

**“HANG ON TO YOUR HAT.
HANG ON TO YOUR HOPE.
AND WIND THE CLOCK,
FOR TOMORROW IS
ANOTHER DAY.”**

– E.B. WHITE



**BAYER CENTER FOR
NONPROFIT MANAGEMENT**

RMU.EDU/BCNM

FALL 2021 CLASSES

LETTER FROM PEGGY MORRISON OUTON

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**“HANG ON TO YOUR HAT.
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E.B. WHITE

September 2021

EXCELSIOR, BELOVEDS...EVER UPWARD!

For much of the pandemic, I felt the word of the moment was **MUTE**. “You’re on mute” – we said it over and over to each other. Life, in many ways, was on mute as we celebrated the holidays in our garage, masked and socially distanced, fearing to touch each other or breathe the same air.

Now the word of the moment is **HYBRID**. Hybrid is ambiguous in its core. We are back – and yet many of us are still working remotely, sometimes. The vaccines are miracle drugs – and we need a booster shot. We have survived – and we remain vulnerable.

Throughout the pandemic, we saw resilience and success for some agencies. For some, there has been additional funding and recognition of their value to society. For others who did not fit neatly into the zeitgeist, there were reductions, fear and loss. For most everyone, there was additional work as they further recognized and sought to meet existing and additional human need. Productivity has been high for many, driven in some cases by panic and a sense we could just disappear in this crisis.

I have loved and admired my colleagues in the nonprofit sector for their bravery and generosity of spirit for decades. Your willingness to confront injustice, to seek a more decent and humane community, to put your bodies into the breach and work so hard on behalf of the people you serve has inspired me. Over the years, we have found that you would make time and spend money to learn how to raise more money and improve your practices but were often very reluctant to spend much money or time on any kind of self-care. Many of you have heard me say, “*You’re your organization’s primary asset. When you take care of yourself, you’re taking care of your organization.*” From my vantage point of working with hundreds of agencies every year, I have long had protective feelings towards you. I have wanted to help you compete effectively in the crowded and competitive nonprofit marketplace, but I have hoped we also help you value yourselves and your contributions in a world that often only measures worth by financial success.

What I see right now is a lot of exhausted people, working on their last nerve – using their bone marrow to not only deliver all they were doing in the Before Times, but also what they did at the height of the pandemic because they now see that need so clearly...and it worries me.

Goodwill, trust, and positive social capital are bedrock for strong nonprofits. Those positive attributes require some tranquility of spirit, some largeness of heart that is often related to rest...someone I admire said, “The most subversive thing a woman can do is rest.” I believe this equally true for men. We need to have an informed and reflective voice as we navigate the roiling waters in which we are swimming at present.

I am calling on board and philanthropic leaders to recognize how valiant many people in our nonprofit leadership have been. This crisis has happened to every single person in the world and weariness affects every person’s analysis of how we should best proceed, but we need our key supporters to urge all of you, my beloveds in the nonprofit sector, to be kind to yourself and those with whom you work...yea, even some prescribed rest, relaxation and celebration...in order to secure a recovery that makes us proud of where we live and how we live with each other.

So once again, beloveds...excelsior!

Peggy Morrison Outon

...and yes, I am still here...and will be...

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All classes are online webinars unless noted otherwise.

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	5	6	7	8	9	10	11	
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		7	8	9	10	11	12	13
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BAYER CENTER FOR NONPROFIT MANAGEMENT

BENJAMIN RUSH CENTER
6001 UNIVERSITY BOULEVARD
MOON TOWNSHIP, PA 15108

RMU.EDU/BCNM

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 21 years of service to the nonprofit community, the Bayer Center has completed over 2,400 consulting engagements and educated over 12,700 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, and financial 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

The Covestro Center for Community Engagement 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 for you, including new and diverse talent, customized organizational solutions, and strong community relationships.

Contact us today to get started, or visit our website for more information.

Nonprofits can get connected by contacting Jennifer Pease at [412-397-6013](tel:412-397-6013) or pease@rmu.edu.

SkillShare

Dress for Success Pittsburgh is a local nonprofit that empowers women who are entering and returning to the workforce across Southwestern PA through clothing, connections, and confidence. The organization partnered with a team of Covestro employees through CCCE for a “Flash SkillShare” opportunity to help them gather, analyze, and present crucial data in an effective and economical way.

Dress for Success quickly pivoted with COVID-19 to a Typeform system to collect information from clients and to track services. However, they needed to report that quarterly and annual data to funders and stakeholders, as well as monthly operations. The organization also quickly moved their Connections resource center online, which “houses” employment resources, resume assistance, and job readiness materials, but needed to capture its usage and impact.

Erram Ahmed, Mobile Services Coordinator, was delighted with the project and partnership success...

For the FEMCon (Female Empowerment Mobile Convention) Team, it was incredibly important that we accomplish as much as possible for our goals within our own team to keep the financial focus of our efforts on our clients. However, for the more technical part of our needs, we had no idea who to turn to or even what exactly it was that we needed. The COVESTRO [SkillShare] team was able to not only identify what technical outcome we needed but was also able to build that product for us.

We had just a day and a small but mighty team that, despite their many different backgrounds, was able to be resilient and utilize everyone’s talents to the maximum to save the FEMCon team countless hours of work and money! Now the FEMCon team has a live database that informs an incredibly crucial part of the process for the FEMCon Life & Career Resource Fair that wants to go beyond what has ever been done before.



BoardsWork!

The **Bhutanese Community Association of Pittsburgh (BCAP)** came to CCCE looking to strengthen their board, knowing that an efficient and effective team of directors would help the organization grow in capacity and scope.

Executive Service Corps volunteer Paul Block facilitated their retreat, focusing on priorities like board roles, fundraising, and identifying skill set gaps. His vast knowledge of nonprofits, financial operations, and consulting guided BCAP through their agenda planning session and virtual engagement.

Board member Paula Kelly, who is also the Director of the Whitehall Public Library, said of the BoardsWork!

experience...

The most practical parts of our retreat included an explanation of board roles, the importance of a 990, and fundraising-related breakout rooms. Paul did an excellent job!

FINANCE

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 webinar 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 Bayer Center Financial Consulting, call 412-397-6000.

FINANCE CLASSES

Demystifying Nonprofit Financial Statements

Thursday, Oct. 7 from 10 – 11:30 a.m.

No magic needed, only a desire to learn. While a nonprofit's financial statements can seem complicated, after completing this class, you will find two of the reports – the Statement of Financial Position and the Statement of Activities – to be more approachable. We will explain how these reports reflect your organization's activities in words, not just numbers, including where an organization's money comes from and where it goes. A foundation will be laid so that you will leave equipped to start to ask questions at your next board meeting.

Instructor: Brett Fulesday, Cohen & Company

Fee: \$35

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

Finance Clinic

Are your financial policies ready for an update? Do you have questions about particular nonprofit accounting standards or practices? Are you or your board looking for new ways to present your financial reports? Have a few questions about your annual tax filings or whether you should get an audit even if it isn't yet required? A Finance Clinic can assist you with these questions and any other time-bound project or inquiry related to your organization's numbers.

Designing QuickBooks for Nonprofits

Thursday, Oct. 21 from 10 a.m. – noon

QuickBooks is both inexpensive and functional, making it a good choice for nonprofits. Join us as we teach you to set up and design your QuickBooks system to meet the complex needs of your nonprofit, including: setting up your accounting for grants, restricted funds, programs, and fundraisers. There is a question and answer portion utilizing a live data file to demonstrate and answer specific questions.

Instructor: Melanie Rutan, Bookminders

Fee: \$40 or \$65 for both QuickBooks classes

Mining QuickBooks for Nonprofits

Thursday, Nov. 11 from 10 a.m. – noon

QuickBooks has grown to be a powerful, full-featured accounting package with the functionality of packages costing ten times as much. This seminar explores the intricacies of the QuickBooks reporting system and how to extract the information you need from this powerful management information system. There is a question and answer portion utilizing a live data file to demonstrate and answer specific questions.

Instructor: Melanie Rutan, Bookminders

Fee: \$40 or \$65 for both QuickBooks classes

Understanding Accounting Principles Unique to Nonprofit Organizations

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

This class, designed for nonprofit board members, Executive Directors, and management, who have a basic understanding of accounting concepts, will focus on the differences in accounting concepts between for-profit and nonprofit organizations. Topics will include recognition of contributions, impact of donor restrictions to the financial statements, financial statement presentation differences from for-profit entities, timing of recognition of income and expenses, how recent accounting standards are impacting nonprofit financial statements, plus many other topics unique to nonprofit accounting.

Instructor: Drew Zerick, Sisterson & Co. LLP

Fee: \$35

The Board's Role in Financial Management

Tuesday, Nov. 30 from 1 – 2 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 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 V. Henigin, Wealth Management Partners, LLC and Michele O'Leary, BDO

Fee: \$30

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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.

NONPROFIT MANAGEMENT CLASSES

Executive Director Huddle

Thursdays, Sept. 9, Oct. 14, Nov. 11, and Dec. 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.

Instructor: Wendy Burtner, Steeltown Entertainment Project

Fee: Free, but RSVP is required

WE CONSULT!

Have a nonprofit need that classes can't cover? Bayer Center consultants can work with you to design a custom contract that can help improve team functioning, create or update policies and procedures, fundraise more effectively, develop a more engaged and higher functioning board, and so much more...allowing you to do the work that makes a difference.

During our 21 years of service to the community, we have completed over 2,200 consulting engagements. Our clients include environmental, arts, education, human service, community development, and advocacy organizations with budgets ranging from \$100,000 or less to more than \$50,000,000.

We customize strategic planning contracts to match many different timelines and levels of complexity. Contact us at **412-397-6000** or **bcnm@rmu.edu** for more information.

BoardsWork! Board Member Virtual Training

Tuesdays, Sept. 14 and 21 from 9 a.m. – noon

2020 has shown us that we need each other and we rely on nonprofits in our community to protect our health, serve our children, feed families, retrain people for new careers, etc. Nonprofits need great board members to get their work done and make this community safer, stronger and more vibrant. We need YOU to be a leader in the community to bring your skills! After this two-day course we can match you to a nonprofit you are passionate about.

We've transformed *BoardsWork!* into an online training hub, packed with resources and information to help equip individuals as smart, innovative, and eager nonprofit board members. The fresh, updated course will be presented over two sessions and filled with synchronous and asynchronous modules on topics like fundraising, boardmanship, planning, finances, human resources, and diversity, equity and inclusion.

BoardsWork! participants will lead and grow through:

- Solving community challenges in a resource-constrained environment
- Facilitating meetings with disparate points of view
- Leading more confidently
- Making difficult values-driven decisions

The nonprofit organizations become stronger with new, diverse individuals and skill sets. And businesses become stronger when employees become social leaders and advocates in the community.

Instructors: Peggy Morrison Outon, Bayer Center and Covestro Center and special guests

Fee: \$500 (\$400 without matching)

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How to Control and Maximize Your Marketing Spend

Thursday, Sept. 23 from 1 – 2 p.m.

This course will talk about current trends in marketing and why the "hot new thing" might not be the best thing for your organization. In addition, we will explore ways to identify if a trend, tool or vendor is the right fit. Finally, we'll learn how to use existing workstreams to expand your marketing collateral at almost no cost.

Instructor: Mike Stancil, Pittsburgh Business Group on Health

Fee: \$30

Using Improvisational Comedy Techniques to Build a Culture of Innovation

Tuesday, Sept. 28 from 10 – 11 a.m.

Nonprofits, just like for-profit organizations, must continually innovate in order to survive within the ongoing turbulent environment in which they operate. To accomplish this, 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." But how is this done? In this webinar 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 right 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, Phillips Healthcare

Fee: \$30

NONPROFIT MANAGEMENT CLASSES

Facilitating from Afar: Tips for Success Using Zoom

Wednesday, Sept. 29 from 2:30 – 4 p.m.

You probably know from experience that virtual meetings that are ill-designed or poorly facilitated can lead to virtual exhaustion. Join two expert virtual facilitators to explore how to improve your digital facilitation skills using Zoom and take away practical tips to make your online meetings better.

Instructors: Beth Kanter, Nonprofit Innovator and Cindy Leonard, Cindy Leonard Consulting

Fee: \$35



The Accidental HR Manager

Thursday, Sept. 30 from 9 a.m. – noon

In this in-person session is designed to give you an overview of the major laws that govern the world of employment. We will talk about the FMLA, the ADA, the ADEA and maybe some other alphabet soup laws. We'll talk about hiring, firing and employee discipline issues. Come with questions!

Instructor: Jim Southworth, Tucker Arensberg, P.C.

Fee: \$65

Location: The Bayer Center for Nonprofit Management, Robert Morris University, Benjamin Rush Center, 6001 University Blvd, Moon Township, PA 15108

Strong Corporate Nonprofit Partnerships

Friday, Oct. 1 from 10 – 11:30 a.m.

Achieving a liveable society is something everyone cares about. Partnering with companies is a critical way to achieve your goals. In this panel, we will learn from the Center for Corporate Social Responsibility, and companies about ways they seek partnership with nonprofits.

Panelists: Laural Ziemba, Range Resources; Ellen Rossi, EQT; Lee Ann Wainwright, Waynesburg University and Yvonne VanHaitsma (moderator), Covestro Center

Fee: \$35

Avoiding Campaign Calamities

Tuesday, Oct. 5 from 10 – 11:30 a.m.

Every major fundraising campaign has just one opportunity to be executed properly. Planning and preparation are key to avoiding the “campaign calamities” that can compromise a campaign’s success. Join us as we reveal campaign best practices and the Five Campaign Essentials. We’ll also share stories of highlights, lowlights, do’s and don’ts as you embark on a campaign.

Instructor: Lizz Helmsen, Carter

Fee: \$35

Progress in the Workplace: Practical Steps for Improving Diversity, Equity and Inclusion in Your Nonprofit

Wednesday, Oct. 6 from 10 – 11 a.m.

Want to move your organization from talking about DEI to taking action? This webinar will explore why DEI is critical for nonprofits and constructive ways to integrate DEI practices into your organization’s culture.

Instructor: Sharon Jefferson, consultant

Fee: \$30

Newer Ways to Raise Funds on Social Media

Friday, Oct. 8 from 10 – 11:30 a.m.

Fundraising on social media took a new twist as the pandemic forced people to do more virtually over the past year and a half. The use of social media in fundraising is increasing, but do you know all of the options available to your organization? Hear about some social media platforms you didn’t know you could raise money on, and how other organizations have been successful.

Instructor: Dave Tinker, ACHIEVA

Fee: \$35

Board Chair Brainstorm

Monday, Oct. 11 from noon – 1 p.m.

Attention all board chairs: YOU ARE NOT ALONE. Join this elite gathering of board chairs and board presidents for a time of brainstorming and bonding to share stories, challenges and build solutions around the issues involved in being a board chair. We’re in this together, even when we’re apart!

Facilitator: Dee Delaney, ESC

Fee: Free, but RSVP is required

Introduction to Strategic Planning

Tuesday, Oct. 19 from 10 – 11:30 a.m.

You know you need a strategic plan for the next few years, but you don’t know where to start. This webinar will help you understand the basics of a thorough strategic planning process, including what the main steps are, who to include in the planning process, how long it will take, and what to expect as a finished product. We will wrap up with time for your questions about how your organization can best plan for the future.

Instructor: Jon Hoffmann, Hoffmann Consulting

Fee: \$35

Does Your Case Statement Make the Grade?

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

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 webinar will discuss the various components of a cast statement and the supporting information necessary to make a compelling case for support to your donor prospects.

Instructor: Mark Lynch, Carter

Fee: \$35

The Role of Grants in a Diversified Fundraising Strategy

Thursday, Oct. 21 from 1 – 2 p.m.

Is your nonprofit’s annual operating budget dependent upon more than 30% in grant funding? Are you spending too many hours in staff time each year to “chase” grant dollars to support your organization? Grants are often necessary to offset an agency’s operating and program costs in certain situations, but are you really considering where grants fit into your organization’s overall fundraising strategy? Learn how to focus on grant funding in an appropriate way to support your agency’s mission, what the current grant landscape looks like at both the government and foundation level, and how to restructure your thinking about the placement of grant funds in your overall pursuit of a healthy, sustainable operating budget.

Instructor: Maureen Ryan, Write Connections, LLC

Fee: \$30

Putting LinkedIn to Work for Your Organization

Tuesday, Oct. 26 from 10 – 11 a.m.

Get the best strategies for your LinkedIn presence and put LinkedIn to work for your organization. HR professionals and nonprofits consider this ever-growing online platform essential for recruitment and awareness-raising. LinkedIn is also a dynamic platform in which to showcase your organization, experts, and more. Explore ways to support fundraising and marketing for your nonprofit or business. This webinar provides knowledge for how to create a stellar organizational profile and maximize visibility for your leaders, causes, and stars.

Instructors: Lynette Asson, New Place Collaborations and Yvonne Hudson, Quantum Theatre

Fee: \$30

HIGHLIGHTED COURSES WILL BE HELD IN-PERSON

NONPROFIT MANAGEMENT CLASSES



IN-PERSON

Developing Coaching Skills as a Manager

Wednesday, Oct. 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. Joel will give you key actions to use when coaching for optimal employee performance.

Instructor: Joel Burstein, Keep it Simple Training and Development, LLC

Fee: \$65

Location: Program to Aid Citizen Enterprise, Two Gateway Center, 603 Stanwix St, Pittsburgh, PA 15222

Data Planning: Capturing Meaningful Information to Guide Your Program

Wednesday, Oct. 27 from 1 – 2 p.m.

Your board and your funders are asking for more data — where to begin? This webinar will consider how to structure clear questions that will inform your program, find existing data and generate ideas to get additional data that address those questions. Finally, we'll consider ways to use those findings to improve your work.

Instructor: Rekha Shukla and Victoria Frank, Barbara Goldberg & Associates, LLC

Fee: \$30

HIGHLIGHTED COURSES WILL BE HELD IN-PERSON

Build-Your-Own Campaign: Annual Fundraising Appeals

Thursday, Oct. 28 from 10 – 11:30 a.m.

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. You 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: \$35



IN-PERSON

Executive Director Boot Camp

Thursday, Nov. 4 from 9 a.m. – 4 p.m.

ED Boot Camp is a day-long, entry-level workshop for new executive directors. We will cover the basics of nonprofit management, including: tools and tips for effective leadership, organizational stability, fundraising, financial management, regulatory compliance, 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, Steeltown Entertainment Project

Fee: \$125

Location: The Bayer Center for Nonprofit Management, Robert Morris University, Benjamin Rush Center, 6001 University Blvd, Moon Township, PA 15108

Tools for Identifying Individual Donors

Tuesday, Nov. 9 from 10 – 11:30 a.m.

Everyone's biggest question in fundraising is, "How do I find individual donors?" While there isn't a secret place to find a list of individual donor prospects, there are ways to identify prospects by mapping your organization's networks. We'll spend the webinar discussing effective strategies and introducing useful tools your organization can use to identify new individual donors.

Instructor: Emma Kieran, Pilot Peak Consulting

Fee: \$35



IN-PERSON

BoardsWork! Board Member Training

Wednesday, Nov. 10 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 Morrison Outon, Bayer Center and Covestro Center and special guests

Fee: \$500 (\$400 without matching)

EXECUTIVE 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, please contact Carrie Richards at **412-397-6008** or **richardsc@rmu.edu**.



IN-PERSON

Leadership Skills for New Supervisors

Tuesday, Nov. 16 from 9 a.m. – noon

The purpose of this session is to provide an overview of the various roles and functions of a supervisor. Designed for new leaders, we will address some of the key areas of a supervisor's responsibility, including leading and managing, supporting and motivating, and teaching and developing others. We will also cover the fundamentals of goal-setting and planning.

Topics include:

1. Overview of key areas of a supervisor's responsibility
2. Transitioning to Leadership: Issues and challenges
3. Avoiding common mistakes and pitfalls
4. Managing Your Time: Goal setting, planning and prioritizing
5. Best Bosses: What type of leader do you want to be?
6. Managing Performance: Supervising and developing others
7. Role Modeling: Identifying key professional behaviors

Instructor: Tom Sullivan, ProGrowth Associates, LLC

Fee: \$65

Location: The Bayer Center for Nonprofit Management, Robert Morris University, Benjamin Rush Center, 6001 University Blvd., Moon Township, PA 15108

NONPROFIT MANAGEMENT CLASSES

Difficult, Courageous, Productive Conversations

Wednesday, Nov. 17 from 10 – 11:30 a.m.

"I love confrontation," said no one ever. Can we have difficult and courageous conversations in ways that are productive? How can we confront hard issues and share different opinions without disrespecting or demeaning another person or group? How can we enter these conversations confidently, and use them to build up and strengthen our teams, our communities and our families – not tear them down? This webinar asserts that hard conversations are essential to growth – and provides you with tools and practice to have them. Participants should plan to attend with cameras and microphones turned on to participate with several group interactions.

Instructor: Trina Walker, TLW Strategy

Fee: \$35

What Now? A Board's Guide to Succession Planning

Friday, Nov. 19 from 10 – 11 a.m.

One of the most important tasks a board ever takes on is hiring its next leader. Nonprofit retirements are accelerating... don't be left behind! We'll take a look at a comprehensive transition plan, including a set of questions that considers how you prepare in advance of success, during the active phase of succession, and what should follow successful to assure success for a new leader.

Instructor: Peggy Morrison Outon, Bayer and Covestro Centers

Fee: \$30

Board Committees: Divide and Conquer!

Wednesday, Dec. 1 from 10 a.m. – noon

Board committees are a widely accepted method for nonprofit organizations to add capacity to their governance abilities. According to BoardSource, the average number of standing committees is 4.5 with the majority of organizations having 4 or fewer committees. That number is down from 6.6 committees just two decades earlier. Is it time to take a fresh look at the role of committees in your organization? Do your committees struggle with role clarity or the engagement of members? Join us to explore these issues and to discuss practical tools to assist you in the operation of effective board committees.

Instructor: Ron Kratofil, ESC

Fee: \$40

Volunteers: The Lifeblood of Nonprofits

Thursday, Dec. 2 from 10 – 11 a.m.

Volunteers not only are a means of efficiency, community outreach, and cost savings, but they bring completely different expertise and perspectives to the table. If you're not using them – you should! If you are struggling with volunteers, stopped using volunteers, or are considering implementing your first volunteer program, this is the class for you. We'll put forth statistics on the power and value of volunteers, and equip organizations to better recruit, retain, manage, and reward them for mutual benefit.

Instructors: Peggy Outon and Jennifer Pease, Bayer and Covestro Centers

Fee: \$30

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.

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 Review (2-hour minimum)

Is your existing 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! We will do a complete review of your existing handbook and point out the sections that are missing or require revisions.

HR Clinic

Do your HR policies need to be updated? 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 material, 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.

CUSTOM TRAINING AND CLINICS

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 412-397-6008 or richardsc@rmu.edu.

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.

TECHNOLOGY CLASSES

Facilitating from Afar: Tips for Success Using Zoom

Wednesday, Sept. 29 from 2:30 – 4 p.m.

You probably know from experience that virtual meetings that are ill-designed or poorly facilitated can lead to virtual exhaustion. Join two expert virtual facilitators to explore how to improve your digital facilitation skills using Zoom and take away practical tips to make your online meetings better.

Instructors: Beth Kanter, Nonprofit Innovator and Cindy Leonard, Cindy Leonard Consulting

Fee: \$35

Newer Ways to Raise Funds on Social Media

Friday, Oct. 8 from 10 – 11:30 a.m.

Fundraising on social media took a new twist as the pandemic forced people to do more virtually over the past year and a half. The use of social media in fundraising is increasing, but do you know all of the options available to your organization? Hear about some social media platforms you didn't know you could raise money on, and how other organizations have been successful.

Instructor: Dave Tinker, ACHIEVA

Fee: \$35

EXCEL DAY

Introduction to Excel: Hands-On



IN-PERSON

Wednesday, Nov. 3 from 9 a.m. – noon

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



IN-PERSON

Intermediate Excel: Hands-On

Wednesday, Nov. 3 from 1 – 4 p.m.

Learn more in-person 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: Matt Cohan, Highmark Health

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

Location: The Bayer Center for Nonprofit Management, Robert Morris University, Benjamin Rush Center, 6001 University Blvd, Moon Township, PA 15108

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IN-PERSON

Data Visualization Building Blocks

Friday, Nov. 12 from 9 a.m. – noon

Microsoft Excel offers a large number of charts and graphing tools that complement its data analysis toolkit. This hands-on session offers an introductory, practical guide to over 20 useful Excel charts and graphs for data visualization. We'll help you visualize more of your nonprofit data to help tell your story to your funders, board members and donors. You'll learn how to adjust text and cell formatting, change the chart type and axes, and how and when to implement different chart types, including basic bar and pie charts, scatter plots, histograms, and sparklines. Plus, learn how to create geospatial heat maps and 3D power maps.

Instructor: Dino Mintas, VISIMO

Fee: \$65

Location: The Bayer Center for Nonprofit Management, Robert Morris University, Benjamin Rush Center, 6001 University Blvd, Moon Township, PA 15108

HIGHLIGHTED COURSES WILL BE HELD IN-PERSON



BAYER CENTER FOR NONPROFIT MANAGEMENT

RMU.EDU/BCNM

STAFF

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*. Peggy has been also recognized locally by several organizations, including the Girl Scouts, Pittsburgh City Council, and was named by the *Pittsburgh Business Times* as a *2020 Woman of Influence*.

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.

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, crafting the educational catalog, and teaching undergraduate students in RMU's Nonprofit Leadership Association certificate program. A Northsider and proud owner of a rescued pit bull, she's a member of Elks Lodge #339 and volunteer 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 with their dog, Kitty, and visiting Disney World as often as possible.

Carrie Tancaitor 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.

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COVESTRO CENTER FOR COMMUNITY ENGAGEMENT

Jennifer Pease is Program Manager, Covestro Center for Community Engagement at Robert Morris University, and manages the *BoardsWork!* and SkillShare operations, in addition to telling the story of the communities they bring together. She is the president and founder of Senior Pet and Animal Rescue. Jen has held leadership positions with her local YMCA, 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, and maintains a public and professional writing certificate.

Yvonne Van Haitsma is Associate Director, Covestro Center for Community Engagement at Robert Morris University, and 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.

INSTRUCTOR BIOS

Lynette Asson, principal of New Place Collaborations, is an events and marketing maven who creates innovation solutions 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 has enjoyed working with Pittsburgh-area nonprofits and corporations including Crisis Center North, Animal Protectors of Allegheny Valley, Pittsburgh Festival Opera, and varied projects for BCNM and its clients.

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 has more than 25 years' experience managing and growing foundations and nonprofit organizations. Before moving back to Pittsburgh to join Steeltown Entertainment Project, 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. In addition to her role as CEO of Steeltown, she is an independent consultant to start-up businesses, foundations and nonprofit organizations. Wendy grew up in Butler, PA and graduated from Chatham College.

Matt Cohan works as an IT Manager for Highmark Health, an integrated delivery network comprised of six major organizations, supported by 40 thousand employees. He believes that the key to a successful people leader is to have a cohesive partnership with staff members. Matt has worked in healthcare IT since earning his Bachelor of Science in Management Information Systems from Edinboro University in 2007. He recently earned his M.B.A. from Duquesne University in 2019. Matt enjoys hitting the gym, golfing, and visiting his family in New Jersey in his spare time.

Dee Delaney served as the first Executive Director of FISA Foundation from 1996 until her retirement in 2010. During her tenure with FISA, grants totaling over \$17 million were distributed in support of women, girls, and people with disabilities. She is a graduate of Saint Mary's College, Notre Dame, Indiana and Leadership Pittsburgh. She has been the recipient of numerous awards for her advocacy work, including the United Cerebral Palsy Lifetime Achievement Award, University of Pittsburgh School of Dental Medicine Appreciation Award, and Achieva Excellence in Professional Service Award and was named a Distinguished Daughter of Pennsylvania by Governor Rendell in 2010.

Kevin Erdner stands at the nexus of his two greatest passions and fascinations: Leadership and Innovation. With over 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 later returned to obtain a Master's of Organizational Leadership (summa cum laude).

APPLIED RESEARCH AT THE BAYER CENTER

Based at Robert Morris University, research is second nature to the Bayer Center. We know how important it is to understand the nonprofit world in which we work, and we strive constantly to deepen that understanding for you and for our own work. When we ask you to participate in one of our research projects, please do. Your quiet reflection leads to more effective action for all of us. And, if you need assistance with research of your own, the Bayer Center for Nonprofit Management at Robert Morris University is here to help.

Wage & Benefit Survey

The 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 2021 version 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.

74%+
seventy-four percent
Exploring the Lives of Women Leaders
in Nonprofit Organizations

In our region, approximately 74% of the nonprofit workforce is female, yet are underrepresented

in positions of leadership and they earn less than their male counterparts. In this study, female executives reported earning only 82% of what male executives report earning. Through the 74% research project, we examined thousands of 990 forms for Southwestern PA nonprofits to learn about local wage inequity issues. On behalf of the nonprofit workforce, 74% is leading the way to promote change through research and education.

WHAT NOW?

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

From the 74% research we found that local nonprofit organizations and

individuals are ill-prepared for the pending retirement boom, which resulted in our most recent research project, "What Now?" This research confirms that retirement and succession planning for nonprofit organizations is scarce. How nonprofits respond to this reality will shape the future of the sector. However, despite the dismal statistics, there is optimism for change. We encourage you to continue to follow this journey as we enter the solution-building phase.

INSTRUCTOR BIOS

Victoria Frank holds a PhD in social welfare and a master's in public affairs from the University of Wisconsin – Madison. She was a fellow in the U.S. Department of Education's Pre-Doctoral Training Program in Education Sciences. She is a lecturer at the University of Wisconsin Madison, teaching courses in social policy and poverty. She is an independent evaluation consultant who has contracted with Barbara Goldberg & Associates for 15 years, using both qualitative and quantitative methods to evaluate social and educational programs. She is a proud AmeriCorps alumna.

Brett Fulesday is a Senior Manager within the Valuation and Litigation Support Services Practice of the Pittsburgh office of Cohen & Company. He has more than 18 years of experience in providing business valuation and litigation-support services (primarily in the areas of collaborative divorce and forensic accounting) for individuals as well as public and privately held, early-stage and mature companies. Driven by the desires to help and to continue to learn, Brett pours his energy and effort into the areas – for-profit and nonprofit alike – of arts, education, entrepreneurship and emerging technology.

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 Greentree with his wife, Cady. He is a board member for the local chapter of the Crohn's and Colitis Foundation and enjoys playing sports and guitar in his spare time.

Wealth Management Partners, LLC
Foster Plaza 11, 790 Holiday Drive
Pittsburgh, PA 15220
412-539-0015

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 is a versatile marketing/PR expert and writer who has created 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 has included projects for the BCNM and its clients, Pittsburgh Festival Opera, and Crisis Center North. 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. A principal of New Place Collaborations, she is a board member of Pittsburgh Shakespeare in the Parks. Yvonne now serves as development manager for Quantum Theatre.

Sharon Jefferson has nearly 20 years of experience in the nonprofit sector, broadly centered on strengthening organizations and creating community level impact across the housing, workforce & youth development, and education 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 of Arts degree in Urban Studies & Spanish, a Master of Arts degree in Public Administration, a certificate in Nonprofit Management and served as a U.S. Department of Housing and Urban Development Fellow.

Beth Kanter is an author, virtual facilitator and trainer and is an internationally recognized thought leader in digital transformation and wellbeing in the workplace with over 35 years of providing capacity building for nonprofits and foundations. She was named one of the most influential women in technology by Fast Company and one of the Business Week's "Voices of Innovation," Beth is the co-author of the award-winning Network Nonprofit books and The Happy Healthy Nonprofit: Strategies for Impact without Burnout (<http://bit.ly/happyhealthynpbook>). Her clients include Packard Foundation Resilience Initiative, Bill & Melinda Gates Foundation, Save the Children, Counterpart International, the Robert Wood Johnson Foundation, and others.

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.

Ron Kratofil has over 40 years of nonprofit experience from both the Executive Director and Board perspective. His dual Master's Degrees in Rehabilitation Counseling and an MBA give him a unique skill set to help organizations effectively master the double bottom line of mission fulfillment and financial stability. Additionally his volunteer work in the last 20 years has centered around serving many and diverse community boards with an emphasis on developing measurable mission metrics and helping clarify the complimentary yet different roles of board and staff.

Cindy Leonard has devoted over 20 years working in and with nonprofit organizations, and has served on numerous boards and committees, in various volunteer capacities, and as a consultant, a trainer, an executive director, a program manager, and an IT director. Cindy holds a Bachelor of Science in Computer Science, a Master of Business Administration, and a Master of Education in Instructional Design, all from Seton Hill University. Learn more at <https://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. 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.

Dino Mintas is the VP of Data Science & Software Design at VISIMO LLC, a local software and analytics consulting firm. He has over 15 years of experience in the fields of data science and business intelligence and has worked for a diverse array of organizations in both the public and private sectors. He holds a B.S. from the University of Pittsburgh and a JD from Fordham University School of Law. Dino has a lifelong passion for working with and learning from data. He oversees VISIMO's internal R&D projects and helps business and nonprofits answer their most challenging questions by developing state-of-the-art AI/ML solutions. He lives in western Pittsburgh.

Michele O'Leary is a CPA with over 20 years of experience in public accounting. She is an Assurance Managing Director with BDO USA, LLP where she specializes in working with nonprofit organizations. Her practice includes providing audit, accounting, and consulting services to organizations in the Pittsburgh region. Michele serves on the Board of Directors for the YMCA of Greater Pittsburgh and Contemporary Craft and is a member of the Board of Management for Deer Valley YMCA Family Camp. Michele holds a B.S. in accounting from Indiana University of Pennsylvania.

INSTRUCTOR BIOS

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.

Ellen Rossi serves as President of the EQT Foundation, the philanthropic division of EQT Corporation, a natural gas company headquartered in Pittsburgh, PA. Prior to joining EQT in November 2009, Ellen served as the Vice President of Communication Services at the Allegheny Conference on Community Development. Ellen began her career as an Events Coordinator at the Pittsburgh Downtown Partnership where she helped with the planning of several events including Light Up Night. A lifelong Pittsburgher, Ellen is a graduate of Duquesne University and currently serves on the board of Grantmakers of Western Pennsylvania.

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.

Maureen Ryan, Founder and CEO of Write Connections, LLC is a service-oriented business and education professional with 30 years experience in grant development, writing and administration. Maureen held many positions in the nonprofit sector including Manager of Education Initiatives, Workforce Education and Development at Catalyst Connection and the Pittsburgh Technology Council and Coordinator of Recruitment, Natural Sciences and Engineering Technology Department at Point Park University. Maureen earned her bachelor's degree in Humanities from the University of Pittsburgh and her MBA from Point Park University, and holds memberships with the American Grantwriter's Association, the Association of Fundraising Professionals Western PA Chapter, and The Foundation Center, Washington, D.C. (Platinum).

Rekha Shukla has more than 30 years of development and management experience gained in public and nonprofit organizations in Asia, New York and Pittsburgh. She holds a Master of International Affairs Degree from Columbia University and is a proud alum of University of Wisconsin-Madison. She is a consultant concentrating in evaluation, project development, and strategic planning and has worked with Barbara Goldberg & Associates, LLC for over 10 years.

James Southworth is a Senior Counsel of Tucker Arensberg, P.C. He concentrates his practice in the areas of employment and labor law and employment immigration, as well as alternate dispute resolution and mediation. Prior to becoming an attorney, he was a human resource manager, giving him an understanding of the issues companies face when dealing with employees, which enables him to provide advice that not only passes legal muster but is also grounded in the realities of the workplace. James has complied with and been accepted as a mediator for the Western District of Pennsylvania ADR program.

Mike Stancil is Marketing Director at the Pittsburgh Business Group on Health (PBGH). He has over 13 years experience in marketing strategy with over 6 years in nonprofit marketing. Mike's digital strategy efforts helped Highmark Health win two gold Effie Awards in 2017 and his strategy and agility during 2020 resulted in the PBGH being recognized with a Membership Leadership Award by the National Alliance of Healthcare Purchaser Coalitions. He has his bachelor's degree in sociology from Slippery Rock University and a master's degree in digital publishing from George Washington University.

Tom Sullivan is a Leadership & Organizational Development Consultant with ProGrowth Associates, LLC, Pittsburgh, PA. 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, NY and a bachelor's in Social Work from Kean University, NJ.

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 MISST from Muskingum University. He is also a graduate of Leadership Works – Indianapolis, Class III.

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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.

Drew Zerick is an assurance services manager with Sisterson & Co. LLP and has over 15 years of professional experience. Her professional career has involved providing accounting and auditing services to a variety of clients, with a focus on nonprofit organizations, as well as spending several years working as a Controller for a healthcare company. Drew rejoined Sisterson in 2013 where she also serves on the Firm's Recruiting Committee and as an instructor for their in-house continuing professional education program. Drew also has experience serving on a nonprofit board and presenting financial statements to nonprofit boards.

Laural Ziemba is Director of Public Affairs at Range Resources where she represents the company through its working relationships with the communities in which Range operates. Laural earned a bachelor's degree in communications from Duquesne University, and an MBA from Waynesburg University. She is a board member for the Southwest Corner Work Force Development Board, the Washington County Chamber of Commerce, Washington Health System Foundation, the finance council for the Diocese of Pittsburgh and Washington County's 2000 Turkeys Food Drive Campaign. Laural was the recipient of the Washington County Chamber of Commerce Young Athena Award and the Pittsburgh Business Times Women in Energy Leadership Award.

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