop Sign. There are a lot of great models that will tell you what you need to do for successful technology planning, including our own Communication Centered methods. But in this workshop, we're going to focus on what not to do. Why? Because year after year, everywhere we look, nonprofits are continuing to do it wrong. We all need to take a hard look at what we're doing - and what we're planning on doing - and fix the mistakes that will undermine our work, sometimes for years to come. That's what we'll be doing in this 90 minute workshop, in which we'll teach you how to:

- identify the warning signs that a new project will fail in some important way
- know if your organization is ready to do tech planning right and if not, how to get ready
- change your management systems to dramatically increase technological agility
- develop frameworks and disciplines that keep future projects on track
- create a common vision and an objective framework for technological success

If you're tired of the frustration of the endless parade of solutions, hype, and anxieties that seem to be the entire landscape of contemporary technology, if you want to extract your projects from the clash of personalities, if you want to know how to avoid the enormous mistakes that we all seem to be making, then this workshop is meant for you.

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, the author of "Frictionless Fundraising" and "The Email Newsletter Marketing Model", the editor and contributing author of "**21st Century Fundraising Resources, 2nd Edition**", the Editor of **Nonprofit Online News**, the Founding President of the Nonprofit Technology Enterprise Network, and a long time coach and consultant on matters related to information and effectiveness in work and civil society. Michael has helped over 1000 organizations build their communication resources, has conducted over two dozen studies of nonprofit communication practices, and is the Editor of the Journal of Networks and Civil Society. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of one 90 minute session.

Trust: Building a Renewable Base of Funding, Volunteers, and Leadership - A Seminar on the Essential Practices of The Authentic Organization

We live in a time when people are hungry for the truth. A combination of forces, including the inhuman scale of many institutions, the breakdown of community ties, and the promising transparency of new media, have come together to give simple honesty a truly compelling power. Authenticity is an untapped resource of extraordinary proportions.

Civil society organizations are uniquely positioned to take advantage of this opportunity. Authenticity leads to trust and trust is the essential currency of our relationships with our stakeholders. Research confirms this: Time and again, surveys shows that we are the most trusted sector, above both business and government. Whether it's in art or advocacy or education or healing or any other cause, we are at our best when we are authentic.

And yet, we can get as caught up in the layers of obfuscation and avoidance as anyone. In our day to day work, we let anxiety become institutionalized and keep us from the power that the truth has to motivate, to teach, and to calm.

With a focus on civil society, this series of seminars will address three key practices of authentic organizations: learning to fail faster and thus learn faster; embracing abundance over scarcity and thereby making peace with time; and being brave enough to make space for the truth in our relationships with stakeholders, staff, and ourselves. The context throughout will be on the practical results of such practices in the areas of greater funding, broader enrollment, and more effective leadership.

Detailed Description

Section 1: Fail Faster

Civil society is in denial about failure. Some of this is due to the social dynamics of funding. Some is due to the role of boards of directors of nonprofits and philanthropies. And some is due to the powerful culture that produces the dedicated people who do the work of civil society. This denial is profoundly destructive to our abilities to learn, to our effectiveness, to our ability to raise money and attract commitment, and to the souls of our organizations. This section will tackle the issue head on and deliver practical lessons, including:

- the three healthy core approaches to failure
- techniques for changing the routine conversational dynamics of failure
- five tools for depersonalizing evaluation processes
- using failure to improve knowledge management systems
- a quick four step evaluation process that consistently turns failure into success
- positive steps for board members, managers, staff, volunteers, and donors

This seminar is right for you if you are involved in planning and evaluation, if you are interested in learning systems or innovation, if you have management or collaborative responsibilities, or if you think the avoidance of failure keeps you or your organization from reaching their full potential.

Trust: Building a Renewable Base of Funding, Volunteers & Leadership - Seminar Description Continued...

Section 2: Making Peace with Time

There's never enough, it seems. Never enough money, never enough people, and underlying it all, never enough time. This perspective of scarcity has a profound influence on our organizations, from the board of directors to the volunteers and from the plans and budgets to day to day task lists. Traditional practices, including planning, management techniques, and time management processes, reinforce this anxiety. Escaping the trap of scarcity is broadly empowering, but there are large and legitimate barriers to doing so. This section will show you ways to get there, including:

- documenting the damage of scarcity thinking in your organization
- identifying the key structural contributors to scarcity thinking
- awareness-based time management protocols (including the popular GTD methods)
- three awareness-based methods of organizational planning and evaluation
- positive steps for board members, managers, staff, volunteers, and donors

This seminar is right for you if you face a chronic sense of scarcity in your work, if you think that peace of mind is more than a personal responsibility, or if you want yourself and your colleagues to do more than scratch the surface of your goals.

Section 3: Brave Relationships

The reason trust is such an important resource to our organizations is that it is the fuel for relationships. It is relationships -- between staff, with donors and volunteers, with leadership, with clients or other stakeholders -- that make an organization what it is. Time and again, we all notice the transformative power of moments of complete candor in these relationships. Whether it's a 360 degree performance review, a key motivation shared outside a meeting, or a bit of truly authentic language in an email to supporters, honesty makes good things happen. This section looks at ways to scale that up, including:

- ten specific places to start introducing bravery in work relationships
- identifying and building on the existing sources of candor in your organization
- three structural approaches to authentic communication
- building lifetime commitment through listening and transparency
- positive steps for board members, managers, staff, volunteers, and donors

This seminar is right for you if you have responsibilities for internal or external communication, if you are facing obstacles to honesty in your organization, if your colleagues or stakeholders are more complacent than passionate, or if you just think life is too short for less than full participation in the causes to which you're committed.

Related Reading:

Here is a related article by Michael Gilbert:

- [Three Stories of Trust and Authenticity](#)

Faculty: Michael C. Gilbert

These seminars will be taught by Michael C. Gilbert, the author of *Making Peace with Time*, *Communication Centered Technology Planning*, and a long time proponent of the use of email for authentic communication. He is the Editor of *Nonprofit Online News*, and the Founding President of the *Nonprofit Technology Enterprise Network*. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of three 90 minute sessions.

Visionary Budget Cutting: Enhancing Mission and Capacity in Hard Times

Detailed Description

We're coming into some hard times. We don't yet know how hard they're going to be, but we're all starting to prepare for them. We're looking critically at our budgets and wondering what we can do without. We're asking ourselves what we do best and how we can focus on our core competencies. Although most of us lack a coherent method for doing this kind of work, we fumble our way through it. Fascinatingly, looking at your organization through the lens of information and communication mapping, with an eye toward technology-based savings, can be a powerful and liberating approach. In this 90 minute seminar, we will teach you to:

- audit your organizational processes for ICT-based savings opportunities
- map out core organizational and staff strengths, so that they are preserved and enhanced
- use a neutral methodology that reduces the feeling of arbitrariness in budget adjustments
- identify and apply typical patterns of ICT-based savings in your organization
- identify innovations that might actually be easier to adopt in hard times
- free up time and money without sacrificing organizational capacity or mission

Are you anticipating having to trim budgets in the coming year? Would you rather do that in a way that builds capacity rather than erodes it? Would you like to free up resources while actually pursuing your mission more effectively? If so, then you may wish to join us for this seminar.

Related Reading

Here is a related article by Michael Gilbert:

- [Turning to Each Other in Hard Times: Four Steps for Saving Money and Building Social Capital](#)

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, the author of [Communication Centered Technology Planning](#), and a long time coach and consultant on matters related to information and effectiveness in work and civil society. Michael has helped over 1000 organizations build their communication resources, has conducted over two dozen studies of nonprofit communication practices, and is the Editor of the [Journal of Networks and Civil Society](#). He is also the Editor of [Nonprofit Online News](#), the sponsor and organizer of the [Gilbert Authors Network](#), and the Founding President of the [Nonprofit Technology Network](#). For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of one 90 minute session.

The Voice of Your Community: The Strategic Role of Stakeholder-Generated Content

Detailed Description

New media has given every one of your stakeholders the means to communicate in much the same ways as you do, whether it's news, information, action alerts, fundraising appeals, organizing, recruitment, teaching, or community building. Organizations are all looking at so-called "user-generated content" programs, but most of our actual efforts are banal failures. In this ninety minute workshop, we'll teach you how to:

- scale your community efforts to your resources and get the best ROI
- motivate your stakeholders to contribute productively
- apply Fair Use principles to the content developed
- find exactly the right strategic positioning for your organization
- apply the single most powerful, and least obvious, strategy for building your online capacity

You probably have a sense that stakeholder-generated content may be a boon to your cause and your strategies, but do you know what to do with it? If you're looking for guidance on how to choose the right approaches for your organization, your cause, and your resources, then this workshop is right for you.

Testimonials

"This was a TERRIFIC seminar!! The content was the BEST I have ever heard. Michael is brilliant and a visionary who can really see the big picture. He is so RIGHT! We plan to develop our "community" area and this is exactly the way to do it. Of COURSE we should listen first."

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, the author of **Communication Centered Technology Planning**, the designer of the **Nonprofit Blogging Strategies** seminar, and a long time coach and consultant on matters related to information and effectiveness in work and civil society. Michael has helped over 1000 organizations build their communication resources, has conducted over two dozen studies of nonprofit communication practices, and is the Editor of the **Journal of Networks and Civil Society**. He is also the Editor of **Nonprofit Online News**, the sponsor and organizer of the **Gilbert Authors Network**, and the Founding President of the **Nonprofit Technology Network**. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of one 90 minute session.

The Voice of Your Organization: Making CEO Blogging Work for Everyone

Detailed Description

Someone thinks your CEO should blog. Maybe it's your CEO. Maybe it's you. Maybe it's someone else. But chances are there is someone who thinks it's a good idea. And the fact is, they are probably right. But what are the actual decisions to be made and steps to take to launch a nonprofit CEO blog that works? In this ninety minute workshop, you'll learn how to:

- develop criteria specific to your organization on whether and how to launch a CEO blog
- implement the three essential (often fatally missing) steps to take before launching a CEO blog
- minimize and manage the risks involved without damaging the essence of a CEO blog
- reduce information overload and communication pressures on your CEO
- create a model for sustaining the CEO blog over time

Whether it's a stand-alone blog, an updated social network page, a microblog like Twitter, or a group blog, there are probably some very good reasons for your CEO to be blogging. But it feels like a lot of new work and possibly some risk. If any of this rings true for you, then we recommend this seminar.

Related Reading:

Here is a related article by Michael Gilbert:

- **Relationship Building Versus Publishing: Five Ways to Reframe the Nonprofit CEO Weblog**

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, the author of **Communication Centered Technology Planning**, the designer of the **Nonprofit Blogging Strategies** seminar, and a long time coach and consultant on matters related to information and effectiveness in work and civil society. Michael has helped over 1000 organizations build their communication resources, has conducted over two dozen studies of nonprofit communication practices, and is the Editor of the **Journal of Networks and Civil Society**. He is also the Editor of **Nonprofit Online News**, the sponsor and organizer of the **Gilbert Authors Network**, and the Founding President of the **Nonprofit Technology Network**. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of one 90 minute session.

Website Reinvention & Improvement: A Hands-On Workshop For Your Website

Detailed Description

Across large swaths of civil society, even in parts of the developing world, websites are the public face of an organization. The Web is a powerful medium that often disappoints, if only because its potential is so great. Very few websites do what they could to build and leverage relationships with donors, volunteers, and other stakeholders. Many are impaired by common mistakes and most don't achieve clearly defined objectives. Over the course of two weeks and two seminar sessions, we will help you:

- identify and fix your website's most damaging mistakes
- identify and build upon your website's greatest strengths
- get structured feedback from other nonprofit professionals who produce websites
- create your own practical methodology and checklist for website improvement
- develop both short term and long term improvement plans

This seminar, despite being online, will offer collaborative, hands-on analysis of your website, leveraging the insights of both students and instructor. This seminar is right for you if you're looking for practical improvements to your website and a framework for continued betterment.

Related Reading

Here are a few related articles by Michael Gilbert:

- [Why Web Sites Fail](#)
- [Everyday Software: Workshop Webcasting](#)
- [Streaming Grantmaker Knowledge: A Procedure for Making a Foundation's Web Site Content Available as RSS](#)
- [Nonprofits and Weblogs](#)

Faculty: Michael C. Gilbert

This seminar will be taught by Michael C. Gilbert, the author of "Why Web Sites Fail", "Communication Centered Technology Planning, 2nd Edition", and the "Site Analyzer Reports", the Editor of Nonprofit Online News, and the Founding President of the Nonprofit Technology Enterprise Network. For more information about Mr. Gilbert, please see [his bio](#).

Note: Our pre-packaged online seminar for this topic consists of two 90 minute sessions.

What To Do Next...

Interested in hiring us to speak at your event, or privately to your staff or members, but your not sure where to start? Here are some options:

Contact us to schedule a call to discuss your training needs

- Not sure what you need? Contact us and we will get you on the phone with Michael Gilbert to discuss your situation and the options we can offer.

Telephone: (206) 201-1726
 • Seattle, WA, USA (West Coast)

Online Form: <http://www.gilbert.org/contactus/>

Email: info@gilbert.org

Check with us to see if we are available on the day of your event (if it's already scheduled)

- Do you have an event or conference already scheduled. Contact us (info above) first to check and see if we are available on that date.

Tell us about your event or conference

- Tell us more about your event. More than just the date: Is there a theme or topic focus? Who are the expected participants?

Contact us for references on past speaking engagements and contracts

- Do you need to know more about us than you can find here in this catalog or on our website? Contact us and we can provide references to you.

Circulate this catalog to your staff or members to determine interest

- Not sure if our material will be of interest to the people who you want to have attending and participating? Circulate this catalog to them and ask for feedback.

Include our topics in a poll of your potential event participants

- Take a further step past circulating the catalog, and actually poll them about there interest in our "Areas of Interest" or specific topics and seminar titles.

Call to find out what a strategic survey might do for your event

- Whether or not you hire us to do speaking or training, we can help you with your educational design. For example, pre- and post-event surveys are often just opinion polls, but we can help you make them effective tools for supporting learning and change.

1. Fill in seminar info.

2. The information here should be for the One person we will send ALL info to regarding the seminar registered for here.

Note: If you would like to register for more than one seminar, please print a copy of this form for each one. If the primary student is the same, only the name need be repeated on additional forms. It is okay to send one check with multiple forms.

3. Mark the appropriate line.

4. Fill in prices as needed here, and work out your total.

5. Add Sales tax only if you reside in Washington state.

6. Agreement with these two statements is required for registration. Please be sure to follow the links provided and review the info, then mark each line with an X.

7. We need to know who to contact with billing questions.

8. Mark the appropriate line, and if paying with a credit card, complete the additional required information.

9. Print this order form, and mail with payment to:
The Gilbert Center
1809 Boyer Ave E
Seattle, WA 98112

Note: Checks must be in US funds, drawn from a US bank, or there will be a hold until it clears. We will notify you if there is a hold of any kind. (No holds on money orders or cashiers checks.)

Note: Please print clearly so that we can process your registration, and send confirmation and further info to you ASAP.

Note: To order online (Visa or Mastercard only), start here: <http://www.gilbert.org/calendar> And follow the link(s) for the seminar(s) you're interested in.

Spring 2010 - Retail Registration Form

For Available Online Seminars (See next page for list)

1. Seminar to be Registered For:

Title _____

Live or On-Demand? (Circle One) If Live, date from online calendar: _____

2. Primary Student's Information

Name (minimum of first & last) _____

Email Address _____ Telephone No. _____

Chat: AOL, Yahoo, or GTalk (Circle One) ID/Screename _____

Organization Name _____ Type of Org _____

Address _____ City _____ State _____ Zip _____

3. Subscription Option

___ I am already a subscriber to the Nonprofit Online News email newsletter. Thank You!

___ (Free) Please subscribe me to the Nonprofit Online News email newsletter today!

4. Your Order

(see pricing guide on next page) Primary Registration Fee:	
How Many Additional Students watching with first?: _____ x \$15 =	
How Many One on One Phone Consultations?: _____ x \$59 =	
Subtotal:	
(WA residents only) 5. WA sales tax 6.5%	
Total:	

6. Policies & Requirements

___ Yes, I have read the Cancellation Policy. I understand, and agree to it.

<http://www.gilbert.org/contactus/cancel>

___ Yes, I have read the Technical Requirements. I understand, and will be able to meet them.

<http://www.gilbert.org/programs/workshops/seminars/techreq>

7. Billing Contact Person (if different than Primary Student)

Name (minimum of first & last) _____

Email Address _____ Telephone No. _____

8. Payment Information (All orders must be pre-paid in full.)

___ Enclosed is a check payable to The Gilbert Center

___ Visa or Mastercard - Name on Card _____ Exp. ___/___

Card No. _____

Cardholder Signature _____

Retail Price Guide

Online Seminar Title	Primary Reg. Fee: Live	Primary Reg Fee: On-Demand
Beyond the Email Blast: Tapping the Full Power of Email Marketing (1)	\$99.00	\$99.95
Building a Blog Network: Scaling Up Your Organizational Reach through the Voices of Your Community (1)	\$99.00	\$99.95
Building Your Online List: A High Integrity Model for Reaching Large Numbers (1)	\$99.00	\$99.95
Course Corrections: A Mid-Career LifeWork Seminar (2)	\$169.00	\$169.95
Delivering Online Seminars: A Sustainable Model for Engagement of Staff, Volunteers, and Donors (1)	\$99.00	\$99.95
Email Newsletter Marketing (3)	\$219.00	\$219.95
Email Newsletter Reinvention & Improvement (5)	\$219.00	\$219.95
Facing Facebook: Achieving Meaningful Success in Online Social Networks (1)	\$99.00	\$99.95
Frictionless Fundraising : A Seminar on the Essentials of Internet Fundraising (3)	\$219.00	
The Golden Goose: Building Trust Online with Donors, Activists, and the Media (1)	\$99.00	\$99.95
How to Write a Book in One Year: Keystrokes Book Plan Workshop (2)	\$89.00	\$89.95
Integrated Program Evaluation: An Affordable Model for Better Metrics , Improvement, and Accountability (2)	\$169.00	\$169.95
Less is More: Personal Empowerment in the Age of Information Overload (1)	\$99.00	\$99.95
Light a Fire: Successful Social Marketing for Nonprofits (1)	\$99.00	\$99.95
The Modern Nonprofit Web Site: Strategies, Patterns, and Tools (3)	\$219.00	\$219.95
Money on the Table: The Financial Opportunity of Converting Your Stakeholders to Email (4)	\$39.00	\$39.95
Nonprofit Blogging Strategies: Leveraging the Best of Old and New Channels (2)	\$169.00	\$169.95
Nonprofit Knowledge Management (3)	\$219.00	\$219.95
Nonprofit Technology Consulting Skills (3)	\$219.00	\$219.95
Nonprofit Technology Planning and Implementation (3)	\$219.00	
Online Community Organizing: Proven Techniques for Building Power, Leadership, and Connection (1)	\$99.00	\$99.95
Online Fundraising: You're Doing it Wrong! (1)	\$99.00	\$99.95
Online Marketing Reinvention & Improvement (5)	\$219.00	\$219.95
Organizational Restructuring in the Age of Networks (2)	\$169.00	\$169.95
Practical Collaboration: Working Together in the Age of Networks and Perpetual Connectivity (1)	\$99.00	\$99.95

Online Seminar Title	Primary Reg. Fee: Live	Primary Reg Fee: On-Demand
Rapid Project Prototyping: Raising Money and Reducing Risk in the Age of Agility (1)	\$99.00	\$99.95
Scaling Up Listening: Powerful Online Relationship Building (1)	\$99.00	
Small is Beautiful: Using Twitter, Flickr, Microblogging, Links, and Other Microcontent for Engagement (1)	\$99.00	\$99.95
Social Networking Strategies and Tactics: A Guide to Maximum Return and Minimum Lock-In (1)	\$99.00	\$99.95
Technology Planning: You're Doing it Wrong! (1)	\$99.00	
Trust: Building a Renewable Base of Funding, Volunteers, and Leadership - A Seminar on the Essential Practices of The Authentic Organization (3)	\$219.00	
Visionary Budget Cutting: Enhancing Mission and Capacity in Hard Times (1)	\$99.00	\$99.95
The Voice of Your Community: The Strategic Role of Stakeholder-Generated Content (1)	\$99.00	\$99.95
The Voice of Your Organization: Making CEO Blogging Work for Everyone(1)	\$99.00	\$99.95
Website Reinvention & Improvement (5)	\$219.00	\$219.95

- (1) One 90 minute session
- (2) Two 90 minute sessions, with Homework in between
- (3) Three 90 minute sessions
- (4) One 30 minute session
- (5) Two 90 minute sessions, with Homework in between, More hands-on

Note: For Live seminars, be sure you check online for what is coming up and when. Not all of these can be available all the time. [See the Online Calendar](#)

Note: If no price is listed in the "On-Demand" Column, that means it wasn't available when we published this catalog. You can check online to see if we've added it since then: [See List Online](#)



The Gilbert Center
Nonprofit Online News
Seattle, WA, USA