

APPROVED
FOR ALL
NONPROFITS

.....

LARGE
OR
SMALL



BAYER CENTER FOR
NONPROFIT MANAGEMENT

RMU.EDU/BCNM

**COURSE
CATALOG**

... A **HERO**
IS ANY PERSON REALLY
INTENT ON MAKING THIS
A BETTER PLACE FOR
ALL PEOPLE.
~MAYA ANGELOU



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SPRING 2019

LETTER FROM PEGGY MORRISON OUTON

HAPPY NEW YEAR, MY BELOVEDS – heroes and s-heroes one and all! As I write, it is New Year’s Day morning...a moment pregnant with possibility and terror. Our quote speaks to heroism of the sort that each of you exhibits on a daily basis – and that makes living in Pittsburgh an act of joy and confidence.

But wait, many of you are saying, does she live in the Pittsburgh that I live in? In my Pittsburgh, there is rampant injustice...an unarmed young black man was shot in the back and died last June... Jewish people living their faith and acting in community died at the Tree of Life Synagogue in October...countless children have gone to bed hungry... unjust racial disparities have limited the lives of untold numbers...the world is chilly and cold for far too many... truth itself is under daily attack...we’re divided and suspicious of each other and convinced that division is inevitable.

And on New Year’s Day, we mourn the losses of the last year...people as well as events. From Aretha Franklin to John McCain to Anthony Bourdain and many others, we lost some good ones. But once again, let’s look at our quote and the comic book format in which it is set. *“A HERO IS ANY PERSON REALLY INTENT ON MAKING THIS A BETTER PLACE FOR ALL PEOPLE.” – MAYA ANGELOU* (a s-hero, if ever there was one!)

And in the spirit of the late, great Stan Lee, let’s listen to another pop icon, George R.R. Martin who said this about heroes:

“MY OWN HEROES ARE THE DREAMERS, THOSE MEN AND WOMEN WHO TRIED TO MAKE THE WORLD A BETTER PLACE THAN WHEN THEY FOUND IT, WHETHER IN SMALL WAYS OR GREAT ONES. SOME SUCCEEDED, SOME FAILED, MOST HAD MIXED RESULTS... BUT IT IS THE EFFORT THAT’S HEROIC, AS I SEE IT. WIN OR LOSE, I ADMIRE THOSE WHO FIGHT THE GOOD FIGHT.”

Me too – I admire all of you who fight the good fight...and on this New Year’s morning, I want to return to optimism and possibility, not as a weak stance or a fairy tale blindness, but as a powerful strategy that will enable us as a community to address these constant and painful truths of injustice and violence and terror, overt and covert.

And anyone who knows the Bayer Center over the years knows we love a good quote.

“IF I WERE TO WISH FOR ANYTHING, I SHOULD NOT WISH FOR WEALTH AND POWER, BUT FOR THE PASSIONATE SENSE OF THE POTENTIAL, FOR THE EYE WHICH, EVER YOUNG AND ARDENT, SEES THE POSSIBLE. PLEASURE DISAPPOINTS, POSSIBILITY NEVER. AND WHAT WINE IS SO SPARKLING, WHAT SO FRAGRANT, WHAT SO INTOXICATING, AS POSSIBILITY!”

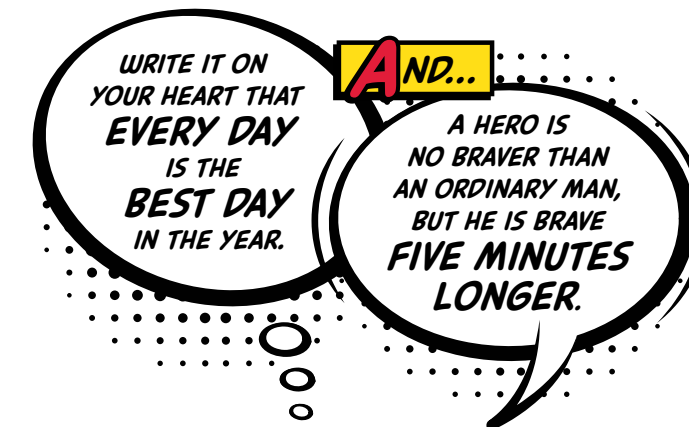
~SOREN KIERKEGAARD

We believe that in community, we find the wine of possibility. In community, we find strength and hope and each other. So while the list of classes contained in this catalog is definitely intended to give you tools and information to better do this work to which you are called, we also intend to be a place where you see friends and allies, others who are really intent on making this a better place for all people. We take heart and live the art of possibility daily because we live here together.

We hope you will take special note of the Race to Lead classes. Program to Aid Citizen Enterprise (PACE) has led this conversation about the lack of racial diversity in the leadership of our sector. We are proud to partner with them as we seek to open greater possibilities for a sector that looks like all of us as we continue to see retirements opening new jobs. Please join this conversation and advance it!

We are also delighted to have the opportunity to work with the BNY Mellon Foundation as together we work to help organizations be Ready to Compete. These consultations are focused on improving finance and HR practice. We are hoping to help 20-25 organizations move more confidently into their future, equipped by sound management practice to more fully achieve their mission and purpose...both of these partnerships and many others, ours and yours, remind us that we are in this together – and together, there is much we can do.

And so, beloveds, to close with two quotes from Ralph Waldo Emerson (don’t you have to admire an essay with quotes from Emerson, Kirkegaard, Angelou – and George R.R. Martin!)...



So, as we begin 2019, be well. Be strong. Be courageous... for five minutes longer...and we all have each other’s backs.

 *Peggy Morrison Outon*

PEGGY MORRISON OUTON

Assistant Vice President
for Community Engagement
and Leadership Development

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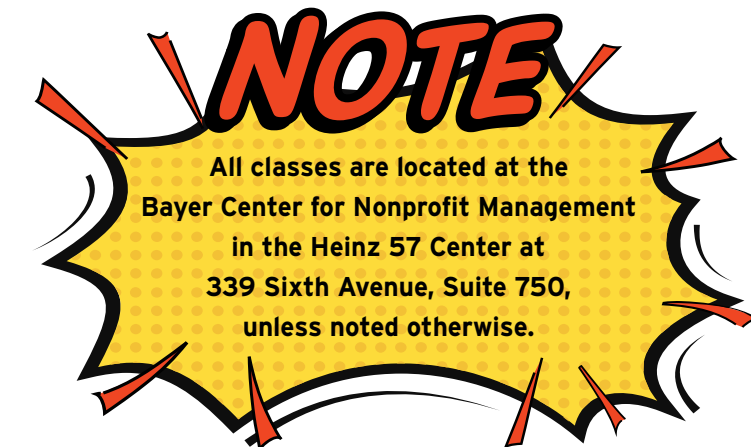
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BAYER CENTER FOR NONPROFIT MANAGEMENT

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NOT LIKE ANYBODY ELSE.

We're part of a university. We live the nonprofit life. We give you the time you need. These are the things that set us apart and are why thousands of organizations have come to trust the Bayer Center for Nonprofit Management at Robert Morris University as a comprehensive resource for education, consulting, coaching, research, and hands-on solutions for every aspect of nonprofit management.

EVERY ONE OF OUR SOLUTIONS IS A CUSTOM SOLUTION.

At the Bayer Center, we build a stronger community by helping to build stronger, more knowledgeable nonprofits. We do this through collaboration, patience and relationships, combined with decades upon decades of diverse success experience.

Our approach to education is to stay on top of what's happening in the sector, plan for what's going to happen, listen to you, and offer the ever-adapting menu of classes you see described in this catalog.

Our approach to consulting and coaching is, when time permits and circumstances warrant, to enter into a process that builds mutual trust and respect and long-lasting results. And when time doesn't permit, to help you deal with crisis in the instant and on the ground.

Our approach to thought leadership is to leverage our role as a Robert Morris University Center of Excellence, and to listen to you – through conversations, surveys, research and community gatherings – to bring together the best thinking on how our sector can most effectively enhance our community.

YOUR REALITY IS OUR REALITY.

Organizations on the front line need realistic solutions. Sometimes that means taking a class. Sometimes it means an in-depth planning process. And sometimes it may mean figuring out how to keep the doors open next month.

In 19 years of service to the nonprofit community, the Bayer Center has completed over 2,000 consulting engagements and educated over 11,000 students. Our consulting clients include human services, arts, faith-based, community development, environmental and educational organizations with budgets ranging from \$100,000 or less to more than \$50,000,000. Our intensive and customized management, governance, financial and technology consulting services are designed to educate leaders and have resulted in:

- Higher-functioning governing boards
- Enhanced financial planning and management
- Increased partnerships and strategic alliances
- More effective approaches to fundraising
- Better informed, evidence-based decisions for future directions
- More capable nonprofit leaders and organizations
- Effective management information systems
- Heightened brand awareness
- A strategic approach to decision-making

In short, at the Bayer Center, we work with you: To provide effective and practical management and governance tools, information, education and research that strengthen nonprofit missions and multiply all investments of time, talent and money in regional nonprofit organizations.



COVESTRO CENTER FOR COMMUNITY ENGAGEMENT

RMU.EDU/COVESTRO

CCCE CONNECTS CORPORATE SOCIAL PURPOSE AND NONPROFITS' MISSIONS FOR LONG-TERM IMPACT.

CCCE programs – *BoardsWork!*, SkillShare and the Executive Service Corps – provide nonprofits with a range of professional services they may otherwise be unable to afford.

Through our programs, we provide trained, service-minded corporate volunteers to nonprofits – whether it's new board directors, or teams of employees charged with solving a specific operational issue you need help with, or seasoned management consultants who can provide one-on-one advice and expertise.

We work to strengthen governance, operations improvements, and lasting connections with corporations and their employees.

Nonprofits can get connected by contacting Jennifer Pease at 412-397-6013 or pease@rmu.edu.

TRANSFORMING PULSE, TRANSFORMING PITTSBURGH

Pittsburgh Urban Leadership Service Experience, PULSE, cultivates a community of young servant leaders to transform Pittsburgh. In 2018 alone, 43 fellows served, lived, and grew together with 40 nonprofit organizations. As that agent for change, PULSE looked internally to determine where they as an organization could strengthen their operations and board governance to better serve their partners and fellows. PULSE reached out for assistance through *BoardsWork!* and our SkillShare program.

IMPROVING BOARD GOVERNANCE

Kristian Penn, Sustainability Project Manager at FedEx Ground, was matched to PULSE after attending our *BoardsWork!* training in April 2018. Her desire to serve young adults and college students was a great fit, and she had professional experience in program management, sustainability, and student affairs. She says:



PULSE is an amazing organization comprised of passionate staffers, fellows, and board members. I currently serve on the Governance Personnel committee.

I'm very passionate about volunteering. I wanted to learn more about how nonprofits operated. I decided that it was time to expand my public service from volunteering on the front lines to being an integral part of the decision-making and strategic planning of a nonprofit. Board service affords me the opportunity to be a change agent at both inception and conclusion.

I've learned [through *BoardsWork!*] that showing up is not enough – You have to engage and be involved. *BoardsWork!* matched me based on my survey responses, and it's been a great fit!

As the newest board member who is still finding my footing, I seek guidance from other board members who have served longer than I have. These members have helped to shape the organization and lay the ground work for future successes. Our professional backgrounds and life experiences are diverse, but the commonality amongst us is our shared willingness to serve others. Do *BoardsWork!* Leading with purpose is so fulfilling and rewarding. The positive impacts to self and community are limitless.

THE STORY CONTINUES ON THE NEXT PAGE...



COVESTRO CENTER FOR COMMUNITY ENGAGEMENT

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READY TO TRANSFORM YOUR ORGANIZATION?

We can help! To get engaged with BoardsWork!, SkillShare, or the Executive Service Corps, visit our website at www.rmu.edu/covestro or contact CCCE program specialist Jennifer Pease at pease@rmu.edu or 412-397-6013.

IMPROVING SAFETY AND EMERGENCY READINESS

Additionally, PULSE wanted to ensure the safety of their fellows. SkillShare paired PULSE with a diverse team of Covestro employees – with expertise in employment law, HSEQ and health. Over 12 weeks, this team improved on the safety manual, created an interactive fellow training program for each house, and recommended changes to the nonprofit contracts to include physical and employee safety.

Chris Hazen, VP of Health, Safety, Environment & Quality (HSEQ) at Covestro, provided his perspective:

I'm new to Pittsburgh, although I have been with Covestro for many years. In the past, I have volunteered with everything from tutoring math, helping a volunteer-based ambulance service to coaching youth sports. With each opportunity, I learn a little more about my community, and truth be told, a little more about myself.



Shortly after arriving in Pittsburgh, I heard about SkillShare and was intrigued by the opportunity to share my professional experiences with a nonprofit. However, with complete candor, it was hard to imagine that any of my experiences in the area of Health, Safety, Environment or Security would be helpful to anyone else. But SkillShare did exactly that! At Covestro, program volunteers are placed on small consulting teams of three to four people. Each team is then matched with a nonprofit. Over a three-month period, each team provides approximately 16 hours of consulting services, applying our competencies and skills to a specific challenge that the nonprofit has identified as a priority. My team was matched with PULSE.

The team traveled to PULSE's office and several residences to evaluate the current safety status, looking for gaps in their current processes and proposed solutions. Separately, an online survey was created and distributed to nonprofit partners to assess their current safety awareness. After gaining some perspective about the current "as-is" situation, the team addressed agreements between PULSE and nonprofit partners, current safety and emergency response procedures within PULSE, and training for PULSE employees and fellows. Beyond the original scope, the team also provided additional assistance with their wellness program, security enhancement, safety training for nonprofit partners, and employee handbook recommendations.

My key takeaways?

- Our increased awareness of PULSE's activities and how they serve the nonprofit space.
- How the team diversity, in background and experience, strengthened and enhanced the project's results.
- How training must be contextual and adapted to the audience.
- That PULSE leadership was fully engaged.
- Making incremental changes over time are the foundation to what we call "continuous improvement" in the manufacturing industry. This process is equally useful in the nonprofit space, where there is also a need to adapt to change, learn from others, and continue to improve.



PULSE's Chris Cooke and Cathy Blanchard were extremely patient and understanding of all our questions and were equally receptive to our suggestions. They are on the front lines of changing our community for the better!

Here's what Executive Director Chris Cooke had to say about BoardsWork! and SkillShare:

Boardswork! increases the capacity of nonprofit organizations to govern with great effectiveness. We've loved the numerous board members we've been matched with through the Boardswork! program. They are bright, engaged, dedicated, and committed to the mission and work of our organization.

Working with the Covestro team on emergency and safety protocol through SkillShare made us aware of many of the challenges PULSE and other nonprofits face as it relates to ensuring safety. The team provided tremendous expertise with highly talented individuals in creating specific solutions to address our concerns in our unique residential and nonprofit partner environment. The work was above and beyond my expectations.

Leadership Briefing

Friday, Feb. 1 from 8 – 10 a.m.

The results are in! Because of your good work, the 2019 Wage and Benefits Survey for Southwestern PA 501(c)3 Nonprofit Organizations is ready to be unveiled, and we would like you to be among the first to hear and discuss the results. Please join us!

Moderator: Peggy Morrison Outon and Carrie Tancaitor, Bayer Center

Fee: Invitation only for nonprofits who participated in the survey

The 2019 Wage and Benefit Survey

The 2019 Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations has been a trusted resource since 2002. It has provided the most current data about regional salary and benefits needed both for valid decision-making by nonprofit executives and for 990 compliance. We have a comprehensive record of the progress made by our nonprofit employees in salary and benefits over the last 17 years. Your willingness to provide information has made this sector-wide resource possible. Additionally, it sparked the 74% pay equity conversation resulting in greater equity for women and men in the regional nonprofit sector.

The newest 2019 version will be available on February 1, 2019 and can be purchased through our course registration page: rmu.edu/bcnmregistration. There is no cost for nonprofits who participated in the survey. For nonprofits who did not participate, the cost is \$200 for nonprofits with budgets under \$2M and \$300 for nonprofits with budgets over \$2M.

SERIES: Daring to Lead

The “Daring to Lead” research conducted by Building Movement Project and introduced to Pittsburgh by the Program to Aid Citizen Enterprise (PACE) asks provocative questions about equity access and justice in our social justice sector. Join PACE and The Bayer Center for Nonprofit Management as we explore this research further in this series and seek to bring greater opportunities to Pittsburgh nonprofits by insisting on practices that promote fairness.

Picking Up the Gauntlet: The Board’s Role in Achieving Greater Racial Equity in Leadership

Tuesday, March 5 from 4 – 7 p.m.

In 2018, the Nonprofit Quarterly magazine challenged Pittsburgh’s nonprofit sector to use the impending retirement of nonprofit executives (who are primarily white) to increase the numbers of leaders of color. In this hands-on workshop, we will examine the cause as well as the effect and craft a Pittsburgh response to the challenge.

Instructor: Luci Dabney, Program to Aid Citizen Enterprise

Location: TBA

Fee: Free, but RSVP is required

Working with Our Foundation Allies: Equity in Grantmaking

Friday, April 12 from 9 – 11 a.m.

The pursuit of equity in grantmaking is crucial in our community. Many generous gifts from foundations have often secured the future for nonprofits in our region, but how do they ensure that they are using a racial equity lens to determine their grantmaking? In this discussion, we’ll talk to foundation leaders who pay disciplined attention to race and ethnicity while still analyzing problems, looking for solutions, and defining success for an excellent return on investment.

Conversationalists: Peggy Outon, Bayer Center; Carmen Anderson, the Heinz Endowments and Michele Cooper, McAuley Ministries

Fee: Free, but RSVP is required



Strategies for Resilience: Innovation Through Play and Exploration

Friday, May 10 from 10 a.m. – 3 p.m.

Playfulness, curiosity, and exploration are not just for children. Despite our struggles to believe it could be so, play is no diversion or frivolous waste of time. Exploring the excessive potential of the world and playing with the possibilities discovered is the most healthy, beneficial, and productive thing a human being can do. Join us for a transformative day of play and exploration in Avonworth Park where we will learn how creativity, curiosity, exploration and freedom to fail can unlock new potential in the way we think, act and problem solve in our work lives as we serve the nonprofit sector.

Instructor: Dave Bindewald, Center for Play and Exploration

Location: The Cabin at Avonworth Park

Fee: \$35 and includes lunch



If numbers were your favorite thing, you probably wouldn't have gone into nonprofits. But finance doesn't have to be scary, and it doesn't have to be hard. The Bayer Center's focus in our financial consulting and classes is always on the practical. We're pretty good with the numbers, but we've lost count of how many clients have told us that we made accounting understandable for the first time. Whether we're with you in a three-hour class or working as your consultant, our goal is to help you use your finances as a tool for managing your organization and delivering your services more effectively. Clarity is our business.

Some of the ways we assist organizations are:

- Analyzing financial performance ratios to identify areas of concern and aid in management decisions
- Clarifying cost allocations to determine how individual programs contribute to the bottom line or require subsidization
- Educating boards on what to monitor in financial reports and how to interpret the data
- Considering financial issues in strategic decision-making

For information about BCNM Financial Consulting, call 412-397-6000.

Budgeting: A Year-Long Action Plan

Tuesday, Feb. 12 from 9 a.m. – noon

Budgets should be a major part of every nonprofit's strategic plan. Numerous issues need to be addressed when developing a budget. Questions such as: When should a budget be prepared? Who should initially prepare it? How involved should the full board be in the budgeting process? How does a budget develop what is used to create predictions of future revenues and expenses? Should there be a budget for cash flows or for capital expenditures? During this interactive session, you will learn the answers to these questions and many other issues that are part of the budgeting process.

Instructor: Paul Block, Donnelly-Boland and Associates
Fee: \$65

QuickBooks for Nonprofits

Tuesday, Feb. 19 from 9 a.m. – 4 p.m.

QuickBooks has a large share of the accounting software market and it is used frequently by nonprofit entities. In this class you will be instructed on how to design and setup a QuickBooks file for a nonprofit entity. We will then have each of you open a sample QuickBooks file and be provided with hands-on experience. This will include: how to enter and pay bills, track expenses, enter deposits and track all income. Upon finishing this, we will review the procedures for a successful month-end close and then apply it in the sample nonprofit QuickBooks file. This will be followed by learning the features of the QuickBooks reporting system and how to extract the information from it. This training will be specially tailored to nonprofits with hands-on computer training being taught by instructors who understand QuickBooks, nonprofit organizations and nonprofit accounting.

Instructor: Melanie Rutan, Bookminders
Fee: \$125

Painting a Picture with Numbers

Wednesday, Feb. 20 from 1 – 4 p.m.

February has a bad reputation, just like financial statements. So we have combined these two misunderstood notions into one fun afternoon. Join us as we learn to love our audits by understanding the richness of the information they provide. We'll look for financial clues along the path to long-term sustainability by getting back to basics. We'll show you how your financial statements simply reflect your activities using numbers instead of words, and use the basic tenets of financial analysis to show you how your organization can proactively seize opportunity while limiting risk. You'll leave armed with new tools, and we'll keep the hot beverages flowing while we're at it.

Instructors: Lisa Kuzma, Richard King Mellon Foundation and Evie Gardner, Bayer Center
Fee: \$65

Coffee and Conversation: Getting Started with Socially Responsible Investments

Friday, March 8 from 9 – 11 a.m.

Has your nonprofit discussed or explored socially responsible investments? Nonprofits of all sizes are beginning to invest their available resources in ways that better align with their missions. These investments still aim to create returns, but also take into account environmental, social, and/or governance criteria or screens. This chat will feature the firsthand experience of The Opportunity Fund and their continued journey into socially responsible investing.

Conversationalists: Evie Gardner, Bayer Center; Jake Goodman, The Opportunity Fund; Michael Yoon, PNC Bank
Fee: \$10

Prepping for an Audit Clinic (2-hour minimum)

60-minute sessions available by appointment

Do the words financial audit make the hair on the back of your neck rise? Work with one of our volunteers to help make sure you're tracking your finances well, walk through the audit process, and gather required documentation long before the auditors arrive.

Instructor: ESC Volunteer

Fee: \$65 per hour



Got a great idea for a workshop? Searching for something that's not featured in our catalog? Having a tough time aligning schedules to attend a class? Custom training may be just what you're looking for. We can help you set up every aspect of your next staff workshop. Frequently requested topics include technology, communication, board development, fundraising, supervision and leadership, and staff management. Our extensive experience in conducting workshops can be tailored to your organization's specific needs. For more information, contact Susan Loucks at 412-397-6006 or loucks@rmu.edu.

Applied Research at the Bayer Center...

The 74% Research Project was sparked after reporting a gender wage gap in every iteration of the Wage and Benefit Survey since its inception in 2002. From this research we found that local nonprofit organizations and individuals are ill-prepared for the pending retirement boom.

This got us thinking...

Over the last year we have studied nonprofit employees' individual savings habits and their organization's policies and procedures. Our research publication provides greater detail on the following findings:

- The regional nonprofit sector is educated and long tenured, yet these characteristics do not translate into better preparation for retirement.
- As a result of a higher median age, a significant portion of regional nonprofit executives plan to retire within the next 10 years.
- Organizational processes and systems to support retirement are spotty at best.

However, despite the dismal statistics, there is optimism for change. The research publication also suggests solutions for our region: solutions to support local organizations and the individuals who have dedicated their lives to serving our community. In order to continue our multi-faceted research on this topic through education, we offer the classes and events which will speak to the on-the-ground reality featured in the "What Now" section of the "Courses by Category" on page 3.

WHAT NOW?

HOW WILL THE IMPENDING RETIREMENT OF NONPROFIT LEADERS CHANGE THE SECTOR?

THE NONPROFIT SECTOR STANDS AT A PRECIPICE.

The response of the community will shape the future of nonprofits. Are we ready to discuss hard questions of retirement and the treatment of the nonprofit community workforce?

REALITY BY THE NUMBERS:

10,000

Baby Boomers are turning age 65 per day, and will continue to cross that threshold at that daily rate for the next 19 years.



RETIREMENT RATE? WE ARE DOING THE MATH.

Take the journey through our research and follow nonprofit stories as the most seasoned leaders and staff members of our communities' vital nonprofits move into retirement.

THIS PIONEERING BCNM PROJECT BRINGS VITAL RESEARCH, CONVERSATIONS, AND EXPERTS TOGETHER TO EXPLORE:

The **RAMIFICATIONS** of these retirements on the organizations that serve our communities.

The need for **PREPARATION** of the next generation of leaders.

IDEAS to improve the prospects for all nonprofit employees.

PURPOSE-DRIVEN FOUNDERS AND LEADERS ARE FACING RETIREMENT.

Southwestern Pennsylvania is a region dense with nonprofit organizations that deliver services of real consequence. Teetering between eventual retirement and possible encore careers, a massive core of the region's seasoned nonprofit professionals are not going anywhere. They are among the most highly educated and least financially prepared individuals to face retirement.

Many organizations have long-tenured executives with boards who have never needed to replace them. These same organizations frequently have long-standing funding relationships. Nonprofit human resources are often weak. Succession planning is not the norm. New ideas, and new blood are challenging to the status quo—but the clock is ticking!

Research findings from the Bayer Center for Nonprofit Management at RMU indicate this generation of experienced nonprofit leaders and employees may bring uncertainty to both their own futures and to the stability of their organizations. Findings confirm that tools for retirement planning for individuals and succession plans for nonprofit organizations are scarce. How nonprofits respond to this reality will shape the future of the sector.

Watch tinyurl.com/BCNMWhatNow for news and research findings.



NONPROFIT MANAGEMENT

What isn't nonprofit management?

At the Bayer Center, we view nonprofit management as a holistic quilt that weaves together diverse and mutually-supporting skills, from governance to fundraising to financial analysis to technology to marketing to forming partnerships and alliances... the list goes on and on. Put them all together and what you have is a strategic approach to decision-making that accounts for human needs and organizational sustainability. The following classes will help you learn the techniques; our coaching and consulting services will help you put them into practice.

Some of the ways we assist organizations are:

- Performing comprehensive organizational assessments
- Facilitating inclusive planning processes that adapt to an evolving definition of needs identified in the course of planning
- Recommending and exploring opportunities for partnerships and collaborations
- Creating fund development plans that reflect donor realities
- Researching and performing environmental scans that clarify the organization's position within its service and competitive landscape
- Offering professional coaching to nonprofit leaders

For information about Bayer Center Management Consulting, call 412-397-6000.

BoardsWork! Board Member Training

Thursday, Jan. 24 OR Wednesday, March 20 OR
Tuesday, May 7 from 8:30 a.m. – 4:30 p.m.

Whether you're a seasoned board member or looking for your first board experience, you'll learn effective nonprofit governance that will prepare you to be matched with a local nonprofit or enhance your current board service. In this full-day session, we'll cover the full gamut of nonprofit governance including boardsmanship, fundraising, financial oversight, planning and technology.

Instructors: Peggy Outon, Evie Gardner and Carrie Richards, Bayer Center

Fee: \$500 with matching services or \$400 without matching

The Nuts and Bolts of Employment Law

Wednesday, Jan. 30 from 1 – 4 p.m.

It's no easy thing to manage a workforce, let alone to do so in a way that complies with the alphabet soup of laws that govern workplaces in Pennsylvania (to name a few, ADA, ADEA, FLSA, FMLA, GINA, MMA, PHRA, PMWA, Title VII...). That task can be even more daunting for nonprofit managers, who have to balance the pursuit of the organization's mission along with the trials of the ordinary workplace. This class will help you comply with the many laws and regulations that govern the employment relationship from soup-to-nuts (hiring to separation) and beyond (employee claims and disputes). You'll learn about mistakes employers most often make and how to spot potential issues before they become big problems or lawsuits in areas like: employee contracts, including non-competes; pay practices; compliance with anti-discrimination laws, including those relating to sexual harassment; administration of employee leaves of absence; and disciplinary issues.

Instructor: Jeremy V. Farrell, Esq., Tucker Arensberg, P.C.

Fee: \$65

Executive Director Boot Camp

Thursday, Jan. 31 from 9 a.m. – 4 p.m.

ED Boot Camp is a day-long, entry-level workshop for new executive directors. Topics covered will include the basics of nonprofit management including: tools and tips for effective leadership, organizational stability, fundraising, financial management, regulatory compliance, external relations and governance. The day will be interactive and will draw on the experience of the participants to support and share creativity, learn new strategies and identify action steps for personal, as well as organizational growth. For experienced nonprofit professionals who are new to the executive director role.

Instructor: Wendy Burtner-Owens, Steeltown Entertainment

Fee: \$125

Feedback Without Fear

Tuesday, Feb. 5 from 9 a.m. – noon

Without learning from feedback of all kinds, we stagnate – and yet both the giver and receiver often let fear get in the way of good results. We'll learn how to work with and deliver effective feedback, both at the annual performance review and integrated into organizational culture throughout the year.

Instructor: Susan Loucks, Bayer Center

Fee: \$65

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HR Roundtables

The HR job can be a lonely one – thank goodness there’s strength in numbers. You need peers to challenge, listen, develop and encourage you. The HR Roundtable is just that. Every meeting the group discusses a topic with some insights brought from the trainer. Afterward, a good chunk of the meeting is dedicated to helping each other work through issues your organization is facing.

*Wednesday, Feb. 13 from 8:30 – 10 a.m.
with Albert Lee, Tucker|Arensberg*

Topic: The #MeToo Movement

*Wednesday, April 17 from 8:30 – 10 a.m.
with Brenda Dare, Dare Enterprises Inc.*

Topic: Hiring and Keeping the Right People

Fee: FREE, but registration is required

Location: Urban Impact Foundation, 801 Union Ave, Pittsburgh, PA 15212

Performance Management: A Year-Round Pursuit

Wednesday, Feb. 13 from 1 – 4 p.m.

Employees, supervisors and managers all seem to hate the performance management process equally. It is often time-consuming for supervisors and doesn’t get the expected results. Employees may feel judged or not appreciated. Since feedback and documentation are critical to organizations, how do we make the process work better? Join us for this session on the good, bad and ugly of performance management as we discuss best practices and some of the key components to better systems. We will also discuss the importance of continuous communication and feedback between employees and their bosses.

Instructor: Phyllis Hartman, ESC

Fee: \$65

FEATURED SERIES: The board’s role doesn’t start AND end with fiduciary responsibility. Learn how to motivate and empower your new and existing board members to make the most of your board with classes in the late afternoon to accommodate your board members’ busy schedules. Classes can be taken a la carte or you may take all four for \$125. BUT WAIT, THERE’S MORE! Attendees are encouraged to bring a board member for FREE to all of these classes.

The Board’s (Reluctant) Role in Fundraising

Wednesday, Feb.13 from 4 – 6 p.m.

Many conscientious board members fully intend to raise money for nonprofits with whom they serve, but often...they don’t. This class will explore the barriers to board members in fundraising, strategize and propose workarounds, and reinforce the vital importance that board members play in a healthy nonprofit’s fund development plan. The class will be driven by real-life examples shared by both the instructor and provided by participants. Come ready to talk, commiserate, and succeed!

Instructor: Peggy Outon, Bayer Center

Fee: \$40 or \$125 for the entire “The Board’s Role in...” series

The Board’s Role in Avoiding Scandal

Wednesday, Feb. 20 from 4 – 6 p.m.

Improperly-handled legal matters can sometimes lead to bad PR for nonprofits. Even if your organization wins in court, it might lose in the media, incurring serious damage to its reputation, donor base, and partnerships along the way. In this session, learn from an attorney whose practice focuses on helping nonprofits stay out of trouble. Participants will learn what board members can do to help prevent the legal problems that sometimes lead to scandal, as well as what to do if the legal problems are already at their doorstep. The session will cover embezzlement and other financial improprieties, sexual harassment allegations, and internal board conflicts, among other topics.

Instructor: Abigail Salisbury, J.D., MPPM, Salisbury Legal, LLC

Fee: \$40 or \$125 for the entire “The Board’s Role in...” series

The Board’s Role in Fiduciary Responsibility

Wednesday, Feb. 27 from 4 – 6 p.m.

Join us as we review the primary ways that board members can fulfill their key fiduciary responsibilities, including avoiding mission drift, participating in the budgeting and auditing processes, reviewing regular financial reports, and understanding the organization’s overall financial outlook. We’ll answer your questions about serving as a fiduciary and discuss practical strategies for improving your board’s ability to fulfill this critical role.

Instructor: Evie Gardner, Bayer Center

Fee: \$40 or \$125 for the entire “The Board’s Role in...” series

The Board’s Role in Compensation

Wednesday, March 6 from 4 – 6 p.m.

Using the Wage & Benefit Survey for Southwestern PA Nonprofit Organizations, this class will unpack some of the new information revealed by the study in the 2019 findings. We will look carefully at how to determine the use of the findings for individual job descriptions and for setting equity goals throughout the organization.

Instructor: Peggy Outon, Bayer Center

Fee: \$40 or \$125 for the entire “The Board’s Role in...” series



Our popular training classes for nonprofit professionals are just a start. Did you know we can also work with you in more personal, customized ways?

Let us help your nonprofit plan strategy, improve staff productivity, create policies and procedures, use resources wisely, and tell your story.

Bayer Center Consulting: We help you do the work that makes a difference. For more information, go to bcnm.rmu.edu/consulting.

Picking Up the Gauntlet: The Board’s Role in Achieving Greater Racial Equity in Leadership

Tuesday, March 5 from 4 – 7 p.m.

In 2018, the Nonprofit Quarterly magazine challenged Pittsburgh’s nonprofit sector to use the impending retirement of nonprofit executives (who are primarily white) to increase the numbers of leaders of color. In this hands-on workshop, we will examine the cause as well as the effect and craft a Pittsburgh response to the challenge.

Instructor: Luci Dabney, Program to Aid Citizen Enterprise

Location: TBA

Fee: Free, but RSVP is required



Executive Director Huddle

Thursdays Feb. 14, March 14, April 11, and May 9 from noon – 1 p.m.

Break down the isolation barrier! This exclusive affinity group for nonprofit EDs and CEOs is a unique monthly forum in which nonprofit chief executives come together for a brown bag lunch and to share experiences, challenges, solutions, and best practices. Join us as we launch this new group to deepen connections and build a community of support among participants.

Instructor: Wendy Burtner-Owens, Steeltown Entertainment Project

Fee: Free, but registration is required. Please bring your lunch.

The Leadership Pipeline: Developing Future Leaders

Thursday, Feb. 21 from 9 a.m. – noon

Although most organizations are committed to promoting from within, many don't have a plan or process in place for "growing their leaders." Sometimes we have to settle with who we have or search for outside talent to bring in. Both have a cost. In this workshop, we'll discuss how we can better strategize for developing and promoting leaders from within. From first-line supervisors to program directors and department managers to executive leaders, we'll look at a framework for building bench strength along with specific tools for assessing and developing our current leaders.

Instructor: Tom Sullivan, ProGrowth Associates, LLC

Fee: \$65

LET'S THINK COMPREHENSIVELY.

Spend a full day planning your marketing and fundraising strategies with us. Come to both sessions for \$200.

Thinking Comprehensively About Fundraising

Tuesday, March 5 from 9 a.m. – 4 p.m.

At the top of every nonprofit professional's mind should be fund diversification. In this full-day workshop, we'll explore how data, research, strategic planning metrics, communication planning, goal setting, assignments, and tool kits play a vital role in driving successful fund diversification. Participants will learn how to structure a fund development plan that works for their individual needs and, more importantly, how to implement it. Attendees should bring their organizational budget, historical grant and donation data, special event planning documents, sponsorship planning documents, communication plan and a laptop. Attendees will be expected to create portions of their plan during the workshop so each leaves with a base for a final fund development plan.

Instructor: Valerie Beichner, Friends of the Riverfront

Fee: \$125 or \$200 for both "Thinking Comprehensively..." classes

Thinking Comprehensively About Marketing

Wednesday, March 13 from 9 a.m. – 4 p.m.

Gather the tools you need in a comprehensive marketing plan for your small to midsize nonprofit (15 or less employees). Designed for marketers with modest resources or those wearing multiple hats, this session will provide tips and tactics for creating a plan with prioritized goals and strategies as well as advice for creating content for multiple channels. You'll explore the intersections of traditional (printing and postal mail) with your electronic (web, social media and email) platforms. A special discussion will focus on media relations and PR as well as break-out groups to maximize sharing ideas and resources. Expect some pre-class questions as instructors will tailor the workshop to YOUR needs!

Instructors: Yvonne Hudson and Lynette Asson, New Place Collaborations

Fee: \$125 or \$200 for both "Thinking Comprehensively..." classes

Creating a Competitive Employment Package

Thursday, March 7 from 9 a.m. – noon

What should nonprofits be thinking about in terms of offering a creative and competitive employment package to their employees? With changing trends in retirement savings, insurance, parental leave, remote work, education benefits, etc., where do nonprofits fit in? As the employment market tightens, nonprofits may want to explore expanding or adjusting their benefit packages to attract and retain top talent, especially when resources are tight. Join us to learn more!

Instructors: Ed Lettieri and Larry Johnson, Hefren-Tillotson

Fee: \$65

A DIY Guide to Attracting and Retaining Top-Tier Leadership

Thursday, March 7 from 1 – 4 p.m.

Designed for executive directors and nonprofit hiring professionals, we will share strategies to recruit, vet and hire talent into your organization. You'll learn how to create effective position profiles, recruitment strategies to attract passive candidates, and how to develop behavioral-based interview questions so that your nonprofit can establish attractive employment offers that draw the best talent.

Instructor: Michele Heck, Nonprofit Talent

Fee: \$65

Growing a Major Gifts Program

Friday, March 15 from 9 a.m. – noon

Most every nonprofit hoping to grow their voluntary support from individuals wants to have a major gifts program. Many of those organizations have neither the staff nor the budget to do it, and those that do often divert their own fundraisers from their major gift focus. This class will look closely at the ingredients, actions and habits that are imperative to pursue major gifts; learn how to segment your donor population and develop and execute prospect strategies; uncover methods to extend the outreach and effectiveness of your current professional and volunteer leaders; and consider the kind of development professional(s) to hire, if feasible. Our definition of 'major gift fundraising' will include outright and deferred gifts. We'll examine examples of both as well as blended/hybrid gifts.

Instructor: James Sismour, University of Pittsburgh

Fee: \$65

Mid-Level Donors: Bridging the Gap Between Annual and Major Gifts

Tuesday, March 19 from 9 a.m. – noon

Are you looking to improve donor retention? Does your organization want to increase the revenue given per donor? Do you have a direct mail and major gifts programs, but lack a clear plan for the donors in between and need a balanced way to do more with this group? Creating a mid-level donor program might be the right option for you. This session will be an interactive way to help you develop your mid-level donors and access the money left on the table by your most dedicated donors. Join us to find out how to love your mid-level donors!

Instructor: Emma Kieran, Pilot Peak Consulting

Fee: \$65

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Planned Giving: A Deep Dive (For Non-Swimmers)

Thursday, March 21 from 1 – 4 p.m.

This course is designed for organizations who want to promote planned gift opportunities to their donors, but don't have the budget to hire a dedicated planned gifts officer. Our objectives will be to increase the conceptual knowledge of the staff you already have, to build-up their ability to engage prospects in productive conversations, and to position your organization to solicit, accept, and administer planned gifts. We'll cover factors affecting and catalyzing planned gifts; technical aspects of the highest ROI planned gift vehicles; what your prospect might say, what it means, and what you should ask; and ideal planned gift assets. We'll allow plenty of time for questions and the opportunity to develop a strategy for your best prospects!

Instructor: James Sismour, University of Pittsburgh
Fee: \$65

Developing Coaching Skills as a Manager

Wednesday, March 27 from 9 a.m. – noon

Coaching is one of the key ways to engage employees and help them to reach their full potential. This can mean helping a poor performer improve, helping your best performer be even better, or helping others acquire skills that will give them increased opportunities. Managers know that all the conflicting demands on their time can make it easy to put off the important task of developing employees. However, the most effective managers see developing employees as a key leadership responsibility. The best managers view coaching as a central measure of their own leadership performance. This workshop will give you key actions to use when coaching for optimal employee performance.

Instructor: Joel Burnstein, Keep it Simple Training and Development, LLC
Fee: \$65

Leading Yourself and Your Teams from Wherever You Are

Tuesday, April 2 from 9 a.m. – noon

With so many books written about leadership, how can you distill the qualities great leaders should emulate? Who has time to read all the books when you need to be leading with boots on the ground? This course will bring together leadership principles from some of the greatest minds in leadership thinking and help you put them to practical use right away. Whether you are a CEO, a senior leader or a mid-level manager with no direct reports, you'll learn how to recognize and develop the personal and interpersonal traits that can make you a better leader. Learn to lead yourself and others in ways that can make your work, life and world better!

Instructor: Trina Walker, TLW Strategy
Fee: \$65

Build-Your-Own Campaign: Annual Fundraising Appeals

Wednesday, April 3 from 9 a.m. – noon

Offer your supporters an exciting and engaging way to show their love for the work you do through your organization's annual fundraising appeal. Answering a few key questions can help your team design a customized and effective annual appeal. Participants will learn how to combine the essential elements of all successful annual campaigns – donors, case, and process – into a program that inspires and motivates your organization's closest friends. Participants will receive a useful planning checklist to help them create a new annual appeal program or refresh an existing approach.

Instructor: Jo Ellen Parker, ESC
Fee: \$65

Coffee and Conversation: Wage Equity in the Nonprofit Sector

Friday, April 5 from 9 – 11 a.m.

Two respected community leaders will discuss their expectations and aspirations for seeing fair pay as key characteristic in their organization, and the organizations with whom they interact. Findings from our research studies, "74%: Exploring the Lives of Women Leaders in Nonprofit Organizations" and "What Now: How will the impending retirement of nonprofit leaders change the sector?" will shape some of the questions, but so will the questions you bring with you into the room. Come ready to talk!

Conversationalists: Peggy Outon, Bayer Center; Esther Bush, Urban League of Greater Pittsburgh; John Denny, Denny Civic Solutions
Fee: \$10

Survey Development: From Questions to Preparing for Analysis and Everything In-Between

Tuesday, April 9 from 9 a.m. – noon

Without data, you only have opinion. A well-crafted and successfully-implemented survey can provide you with the necessary data needed to determine the needs and strengths in your community, track program implementation and measure your program's impact. Through discussion and interactive exercises, participants will understand both the purpose and value of the survey as a data collection method, learn how to design appropriate survey questions and format for your evaluation needs, create a plan to administer surveys with appropriate follow-up and position yourself to be ready for analysis of survey data.

Instructor: Maria Townsend, PhD, Townsend Associates LLC
Fee: \$65

Advocacy: The Why, the How, the Now!

Wednesday, April 10 from 9 a.m. – noon

Advocacy has become a buzzword that everyone's talking about. This course teaches what advocacy is, how to do advocacy effectively, and the lasting impact advocacy has on your clients and your agency. We'll cover:

- There is no try...only do: Advocacy without fear and with results
- It's all about the base: Building and maintaining effective coalitions
- You had me at hello: Telling your story with purpose, passion and precision
- It's all connected: Moving from self to systemic advocacy
- Power plays: Knowing who has the power and how to influence those in power

"If you think you're too small to be effective, than you've never been in bed with a mosquito." ~ African Proverb

Instructor: Sally Jo Snyder, Consumer Health Coalition
Fee: \$65

Working with Our Foundation Allies: Equity in Grantmaking

Friday, April 12 from 9 – 11 a.m.

The pursuit of equity in grantmaking is crucial in our community. Many generous gifts from foundations have often secured the future for nonprofits in our region, but how do they ensure that they are using a racial equity lens to determine their grantmaking? In this discussion, we'll talk to foundation leaders who pay disciplined attention to race and ethnicity while still analyzing problems, looking for solutions, and defining success for an excellent return on investment.

Conversationalists: Peggy Outon, Bayer Center; Carmen Anderson, the Heinz Endowments and Michele Cooper, McAuley Ministries
Fee: Free, but RSVP is required

CONTINUED...

Planning and Producing Your Annual Report: Tips and Strategies

Wednesday, April 24 from 9 a.m. – noon

The annual report has long been a staple of nonprofit organizations in celebrating their accomplishments and impact on their constituencies. Despite this, many organizations fall short in tapping the full potential of this critical communications tool. This seminar is geared toward organizations with limited experience or resources. It will discuss the evolving role of the annual report and provide practical strategies for planning content and producing it on a limited budget. Attendees are encouraged to bring specific questions or issues to be addressed during the seminar. Who should attend: executive directors, fundraising staff, public and community relations staff.

Instructors: Mark Lynch, Mark J. Lynch and Associates, LLC and Brian Tedeschi, Think Communications, Inc.
Fee: \$65

Strategic Planning: The View from the Mountain

Thursday, April 25 from 9 a.m. – noon

Everyone knows the old aphorism – “If you don’t know where you’re going, any road will take you there.” But how do you determine together where you’re headed? This session will leave you with tools to help you determine a collective sense of direction, as well as a range of processes and resources that can ground that process in reality.

Instructor: Susan Loucks, Bayer Center
Fee: \$65

Relational Grant Seeking

Tuesday, April 30 from 9 a.m. – noon

This class is designed for nonprofit leaders and staff who are interested in elevating their grant-seeking program to new heights. Taking a nod from best practices in major gifts, we will discuss how to forge strong, trusted relationships with your grant funders that will bolster your grants program. Participants will leave with ideas and inspiration on how to use relationship building skills to up their grants game.

Fundraising Myth Buster: Operating Grants

Tuesday, April 30 from 1 – 4 p.m.

Nonprofit leaders and staff will learn about the Loch Ness Monster of grant proposals: the general operating grant. Yes, they do exist! Find out which funders are your likeliest prospects for these coveted grants and how to best position your organization to receive them.

Instructor: Lauren Steiner, Grants Plus
Fee: \$65 per class or \$115 for the whole day

Re-Align To Your Mission with the Social Business Model Canvas

Wednesday, May 1 from 9 a.m. – noon

Too often for nonprofits and social enterprises, either “mission creep” or the tension between your social mission and financial stability cause you to veer away from successfully achieving a double-, triple- or quadruple bottom line. Returning to those core missions is critical, but you don’t need to or want to go through yet another strategic planning process. Learn how to use the social business model canvas to re-orient your activities to your core value proposition, focus on key customers and stakeholders, and concentrate on key activities to achieve better results. Attendees will receive a train-the-trainer module to work with their own staff.

Instructor: Cathy Lada, Catherine A. Lada & Associates
Fee: \$65

Telling an Impactful Story with Data

Thursday, May 2 from 9 a.m. – noon

Finding stories in data can be a challenge. Where should you turn for sources? How can you confidently report them? This workshop will introduce the typical kinds of stories that can be found in data, provide an introduction to economic impact and the types of data used in an analysis, and give you practice in finding your own data stories. You’ll feel more confident “reading” datasets to uncover the stories they contain. A great resource for grant writers, project evaluators, strategic planning, or anyone interested in learning more about the communities you serve. Come and learn how to access and extract community data, hone your data-storytelling skills, and understand how economic impact reporting can benefit your organization!

Instructor: David Primm, Primm Research
Fee: \$65

Video Production on a Tight Budget

Wednesday, May 8 from 9 a.m. – noon

Are you looking to expand your video presence, but are lacking the budget to hire a professional or purchase expensive production equipment? Look no further! Learn basic video techniques and skills to create, edit and post videos from your phone and/or tablet. You will learn the basics of shot composition, lighting, audio and editing in order to deliver a simple, high-quality video as well as crucial tips to make your video stand out.

Instructor: David Onomastico, Steeltown Entertainment
Fee: \$65

Nonprofit Storytelling

Thursday, May 9 from 9 a.m. – noon

Effectively telling your organization’s stories is as important as showing the data-backed outcomes. Stories motivate donors, capture volunteers, and influence public officials. In this workshop we will talk about what kinds of stories to tell, how to craft your stories for the most impact, and how to use media to get your stories out there.

Instructor: Wendy Burtner-Owens, Steeltown Entertainment
Fee: \$65

Strategies for Resilience: Innovation Through Play and Exploration

Friday, May 10 from 10 a.m. – 3 p.m.

Playfulness, curiosity, and exploration are not just for children. Despite our struggles to believe it could be so, play is no diversion or frivolous waste of time. Exploring the excessive potential of the world and playing with the possibilities discovered is the most healthy, beneficial, and productive thing a human being can do. Join us for a transformative day of play and exploration in Avonworth Park where we will learn how creativity, curiosity, exploration and freedom to fail can unlock new potential in the way we think, act and problem solve in our work lives as we serve the nonprofit sector.

Instructor: Dave Bindewald, Center for Play and Exploration
Location: The Cabin at Avonworth Park
Fee: \$35 and includes lunch

So You Wanna Be a 501(c)3?

Tuesday, May 14 from 9 a.m. – noon

Setting up a nonprofit corporation involves a lot more than creating your website, opening your doors to clients and starting to fundraise. It’s a tricky and costly process, and might not be the best choice right now. Learn about the incorporation process and alternatives that may be more appropriate, as well as nonprofit governance issues, reporting requirements and other legal and management issues that could impact your project. You’ll leave this class with information, homework and a template to guide you through the next steps

Instructors: Jeff Fromknecht, Side Project, Inc. and Christie Tillapaugh, Cohen & Grigsby
Fee: \$65

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NONPROFIT MANAGEMENT CLINICS

Our ESC-led clinics offer individualized, expert advice on topics of interest for only \$65 an hour. 60-minute sessions are available by appointment.

Board Basics (2-hour minimum)

Are you launching or rebuilding your board? Do you have a number of questions about the basics of board operations (meetings, officers, terms and term limits, key policies and functions, committees, etc.)? Register for this deep dive into board basics, where we'll answer your most pressing governance questions using a basic board assessment tool, and put your board on a path to success.

Bylaws Clinic

Bylaws are important in directing the board and the organization. Due to recent changes in the 990 legislation, many nonprofits' bylaws are not in compliance with best practices. During this clinic, we will review your bylaws, give you suggestions for improvements, and guide you on how to discuss these with your board.

Employee Handbook Clinic (2-hour minimum)

Is your employee handbook up to date and are all the vital elements included? Does its wording comply with wage and hour laws? Is it truly the employee information source that you would like it to be? We can help! During the clinic, we will do a complete review of your handbook and point out the sections that are missing or require revisions.

Governance Clinic

Nonprofit governance is complex and nuanced. Let us help you navigate topics like committee structures or advisory boards; board member recruitment or on-boarding; or the board's role in fundraising, planning, financial or HR oversight. Bring your most burning board-governance questions, ask someone with seasoned experience, and leave with some potential next steps. This clinic is ideal for board members and Executive Directors.

HR Clinic

Do your HR policies need updating? Is expansion requiring more staff and more new job descriptions? Are you facing layoffs, or do you have a pregnant staffer and no maternity policy? We can help you with these and other issues, including creating better performance appraisals, improving employee relations and restructuring benefits and compensation.

Marketing Clinic

In this clinic, we'll review your current marketing strategy and materials, and give you advice about where you should focus your energy to align with your mission, customers, and needs.

Nonprofit Start-up Clinic (2-hour minimum)

Thinking of starting a nonprofit? We'll give you one-on-one guidance with the next steps – whether it is more research, looking into fiscal sponsorship, or reviewing an exemption application. We'll guide you through different options and the decision-making process.

Pinpoint Planning Clinic

Know you need to improve in a specific area? It provides executives and boards with a quick analysis of critical operations and specific recommendations for improvement. You can choose from: finances and financial management, fundraising, human resources, legal issues, governance and technology. Each PinPoint Planning™ tool is a type of audit that will take organizations about an hour to complete and return. The Bayer Center will assign an ESC volunteer from the relevant field to review your materials and then meet with you one-on-one for a working session. During your face-to-face meeting, you'll receive concrete, actionable suggestions to enhance your current operations.

This program was developed by the Bayer Center for Nonprofit Management in partnership with the United Way of Allegheny County.

EXECUTIVE SERVICE CORPS

DELIVERS RESULTS

The Executive Service Corps (ESC) is an integrated program of the Covestro Center for Community Engagement that uses the skills of experienced, knowledgeable, and dedicated volunteer professionals through Bayer Center consulting contracts, class instruction, BoardsWork! facilitation and SkillShare project development.

Projects are based on the scope of nonprofit need and are designed to be affordable to smaller organizations, with contracts ranging from one-time engagements to six-month timelines.

All of our volunteers are committed to nonprofit success and value the challenging, indispensable work of the sector. Whether currently working or retired, they are experienced and are trained to work alongside nonprofits of any size.

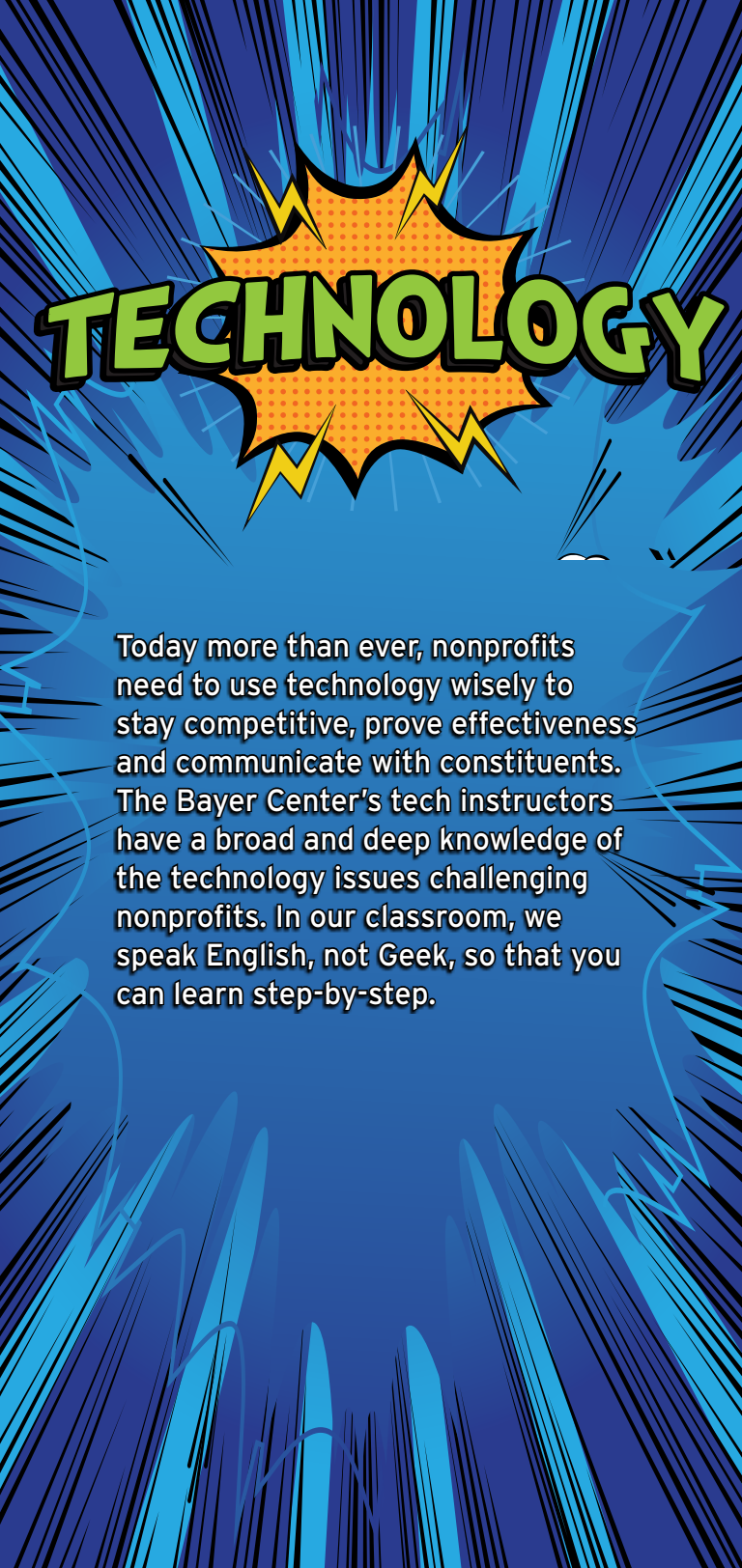
ESC engagements and solutions are as varied and diverse as our volunteers. Some of the areas in which ESC volunteers can assist include: marketing and communications planning; human resources; compensation analysis; facilities management; accounting systems and QuickBooks; outcomes management and quality improvement; project management; and strategies for emerging organizations.

For more information on Executive Service Corps, contact the Associate Director, Covestro Center for Community Engagement, Yvonne Van Haitsma at 412-397-6002 or vanhaitsma@rmu.edu.



More than just a sympathetic ear, the Bayer Center's coaching program can help you be more effective at managing others, managing yourself, managing change, and balancing the demands of your professional and private lives. Our coaches can help you achieve a more effective organization and a peaceful night's sleep! Especially beneficial to those new to supervision and management, coaches help you draw on your own natural wisdom to make better decisions from a place of clarity and confidence.

Cost: \$500 for each 6-hour coaching engagement. Smaller packages may be negotiated upon request. For more information, please contact Carrie Richards at 412-397-6008 or richardsc@rmu.edu.



Today more than ever, nonprofits need to use technology wisely to stay competitive, prove effectiveness and communicate with constituents. The Bayer Center's tech instructors have a broad and deep knowledge of the technology issues challenging nonprofits. In our classroom, we speak English, not Geek, so that you can learn step-by-step.

Bagels and Bytes

Join your nonprofit techie colleagues for informal learning and networking in this peer-lead monthly convening. If you're officially (or unofficially) responsible for your nonprofit's technology challenges, we want to meet you. Breakfast cost is each individuals' responsibility. No registration is required – just come!



*Wednesday, Feb. 6 from 8:30 – 10 a.m.
at Panera, Shadyside, 5430 Centre Ave., 15232*

*Wednesday, March 6 from 8:30 – 10 a.m.
at Arnold's Tea House, 502 E Ohio St., 15212*

*Wednesday, April 3 from 8:30 – 10 a.m.
at Eat'n Park, Squirrel Hill, 1816 Murray Ave., 15217*

*Wednesday, May 1 from 8:30 – 10 a.m.
at Au Bon Pain, One Oxford Center, 301 Grant St., 15219*

EXCEL DAY

Introduction to Excel

Tuesday, Feb. 26 from 9 a.m. – noon

Learn Excel basics in the morning session including worksheet creation, formula creation, cell formatting using "mouse pointers," absolute cell references, and printing your worksheet.

Intermediate Excel

Tuesday, Feb. 26 from 1 – 4 p.m.

Learn more about Excel in the afternoon including worksheet templates creation and use, using functions, creating links between worksheets, database features, and chart creation and formatting.

Instructor: Sarah Thurston, Allegheny Department of Human Services

Fee: \$65 each or \$115 for both classes

Conquering Your Donor Database Dragon

Wednesday, Feb. 27 from 9 a.m. – noon

Having a database with information in it is one thing. Being able to get the reports and information you need back out is another. Learn how to make your database work for you and how to utilize it in your various fundraising efforts. This session is designed to help you clean up your database and create a strategy to leverage the database so you can make more data-driven decisions and spend more time raising money for your mission.

Instructor: Dave Tinker, ACHIEVA

Fee: \$65

Rethink Your Workflow Using the Latest Low-Cost Web Apps

Thursday, Feb. 28 from 1 – 4 p.m.

Learn how to utilize free or low-cost web-based applications to reexamine your nonprofit's workflow. In this hands-on workshop, you will learn how to take advantage of the latest technology applications for virtual meetings (Zoom), messaging (Slack), project management (Asana), time tracking (Harvest), document version control (Google apps), and more. See why today's workforce is increasingly being powered by these subscription-based web applications. This course will feature hands-on opportunities to learn, and attendees will be tasked with group case studies, requiring participants to apply newly learned concepts.

Instructor: Garrett Cooper, BenefitMany

Fee: \$65

Social Impact in the Digital Age: Social Media Strategies

Tuesday, March 12 from 1 – 4 p.m.

Social media has changed the way we consume information and are influenced. The social media algorithms promote controversy and negativity. Traditional industries and nonprofits have struggled to garner attention. This course will focus on amplifying messaging through digital means. We'll discuss how to build an online community, amplifying your mission, platforms and algorithms, turning followers into donors, equipment on a budget and more! You'll leave with a better understanding of how social media works and what strategies to implement

Instructor: Jordon Rooney, Never Fear Being Different

Fee: \$65

Cybersecurity: Understanding Today's Challenges and Threats

Tuesday, March 26 from 1 – 4 p.m.

Cyber predators are continuously and aggressively networking, exploring, and testing new methods and techniques intended to disrupt operations and make money or spy on their targets. Unfortunately, no industry is immune to these cyber threats. This course is designed to provide you with some information and tools to better prepare you and your organization in the prevention and risk mitigation with respect to these threats. Discussion will include current trends, common types of attacks, and methods to strengthen your organization's overall preparedness. Please bring your nonprofit's manual and/or procedures to class.

Instructors: Stephanie Bucklew, SLB Consulting and Todd Whiteman, Enscoe Long Insurance Group

Fee: \$65



Peggy Morrison Outon is the founding Executive Director of the Bayer Center for Nonprofit Management at RMU, and now serves as Assistant Vice President for Community Engagement and Leadership Development at Robert Morris University. She is also the founding Director of the Centers for Effective Nonprofit Management in Austin, Texas, and New Orleans, and the founding board chair of the Alliance for Nonprofit Management. A nationally noted consultant, fundraiser, and trainer, Peggy has worked with more than 1,000 nonprofit clients and with the help of many people, helped organizations raise in excess of \$40 million. She served as founding member of the Drucker Foundation's international training team and as a trainer. She has been an active community volunteer, serving on 33 community boards and countless committees. In August 2006, she was named to the national Nonprofit Times Top 50 for Power and Influence and has been recognized locally by several organizations, including the Girls Scouts and Pittsburgh City Council.

Evie Gardner is Senior Consultant, Organizational Development and Finance at the Bayer Center for Nonprofit Management at Robert Morris University. She has teamed with a diverse set of clients on projects ranging from enhancing governance and evaluation practices to diversifying revenues and clarifying organizational strategy. Her integrated approach supports nonprofits as they use data and numbers to drive strategic decision-making. Evie holds a B.A. from the University of Wisconsin-Madison and master of public administration degree from the University of Pittsburgh. She was the 2012 Heinz Endowments Graduate Fellow, is an AmeriCorps alumna, and is the President of the Young Nonprofit Professionals Network of Pittsburgh.

Shelby Gracey is Office Coordinator at the Bayer Center for Nonprofit Management at Robert Morris University, responsible for keeping the center's office functions flowing smoothly. After receiving an A.S. from Lake-Sumter Community College, as well as certification as a professional secretary, she went on to work in healthcare public relations, word processing, and computer support. Shelby is also organist and director of music at Sunset Hills United Presbyterian Church, where she coordinates and plays music for church services, and directs the adult, children's, and handbell choirs.

Susan Loucks is Senior Consultant, Organizational Development and Strategy at the Bayer Center for Nonprofit Management at Robert Morris University. A longtime resident of Boston, she has worked as an organizational development consultant for nonprofits independently and with the Human and Institutional Development Forum in Bangalore, India. Particular areas of focus include transitions (e.g. leadership, business model, size), efficiently and effectively involving people in organizational improvements and systems development, and communication/conflict. Susan holds a master's degree from the University of Michigan, a bachelor's degree from Wellesley College, and a certificate in Grassroots Development and NGO Management from the School for International Training.

Jennifer Pease, Program Specialist, Covestro Center for Community Engagement at Robert Morris University, manages the *BoardsWork!* and SkillShare operations, in addition to telling the story of the communities they bring together. She is president and founder of Senior Pet and Animal Rescue and an advisory board member of her local YMCA. Jen has held leadership positions with Humane Animal Rescue, Steel City Road Runners Club, WYEP radio, Family House, Hello Bully, and St. Paul Cathedral. She holds a degree in English writing from the University of Pittsburgh, maintains a public and professional writing certificate, and plans to pursue a master's degree in nonprofit leadership at Robert Morris University.

Carrie Richards is Programs Team Leader at the Bayer Center for Nonprofit Management at Robert Morris University, where her favorite roles are playing *BoardsWork!* matchmaker and crafting the educational catalog. She mentors in the Women's Leadership and Mentorship Program and teaches in the Nonprofit Leadership Association, both at RMU. A Northsider and proud owner of a rescued pit bull, she's an animal rescue volunteer, member of Elks Lodge #339, and Board President for Allegheny Goatscape. Carrie is an RMU alumna with master's degrees in nonprofit management and human resources. She and her husband Bradly love exploring National Parks and visiting Disney World as often as possible.

Carrie Tancraitor is Associate Director at the Bayer Center for Nonprofit Management at Robert Morris University, responsible for the collection and analysis of customer, demographic, and survey data. She also contributes original research to various studies on the nonprofit sector. Carrie was a Schreyer's Scholar at The Pennsylvania State University, holds a master's degree in public administration from the University of Delaware and a doctorate from Robert Morris University. An active volunteer, she is a marathoner and proud parent to three spirited boys and a tail-less shelter cat.

Yvonne Van Haitsma, Associate Director, Covestro Center for Community Engagement at Robert Morris University began working with the Bayer Center for nonprofit management in 2000, initially working with nonprofit organizations on collaboration planning, strategic planning, and board development. Now she works building collaborations between companies and nonprofits, creating win-win-win relationships that build nonprofit capacity, corporate social responsibility, employee engagement, and purpose-driven opportunities for companies and their workforce. She manages the Executive Service Corps, SkillShare, and *BoardsWork!* Yvonne earned her M.S.W. in Community Organizing and Nonprofit Management at the University of Pittsburgh and has worked with nonprofits in Pittsburgh, Ecuador, and El Salvador.

Carmen Anderson is director of equity and social justice at The Heinz Endowments. She leads efforts to address social injustice and inequity in communities served by the Endowments. Prior to joining the Endowments in 2000, Carmen was the executive director of Healthy Start, Inc., a federal public health initiative to reduce infant mortality in Pittsburgh and Allegheny County. Carmen has a master's degree in mental health, a bachelor's degree in mass and interpersonal communications, and certificates in nonprofit management, business administration and victim services. She has received the U.S. Department of Human Services Commissioners Award for outstanding service in the field.

Lynette Asson, principal of New Place Collaborations, is an events and marketing maven who creates powerful marketing strategies for businesses and nonprofits. She produces events ranging from intimate receptions to large convention center shows. Lynette worked as national production manager for the International Beauty Show. Her expertise includes adult learning, artist relations, and trade show management for international corporations Goldwell/KMS, Wella, and Redken. This johannes factotum enjoys working with Pittsburgh-area nonprofits and corporations, including the Bayer Center for Nonprofit Management and its clients, Crisis Center North and Pittsburgh Festival Opera.

Valerie Beichner, Executive Director of Friends of the Riverfront, is a seasoned nonprofit professional with experience in organizational efficiency, fundraising, community and economic development and more. At Friends, Valerie is tasked with reviving an organization in transition through program, fund development and volunteer diversification. She has significant experience in green building and green building products, sustainable corporate culture, advocacy and organizational leadership. Valerie is also President of Élan Evolutions, LLC, a nonprofit management consulting firm. Valerie earned a B.A. in political science at Clarion University and an M.S. in organization leadership from RMU. An avid runner and ultra-marathoner, Valerie is a volunteer coach for a local Girls on the Run team and a volunteer professional mentor for the RMU Women's Leadership & Mentorship Program.

Dave Bindewald is Founder and Director of the Center for Play and Exploration. His training in Education, Theology, Psychology, and Philosophy have led him to a fascination with the power of curiosity to unlock potential in people and organizations. His experiences with the Center have convinced him that human life and work can be an act of playful exploration. He loves old couples, being surprised, and the rock and roll.

Paul Block has been a CPA for 40 years, working in the nonprofit arena as a tax preparer and consultant for over 20 of those years. He is a member of the AICPA and PICPA where he is a member of the Committee on Schools and Colleges and Community Involvement. He serves on the boards of the Bach Choir of Pittsburgh (treasurer), Chatham Baroque (treasurer), Humane Animal Rescue, The Pittsburgh Schweitzer Fellows Program and Service Coordination Unlimited (treasurer). He is an Advisory Board member of POWER, The Tamburitzans and WQED. He is an ESC consultant for The Bayer Center for Nonprofit Management and the Covestro Center for Community Engagement.

Stephanie Bucklew has over twenty years' experience in enterprise risk management with a concentration in the financial services industry, serving primarily as a risk manager and consultant. Her ultimate goal is to provide services to advance the mission of nonprofits by cutting expenditures and adding to the bottom line.

Joel Burstein, the owner of Keep It Simple Training and Development, is a savvy entrepreneur with 19 years of business development experience. In 2016 Joel partnered with Sandler Training to provide a selling method shrouded in simplicity. Joel earned his bachelor's degree in less than 4 years from The University of Miami. He then went on to achieve several professional certifications from NYU along with completing a prestigious, invite only program, at Wharton University of Pennsylvania. Joel's Keep It Simple approach to business development has earned him three "40 under 40," most recently the New Pittsburgh Courier's "Fab 40."

Wendy Burtner-Owens has more than 25 years' experience managing and growing foundations and nonprofit organizations. Before joining Steeltown Entertainment Project as Interim CEO, Wendy led the Capital Region Collaborative in Richmond Virginia, was Executive Director of the Virginia Breast Cancer Foundation, COO of Comfort Zone Camp, founding Manager of the CarMax Foundation, and the Director of Grantmaker Services for GuideStar. She has also been an independent consultant to start-up businesses, foundations and nonprofit organizations. Wendy has a history of working collaboratively to develop strong internal and external relationships. She is also a successful fundraiser – obtaining individual donations, foundation and government grants from \$30 to \$3,000,000.

Esther L. Bush is President and CEO of the Urban League of Greater Pittsburgh. She has progressed in leadership since joining the Urban League movement in 1980, from Assistant Director, Labor Education Advancement Program for the National Urban League, to Borough Director of both the Staten Island and Manhattan Branches of the New York Urban League, to President of the Urban League of Greater Hartford, and is the first female to serve in each of her last four positions. She was one of ten Americans recognized in 2013 at the White House as a Champion of Change in educational excellence for African Americans.

Garrett Cooper has spent years immersed in the financial, nonprofit, and technology sectors. Today, Garrett is the CEO of BenefitMany, a web and mobile app development agency with offices in Pittsburgh, Reno, and San Diego. BenefitMany helps small businesses, startups, and nonprofits to bring their app ideas to fruition. Prior to BenefitMany, Garrett was the COO of MortarStone, a leading donor analytics software provider to churches. Garrett holds degrees in finance (B.S. and M.S.) and nonprofit management (M.S.) and is a graduate of Academy Pittsburgh. He is also the founder and Chairperson of The Robert M. Rodrigues Fund, a nonprofit that gives back to his high school community.

Michele Rone Cooper is Executive Director of McAuley Ministries Foundation, the grantmaking arm of the Pittsburgh Mercy Health System. McAuley Ministries has awarded more than 350 grants with awards totaling more than \$15 million and was selected in 2013 as the Outstanding Foundation by AFP Pittsburgh. Michele's professional career includes positions at Magee-Women's Hospital, the Health Systems Agency of Southwestern Pennsylvania, and the Pittsburgh Mercy Health System. Michele is a member of the board of the Falk Foundation and volunteers with the Hill District Education Council and Everybody Wins!, a Reading is FUNdamental lunchtime literacy and mentoring program at Pittsburgh Weil PreK-5 in the Hill District.

Luci Dabney, Executive Director of PACE, has an eclectic and general professional background in both the for-profit and nonprofit sectors. Her areas of specialty include organizational assessment, strategic and business planning, program development and evaluation and resource development strategy. An experienced consultant, facilitator, public speaker and trainer, she is the former Executive Director of the Cultural Arts Council of Houston and Harris County where she supervised an annual grants budget of over \$7 million. Luci earned her bachelor of business administration from the University of Michigan and a master of business administration from the University of Houston.

Brenda Dare is the President of Dare Enterprises, Inc., a human resource business solutions that partners with clients in the nonprofit and for-profit arena, offering customized, outsourced consulting services to meet daily HR challenges without the expense of hiring staff. Additionally, larger organizations benefit by using Dare as an extension of their busy human resources team for special projects. Prior to founding Dare Enterprises in 1996, Brenda held various key management positions in HR and operations management during her career with a multi-million dollar division of Xerox Corporation. She serves as board chair of Lifesteps, located in Butler, PA and is a member of the SHRM and the PHRA

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John Denny has played a lead role in diverse humanitarian, corporate, public affairs, and philanthropic initiatives throughout his entire career, from his leadership with the Allegheny Regional Asset District, to the successful Save Our Summer Campaign, to his long career as special assistant and consultant to Mrs. Elsie Hillman. He has been honored with RMU's Alumni Achievement Award, Pittsburgh Magazine's 40 under 40, The Pittsburgh Business Times' Changemakers of the Year, and Pittsburgh Magazine's Pittsburghers of the Year 2002. He is member of the Board of Trustees for numerous local organizations, including Carlow University, and the YWCA's Center for Race and Gender Equity.

Jeremy V. Farrell, Esq. is a trial lawyer who helps employers with the many legal issues they encounter in the workplace. In addition to representing them in court and before administrative agencies, he assists them with the day-to-day legalities of managing a workplace, including complying with the Americans with Disabilities Act and Family Medical Leave Act; reviewing pay practices; preventing and investigating discrimination and harassment claims; drafting non-compete, non-solicitation, and confidentiality agreements; revising employee handbooks and workplace policies; handling claims for unemployment compensation; and offering guidance on personnel matters, such as terminations and other disciplinary issues.

Jeff Fromknecht is the President and Chief Executive Officer of Side Project Inc. He has more than 10 years of experience working at nonprofit organizations in a variety of direct service and administrative roles. Most recently, Jeff worked as a community partner at United Cerebral Palsy of Pittsburgh, where he developed and evaluated programs designed to help people with disabilities to build social capital. Jeff holds graduate degrees in both social work and law, is licensed to practice law in Florida and Pennsylvania, and has been admitted to practice before the United States Tax Courts throughout the country.

Jake Goodman is the Executive Director of the Opportunity Fund. He is an educator, performer, and activist with extensive experience in the nonprofit world. He is a founding member of the NY-based activist group, Queer Rising, which demands full equality and dignity for all LGBTQ people. BFA, Acting, Emerson College; MA, Experiential Jewish Education, Jewish Theological Seminary.

Phyllis G. Hartman, SHRM- SCP, SPHR, the founder and President of PGHR Consulting, Inc. has 25+ years in HR. A speaker on recruiting, workforce development and other HR and business topics, Phyllis is a member of the SHRM Ethics Expert Panel and the Government Advocacy Team. She has an MS in HRM, La Roche College and is a certified Senior Professional in HR. Phyllis has written three books, "A Manager's Guide to Developing Competencies in HR Staff," "Looking to Hire an HR Leader?" and "Never Get Lost Again: Navigating Your HR Career." She is a volunteer HR consultant for the Ward Home, Inc., and a past Board of Trustee member for the Homeless Children's Education Fund.

Michelle Pagano Heck, President of Nonprofit Talent, has worked with the nonprofit community to improve the capacity of organizations through leadership consulting, organizational assessment, transition management and executive recruitment for 30 years. A graduate of The College of Wooster, she received her M.Ed. in Educational Psychology from the University of Pittsburgh. Prior to starting Nonprofit Talent, Michelle was Senior Consultant with Dewey & Kaye. In addition to her background as a strategy consultant and talent recruiter, Michelle was the Assistant Director of Admission for Allegheny College, a therapist and a school counselor, holding her PA state license as a guidance counselor.

Yvonne Hudson, principal of New Place Collaborations, is a versatile marketing/PR expert who creates mission-driven solutions for nonprofits and businesses. She directed higher education communications for Carnegie Mellon, Chatham, New York Law, Yeshiva University, and University of Pittsburgh Theatre Arts. Her work in New York, DC, and Pittsburgh includes projects for the Bayer Center for Nonprofit Management and its clients, Pittsburgh Festival Opera, Crisis Center North, and Pittsburgh in the Round. A journalism and psychology alumna of Point Park University, Yvonne earned an M.A. in arts management and developed her solo show, Mrs Shakespeare, at Pitt.

Emma Kieran brings more than 16 years of fundraising experience to Pilot Peak Consulting. She has worked with over 50 nonprofits in her career as a coach, teacher and change agent. Previously, Emma was the Vice President for Fundraising and Development at Orr Associates, Inc. (OAI) and a consultant with Changing Our World (CW). Emma holds an M.A. from Columbia University in organizational psychology, an M.P.A. from American University in nonprofit management and a B.A. from Connecticut College. Emma is a dedicated volunteer for The Ellis School for Girls, her alma mater, and for Girls on the Run.

Lisa M. Kuzma is Senior Program Officer at the Richard King Mellon Foundation. Prior to joining the Foundation, she worked for 20 years in the commercial banking industry, then shifted her financial management background to assisting nonprofits achieve long term sustainability with Deloitte & Touche and then at the Bayer Center for Nonprofit Management at Robert Morris University. Over this period, Lisa had the privilege of working with nonprofits to build income streams, diversified contributed revenue bases and rationalized expense structures in many innovative and forward-thinking ways. She received her bachelor's degree in finance from the Pennsylvania State University and M.B.A. from Duquesne University.

Catherine A. Lada, D.Sc. has 16 years of nonprofit experience including leading two foundations as executive director; managing over 800 volunteers and overseeing program and product development in seven professional development areas; and leading two national branding campaigns. She is adjunct faculty at the University of Pittsburgh, West Virginia University, and Robert Morris University. She recently served on the board of directors of New Sun Rising and is faculty advisor for Phi Gamma Nu. Catherine received her doctorate in Information Systems and Communications from RMU, her M.S. in Administration from Central Michigan University, and her B.A. in Economics from the University of Detroit Mercy.

Albert S. Lee is a seasoned employment and labor law attorney who has assisted employers with their human resources issues since 1992. Although his clients are quite varied, they are concentrated in the manufacturing, healthcare, service, hospitality and educational sectors. Albert has provided guidance on day-to-day personnel matters such as FMLA situations, employee disciplines and discharges. He is a member of the adjunct faculty of the University of Pittsburgh at Johnstown, Penn State University New Kensington, La Roche College and St. Francis University and has served as a guest lecturer at many other institutions of higher learning including Carnegie Mellon University and Duquesne University.

Ed Lettieri is a Vice President, and Director of Business Development at Hefren-Tillotson. Ed is an Investment Advisor Representative, and a Registered Representative. He is a graduate of the University of Pittsburgh, where he has also been an instructor for the Emerging Leader program, and served as the Alumni President for the PAXO chapter of Sigma Alpha Epsilon. Ed is a graduate of Leadership Pittsburgh XXIX and is a board member at Magee Womens Research Institute and Foundation. He is a lecturer at his church, and involved with his neighborhood association.

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Mark Lynch, principal of Mark J. Lynch and Associates, LLC, has more than 30 years of experience in fundraising, communications, marketing and branding, and organizational development for nonprofit organizations including fundraising consulting through Ketchum, Inc., and A.L. Brouman Associates, Inc. Mark is a registered fundraising consultant in Pennsylvania and West Virginia. He is active in the community, currently serving on the Community Advisory Board of the Allegheny Regional Asset District, and has served on many other committees and boards for nonprofit organizations including Support Inc. and the Sewickley YMCA. He is a graduate of Leadership Pittsburgh, Class XIII.

Dave Onomastico is the director of the youth and media program at Steeltown Entertainment Project with over 10 years' experience in video production, photography, multimedia management, sales, and marketing. A graduate of Duquesne University, Dave began his career by working as photographer/videographer with the documentary group ALT Project, where he was part of a team that won three Telly awards for cinematic excellence. Dave has worked in sales, management and marketing with companies such as Apple, Pythio, JSO Technologies, and FOX 53. He has worked with small business clients managing new ventures, start-ups, marketing, and multimedia projects.

Dr. Jo Ellen Parker is a former college president and museum executive with extensive fundraising experience. As President and CEO of Carnegie Museums of Pittsburgh she oversaw the successful campaign to expand the Carnegie Science Center. And as a long-time educator she loves sharing information to help nonprofit leaders and their organizations thrive.

David Primm is CEO of Primm Research Network, a cross-sector team of experts specializing in economic impact, market research, and analysis. He has personally assisted more than 200 public and private organizations within the social enterprise, economic development, hospitality and tourism, and healthcare sectors. When not helping customers identify economic impact solutions, David volunteers his time; advocating for youth mentoring programs, community services, and eliminating food waste.

Jordon Rooney is the Founder/CEO of Never Fear Being Different. He started off as a speaker traveling to 140 schools in 14 states, then used that to build an online presence. Last year he grew to 140,000 followers receiving over 20 million video views. NFBD's flagship program is "Vlog University: A social media marketing agency run by high school students." He works with large companies and nonprofits on social media strategy and content creation.

Melanie Rutan works with a wide variety of nonprofit clients at Bookminders, where she serves as an accountant and trainer. She received her B.S. in Business Administration with an emphasis in accounting from West Virginia State College in 1988 (Summa Cum Laude). Melanie was an Examiner-In-Charge with the Federal Deposit Insurance Corporation (FDIC) for 11 years before joining Bookminders in 2001.

Abigail Salisbury, J.D., MPPM, is a PA-licensed attorney whose law practice, Salisbury Legal, LLC, focuses on serving the particular legal needs of nonprofits. As the former Executive Director of JURIST, a nonprofit legal news organization at Pitt Law, Abigail trained and managed several dozen volunteer staffers. Before starting her solo practice, she worked on international law and development projects in Kosovo, Ethiopia, and Senegal, and also worked as an academic research contract negotiator.

James R. Sismour Jr. has 29 years of experience building major gift relationships with donors in higher education, hospitals, and religious organizations. Currently he is a gift and charitable estate planning officer for the business schools at Pitt and he is a fundraising service provider for a select group of nonprofits across multiple sectors. Jim graduated from Gannon University in Erie. He is a board member of the Pittsburgh Planned Giving Council, Cardinal Wuerl North Catholic High School and the Edgewood Foundation. Jim and his wife Jeanine have five children living across the United States, from Philadelphia to San Francisco.

Rev. Sally Jo Snyder is an ordained minister in the United Methodist Church and works in justice ministry settings as a community organizer on local, state and national levels, focusing on issues which impact marginalized populations, children, the impoverished, members of the LGBTQ community and people with disabilities. Since March of 2007, Snyder has been on staff of the Consumer Health Coalition where she is the Director of Advocacy and Consumer Engagement. Sally Jo serves as the Vice-Chairperson for the Pennsylvania Governor's Advisory Committee for People with Disabilities and is chairperson of the Health Workgroup.

Lauren Steiner, President and Founder of Grants Plus, is past president of the Grant Professionals Association Ohio– Northern Chapter and an active member and former board member of the Association of Fundraising Professionals Greater Cleveland Chapter. She is an alumna of Cleveland Bridge Builders and was named one of the "Top 25 Under 35" in 2007 by Inside Business Magazine. To fulfill her childhood dream of becoming a puppy washer, she volunteers at Love-A-Stray dog shelter where she walks dogs and cleans cages. Lauren holds a B.S. in Telecommunications from Ohio University and a JD from Cleveland State University, Cleveland Marshall College of Law, where she remains active in the Alumni Association.

Brian Tedeschi of Think Communications, Inc. is a 30-year public relations, advertising and product launch veteran – bringing strategic communications expertise to bear for leading healthcare, consumer and specialty brands seeking to define, separate and lift sales for their organizations. Founded in 1998, Think Communications, Inc., is a leading integrated marketing solutions firm based in Pittsburgh, delivering senior-level strategic communication experience, public relations, advertising and business planning alongside a passion for execution to move objectives forward for clients.

Christie Tillapaugh is a Director and member of the Corporate & Tax Group at Cohen & Grigsby with a focus on counseling public, private and nonprofit companies with respect to corporate matters, corporate governance, securities law compliance and corporate transactions. Christie currently Chairs the Firm's Talent Management Team and is a member of the Cohen & Grigsby Diversity & Inclusion Committee. She is currently serving her second appointment as co-chair of the Allegheny County Bar Association Gender Equality Committee, a strategic advisory committee, which launched the Women's Institute of Leadership in Law. Christie is a member of the Penn State Law Board of Advisors.

Maria Townsend, PhD, is adjunct faculty for the University of Pittsburgh and president of Townsend Associates LLC, offering evaluation, training and consultation. Since 1999, Maria has worked independently and collaboratively evaluating local, state and national programs, conducting needs assessments, and identifying and measuring child indicators. She has taught graduate level courses in evaluation, quantitative and qualitative research methods, family and child issues, and policy analysis for the University of Pittsburgh's Graduate School of Public and International Affairs, the School of Education, and the School of Social Work. Maria received her doctorate in developmental psychology from Michigan State University.

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Trina Walker is the Lead Consultant for TLW Strategy, a consulting firm designed to help nonprofits create efficiencies in their plans, people and processes so they can have a greater impact. Trina has more than 25 years of nonprofit leadership, strategy and marketing experience in healthcare, advertising, consulting, education, religious and cultural organizations. She has helped organizations with strategic planning, organizational change, staff development, fundraising, marketing and communications. Prior to launching her own consulting company, Trina served as Director of Communications and Creative Services at Carnegie Library of Pittsburgh, and Director of Marketing and Outreach at the University of Pittsburgh's College of General Studies.

Todd Whiteman is the Executive Vice President at Enscoe Long Insurance Group, specializing in providing programs and consulting to the nonprofit sector. He is an active member of the community, including board service with Association of Fundraising Professionals and Pittsburgh Planned Giving Council. Todd was a founding member and first President of Young Nonprofit Professionals Network Pittsburgh, and worked to promote an efficient, viable and inclusive nonprofit sector focusing on the growth, learning and development of young professionals. His commitment to the sector also includes board service and volunteer work with the First Tee of Pittsburgh, Mental Health America Allegheny County, Junior Achievement and others.

Michael Yoon is a Senior Vice President and Director of Investments for PNC Institutional Asset Management. He has oversight of the nine investment advisors in Institutional, along with direct responsibility of various clients in Institutional. He has over 20 years of investment experience, including Bank of New York Mellon and Citigroup.

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Our Region Our Resources Our Future



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COURSE REGISTRATION

The registration deadline for all classes is one week before the course begins (or the first session of a series) and all registration fees must be paid prior to the class. Online payment is preferred. If you are unable to pay online, please email bcnm@rmu.edu to request an invoice. Register early – space is limited. Please register and pay for courses online at rmu.edu/bcnmregistration.

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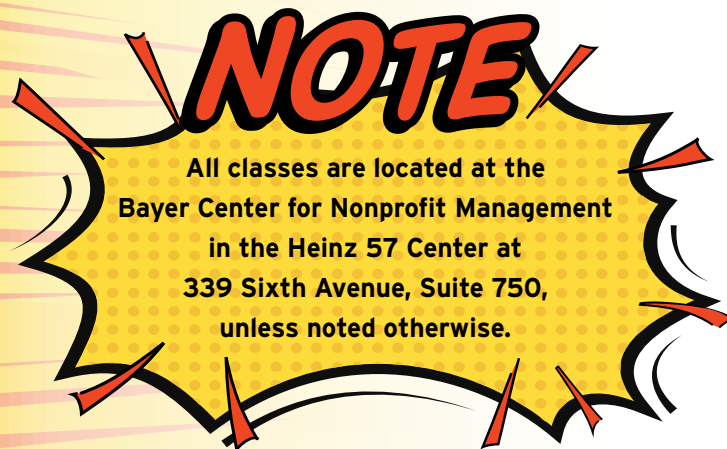
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THE END..