



“Community is much more than **belonging to something**; it’s about doing something **together** that **makes belonging matter.**”

-Brian Solis

**SPRING 2024  
COURSES**



**BAYER CENTER FOR  
NONPROFIT MANAGEMENT**

[RMU.EDU/BCNM](http://RMU.EDU/BCNM)



## BAYER CENTER FOR NONPROFIT MANAGEMENT

6001 UNIVERSITY BOULEVARD  
MOON TOWNSHIP, PA 15108

RMU.EDU/BCNM

At the Bayer Center for Nonprofit Management at Robert Morris University's Rockwell School of Business, we build a stronger community by helping to build stronger, more knowledgeable nonprofits. We incorporate collaboration, patience, and decades of knowledge and past successes into our educational programming, consulting engagements, and research initiatives for the dedicated folks who work to bring justice, opportunity, and hope to our region.

Since 1999, The Bayer Center has worked with, educated, and collaborated with a myriad of nonprofits ranging from grassroots start-ups to large-scale, long-tenured organizations. No matter what size, stage or mission, The Bayer Center works 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.

Nonprofits build  
strong communities.

We build  
strong nonprofits.

Nonprofits can get connected by  
contacting the Bayer Center at  
[bcnm@rmu.edu](mailto:bcnm@rmu.edu) or 412-397-6000.

## MESSAGE FROM THE BAYER CENTER ASSOCIATE DIRECTOR

Hello, friends!

It would be an understatement to say that both the Bayer and Covestro Centers have experienced some changes this past year. While change causes discomfort, it cultivates opportunity for growth. What has remained unchanged since I joined this team 16 years ago (and counting!), is my optimism and enthusiasm for making the world a better place. What has grown significantly during that time is my sense of awe and admiration for your unwavering dedication and tireless efforts to elevate that same cause with boots on the ground. It is because of your dedication to doing the big work that our operations continue. We remain here to help you build strong communities with more efficiency, effectiveness and resources than if you were to go at it alone. As Associate Director of the Bayer Center for Nonprofit Management at Robert Morris University's Rockwell School of Business, it is both my honor and pleasure to play a small part in that.

Together, we are unstoppable!

### Carrie Richards

Associate Director,  
Bayer Center for Nonprofit Management

**Carrie Richards** is Associate Director at the Bayer Center for Nonprofit Management at Robert Morris University. A nonprofit professional who specializes in capacity building, community development, and program management, Carrie is a strong believer in the power of social capital, and loves to match the talents and passions of individuals to opportunities that will strengthen their communities. Carrie is an RMU alumna with master's degrees in nonprofit management and human resources. A Northsider and proud owner of a rescued pit bull, she and her husband Bradly love exploring National Parks with their pup, Kitty, and visiting Disney World as often as possible.





### COVESTRO CENTER FOR COMMUNITY ENGAGEMENT

The Covestro Center for Community Engagement at Robert Morris University's Rockwell School of Business can help your nonprofit to thrive through partnership and programming in **BoardsWork!** and **SkillShare**. Our seasoned staff and trained ESC volunteers will pinpoint areas of growth and sustainability, including new and diverse talent, customized organizational solutions, and strong community relationships.

**BoardsWork!** elevates both sides of the governance equation – equipping nonprofit boards to be more strategic, effective, and equitable, and training board members with the knowledge and skills they need to help our community thrive through great board leadership. **BoardsWork!** is a proven resource for nonprofits and businesses alike. Through individual governance assessments, interactive training, board member matches, ongoing support, and discounts on the many classes we offer, we can help you!

**SkillShare** creates opportunities for organizational growth and encourages a sense of community and engagement between businesses and nonprofits. Small consulting teams apply their business expertise to a specific challenge identified by the nonprofit and work together, stimulating cross-functional and organizational relationships.



Union Project Board Co-chair, Courtney Davenport, welcoming guests at a Union Project Open House.

*“For a while I was very interested in board service, but had no idea where to start or if I even had the skills to be a board member. The BoardsWork! training gave me the confidence and connection I needed. As a result of the program, I not only became a board member, but I’ve been elected as board co-chair. Learning about everything from governance, to financials during BoardsWork! training is what made it all possible.”*

**Courtney Davenport**  
Union Project Board Co-chair  
and BoardsWork! Member

*“The BoardsWork! program has been invaluable to Union Project. It has connected us with exceptional board members, year after year. Many of them have taken on key roles on our board including leadership positions on our Executive Committee. Best of all, they’ve helped us grow our mission to new partners and communities.”*



~Jeffrey Dorsey,  
Executive Director, Union Project



Union Project board members, Jordan Schweinsberg, Sarah Thompson and Nicole Muise-Kielkucki, are also participants in the Bayer Center's BoardsWork! program.

**Nonprofit boards can get connected by contacting the Bayer Center at [bcnm@rmu.edu](mailto:bcnm@rmu.edu) or 412-397-6000.**



# TABLE OF CONTENTS

This table of contents includes interactive links to all of the items listed. Click on any item to go directly to that page for the full description.



- ABOUT THE BAYER CENTER AND MESSAGE FROM THE ASSOCIATE DIRECTOR ..... 1
- ABOUT THE COVESTRO CENTER FOR COMMUNITY ENGAGEMENT ..... 2
- TABLE OF CONTENTS ..... 3
- CLASSES BY DATE ..... 4
- CLASSES BY CATEGORY ..... 5
- FINANCE CLASSES** ..... 6-7
  - Nonprofit/Tax-Exempt Status: Keeping Things Legal ..... 7
  - The Board's Role in Financial Management ..... 7
  - QuickBooks for Nonprofit Grant Management ..... 7
  - How to Implement and Operate a Retirement Plan ..... 7
  - Nonprofit Finance for New Executives ..... 7
  - Expense Allocations and Budgeting Best Practices ..... 7
  - Painting With (Not By) Numbers ..... 7
  - Coaching ..... 7

- NONPROFIT MANAGEMENT CLASSES** ... 8-13
  - Executive Director Huddles ..... 9
  - Recent Developments in Labor and Employment Law ..... 9
  - Managing to Lead: Remote and Hybrid ..... 9
  - Employee Appreciation: Preserving Your Most Precious Commodity ..... 9
  - Ethics in Action for Fundraisers ..... 9
  - 📍 Flip the Script From Drama to Empowerment ..... 9
  - Project Management Essentials ..... 10
  - Conquering Your Donor Database Dragon ..... 10
  - Using Improvisational Comedy Techniques to Build a Culture of Innovation ..... 10
  - The Board's Role in Financial Management ..... 10
  - Pitching Your Way to Earned Media ..... 10
  - Does Your Case Statement Make the Grade? ..... 10
  - Ask Now! Role-Play for Fundraisers ..... 10
  - Bare Bones Marketing ..... 10
  - Coaching and Developing Others ..... 11
  - 📍 How to Effectively Integrate ChatGPT into Your Writing ..... 11
  - Unlocking Grant Opportunities: How to Find the Right Grants for your Nonprofit ..... 11

- Needs and Strengths Assessment ..... 11
- Engaging Volunteers: Winning Hearts, Minds and Support ..... 11
- Custom Training ..... 11
- Boards and Fundraising ..... 12
- Beyond Conflict Resolution: Engaging Conflict as an Opportunity for Transformation ..... 12
- Individual Giving: Learning from Faith-Based Organizations ..... 12
- The Board as Employers ..... 12
- Navigating Change with Purpose: Change Management in Nonprofit Operations ..... 12
- Changing the Narrative: Ethical Digital Storytelling for Mission-Driven Organizations ..... 12
- More Supervisor Myth Busters ..... 13
- Building Organizational Culture ..... 13
- Critical Thinking: Think Smarter, Not Harder! ... 13
- From Performative to Practice: Practical Steps for Improving Diversity, Equity and Inclusion in Your Nonprofit ..... 13
- Getting Started with Scenario Planning ..... 13
- Wait, What? FMLA/ADA Cases That Make You Say, 'Hmmm?' ..... 13
- Telling Stories that Stick ..... 13

- TECHNOLOGY CLASSES** ..... 14-15
  - Conquering Your Donor Database Dragon ..... 15
  - Creating Accessible Social Media ..... 15
  - 📍 How to Effectively Integrate ChatGPT into Your Writing ..... 15
  - QuickBooks for Nonprofit Grant Management ... 15
  - Planning Your Website Home Page ..... 15
  - Wage & Benefit Survey ..... 15
- INSTRUCTOR BIOS** ..... 16-19
- COURSE REGISTRATION INFORMATION** ..... 20
  - Withdrawal and Refund Policy ..... 20
  - Cancellation Policy ..... 20
  - Scholarships ..... 20
- BAYER CENTER BOARD AND FUNDERS** ..... 20

Register and pay for courses online at [rmu.edu/bcnmregistration](https://rmu.edu/bcnmregistration).



# CLASSES BY DATE

Please visit [RMU.EDU/BCNM](https://www.rmu.edu/bcnm) to browse the full course catalog, including class descriptions, registration information, instructor bios and more!

## JANUARY

SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

- 11 Executive Director Huddle
- 24 Recent Developments in Labor and Employment Law
- 30 Managing to Lead: Remote and Hybrid
- 31 Employee Appreciation: Preserving Your Most Precious Commodity

## FEBRUARY

SUN	MON	TUE	WED	THU	FRI	SAT
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29		

- 1 Nonprofit/Tax-Exempt Status: Keeping Things Legal
- 6 Ethics in Action for Fundraisers
- 7 Flip the Script From Drama to Empowerment
- 8 Project Management Essentials
- 8 Executive Director Huddle
- 13 Conquering Your Donor Database Dragon
- 15 Using Improvisational Comedy Techniques to Build a Culture of Innovation
- 20 The Board's Role in Financial Management
- 21 Pitching Your Way to Earned Media
- 22 Does Your Case Statement Make the Grade?
- 27 Ask Now! Role-Play for Fundraisers
- 28 Bare Bones Marketing
- 29 Creating Accessible Social Media

## MARCH

SUN	MON	TUE	WED	THU	FRI	SAT
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24/31	25	26	27	28	29	30

- 5 Coaching and Developing Others
- 6 How to Effectively Integrate ChatGPT into Your Writing
- 7 Unlocking Grant Opportunities: How to Find the Right Grants for Your Nonprofit
- 12 Needs and Strengths Assessment
- 13 Engaging Volunteers: Winning Hearts, Minds and Support
- 14 Boards and Fundraising
- 14 Executive Director Huddle
- 19 Beyond Conflict Resolution: Engaging Conflict as an Opportunity for Transformation
- 20 Individual Giving: Learning from Faith-Based Organizations
- 21 The Board as Employers

## APRIL

SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

- 2 QuickBooks for Nonprofit Grant Management
- 4 Navigating Change with Purpose: Change Management in Nonprofit Operations
- 9 Changing the Narrative: Ethical Digital Storytelling for Mission-Driven Organizations
- 10 More Supervisor Myth Busters
- 11 How to Implement and Operate a Retirement Plan
- 11 Executive Director Huddle
- 16 Planning Your Website Home Page
- 17 Building Organizational Culture
- 18 Critical Thinking: Think Smarter, Not Harder!
- 24 From Performative to Practice: Practical Steps for Improving Diversity, Equity and Inclusion in Your Nonprofit
- 25 Getting Started with Scenario Planning

## MAY

SUN	MON	TUE	WED	THU	FRI	SAT
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

- 1 Nonprofit Finance for New Executives
- 2 Wait, What? FMLA/ADA Cases That Make You Say, 'Hmmm?'
- 7 Telling Stories that Stick
- 8 Expense Allocations and Budgeting Best Practices
- 9 Executive Director Huddle
- 9 Painting With (Not By) Numbers





# CLASSES BY CATEGORY

## FINANCE

- Expense Allocations and Budgeting Best Practices .....7
- How to Implement and Operate a Retirement Plan.....7
- Nonprofit Finance for New Executives .....7
- Nonprofit/Tax-Exempt Status: Keeping Things Legal.....7
- Painting With (Not By) Numbers.....7
- QuickBooks for Nonprofit Grant Management.....7
- The Board’s Role in Financial Management.....7

## FUNDRAISING

- Ask Now! Role-Play for Fundraisers.....10
- Boards and Fundraising.....12
- Conquering Your Donor Database Dragon .....15
- Ethics in Action for Fundraisers.....9
- Individual Giving: Learning from Faith-Based Organizations.....12

## GOVERNANCE

- Boards and Fundraising.....12
- Nonprofit/Tax-Exempt Status: Keeping Things Legal.....7
- The Board as Employers.....12
- The Board’s Role in Financial Management.....10

## HUMAN RESOURCES

- Beyond Conflict Resolution: An Opportunity for Transformation.....12
- Building Organizational Culture .....13
- Coaching and Developing Others .....11
- Employee Appreciation: Preserving Your Most Precious Commodity.....9
- 📍 Flip the Script From Drama to Empowerment .....9
- From Performative to Practice: Steps for Improving Diversity, Equity and Inclusion in Your Nonprofit.....13
- How to Implement and Operate a Retirement Plan.....7
- Managing to Lead: Remote and Hybrid .....9
- More Supervisor Myth Busters.....13
- The Board as Employers.....12
- Recent Developments in Labor and Employment Law.....9
- Wait, What? FMLA/ADA Cases That Make You Say, ‘Hmmm?’ .....13

## MARKETING

- Changing the Narrative: Ethical Digital Storytelling for Mission-Driven Organizations...12
- Creating Accessible Social Media .....15
- 📍 How to Effectively Integrate ChatGPT into Your Writing.....15
- Pitching Your Way to Earned Media.....10
- Planning Your Website Home Page .....15
- Telling Stories that Stick.....13

## NONPROFIT MANAGEMENT


- Critical Thinking: Think Smarter, Not Harder! ....13
- Engaging Volunteers: Winning Hearts, Minds and Support .....11
- Executive Director Huddles .....9
- From Performative to Practice: Steps for Improving Diversity, Equity and Inclusion in Your Nonprofit.....13
- Getting Started with Scenario Planning.....13
- Navigating Change with Purpose: Change Management in Nonprofit Operations .....12
- Needs and Strengths Assessment.....11
- Nonprofit/Tax-Exempt Status: Keeping Things Legal.....7
- Project Management Essentials .....10
- Using Improv Comedy Techniques to Build a Culture of Innovation .....10

## TECHNOLOGY

- Conquering Your Donor Database Dragon .....15
- Creating Accessible Social Media .....15
- 📍 How to Effectively Integrate ChatGPT into Your Writing.....15
- Planning Your Website Home Page .....15
- QuickBooks for Nonprofit Grant Management.....15

**“BAYER CENTER SESSIONS ARE INFORMATIVE, RELEVANT TO THE NONPROFIT SECTOR, AND AFFORDABLE. THANK YOU FOR YOUR COMMITMENT TO LEARNING FOR NONPROFIT STAFF.”**

**NONPROFIT EXECUTIVE DIRECTOR**





## SPRING 2024 COURSES

# FINANCE

Finance doesn't have to be scary, and it doesn't have to be hard. The Bayer Center's financial classes are always practical. Though we're good with numbers, we've lost count of how many class attendees have told us that we made accounting understandable for the first time. Our goal is to help you use your finances as a tool for managing your organization and delivering your services more effectively.



**BAYER CENTER FOR  
NONPROFIT MANAGEMENT**

[RMU.EDU/BCNM](http://RMU.EDU/BCNM)



# FINANCE

## Nonprofit/Tax-Exempt Status: Keeping Things Legal

Thursday, Feb. 1 from 10 – 11:30 a.m.

Boards and managers of nonprofit/tax-exempt organizations have unique responsibilities and opportunities, largely dependent on corporate structure and the laws governing that structure. The organizations that “just want to do good” can do the most good with a compliant legal base. You’ll learn the differences between the ties that bind a nonprofit and a tax-exempt organization, and will explore related legal matters. Topics will include reporting responsibilities, fiduciary duties, sales and property tax exemptions, charitable fundraising registrations, etc. Sample factors for a typical legal check-up aimed at compliance will be discussed.

**Instructor:** Susan Ott, Owen & Conley, LLC

**Fee:** \$35

## The Board’s Role in Financial Management

Tuesday, Feb. 20 from 10 – 11 a.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 will answer your questions about serving as a fiduciary and discuss practical strategies for improving your board’s ability to fulfill this critical role.

**Instructors:** Jared Henigin, Wealth Management Partners, LLC and Michele O’Leary, Zelenkofske Axelrod, LLC

**Fee:** \$30

## QuickBooks for Nonprofit Grant Management

Tuesday, April 2 from 1 – 2:30 p.m.

How can your nonprofit leverage the full power of QuickBooks for grants management? Many nonprofits have built elaborate Excel worksheets to accurately track and report grant-related expenses, but QuickBooks can carry more of the load, saving time and reducing the opportunity for error. Join us and learn how!

**Instructor:** Melanie Rutan, Bookminders

**Fee:** \$35

## How to Implement and Operate a Retirement Plan

Thursday, April 11 from 10 – 11:30 a.m.

Do you have a retirement plan for your employees? Join us to learn how ensure you are following best practices for your current retirement plan or how to implement a new plan. We’ll discuss what type of plan is best for your organization, from individual IRAs to group 403b plans, and the pros/cons of each option, and touch on the fiduciary and administrative responsibilities you have when offering a retirement plan. If you are offering a retirement plan and you do not know who the fiduciary is, then it’s probably YOU! Additionally, we will provide a breakdown of the benefits other nonprofits are offering their employees to ensure your plan is competitive. You will leave with practical knowledge about your choices, plan and liability.

**Instructor:** Jack Ryan, HB Retirement

**Fee:** \$35

## Nonprofit Finance for New Executives

Wednesday, May 1 from 10 – 11:30 a.m.

You are passionate about your mission and want to expand its impact. You know your service population well and have secured funds to make a difference in their lives. What you *didn’t* expect was all of the administrative requirements needed to make your organization sustainable over the long haul. During this session, we will review how the nonprofit sector fits in the American economy along with critical governance and sector compliance issues like Form 990, Unrelated Business Income, and PA Bureau of Charitable Organizations reporting. Learn what and how taxes can be avoided and find tips on cost-saving initiatives available to the sector.

**Instructor:** Michael Printz, Nonprofit CFO

**Fee:** \$35

## Expense Allocations and Budgeting Best Practices

Wednesday, May 8 from 10 – 11 a.m.

Managing your nonprofit’s expenses is important in determining the organization’s performance against goals and objectives. This course will focus on allocating expenses among various programs and supporting services. We will discuss the different methodologies for expense allocations and considerations for choosing the most accurate methodology. We will also review best practices for budgeting for expenses. Earn 1.0 CPE hours.

**Instructor:** Megan R. Troxell, Grossman, Yanak and Ford LLP

**Fee:** \$30

## Painting With (Not By) Numbers

Thursday, May 9 from 1 – 2:30 p.m.

Who would have thought that it’s possible to paint with...numbers? Of course, it’s possible, especially when you consider that numbers are simply another type of brush used to produce a picture. During this session, we will focus on 10 financial topics that will allow you to better interpret a set of financial statements or to help you paint a picture of your organization.

**Instructor:** Brett Fulesday, ESC

**Fee:** \$35

## Coaching

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 5-hour coaching engagement. Smaller packages may be negotiated upon request.

For more information, contact Carrie Richards at **412-397-6008** or **richardsc@rmu.edu**.







# SPRING 2024 COURSES

## 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. These classes will help you learn new techniques and put them into practice.



**BAYER CENTER FOR  
NONPROFIT MANAGEMENT**

[RMU.EDU/BCNM](http://RMU.EDU/BCNM)



# NONPROFIT MANAGEMENT

## Executive Director Huddles

Thursdays, Jan. 11, Feb. 8, March 14, April 11, 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 to share experiences, challenges, solutions and best practices. Join us as we deepen connections and build a community of support among participants.

**Facilitator:** Wendy Burtner, Nonprofit SideKick!

**Fee:** Free, but RSVP required

## Recent Developments in Labor and Employment Law

Wednesday, Jan. 24 from 10 – 11:30 a.m.

This session will summarize recent changes and proposed extensions of the law governing the workplace. Topics covered will include new protections for employees who are pregnant or who have recently given birth, potential changes to the overtime laws, the NLRB's efforts to regulate non-union employers, and a sneak peek at how the 2024 presidential election may impact various employment laws.

**Instructors:** Jeremy V. Farrell and Matthew McKinney, Tucker Arensberg, P.C.

**Fee:** \$35

## Managing to Lead: Remote and Hybrid

Tuesday, Jan. 30 from 1 – 2:30 p.m.

In today's workplace, leadership and management are hard enough to balance face-to-face in the office. How can you meet the challenges of managing-while-leading online, when working with remote or hybrid teams? This session will put your own work style and organizational responsibilities into a lead/manage framework and share specific ideas about how to develop that framework online. Topics include setting expectations for online and hybrid interactions, how to inject a personal touch when not in person, managing distractions and fighting "zoom burnout."

**Instructor:** Jo Ellen Parker, ESC

**Fee:** \$35

## Employee Appreciation: Preserving Your Most Precious Commodity

Wednesday, Jan. 31 from 10 – 11:30 a.m.

Hiring and retaining productive employees is at the top of everyone's mind, especially when nonprofits are facing budget constraints and the challenge of offering higher salaries. What can help? Appreciating your employees! Often, recognition and appreciation are terms used interchangeably; however, they are different concepts with different focuses. This presentation will explore how appreciating employees differs from recognition and how it can help retain staff. The five languages of appreciation will be discussed and practical tips for no-cost or low-cost appreciation techniques will be shared.

**Instructor:** Karen Trichtinger, ESC

**Fee:** \$35

## Ethics in Action for Fundraisers

Tuesday, Feb. 6 from 1 – 2 p.m.

The Association of Fundraising Professionals' Code of Ethical Principles is both eloquent and essential, but translating those principles into every day practice or decisions is not always clear cut and there are consequences. From headline-grabbing controversies to seemingly simple matters that may lead to larger concerns, every fundraiser will face some difficult situations over the course of their careers. How do you learn to navigate ethical dilemmas? Ask for help! As the proverb says, "To know the road ahead, ask those coming back." No matter what you're facing, you're not alone.

**Instructor:** Lizz Helmsen, Carter

**Fee:** \$30

"I FELT THAT CHRIS ACTUALLY CARED ABOUT THE MATERIAL HE WAS PRESENTING."



## Flip the Script From Drama to Empowerment

Wednesday, Feb. 7 from 10 a.m. – 12:30 p.m.

Have you ever been in one of "those conversations" that escalates in drama? Feel like you're stuck in "Groundhog Day" cycling among the reactive roles of victim, persecutor or rescuer? There's an alternative! Learn how to disrupt the Dreaded Drama Triangle™ and move to The Empowerment Dynamic™ with the proactive roles of creator, challenger and coach!

During this in-person combination of information, live demonstration and small-group practice, we'll cover:

- Increasing your capacities to notice and say, "no thanks!" to impending drama
- Getting out of drama, one skillful, honest conversation at a time
- Staying out of drama with intentional practices to build an Outcomes-Passion-Creation Mindset rather than our autopilot Mindset for Problems-Pain-Reaction
- And how to develop a "coaching habit" to build engagement throughout your organization

**Instructor:** Chris Thyberg, The Serving Way

**Fee:** \$65

**Location:** Latino Community Center, 5750 Baum Blvd, Pittsburgh, PA 15206





# NONPROFIT MANAGEMENT CONTINUED

## Project Management Essentials

Thursday, Feb. 8 from 10 – 11 a.m.

By providing an overview to the discipline of project management, this course will help you understand:

- The differences between a project, a program and a portfolio
- Why project management exists
- How it can help you and your organization
- Why companies should use a structured process to deliver projects
- Tips to implementing project management at the right level for your organization

**Instructor:** Derek Vent, PPG Industries

**Fee:** \$30

## Conquering Your Donor Database Dragon

Tuesday, Feb. 13 from 1 – 2:30 p.m.

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 in your various fundraising efforts. This session is designed to help you clean up your database and create 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:** \$35

## Using Improvisational Comedy Techniques to Build a Culture of Innovation

Thursday, Feb. 15 from 10 – 11 a.m.

Nonprofits must continually innovate in order to survive within the ongoing turbulent environment. It is essential to build a culture of innovation within your team, beyond a fancy slogan about “innovation DNA” or “we live and die innovation.” We will explore using improvisational comedy techniques, designed to innovate on a stage, to build a culture of innovation within your organization. This fun and interactive program will begin with a brief explanation of improvisational comedy and its use as a culture-building tool, then we’ll dive in and personally experience these techniques used to stimulate creative thinking and build a welcoming and supportive environment where everyone’s voices are heard.

**Instructor:** Kevin Erdner, Labcorp

**Fee:** \$30

## The Board’s Role in Financial Management

Tuesday, Feb. 20 from 10 – 11 a.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 will answer your questions about serving as a fiduciary and discuss practical strategies for improving your board’s ability to fulfill this critical role.

**Instructors:** Jared Henigin, Wealth Management Partners, LLC and Michele O’Leary, Zelenkofske Axelrod, LLC

**Fee:** \$30

## Pitching Your Way to Earned Media

Wednesday, Feb. 21 from 1 – 3 p.m.

Do you want your organization to be featured in news outlets for free while maintaining meaningful partnerships with local journalists? Earned media can be an effective way to raise more money, recruit new volunteers and spread awareness for your mission. Nonprofit communications expert and former news anchor, Maria Satira, will share insider newsroom knowledge and feedback for getting your nonprofit on the news. In this interactive session, attendees will learn how to identify and develop newsworthy stories while utilizing Maria’s STRONG Story Pitch Method to get featured in the local media without spending a dime.

**Instructor:** Maria Satira, Maria Satira Media, LLC

**Fee:** \$55 and includes a mailed copy of Maria’s book, *An Introduction to Media Relations for Nonprofit Organizations*

## Does Your Case Statement Make the Grade?

Thursday, Feb. 22 from 10 a.m. – noon

One of the essential tools for successful fundraising is the “case for support,” also known as the case statement or statement of need. This sets forth the rationale for your fundraising initiative, whether you are launching an annual campaign, a major gifts or capital campaign, or raising funds for some other purpose, such as an endowment. Considering its importance, it’s surprising how many nonprofits have difficulty putting the reason or reasons for their fundraising project into words. This online session will discuss the various components of a case statement and the supporting information necessary to make a compelling case for support to your donor prospects.

**Instructor:** Mark Lynch, Carter

**Fee:** \$40

## Ask Now! Role-Play for Fundraisers

Tuesday, Feb. 27 from 1 – 2:30 p.m.

Are you a front-line fundraiser who needs to sharpen your solicitation skills (and maybe build your confidence)? Are you nervous about sitting in front of a donor and asking for a gift? Role-playing is a critical component to interacting with donors. Even if you don’t like role- playing – or prefer to watch your volunteers struggle through it – you likely agree that it’s better than fumbling through a meeting with a donor. Practicing conversations with donors will build your confidence, help you remain nimble and enable you to craft a succinct pitch for funding your cause. Join us for an interactive afternoon practicing your role in qualification and solicitation meetings.

**Instructor:** Emma Kieran, Pilot Peak Consulting

**Fee:** \$35

## Bare Bones Marketing

Wednesday, Feb. 28 from 1 – 2 p.m.

Gather the tools to create a simple marketing plan for your small to mid-size nonprofit (12 or fewer employees). Designed for those newly managing marketing with modest resources or for those wearing multiple hats, this session provides tips and tactics to plan and kickstart tasks. We’ll focus on strategies to efficiently achieve key outcomes. Participants are asked to prepare a list of their top six target audiences for setting initial goals.

**Instructors:** Lynette Asson and Yvonne Hudson, New Place Collaborations

**Fee:** \$30





# NONPROFIT MANAGEMENT CONTINUED

## Coaching and Developing Others

Tuesday, March 5 from 10 a.m. – noon

Are you looking to become a more effective leader? Do you want to learn how to bring out the best in your team members? Then don't miss out on this opportunity to take your leadership skills to the next level! You will be introduced to one of the most successful day-to-day supervision models used for assessing the performance needs of individuals and how to adopt a matching coaching style for greater impact and better results. You'll learn how to accurately assess the development level and needs of your staff, increase your level of flexibility to engage in a wide range of coaching behaviors, and better partner with staff, which will lead to stronger relationships, better communication and improved performance.

**Instructor:** Tom Sullivan, ProGrowth Associates, LLC

**Fee:** \$40

## How to Effectively Integrate ChatGPT into Your Writing

Wednesday, March 6 from 10 a.m. – noon

ChatGPT is not magic, but when used properly, this AI tool will change the way you communicate! During this hands-on workshop, you will learn to:

- Develop AI prompts to support your business objectives
- Improve your creativity and productivity
- Mitigate the limitations of AI language models
- Write more efficiently without sacrificing quality

By the end of our session, you will walk away with the techniques and confidence to integrate ChatGPT into your communications! Note: You will use ChatGPT throughout the workshop, so be sure to set up a free account at <https://chat.openai.com> and bring your laptop (or iPhone) with you.

**Instructor:** Kathy Serenko, Create-a-Buzz

**Fee:** \$55

**Location:** Robert Morris University, Benjamin Rush Center

## Unlocking Grant Opportunities: How to Find the Right Grants for your Nonprofit

Thursday, March 7 from 10 – 11 a.m.

Are you seeking funding for your organization or project, but unsure where to start? Join us for a dynamic workshop designed to demystify the grant-seeking process and empower you with the tools and knowledge needed to secure funding effectively. Get expert tips, gain valuable insights and practical skills that will empower you to navigate the grants landscape with confidence. Key takeaways include:

- **Navigating the Funding Landscape:** Understand the different types of grants available (including government, private, corporate and foundation funding sources) and how they align with your organization's mission and projects.
- **Targeted Research Techniques:** Learn strategies for pinpointing grants that best match your needs and objectives. Discover online resources, databases and tools that will streamline your process.
- **Building Lasting Relationships:** Learn how to cultivate and maintain positive relationships with funders, including effective communication strategies and best practices for reporting on grant outcomes.

**Instructor:** Maureen A. Ryan, Write Connections, LLC

**Fee:** \$30

## Needs and Strengths Assessment

Tuesday, March 12 from 10 a.m. – noon

Now more than ever it is important to create and nurture the balance between understanding and prioritizing the needs of your current and future clients by identifying and building on your clients' strengths in order to sustain your program's impact. This virtual training will combine lecture and interactive activities to increase participants' understanding and knowledge of when it is appropriate to conduct a needs and strengths assessment. You'll also learn the steps to implement an assessment, including how to select appropriate data collection methods and tips for analyzing and interpreting your data. The data can then be used to inform current and future programming so that your client needs are met while building on their strengths.

**Instructor:** Maria Zeglen Townsend, Ph.D., Townsend Associates LLC

**Fee:** \$40

## Engaging Volunteers: Winning Hearts, Minds and Support

Wednesday, March 13 from 1 – 2 p.m.

The importance of volunteer engagement is paramount, especially considering that Independent Sector's estimated value of a volunteer hour in the United States reached \$28.54 in 2020. We'll talk about ways to slowly build up relationships to create deeper and broader engagement with this precious resource, as well as the importance of sharing your stories and impact in creative and strategic ways.

**Instructor:** Stacy Bodow, Global Links

**Fee:** \$30

## Custom Training

Like the topic but can't make the training? Want to bring a set of skills to your entire team? Searching for something that's not quite a match for what's in the catalog? Custom training may be just what you're looking for. We work with you to design and facilitate interactive trainings for groups of 5 to 105 on topics ranging from change management and leadership to communication and customer service. Our extensive experience in conducting workshops can be tailored to your organization's specific needs. For more information, contact Carrie Richards at [richardsc@rmu.edu](mailto:richardsc@rmu.edu).





# NONPROFIT MANAGEMENT CONTINUED

## Boards and Fundraising

Thursday, March 14 from 10 – 11:30 a.m.

Board members are responsible for the financial health of their nonprofit organizations, so they should have a role in fundraising, but are they comfortable with that role? Let's discuss ways to increase board involvement in fundraising and to create a culture of philanthropy in your organization. You'll learn specific strategies for increasing the board members' own giving and helping them reach out to others for support, and try out an exercise you can use to get your board thinking about prospective donors.

**Instructor:** Don Block, ESC

**Fee:** \$35

## Beyond Conflict Resolution: Engaging Conflict as an Opportunity for Transformation

Tuesday, March 19 from 10 a.m. – noon

Conflict springs from a variety of sources and can greatly impact our work environments and experience. In this webinar we will consider how our attitudes about conflict influence our responses and how we can reframe our approaches to maximize positive outcomes. We will engage with foundational principles for responding to conflict, learn to assess conflict dynamics and consider structural factors which support healthy engagement.

**Instructor:** Dawn Lehman, Collective Change Partners

**Fee:** \$40

## Individual Giving: Learning from Faith-Based Organizations

Wednesday, March 20 from 10 – 11:30 a.m.

According to GivingUSA, individual giving accounts for nearly 70 percent of all money raised by nonprofits, with faith-based organizations attracting the largest portion of contributions from Americans. With so much potential to sustain your mission, how can we best tap into this vital funding source? Let's start with a lesson from our friends in the faith community! In this online session, you'll learn how to build a foundation of individual giving, how to cultivate and grow relationships with your donors while keeping them engaged, and more!

**Instructor:** Doug Smith, Light of Life Rescue Mission

**Fee:** \$35

## The Board as Employers

Thursday, March 21 from 10 – 11 a.m.

The board of directors are often fiscal stewards and have worked on strategic plans to assure their strategic role is met, but human resource management is often an unfunded mandate in nonprofits. Boards are reluctant to see themselves as employers with responsibilities for current personnel policies, equitable treatment of all staff, including advancement opportunities, and retention strategies that keep valuable staff. This session will explore seven key principles of board responsibilities as employers and help participants to apply these principles in their own organizations.

**Instructors:** Peggy Morrison Outon, Excelsior Consulting

**Fee:** \$30

## Navigating Change with Purpose: Change Management in Nonprofit Operations

Thursday, April 4 from 1 – 2:30 p.m.

The ability to effectively manage and navigate change is crucial for nonprofits to achieve long-term success and positive social impact. Whether it's adapting to evolving donor expectations, implementing new technologies, or responding to shifts in the external environment, nonprofit professionals must possess the skills and strategies to embrace change and drive organizational growth. This interactive session provides a comprehensive framework that empowers participants to foster a culture of agility, innovation and resilience within their organizations.

**Instructors:** Tiffany Castagno, CEPHR, LLC and Cindy Leonard, Cindy Leonard Consulting

**Fee:** \$35

**"EXCELLENT TRAINING! REALLY HELPED ME SHIFT MY PERSPECTIVE TO A MORE HUMANIZING APPROACH. THANK YOU!"**



## Changing the Narrative: Ethical Digital Storytelling for Mission-Driven Organizations

Tuesday, April 9 from 10 – 11:30 a.m.

As a nonprofit professional, you understand firsthand how your work impacts individuals, families and communities, and the incomparable feeling of serving others. But how do you share these powerful emotions with your most crucial audiences? With the right tools and strategy, you can be a master digital storyteller while honoring the humanity of those you serve. Join us as we explore best practices in narrative digital storytelling from both a practical and ethical perspective. You'll leave with a greater understanding of how to optimize digital storytelling with limited resources, how to leverage digital storytelling for greater organizational outcomes, and ensure your storytelling approach is diverse, equitable and inclusive.

**Instructor:** Laura Ruschak, Leadership Pittsburgh, Inc.

**Fee:** \$35





# NONPROFIT MANAGEMENT CONTINUED

## More Supervisor Myth Busters

Wednesday, April 10 from 10 – 11:30 a.m.

If you are a new supervisor, or on a supervisory track, this is the class for you. Past sessions of this popular program have busted some basic myths about how to manage employees successfully. More myth busters will explore more involved challenges for discussion. This fun and interactive session will tap into the audience's experience by working in small groups coupled with the facilitator's 30+ years of knowledge in human resources, helping new supervisors to be more successful. Bring your questions and be prepared to grow your expertise about good supervision.

**Instructor:** Phyllis Hartman, PGHR Consulting, Inc.

**Fee:** \$35

## Building Organizational Culture

Wednesday, April 17 from 10 a.m. – noon

The culture at your organization plays a significant role in the advancement of your employees and our mission. In this interactive online session, we'll define what culture is and isn't and what kind of operational framework needs to be in place to ensure success. We'll take careful consideration regarding how your culture should be aligned to your mission, vision and values, and explore the skills that leaders need to create a strong culture, including safety, vulnerability and establishing purpose. You'll leave equipped with a cultural assessment so you can reflect upon the current culture of your own organization.

**Instructors:** Wendy Burtner and Stephanie Masters, Nonprofit Sidekick!

**Fee:** \$40

**"THIS WAS ONE OF THE FEW ZOOM TRAININGS THAT I DIDN'T MIND ALL THE BREAKOUT GROUPS! IT WAS INFORMATIVE AND FUN TO CONNECT WITH OTHERS. THE INSTRUCTOR WAS GREAT AND EASY TO LISTEN TO."**

## Critical Thinking: Think Smarter, Not Harder!

Thursday, April 18 from 10 – 11:30 a.m.

Discover how to think smarter, not harder, in this virtual workshop on critical thinking techniques. This session will explore the mechanics of critical thinking as a systematic and inquisitive way to evaluate and analyze a situation to identify the best solution. This process is applicable to everyday decision-making or complex problem-solving and guide you to the root cause of an issue. We'll also provide practical tools to practice concepts covered.

**Instructor:** Sarah McMullen, University of Pittsburgh

**Fee:** \$35

## From Performative to Practice: Practical Steps for Improving Diversity, Equity and Inclusion in Your Nonprofit

Wednesday, April 24 from 10 – 11:30 a.m.

Want to move your organization from talking about DEI to taking action? This online session will explore why DEI is critical for nonprofits and will provide actionable ways to integrate DEI into our organization's culture.

**Instructor:** Sharon Jefferson, Program to Aid Citizen Enterprise

**Fee:** \$35

## Getting Started with Scenario Planning

Thursday, April 25 from 10 – 11:30 a.m.

The world is always changing around us, and adapting to that change can be especially hard for small and mid-sized organizations. Scenario planning is a great way to understand how that uncertainty can impact our programs, organizations and budgets in the short- and long-term, so you can build strategies to manage that risk. This session will cover the basics of how to start using scenario planning generally and in your organization, both as a standalone practice and as part of long-term strategic planning.

**Instructor:** Jon Hoffmann, Hoffmann Consulting

**Fee:** \$35

## Wait, What? FMLA/ADA Cases That Make You Say, 'Hmmm?'

Thursday, May 2 from 10 – 11 a.m.

Employer reactions and responses to employee medical requests are often fraught with difficulty, as they work to navigate their obligations under the FMLA, ADA and other state and local leave laws. We will review 2023 FMLA and ADA cases that teach us how to handle thorny situations, including how not to react. We will also share cases that make us wonder why certain ex-employees thought their claims had merit and highlight several "best practices" that can assist employers in avoiding costly litigation or settlements. We will also discuss some recent new developments from the City of Pittsburgh and Allegheny County regarding sick leave law obligations.

**Instructor:** Kate Koop Irwin, Frost Brown Todd LLP

**Fee:** \$30

**"JON WAS THE BEST INSTRUCTOR/SPEAKER I HAVE HEARD IN A LONG TIME. I WAS VERY IMPRESSED WITH HIM."**

## Telling Stories that Stick

Tuesday, May 7 from 10 a.m. – noon

Are you looking for ways to share your organization's mission, goals and success? How do you tell others about the good you are doing and the work yet to be done? How might you get them to understand and care about your organization the way you do? You might call this advocacy, relationship-building or communications. It all boils down to telling your story – and telling it in a way that resonates with the listener, engages their hearts and minds, and inspires them to think, feel or do something in support of your organization. In this online session, we'll cover how to find the stories that illustrate your mission, goals and success, the elements of a good story, and ways to share your stories. You'll leave with ideas and templates to get you started in telling your own stories that stick.

**Instructor:** Trina Walker, TLWStrategy

**Fee:** \$40

**"I THINK THAT TRINA WALKER HAD A LOT OF GREAT INSIGHTS AND INFORMATION TO SHARE. I'D LOVE TO ATTEND ANOTHER EVENT WITH HER."**





# SPRING 2024 COURSES TECHNOLOGY

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.



**BAYER CENTER FOR  
NONPROFIT MANAGEMENT**

[RMU.EDU/BCNM](http://RMU.EDU/BCNM)



# TECHNOLOGY

## Conquering Your Donor Database Dragon

Tuesday, Feb. 13 from 1 – 2:30 p.m.

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 in your various fundraising efforts. This session is designed to help you clean up your database and create 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:** \$35

## Creating Accessible Social Media

Thursday, Feb. 29 from 10 – 11 a.m.

Online communication is more important than ever! Your brand's online presence, through websites and social media shapes how the community interacts with your services and perceives your mission and vision. This course will tackle how to make your social media channels more accessible and how doing so can improve your search engine optimization (SEO). Walk-through demonstrations will include the when, how and why of accessibility through text, images and video on the major social media platforms.

**Instructor:** Chris Mielo, ACHIEVA

**Fee:** \$30

## How to Effectively Integrate ChatGPT into Your Writing

Wednesday, March 6 from 10 – 11:30 a.m.

ChatGPT is not magic, but when used properly, this AI tool will change the way you communicate! During this hands-on workshop, you will learn to:

- Develop AI prompts to support your business objectives
- Improve your creativity and productivity
- Mitigate the limitations of AI language models
- Write more efficiently without sacrificing quality

By the end of our session, you will walk away with the techniques and confidence to integrate ChatGPT into your communications! Note: You will use ChatGPT throughout the workshop, so be sure to set up a free account at <https://chat.openai.com> and bring your laptop (or iPhone) with you.

**Instructor:** Kathy Serenko, Create-a-Buzz

**Fee:** \$55

**Location:** Robert Morris University, Benjamin Rush Center

## QuickBooks for Nonprofit Grant Management

Tuesday, April 2 from 1 – 2:30 p.m.

How can your nonprofit leverage the full power of QuickBooks for grants management? Many nonprofits have built elaborate Excel worksheets to accurately track and report grant-related expenses, but QuickBooks can carry more of the load, saving time and reducing the opportunity for error. Join us and learn how!

**Instructor:** Melanie Rutan, Bookminders

**Fee:** \$35

## Planning Your Website Home Page

Tuesday, April 16 from 1 – 2 p.m.

Your website home page is frequently the first stop for digital visitors. Good design is crucial for usability and making sure people get where they need to go and find the information they need. In this session, we'll talk about best practices for good home or landing page design, figuring out the "sales" funnels you need to have (the structures that guide your various constituencies to other parts of the website) and work on building a wireframe for your home page that you can use for implementation when you are ready.

**Instructor:** Cindy Leonard, Cindy Leonard Consulting

**Fee:** \$30

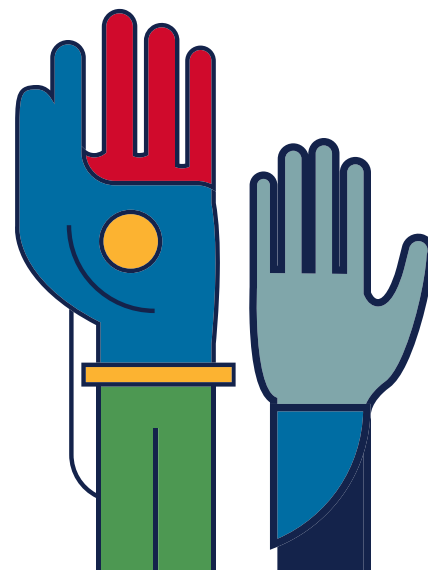
## Wage & Benefit Survey

When you're setting salaries, the Wage & Benefit Survey for Southwestern PA Nonprofit Organizations is the only comprehensive guide in our region. This invaluable tool gives you all the information you need to comply with IRS requirements for setting compensation packages, to remain competitive in your own retention and succession planning, and to develop organization-wide salary charts.

As we prepare to gather data for the 2025 edition, the cost of the 2023 survey will be reduced to \$100 for nonprofits with budgets under \$2 million, and \$150 for nonprofits with budgets over \$2 million. Once purchased, the research can be shared with anyone within your organization. Nonprofits who participate in the survey receive the results for free.

For more information about how to purchase your copy, visit the **Research & Publications page on our website**. Additionally, we will need your help to gather the new data this coming September. Once again, the survey report will be distributed to participants at no charge.

Contact Carrie Richards [richardsc@rmu.edu](mailto:richardsc@rmu.edu) to find out how to participate.







# INSTRUCTOR BIOS



**Lynette Asson** 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 arts organizations, including the Bayer Center for Nonprofit Management and its clients, as well as Crisis Center North, Animal Protectors of Allegheny Valley, and Pittsburgh Shakespeare in the Parks.

**Don Block** is an ESC volunteer, and retired Executive Director of Literacy Pittsburgh, where he worked since 1984. He has extensive experience in working with boards and fundraising, including capital campaigns. At Literacy Pittsburgh, private giving increased significantly in the past few years, thanks to the close partnership between staff and board. Under his leadership, Literacy Pittsburgh received the Wishart Award for Excellence in Nonprofit Management and Don was honored as the Outstanding Administrator of Adult Education in the nation. He holds a master's degree from Indiana University, Bloomington, and has served in the Peace Corps.

**Stacy Bodow**, is the Outreach and Engagement Manager for Global Links, a medical relief and development organization dedicated to supporting health improvement initiatives in resource-poor communities and promoting environmental stewardship in the U.S. healthcare system. Stacy's main responsibilities include education and outreach for the organization, as well as special projects to engage volunteers. Prior to joining the Global Links team, Stacy spent 15 years with Visions Service Adventures leading month-long international service learning programs for groups of teenagers where she still works facilitating intensive training workshops. Stacy holds her M.Ed. from University of Pittsburgh in social and comparative analysis education.

**Wendy Burtner** is a nonprofit leader, trusted advisor and consultant with 30 years' experience leading organizations through transitions and building strong foundations for growth. She is the "nuts and bolts" of Nonprofit SideKick, with a wide range of experience across the nonprofit sector, including leadership roles in corporate philanthropy, arts administration, health and human services, and economic and workforce development. She was a member of the startup team at GuideStar (now Candid), the founding director of The CarMax Corporate Foundation, and the operations lead of the Early Childhood Initiative of the United Way of Allegheny County. She has been a coach, advisor and consultant to nonprofits and small businesses for more than 5 years. Specifics of Wendy's professional experience can be found on *LinkedIn*.

**Tiffany Castagno** is CEO & Founder of CEPHR, LLC, a human resource consulting firm based in Pittsburgh that supports small to mid-sized businesses to build strong infrastructures, employer brands, and cultures. She is passionate about creating equitable workplaces and communities. Tiffany is co-author of a children's book, "Can a Zebra Change Its Stripes?" that teaches children about embracing difference and uncovers the importance of acceptance and what it means to make diversity our strength. Tiffany was recently presented with a Jefferson Award for her volunteerism, leadership, and service to community.

**Kevin Erdner** stands at the nexus of his two greatest passions and fascinations: Leadership and Innovation. With 20+ years of product and team development experience, Kevin currently finds his purpose operating within the healthcare industry, traveling the world to build leading innovations that make a positive difference in patients' lives. Kevin has studied and performed improvisational comedy throughout Pittsburgh, and has applied improvisational comedy techniques in various programs including those designed to build confidence in upcoming high school students. Kevin received his B.S. in Business Administration with an emphasis in information technology from Duquesne University, where he returned to obtain a Master's of Organizational Leadership (summa cum laude).

**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.

**Brett Fulesday** has spent over 20 years providing business-valuation services for individuals as well as public and privately held, early-stage and mature companies. Approximately 10 years ago, feeling disconnected from the community, Brett joined a local Rotary Club. He has prioritized nonprofit service since, with roles ranging from sounding board to board chair (twice), and accumulating experiences on and insights into various committees – particularly, finance and governance. He is here to help and to learn.



# INSTRUCTOR BIOS CONTINUED

**Phyllis G. Hartman**, SHRM-SCP, SPHR, is founder and President of PGHR Consulting, Inc. with 30+ years' experience in HR. She is a member of the SHRM Expert Panel and a member of the Government Advocacy Team. She has an M.S. in human resource management from La Roche University and is a certified Senior Professional in HR. Phyllis has written numerous articles and 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 past Board of Trustee member for the Homeless Children's Education Fund.

**Lizz Helmsen**, Managing Director at Carter, combines 20 years of fundraising experience with a background in the arts, education, and community service. She is known as a creative and energetic professional with a proven ability to build relationships with, and create connections among multiple constituencies. Lizz has directed comprehensive fundraising programs and provides expertise in the areas of campaign counsel, major gifts, development planning, governance, annual giving and grant making.

**Jared Henigin**, CFP®, AIF® joined Wealth Management Partners in November of 2018. Prior to joining WMP, Jared was a financial advisor at Northwestern Mutual. Jared is a registered representative and Investment Advisor Representative with Commonwealth Financial Services® (Member FINRA/SIPC). In addition, Jared holds the Accredited Investment Fiduciary (AIF®) designation and maintains the Series 6, 7, 63, and 65 securities registrations. He works with WMP in a dual role as Director of Investment Services and as a Wealth Manager. He also works with nonprofit organizations providing fiduciary consulting as well as asset management. Jared lives in Latrobe with his wife, Cady, and their son, Jack. He is board president for the local chapter of the Crohn's and Colitis Foundation.

**Jon Hoffmann** is the principal of Hoffmann Consulting, serving both nonprofit and for-profit clients with a focus on strategic planning, program design and evaluation, and operations management. Prior to launching his own consulting business, his career has spanned executive leadership roles in social services, communications strategy for an advocacy organization, and housing development with a focus on affordability. A Pittsburgh native, Jon holds a master's degree in social work and bachelor of science in psychology from the University of Pittsburgh.

**Yvonne Hudson** has 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, Crisis Center North, Quantum Theatre, PICT Classic Theatre, Pittsburgh Symphony, and the Kelly-Strayhorn. Shakespeare organizations include The Folger, The Shakespeare Society, Three Rivers Shakespeare Festival, and Pittsburgh Shakespeare in the Parks. A journalism/psychology alumna of Point Park University, Yvonne earned an M.A. in arts management and developed her one-person show, Mrs Shakespeare, at Pitt. She also books and presents solo shows as poet Emily Dickinson, pioneering reporter Nellie Bly, and Pittsburgh suffragist Jennie Bradley Roessing.espeare, at Pitt.

**Sharon Jefferson** has over 20 years' experience in the nonprofit sector, broadly centered on strengthening organizations and creating community level impact across the housing, workforce and youth development, education and arts fields. More recently, she earned a certificate in community mediation, expanding her skillset to serve parties seeking facilitated discussion and dispute resolution. A Pitt alum, Sharon holds a bachelor's degree in urban studies and Spanish, a master's degree in public administration, a certificate in nonprofit management and served as a U.S. Department of Housing and Urban Development Fellow and serves on her school district's Equity and Inclusion Committee.

**Emma Kieran** started Pilot Peak Consulting in 2014 and has over 20 years of fundraising experience. She has worked with over 150 nonprofits on a broad range of projects. Prior to founding Pilot Peak Consulting, Emma was a consultant for two national consulting firms, as well as a frontline fundraiser. Emma holds an M.A. from Columbia University, M.P.A. from American University, and a B.A. from Connecticut College. A native Pittsburgher and recent southern transplant, Emma is an avid marathoner, four-time Ironman triathlete, and enjoys being outside with her husband and labradoodles.

**Katherine Koop Irwin, Esq.**, is an employment and labor law attorney, professional speaker and corporate trainer. She has represented, counseled and helped employers, business owners, HR professionals, in-house attorneys and managerial employees on how to avoid employment law issues and lawsuits while focusing on their business goals. She regularly advises employers on all facets of the employer/employee relationship, including discrimination and retaliation claims, requests for accommodations and leave, reports of harassment, and wage and hour compliance. She also serves clients in traditional areas of labor law, including negotiating collective bargaining agreements, handling grievance and arbitration matters, and defending employers before the National Labor Relations Board.

**Dawn Lehman** is a trainer, facilitator and coach who helps people and organizations to live in alignment with their ideals. Dawn is a long-time practitioner of both restorative justice and mindfulness and brings these foundations to her work with Collective Change Partners. Dawn holds a B.A. in social work, a M.A. in conflict transformation, and a professional certificate in coaching.

**Cindy Leonard** has cultivated an extensive career spanning more than two decades, spanning nonprofit board memberships, executive roles, and consulting. Cindy's diverse roles include executive director, IT director, trainer, volunteer, and consultant, informed by three decades of experience and knowledge. Cindy is a skilled speaker and trainer, with over 100 appearances at conferences. She holds a bachelor's degree in computer science, an M.B.A., and a master's of education from Seton Hill University. A Laurel Highlands enthusiast, Cindy resides in Youngwood, PA, with husband, Rob, and their dogs and cats. Learn more at [www.cindyleonardconsulting.com](http://www.cindyleonardconsulting.com).

**Mark Lynch**, Carter, 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. He is a registered fundraising consultant in Pennsylvania and West Virginia. Mark 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.



# INSTRUCTOR BIOS CONTINUED

**Stephanie Masters** is co-founder and partner at Nonprofit SideKick and a certified CliftonStrengths™ and Predictive Index™ Coach. She is the “heart and soul” of Nonprofit SideKick, with 25 years’ experience focusing on organizational development and leadership. She has worked within nonprofit organizations in human services, economic renewal, historic preservation and education. Stephanie has created and led leadership development initiatives with large corporations and small to midsize nonprofits. For the past 11 years, Stephanie has been the leadership facilitator for Leadership Washington County, a community-based leadership program. She has actively coached and developed over 300 leaders through the program. Specifics of Stephanie’s professional experience can be found on *LinkedIn*.

**Matthew A. McKinney, Esq.** is a litigation attorney experienced in both state and federal employment matters. Matthew helps his clients navigate the world of employment law by providing guidance on issues that relate to the Family and Medical Leave Act, Americans with Disabilities Act, Title VII, and numerous other federal, state, and local laws and regulations. He also helps clients be proactive by creating guidelines and policies that govern the workplace, and he has participated in multiple workplace investigations to address allegations of discrimination and advise employers on best practices moving forward. Matthew is a graduate of Tulane Law School.

**Sarah McMullen, M.B.A.** is an ESC volunteer and is Director Senior Leadership Projects at the University of Pittsburgh. She has worked for Pittsburgh nonprofits and education organizations for over 20 years, specializing in the areas of event management, program and resource development, project management, volunteer management, marketing, user experience enhancement, and strategic partnerships. Sarah holds a B.A. from Westminster College and an M.B.A. in nonprofit management from Marylhurst University. She is secretary of the board for the North Hills Art Center and is a board member and chair of the Development/Fundraising committee for the Pittsburgh Schweitzer Fellows Program (PSFP). She is also a fiber artist and participates in independent shows and community-based fiber art projects.

**Chris Mielo** is the Communications Manager at Achieva, where he develops content to share the important work Achieva does in the community for families and people with disabilities, and manages their three brands across 12 social media channels. He has developed videos for the North Side Steelers Youth Athletic Association, The Pittsburgh Steelwheelers, DON Services, Pennsylvania’s Technical Training Assistance Network (PaTTAN), PA’s Office of Vocational Rehabilitation, and done player photos for The Miracle League through Pittsburgh Pirates Charities. He has a B.A. in media arts from Robert Morris University’s TV/Video Production program.

**Michele O’Leary** is a CPA and a Principal in the Pittsburgh office of Zelenkofske Axelrod. Michele has over 25 years of experience in public accounting and has specialized in the Public Sector for 15 of those years. She provides auditing, accounting and consulting services to Public Sector clients. In addition to her professional work with nonprofits, Michele volunteers at several organizations and currently serves as the finance committee chair for the YMCA of Greater Pittsburgh, board member for Contemporary Craft, and advisory board member for Deer Valley YMCA Family Camp. Michele holds a B.S. in accounting from Indiana University of Pennsylvania.

**Susan Alexander Ott, Esq.** is tax attorney, specializing in tax-exempt, health, estates and trusts and transactional law, at Owen Law Group, LLC with a strong background in nonprofit health administration and development. Susan holds M.P.H and B.S. degrees from the University of Pittsburgh and a J.D. from Duquesne University School of Law. A member of the Pittsburgh Planned Giving Council and board member of the Westmoreland Symphony Orchestra, she is a member of the Pennsylvania, Allegheny and Westmoreland Bar Associations and is the former President of the ACBA Health Law Section. Susan teaches will writing at Allegheny County Community College and Health Law at the University of Pittsburgh, Greensburg.

**Peggy Morrison Outon** founded Excelsior Consulting as part of a long and distinguished career in nonprofit capacity building. She was the founding Director of the Centers for Effective Nonprofit Management in Austin and New Orleans, founding board chair of the Alliance for Nonprofit Management, and, most recently, founding Executive Director of the Bayer Center for Nonprofit Management at Robert Morris University. She was named to the national Nonprofit Times Top 50 for Power and Influence in 2006 and been recognized locally by the Girl Scouts, and Pittsburgh City Council. She was named a 2020 Woman of Influence by the Pittsburgh Business Times and received a Lifetime Achievement Award from GPNP in 2021.

**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.

**Michael Printz** founded Nonprofit CFO with his wife Suzanne to serve small nonprofits who lack the resources to employ a full time Chief Financial Executive. He was employed in executive leadership roles by nonprofits in the Pittsburgh region spanning the past 4 decades, including Community Human Services Corporation, Cornerstone Ministries, Family House and Bethlen Communities. Michael has experience with board recruitment, orientation, training and engagement as well as operations and financial staff. His unique experience provides him with insight beyond traditional financial leaders, including strategic vision, organizational development, and board governance.

**Laura Ruschak** is the Alumni Engagement and Outreach Manager for Leadership Pittsburgh Inc., shaping the alumni experience and external communications for through digital storytelling. Previously, she was Director of the Women’s Leadership and Mentorship Program at Robert Morris University. Laura’s work has included nonprofit leadership as well as strategic communications projects for Fortune 100 and 500 companies, startups, and NGOs. Laura thru-hiked the Appalachian Trail, one of only 20,000 people to do so, and hopes to inspire leaders to follow their passion down their own unique path. She earned her master’s in organizational leadership with a certificate in nonprofit management from Robert Morris University.

**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.





# INSTRUCTOR BIOS CONTINUED

**Jack Ryan** is a retirement plan advisor who assists nonprofits to develop and design best in class retirement plans for their employees. Jack also monitors for legislative and regulatory changes that impact the retirement industry to ensure our clients are fully compliant with these new laws. Jack holds a finance degree from Duquesne University, along with an M.B.A. and law degree from the University of Pittsburgh. Additionally, he holds his series 7 and 66 registrations with LPL financial, and is licensed in Pennsylvania for life, accident, and health insurance. He also maintains the Accredited Investment Fiduciary® (AIF®) designation.

**Maureen A. Ryan** is the principal of Write Connections, LLC, with 30 years combined experience in grant development, writing and administration working with nonprofit agencies, community and faith-based groups and for-profit companies. Maureen has raised more than \$100 million in federal, state and city/county government and corporate and private foundation grants for nonprofits around the country. She earned her bachelor's degree in humanities from the University of Pittsburgh and her M.B.A. from Point Park University, and currently holds memberships with the American Grantwriters' Association, the Association of Fundraising Professionals – Western PA Chapter, The Grant Professionals Association, and The Foundation Center, Washington, D.C. (Platinum).

**Maria Satira** is an award-winning communications professional and author with experience in journalism, public relations, and nonprofit marketing. She spent nearly 10 years as a local news anchor, later moving into nonprofit communications for an economic development organization. She founded Maria Satira Media, LLC and wrote the book, "An Introduction to Media Relations for Nonprofit Organizations," to help nonprofits achieve their media relations and communications goals. Originally from Pittsburgh, she holds a bachelor's degree with majors in media arts and communication from Robert Morris University.

**Kathy Serenko** is a writing coach, published author, and founder of Create-a-Buzz Writing Programs. A corporate trainer for several years, a competitive Toastmaster, and a public speaker on the topic of domestic violence, Kathy's writing has appeared in many publications, including Forbes, Credit Suisse, Stainless Steel Americas, Working Parts, NEXTPittsburgh, and more. Her years as a Communications and PR Manager, along with her penchant for creativity and storytelling, helped Kathy develop a style of writing that translates the knowledge of experts into content for non-technical readers.

**Doug Smith** is the Assistant Executive Director at Light of Life Rescue Mission, which brings hope and healing to men, women, and families experiencing homelessness, poverty, and addiction. He's also the Founder of L3 Leadership, a leadership development organization that connects and develops leaders through podcasts, coaching, mastermind groups, and the L3 One Day Leadership Conference. An entrepreneur, speaker, coach, and sought-after leadership advisor, he hosts the L3 Leadership weekly podcast where he has interviewed world-class leaders. Doug earned a degree in business administration from Robert Morris University and finds his greatest joy at home with his wife, Laura, and their four children.

**Tom Sullivan** is a Leadership & Organizational Development Consultant with ProGrowth Associates, LLC. He has many years of service in key human resource positions creating solutions for executive learning, talent assessment and succession planning. Tom works closely with senior management teams as a trusted advisor, serving in a variety of corporate, health care and nonprofit industries. He is an accredited facilitator for multiple leadership and team development models, and has conducted seminars throughout North America and in Europe. Tom has a master's degree in public administration from Long Island University, and a bachelor's in social work from Kean University.

**Chris Thyberg** understands the challenge of leading effectively in complexity and how vital it is for leaders to have a partner in their professional and personal growth. After 30+ years in leadership at Carnegie Mellon, Penn State and a global nonprofit, Chris now offers executive coaching to emerging and experienced leaders in all sectors. Since 1987, Chris and his family have lived in East Liberty, shared in its gains and losses, and take hope from rising community leaders. To serve the common good fuels his passion to support purpose-minded leaders who empower and sustain resilient organizations committed to our shared flourishing. You can find Chris on *LinkedIn*.

**Dave Tinker**, CFRE, FAFP is Vice President of Advancement at ACHIEVA and an adjunct professor of informatics at Muskingum University's Master of Information Strategy, Systems and Technology (MISST) program. A certified Association of Fundraising Professionals (AFP) Master Trainer, he was honored by AFP International as one of the first six Distinguished Fellows. Dave received an M.P.A. with a concentration in nonprofit management from the Lilly Family School of Philanthropy at Indiana University. He received a B.A. in chemistry and English and an master of information strategy, systems and technology from Muskingum University. He is also a graduate of Leadership Works – Indianapolis, Class III.

**Maria Zeglen Townsend**, Ph.D. is adjunct faculty for the University of Pittsburgh and president of Townsend Associates LLC, offering evaluation training and consultation. Maria uses both quantitative and qualitative methods to evaluate local, state and national programs, conduct needs and strengths assessments, and identify and measure social indicators. Maria has taught graduate level courses in evaluation, quantitative and qualitative research methods, and policy analysis for University of Pittsburgh's Graduate School of Public and International Affairs, the School of Education, and the School of Social Work. Maria received her Ph.D. in developmental psychology from Michigan State University with a specialization in infancy studies.

**Megan Troxell**, Partner, A&A Services Group has over 16 years' experience in public accounting, specializing in audit and accounting services for nonprofit organizations. She serves as board vice chair for George Junior Republic, treasurer for Family Guidance, and treasurer for Community Bible Study – Pittsburgh West. She is an active volunteer with her church and children's school, and a member of the 2022 Cohort of the Pittsburgh Foundation's New Philanthropic Leaders program. A valued coach and role model for developing CPAs at GYF, Megan serves as Business Mentor through Pittsburgh Fellows. She is an active member of the Pennsylvania Institute of CPAs, and was named as one of their "Women to Watch" in 2020.

**Derek Vent** directs a team of project managers and analysts and is effective at developing relationships and influencing the delivery of transformational initiatives. As a trusted advisor, he provides tactical insights, proper sequencing of key initiatives, and mentor teams to deliver results. Derek is experienced in leading collaboration and executing on objectives with teams located in multiple locations and remotely.

**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.



# COURSE REGISTRATION

Register and pay for courses online at [rmu.edu/bcnmregistration](https://rmu.edu/bcnmregistration).

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 required. The decision to cancel is made one week prior to the class, so please register early.

## Withdrawal and Refund Policy

A full refund will be granted if the Bayer Center is notified of withdrawal at least five business days prior to the start of the session. No refund will be granted if the individual fails to attend or notify the Bayer Center five days prior to the event. A participant may transfer their registration to another member of their organization without penalty but must notify the Bayer Center at least one business day prior to the start of the session.

## Cancellation Policy

The Bayer Center reserves the right to cancel any class. If a class is canceled, a full refund of tuition fees or credit toward another class will be given, per the registered participant's preference.

## Scholarships

A limited number of partial scholarships are available to organizations demonstrating significant budget restraints. To be considered for a partial scholarship, please complete our **online application**.

## Please Note

Registration confirmations, notices of class changes, and other critical information are conveyed via email sent from [bcnm@rmu.edu](mailto:bcnm@rmu.edu) and [richardsc@rmu.edu](mailto:richardsc@rmu.edu). Please check your email the morning of any class for last-minute changes or cancellations. If your email program uses a spam filter, it may be necessary to add [bcnm@rmu.edu](mailto:bcnm@rmu.edu) and [richardsc@rmu.edu](mailto:richardsc@rmu.edu) to your address book so that you receive updates and information.



All classes are online via Zoom unless otherwise noted.



## BAYER CENTER FOR NONPROFIT MANAGEMENT

6001 UNIVERSITY BOULEVARD  
MOON TOWNSHIP, PA 15108

[RMU.EDU/BCNM](https://RMU.EDU/BCNM)

### BOARD

#### ADVISORY BOARD CO-CHAIRS

Rebecca Lucore, Covestro, LLC

Lisa Scales, Greater Pittsburgh Community Food Bank

Jennifer Cairns

Chris Cooke

Ellen Estomin, Executive Service Corps

Trish Gadson, Jefferson Regional Foundation

Angela Garcia, Global Links

Paul S. Homick, Mercy Health Foundation

Peter Lucas, Boston Consulting Group

Jack Owen, Owen Law Group, LLC

Trina DeMarco Preffer, Eat 'n Park

Prasad Vemala, Ph.D., Robert Morris University

Michaela Kizershot White, The Pittsburgh Symphony

Colleen Young, Greater Pittsburgh Community Food Bank

### FUNDERS

The Bayer Center acknowledges with gratitude the catalytic support received over the years from:

Alcoa Foundation

Arconic Foundation

Bayer Foundation

BNY Mellon Foundation

of Southwestern Pennsylvania

The Buhl Foundation

Colcom Foundation

Covestro LLC

Eden Hall Foundation

Fifth Third Bank

FISA Foundation

The Forbes Funds of the Pittsburgh Foundation

The Grable Foundation

Heinz Endowments

Horovitz, Rudoy & Roteman

Huntington Bank

Jefferson Regional Foundation

Jewish Healthcare Foundation

Laurel Foundation

McAuley Ministries

Microsoft

PNC Foundation

Richard King Mellon Foundation

Staunton Farm Foundation

United States Steel

...and our generous individual supporters and the invaluable nonprofit organizations whom we serve as clients and students!