

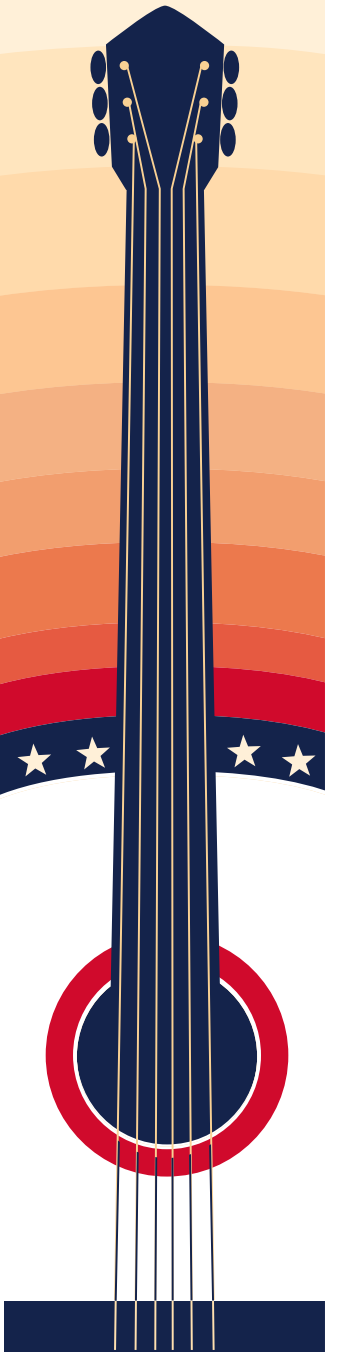
BAYER CENTER FOR
NONPROFIT MANAGEMENT
AT ROBERT MORRIS UNIVERSITY

★ PRESENTS ★

SPRING 2022
COURSE
CATALOG

WE'RE ALL
IN THIS
TOGETHER
IF WE'RE
IN IT
AT ALL."

JOHNNY CASH



BAYER CENTER FOR
NONPROFIT MANAGEMENT
RMU.EDU/BCNM



LETTER FROM PEGGY MORRISON OUTON

Before the holidays, it was my privilege to receive a Lifetime Achievement Award from the Greater Pittsburgh Nonprofit Partnership. Esther Bush also received the award and we were interviewed by Andrew Stockey of WTAE. Here is some of what I said in answer to his questions...

I wonder as you reflect on the whole of your careers, what is something you're most proud of?

A serious question deserves a serious answer...when I was a girl, my first political hero was JFK and he was murdered in my hometown. Since that time, we all have lived through so much violence, fear, injustice, race hatred, wars, economic terrors, school shootings – the list of tragedies and injustice is endless. Yet I have lived my life surrounded by people who refused to be defeated...people who did not avert their eyes, who saw the reality of the damage done but who still got up every morning to make the world a better place. I know this in my bones because I've worked over time with more than 1,000 nonprofits as my clients. It has been my privilege to walk beside them as they confronted all that I listed above – and with too little money and too few hands to do the work that just kept coming...

If I or my colleagues could help them with a better budget format or a stronger marketing plan or a board who knows its job, it was my privilege to do so. I am proud when a nonprofit leader is respected, can compete and secure the necessary resources, when they succeed in teaching a child or giving them a song to sing, when someone doesn't go hungry, or a community sees itself come back to life and believe in itself. I am proud that, for forty years, these people have been my tribe.

In the face of all the cynicism of our modern culture – that greed is good...God is dead...nothing can be done...I have walked with those who take responsibility for others, who believe that we must reach up and reach out, we are called to build community, encourage generosity and help people to live lives of value and respect. I am proud that the nonprofit community has been my home and its people, my people.

Why is developing new leaders important, and what needs do you continue to see for leadership development in our region?

If we accept that nonprofit work is both essential to the health of a community and is complex, challenging work, constantly seeking the resources necessary to meet its mission, and that the world is a mess of constant change with high expectations for performance, then we'd better have some robust support systems to help people, both staff and board people, to meet that need. Pittsburgh is fortunate to have PACE: the Program to Aid Citizen Enterprise, the Forbes Funds and others to address these needs.

If you look at the way corporate leaders develop people, they start early. One reason I am so proud to work at Robert Morris is because the University is a service learning university. You get two transcripts at graduation – your academic transcript and your service transcript. I have been told that young people going to work at Covestro ask about service opportunities as they ask about salary and benefits. This makes me so hopeful. These people will grow up to be excellent board members! They are systematically moved through the company to find their best fit. They are encouraged to pay attention to the hours of the day when they are most productive – there's an app for that! They are provided mentors and coaches, they are seen for the asset they are.

The vast majority of NPOs have ten or fewer employees. HR is largely an unfunded mandate. Sometimes, NPOs are reluctant to invest in staff because they are afraid they'll leave! Not to mention the first cut in many budgets is professional development dollars...

Because of the small size of many staffs and the absence of HR best practice in too many NPOs, we haven't often heard discussions about the NP workforce. Here's the deal: Baby boomers are turning 70 at the rate of 10,000 a day. The number of NPOs registered with the IRS was 250,000 40 years ago, now it's 1.6 million. We are in the midst of a war for talent. We need tech savvy, politically sophisticated, socially evolved leaders now more than ever. We must provide high quality professional development training and mentoring opportunities. Where's the band width for that? We need to do it now!

Each one of you in the audience who has work experience needs to commit to being intentional about teaching the real deal to a new employee or a younger friend. By the real deal, I mean share some trade secrets about how to get money from foundations or work with a difficult board chair or supervise someone who used to be your peer. We ask generosity of others all the time. Be generous yourself. It is not a zero-sum game. We need to urge the funding community to provide enough operating dollars so that we grow our people and preserve our community.

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LETTER FROM **PEGGY MORRISON OUTON** < continued from previous page

What do you see as the most pressing needs for the nonprofit sector to address?

I started my part of this conversation by talking about the essential importance of the nonprofit sector in promoting community, encouraging generosity and insisting on decent, respectful treatment of all people. But nonprofits are all too often prevented from advocacy and community building by the force of funding that reduces them to service providers rather than champions of justice, decency and fairness. For many NPOs, advocacy is seen as a luxury, and one they cannot afford. What if they offended an elected official who votes on the budget that funds their contracts? What if they irritated a foundation professional? All too many of our NPOs do not have independence because they do not have a diversified funding base that protects them from catastrophic loss of a donor. They have not been encouraged to have a voice. They do not have a seat at the tables of power where big decisions are made.

We have a few powerful NP leaders who have effective voices and I thank God for them, but we need many. We need to see each other not as adversaries but allies, even if the other group gets the grant you were counting on. You'll get it the next time! I celebrate the Forbes Funds and the leadership they have shown in encouraging effective advocacy and community engagement with the larger social issues. There is a story about a nonprofit leader from California, Kim Klein, who wrote many great books on fundraising and was editor of The Grassroots Fundraising Journal. She was teaching a

class on fundraising at Stanford where she asked her class members what was their position on the estate tax. When one responded that he didn't have one, she reportedly said, "Don't come back to my class until you do!"

How much do you know about donor advised funds? Do you know that Fidelity Foundation is the biggest NPO in the world? Bigger than the United Way and the Red Cross? How do we stay current? How do we have an informed opinion? How do we get elected officials and other people of power to take us seriously? Read! Think! Talk! Write!

We have a lot of emerging leaders with us today. What advice do you have for nonprofit leaders as we continue to navigate a global pandemic and ongoing social injustice?

Now this may be the time I cry, because I'm going to tell you my truth...and that is that there is nothing more important than the people who share your life.

So, my advice to all of you is to be sure you build strong relationships. Take time to listen, to laugh, to care, to see. This has been a time of isolation and loneliness for many people. It has come home to me time and again how much I need my family and co-workers and my friends. And how blessed and fortunate I have been to have work I loved with people that I love and a town that is flawed, imperfect, needs improvement, but remains close to my heart.

My advice is to love extravagantly and let your little light shine – because you are the light in the darkness. Because of you, I have always felt safer. After 9/11, I wrote to our email list that because I knew the likes of you, I would not succumb to despair. There is much about which we should despair, but I know we will continue to work. I thank the GPNP for the marvelous honor, and for the chance to wax philosophic. My retirement is not quite yet but when I leave, I know I have left it in good hands – yours!

Peggy Morrison Outon

Peggy Morrison Outon

Assistant Vice President for Community Engagement and Leadership Development

Winter 2021

**WE'RE ALL
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TOGETHER
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AT ALL."**

JOHNNY CASH

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BAYER CENTER FOR NONPROFIT MANAGEMENT

BENJAMIN RUSH CENTER
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Not like anybody else.

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

Every one of our solutions is a custom solution.

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

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

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

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

Your reality is our reality.

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

In 22 years of service to the nonprofit community, the Bayer Center has completed over 2,400 consulting engagements and educated over 12,900 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

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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** or **pease@rmu.edu**.

BoardsWork! and Street Medicine Institute

"As a result of our *BoardsWork* session, our board members seem to have a much better understanding of the difference between "operations" and "governance." Because we still only have one staff person, the board remains very involved in operations – however, we alternate monthly between operational topics and governance topics in our meetings. We are committed to bringing in an Executive Director, at least part-time, and will be working on that over the next six months.

At our most recent board session, we approved a Board Member Job Description – a direct outcome from the boardswork discussions; and, we approved a board development plan that emerged from our matrix analysis of our current directors' skills, demographics, geographic location, etc. Having never enforced term limits, we are updating our policy for doing so."

– Irene McFadden, *Street Medicine Institute Board Chair*

"It would be fair to say that I found working with Street Medicine Institute exactly the kind of inspiring experience that I hoped for in volunteering to do *BoardsWork* sessions. The mission-focused leaders on this board were eager to learn from the experience of others and to benefit from the perspective of experts on governance. The intake process and my early conversations with Irene and Steve allowed the work to focus on the most relevant, timely, and actionable issues for the group, and background readings from the *BoardsWork* "library" were right on point.

From my first interaction with Street Medicine Institute, I felt invested in helping them move forward to seize the opportunities before them and honored to support their thoughtful and dedicated work. It was especially important that our time together focussed on some of the toughest, but most important, issues on their agenda; it is often the challenging points on which a facilitator's contribution can be especially helpful. I'm grateful to have played a small role in their ongoing efforts to advance the Street Medicine movement, and delighted that the action steps we outlined during that workshop are already making a difference."

– Jo Ellen Parker, *ESC Volunteer and BoardsWork! Facilitator*

Flash SkillShare

CCCE teamed up with our partners at Covestro for the second annual virtual Giving Tuesday Flash SkillShare on November 30, 2021. Covestro employees from all over the country worked with our nonprofit community in a day-long event filled with relationship building, problem solving, quick innovation, and creative multitasking.

Our friends at Bay Area Homeless Services in Baytown, Texas needed our help with a capital project stakeholder engagement initiative that will not only clearly communicate their five-year strategic plan that includes building demolition and construction but also maintain the current services they already offer to the local homeless population. This team had expertise in quality assurance, electrical and power systems, and integrated logistics.

And the Brashear Association was looking for a strong, sound, succinct, and easy to understand KPI strategy for its board of directors without compromising its daily work in its three core areas of food security, utility assistance, and youth programming. We're excited that this group of employees had skill sets in general management, procurement, and plant supervision.

The morning provided the framework for nonprofit context and project objectives. The teams did the work. The afternoon was a platform to present solutions and feedback.

Flash SkillShare is an abbreviated version of our signature SkillShare program. Normally in a 12-week timeline, we facilitate teams of 4 or 5 employees who work with nonprofit organizations to solve a well-defined technical or management challenge, like we did with BAHS and Brashear.

Previous successful projects have included financial analysis, market research, operations improvements, and facilities management. Outcomes for the nonprofit have included cost savings, new processes, and a clearer understanding of work with a new business perspective lens.

When nonprofits thrive with the help of skills-based volunteering, the community thrives.





COVESTRO CENTER FOR COMMUNITY ENGAGEMENT

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Our seasoned staff and trained ESC
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organizational solutions, and strong
community relationships.

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visit our website for more information.

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

Executive Service Corps

Interview with Brett Fulesday

What brought you to ESC? What keeps you coming back?

On an otherwise-nondescript Tuesday in February 2020, as part of my boardwork for a local (Pittsburgh) nonprofit, I was forwarded an email from the Bayer Center with the subject, “What is Your Plan if Your Leader Unexpectedly Leaves?” This led to an e-dialogue with a consultant at the Bayer Center. As part of this dialogue, I asked, “Do you happen to know whether the Bayer Center offers some sort of program whereby individuals are trained/qualified to consult for or assist other nonprofits in the region?” The response, not unsurprisingly, was the ESC.

What keeps me coming back are the opportunities: opportunities to aid nonprofits, opportunities to join workshops and receive (complimentary!) training, and opportunities to meet – and learn from – fellow volunteers.

Tell us about your work outside of ESC. What fuels your passion and purpose?

Away from the ESC, and for more than 18 years, I have provided – and continue to provide – business valuation services for when, for example, someone is thinking about or going through the process of buying or selling a business. In the big picture, driven by the dual desires of wanting to help and to continue to learn, I pour my energy and effort into the areas – for-profit and nonprofit alike – of arts, education, entrepreneurship, and emerging technology.

How important is it that businesses and organizations work together through volunteer work?

It is of paramount importance and cannot be overstated or stated often enough. Everyone – *everyone!* – who works, regardless of what they do, brings their own set of experiences and perspectives that could help a nonprofit leader think through, and perhaps even resolve, a puzzling situation.

What would you say to someone who is interested in the ESC program?

“Fantastic! Southwestern Pennsylvania’s nonprofits needed you yesterday, so jump right in. Allow me to connect you with Yvonne Van Haitsma (Associate Director of the Covestro Center for Community Engagement), who helped to bring me into the mix.”

Then, if someone were to say, “But, I have no formal training” or “But, I’ve never worked with a nonprofit before,” I would respond, “Have you heard about the free training that you’ll receive upfront?”

What are you looking forward to this year, personally or professionally?

One of Dale Carnegie’s fundamental principles is, “Live in ‘day-tight compartments.’” The past ~22 months have reinforced (for me) the necessity to take, and focus on, each day as it comes. On a day-in, day-out basis, I look forward to waking up and asking the question, “How can I help?”



**BAYER CENTER FOR
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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.

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FINANCE CLASSES

Demystifying Nonprofit Financial Statements

Friday, Feb. 4 from 10 a.m. – noon

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, ESC

FEE: \$40

Saving for Opportunity: A Conversation About Cash Reserves

Friday, Feb. 18 from 10 – 11:30 a.m.

The holy grail of nonprofit management is money at the bottom of the page. This panel of community leaders has thought long and hard about the necessity for sufficient cash reserves. We will discuss why to have them, how to build them, and the policies that support greater financial sustainability.

PANELISTS: Peggy Morrison Outon, Bayer and Covestro Centers; Kate Sphar, Nonprofit Consultant; David Thompson, ESC; Cheryl Walker, One Northside

FEE: \$35

Designing QuickBooks for Nonprofits

Thursday, April 7 from 10 a.m. – noon

QuickBooks is both inexpensive and functional, making it a good choice for nonprofits. Join us as we teach you how 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, April 21 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 webinar 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

Budgeting: A Year-Long Action Plan

Thursday, April 28 from 1 – 3 p.m.

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

INSTRUCTOR: Paul Block, ESC

FEE: \$40

Understanding Accounting Principles Unique to Nonprofit Organizations

Tuesday, May 10 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

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.

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 22 years of service to the community, we have completed over 2,400 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.

ALL CLASSES ARE ZOOM WEBINARS UNLESS NOTED OTHERWISE. 



**BAYER CENTER FOR
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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.

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NONPROFIT MANAGEMENT CLASSES

Executive Director Huddle

Thursdays, Jan. 13, Feb. 10, March 10, April 14 and May 12 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, Wendy Burtner Consulting/ Nonprofit SideKick!

FEE: Free, but RSVP is required

Board Chair Brainstorm

Wednesdays, Jan. 19 and April 20 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

It’s All About Respect: A Win-Win Approach to Preventing Workplace Harassment

Tuesday, Jan. 25 from 10 – 11:30 a.m.

A recent study says that 35% of workers feel that they have been harassed at work. More than 20 years have passed since Anita Hill accused Clarence Thomas of workplace harassment. Since then, and in some cases even before, most organizations have created policies prohibiting harassing behavior. Plus, employees have spent countless hours in harassment prevention training. Despite all of this effort, harassment is still occurring, evidenced by revelations of negative behaviors and the “MeToo” movement. The costs of harassment in an organization go beyond legal judgments. This program takes a different approach to preventing harassment. Rather than warning about the negative consequences of behaviors, it focuses on the value of helping to create a positive workplace. An examination of the WIFM (What’s in it for me) and a better understanding of unconscious bias can help managers and supervisors do a better job leading employees in positive behaviors.

INSTRUCTOR: Phyllis Hartman, PGHR Consulting, Inc.

FEE: \$35

New Year’s Resolution: Mastering Time Management

Wednesday, Jan. 26 from 10 a.m. – noon

Shorter deadlines, competing priorities, countless meetings, and unscheduled interruptions are some of the challenges we face today. Without a natural drive for accomplishment, some of us feel especially pressed to produce results. This webinar will help participants increase an achievement-oriented work style and obtain greater results with less stress. Topics include:

- ★ Attitudes and Beliefs – developing an achievement motivation
- ★ Setting Goals – focusing on results, not just activities
- ★ Establishing Priorities – putting first things first
- ★ Planning and Scheduling – deciding what to do and when
- ★ Procrastination – learning to just do it

INSTRUCTOR: Tom Sullivan, ProGrowth Associates LLC

FEE: \$40

Telling Stories That Stick

Thursday, Jan. 27 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 webinar, 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, TLW Strategy

FEE: \$40

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**.

NONPROFIT MANAGEMENT CLASSES

Beyond Conflict Resolution: Engaging Conflict as an Opportunity for Transformation

Tuesday, Feb. 1 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

Moving Beyond the Predictable: A Conversation About Staying Relevant

Wednesday, Feb. 2 from 10 – 11 a.m.

A young professional nonprofit leader and a tenured nonprofit leader talk how to be current and useful in a post-Covid world. The conversation will touch on the use of data, time management, and building strong relationships in a dislocated time. Bring your thoughts and questions about the ways in which you stay current in your thinking.

INSTRUCTOR: Peggy Outon, Bayer and Covestro Centers and Joanna Deming, Perry Hilltop Citizen's Council & Fineview Citizen's Council

FEE: Free, but R.S.V.P. is required

Needs and Strengths Assessment

Tuesday, Feb. 8 from 10 a.m. – noon

Now more than ever it is important to create and nurture the balance between 1) understanding and prioritizing the needs of your current and future clients and 2) 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. This 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 Townsend, Townsend Associates LLC

FEE: \$40

Managing Remote Teams

Friday, Feb. 11 from 10 – 11:30 a.m.

This webinar will review techniques needed to manage a team of employees who are working remotely by combining different tools that will help you rise to the challenge of working with and managing remote team members. We'll introduce the basic concepts of using various collaboration technologies to help teams that are working remotely or located in multiple locations. You'll learn how to communicate more effectively and how to utilize tips for making remote workers feel like part of the team.

INSTRUCTOR: Derek Vent, ESC

FEE: \$35

BoardsWork! Board Member Virtual Training

Tuesdays, Feb. 15 and 22 from 9 a.m. – noon

The last few years have 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 2-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)

Tips for Successful Virtual Solicitations

Wednesday, Feb. 16 from 10 – 11:30 a.m.

The pandemic has changed how we interact with donors. Building relationships is hard even with in-person opportunities, let alone while operating completely virtually. How can you best connect with donors during physical distance? What is the right way to structure a virtual solicitation with a donor? In this interactive session, you'll learn how to secure virtual meetings with donors, creative ways to engage your top donors, and have an opportunity to practice your virtual solicitation pitch.

INSTRUCTOR: Emma Kieran, Pilot Peak Consulting

FEE: \$35

Qualification: A Key to Pipeline Development

Tuesday, Feb. 22 from 10 – 11 a.m.

Once a list of prospects is generated, fundraisers have the overwhelming task of sorting through the pool to find the best fits for their organization. This is where so many fundraisers fall flat. On top of everything else they are tasked with, this time commitment can feel overwhelming and quickly fall to the bottom of a list of priorities. This webinar will not only cover prospect pool development, but also provide a take-home outline of how to tackle qualification in a meaningful and strategic way. Qualification is essential to building a pipeline of donors with affinity to an organization. Please join us for a class on sorting through a prospect pool, building successful portfolios, and determining criteria for future prospect pool development along the way!

INSTRUCTOR: Michaela Kizershot White, The Pittsburgh Symphony

FEE: \$30

NONPROFIT MANAGEMENT CLASSES

Bare Bones Marketing Planning

Wednesday, Feb. 23 from 10 – 11 a.m.

Gather the tools you need to create your first marketing plan for your small to midsize nonprofit (15 or fewer employees). Designed for those newly managing marketing with modest resources or for those wearing multiple hats, this session will provide tips and tactics for planning. The workshop will focus on how to strategize 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

Planning and Running a Successful Capital or Major Gifts Campaign

Wednesday, Feb. 23 from 1 – 2:30 p.m.

Regardless of your organization’s size, planning and executing a major gift or capital campaign involves the same fundamentals. The unsettled economic environment and pandemic make it even more important that you have a reliable playbook in hand. This webinar will cover all of the building blocks, including the board’s role, the case for support, the campaign planning study, how to identify donor prospects, and other essentials

INSTRUCTOR: Mark Lynch, Carter

FEE: \$35

Building More Accessibility Into Your Gatherings and Materials

Thursday, Feb. 24 from 1 – 2:30 p.m.

It is estimated that one in four adults in the United States have some kind of disability. As nonprofits serving diverse populations, we need to know how to address accessibility in our in-person meetings, online meetings, and in our written and digital materials. In this webinar, we’ll discuss the importance of incorporating accessibility into nonprofit work and cover techniques for improving your organization’s meetings and materials.

INSTRUCTORS: Cindy Leonard, Cindy Leonard Consulting and John Kenyon, JohnKenyon.org

FEE: \$35

How to Implement and Operate a Retirement Plan

Tuesday, March 1 from 10 – 11:30 a.m.

Do you have a retirement plan for your employees? Are you following industry best practices? Join us to learn how to implement a plan and ensure you are aware of the best practices for your current 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.

INSTRUCTORS: Jack Ryan and Will Ferguson, HB Retirement

FEE: \$35

Hello, I’m in Performance Management... Don’t Hate Me!

Wednesday, March 2 from 10 – 11 a.m.

How do you create a performance management system that your employees and managers don’t dread... and might actually like?! It can be done. Make time for this session to learn about the ways in which the HR function of performance management is evolving. Pick up some tips to ensure that your organization has a process where managers engage with their team regularly and with purpose and everyone benefits. Look forward to an interactive session with time for sharing and learning from each other.

INSTRUCTOR: Mary Kate Bartley, Charles E. Smith Life Communities

FEE: \$30

Recognizing and Avoiding Common HR Mistakes That Could Put Your Organization in Court

Thursday, March 3 from 1 – 2 p.m.

This webinar will help teach you how to spot common HR mistakes that often put employers in the crosshairs of an employee lawsuit or a federal or state agency investigation. It will review real life cases and explore lessons-to-be-learned from how they went awry, and also offer practical suggestions on common HR practices that too often get overlooked and put employers in legal hot water (i.e., job descriptions, performance reviews, employee handbooks).

INSTRUCTOR: Jeremy Farrell, Tucker Arensberg, P.C.

FEE: \$30

Working With Our Foundation Allies

Friday, March 4 from 10 – 11:30 a.m.

Generous gifts from foundations have often secured the future for regional nonprofits. But there are close to 8,500 nonprofits in southwestern Pennsylvania alone, and foundation leaders have to make hard choices and are challenged to make every dollar count. Come reflect with a few of our region’s most thoughtful foundation leaders about how they make those decisions.

PANELISTS: Lisa Schroeder, Pittsburgh Foundation, Marisol Valentin, McAuley Ministries; Anne Marie Toccket, Posner Foundation; Peggy Outon, Bayer and Covestro Centers (moderator)

FEE: \$35

Program Design Primer

Tuesday, March 8 from 10 – 11:30 a.m.

New programs and services are often reactive: the community has a need, or a funder has resources to address a specific challenge. But to be successful, you need a good process, the right people at the table, and a plan for evaluation. This webinar is a primer on designing new programs and revising existing programs to meet community needs. You will learn who to involve in designing and revising programs, how to assess demand and community need, what to do if an existing program is falling short of its goals, and how to build in data and evaluation from the beginning.

INSTRUCTOR: Jon Hoffmann, Hoffmann Consulting

FEE: \$35

NONPROFIT MANAGEMENT CLASSES

Engaging Volunteers: Winning Hearts, Minds and Support

Tuesday, March 15 from 10 – 11:30 a.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: \$35

Creating an Inclusive Board for Excellent Decision-Making

Thursday, March 24 from 10 – 11:30 a.m.

Boards that have a diverse range of perspectives, skills and life experiences create a decision-making process that opens insights to blind-spots, reaches new audiences and approaches equity in new ways. Learn about the importance of creating a culture that includes space for divergent thinking, to build networks for recruiting diverse candidates and structures to harness great thinking.

INSTRUCTOR: Yvonne VanHaitsma, Covestro Center

FEE: \$35

Reaching Your People, Making Your Case

Wednesday, March 30 from 10 – 11 a.m.

We are all drowning in email, text, voice mail and other kinds of messages these days! “Breaking through” to the people you want to reach on behalf of your organization is more challenging than ever. In this one-hour workshop, you will learn tips and tricks to help your messages have the impact they deserve. The webinar will focus on three strategies that can really help and three short exercises to practice them.

INSTRUCTOR: Jo Ellen Parker, ESC

FEE: \$30

The High-Functioning Board of Directors

Tuesday, April 5 from 10 – 11:30 a.m.

How do you ensure that board members understand their responsibilities and are committed to fulfilling them? Join this session to discuss ways to ensure that you have an engaged and passionate board. Topics will include (but not be limited to) recruitment, orientation and evaluation of board members.

INSTRUCTOR: Don Block, ESC

FEE: \$35

BoardsWork! Mixed Cohort

Wednesday, April 6 from 8:30 a.m. – 4:30 p.m.

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

INSTRUCTORS: Peggy Outon and Yvonne VanHaitsma, Bayer Center and Covestro Center; and special guests

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

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

Using Improvisational Comedy Techniques to Build a Culture of Innovation

Tuesday, April 19 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, Phillips Healthcare

FEE: \$30

Social Media for Nonprofits: Tips and Tricks to Bolster Your Mission

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

In this webinar, we’ll provide essential tips for nonprofits on how to create and manage successful social media accounts on Facebook, Twitter and Instagram. We will cover setting up accounts, educating and advocating audiences, developing guidelines and policies, building communities, inspiring action, and other tips and tricks to bolster your mission through social media.

INSTRUCTOR: Paul Novelli, Robert Morris University

FEE: \$35

TPS Reports? Why Does HR Use So Many Forms?

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

The world of human resources requires efficiency and consistency. As much as we may hate to admit it, forms can help accomplish those objectives. However, some forms help us, and some don’t. This course is designed to assist you in knowing how to assess where a form is helpful, where to find them, and which ones require help from legal counsel.

INSTRUCTOR: James 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

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NONPROFIT MANAGEMENT CLASSES

Executive Director Boot Camp

Thursday, April 28 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, Wendy Burtner Consulting/Nonprofit SideKick!

FEE: \$125

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

Working With Our Government Allies

Friday, April 29 from 10 – 11:30 a.m.

A strong partnership between government and the nonprofit sector is crucial. Nonprofits often serve as government partners, and the government’s policies and support are integral to our nonprofits’ ability to meet human needs. Bring your questions to this lively conversation with our government allies.

PANELISTS: Marlon Ferguson, US Senator Bob Casey’s office; Amber Farr, Allegheny County Department of Human Services; and Peggy Outon, Bayer and Covestro Centers (moderator)

FEE: \$35

Leadership Skills for New Supervisors

Wednesday, May 4 from 10 a.m. – 12:30 p.m.

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. Best Bosses: What type of leader do you want to be?
5. Managing Performance: Supervising and developing others

INSTRUCTORS: Tom Sullivan, ProGrowth Associates LLC and John Amato, Family Links

FEE: \$50

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NONPROFIT MANAGEMENT CLINICS

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

Bylaws Clinic

Bylaws are important in directing the board and the organization. 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

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**.



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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.



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TECHNOLOGY CLASSES

Simple Steps to Creating Engaging Images and Videos for Your Nonprofit

Tuesday, Feb. 15 from 10 – 11:30 a.m.

To get more attention with your social media posts, you need to use images and videos. Fortunately, you don't have to be a seasoned graphic designer or videographer to create this media for your organization. Learn two popular and fairly easy-to-use tools, Canva and Adobe Spark, to help you get your engaging message across to others. Also, learn how you can build your constituent engagement and stewardship through the use of these tools.

INSTRUCTORS: Dave Tinker and Chris Mielo, ACHIEVA

FEE: \$35

Data Visualization Building Blocks

Wednesday, March 9 from 10 – 11:30 a.m.

Microsoft Excel offers a large number of charts and graphing tools that complement its data analysis toolkit. This 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: \$35

Designing QuickBooks for Nonprofits

Thursday, April 7 from 10 a.m. – noon

QuickBooks is both inexpensive and functional, making it a good choice for nonprofits. Join us as we teach you how 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, April 21 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 webinar 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

Social Media for Nonprofits: Tips and Tricks to Bolster Your Mission

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

In this webinar, we'll provide essential tips for nonprofits on how to create and manage successful social media accounts on Facebook, Twitter and Instagram. We will cover setting up accounts, educating and advocating audiences, developing guidelines and policies, building communities, inspiring action, and other tips and tricks to bolster your mission through social media.

INSTRUCTOR: Paul Novelli, Robert Morris University

FEE: \$35

Automating WordPress Website Maintenance

Thursday, May 5 from 1 – 2:30 p.m.

Ignoring maintenance leaves your website vulnerable to security risks. While maintenance can be time consuming, many routine and necessary WordPress upkeep tasks can be automated! In this webinar, learn how to use and configure a variety of WordPress plugins to accomplish better security, website backups, software updates, broken link monitoring, and comment spam handling.

INSTRUCTOR: Cindy Leonard, Cindy Leonard Consulting

FEE: \$35

EXCEL DAY

Introduction to Excel: Hands On

Thursday, May 12 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.

INSTRUCTOR: Matt Cohan, American Advisors Group

FEE: \$65 each or \$115 for both Excel Day classes

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

Intermediate Excel: Hands On

Thursday, May 12 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, American Advisors Group

FEE: \$65 each or \$115 for both Excel Day 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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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, was named by the *Pittsburgh Business Times* as a *2020 Woman of Influence*, and received a *Lifetime Achievement Award* from GPNP in 2021.

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 Brady love exploring National Parks with their dog, Kitty, and visiting Disney World as often as possible.

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



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

John Amato, M.Ed., is the Director of Training and Consultation Services at Familylinks. With over 40 years of clinical, managerial, and training experience in social services, he is a certified trainer for the Pennsylvania Child Welfare Resource Center. John has delivered hundreds of workshops and provided consultation and training in the areas of leadership, and team development as well as on chemical dependency and recovery. John earned his master's degree from the University of Pittsburgh in 1980. In February 2014, John became a Certified Situational Leadership Experience trainer. In October of 2015, he became a Predictive Index Analyst. In June of 2020 John earned his certification as a Modern Classroom Certified Virtual Trainer.

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

Mary Kate Bartley is an Executive Service Corps (ESC) volunteer and director of talent acquisition with Charles E. Smith Life Communities, a senior services provider. A lifelong Pittsburgher, she has a background in human resources, talent acquisition, performance management, and workforce/community development. She has a bachelor's degree in Applied Mathematics from Indiana University of Pennsylvania, a master's degree in Public Management and Policy from the University of Pittsburgh's Graduate School of Public and International Affairs, and is a SHRM Certified Professional (SHRM-CP). Mary Kate is a board member at Dress for Success Pittsburgh and The Blessing Board.

Don Block is an ESC volunteer with the Bayer Center, and recently 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 has 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 he was honored as the Outstanding Administrator of Adult Education in the nation. Don holds a master's degree from Indiana University, Bloomington, and has served in the Peace Corps.

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

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. She has more than 25 years experience leading organizations through transitions and building strong foundations for growth. Wendy has a wide range of experience across the nonprofit sector, including time as a member of the start-up team at GuideStar and leadership roles in health and human services, corporate philanthropy, and arts administration. She is the CEO of Wendy Burtner Consulting and the founder of Nonprofit SideKick, an online community for nonprofit leaders to learn, grow and connect.

Matt Cohan works as an IT Manager for American Advisors Group (AAG), a financial services company that delivers products to make retirement easier for older Americans. Matt has worked in IT since earning his bachelor of science in management information systems from Edinboro University in 2007. Matt enjoys hitting the gym, golfing, going to the movies, and visiting his family in Eastern Pennsylvania 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.

Joanna Deming has worked over 15 years on a local, state, and national level to make sure her neighbors have a healthy community. She did this at Housing Alliance of Pennsylvania, The Pittsburgh Project and as Vice President for Central Northside Neighborhood Council and Pittsburgh Community Reinvestment Group. She is a past recipient of Pittsburgh Magazine's 40 under 40 award. For several years, she (along with six friends) owned and operated a coffee shop. Currently, she leads a partnership of two community groups – Fineview and Perry Hilltop Citizens Councils. Joanna graduated from the University of Pennsylvania with her master's in Social Work and Hope College with her bachelor's in Social Work.

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).

Amber Farr is Senior Leader, Program & Provider Services, where she leads work intended to bridge the administrative functions of the procurement of human services and policy with the work of the Allegheny County Department of Human Services Program Offices. A proud member of Delta Sigma Theta Sorority, Inc., Amber earned a bachelor's degree from Temple University, a master's degree from Point Park University, and executive leadership certificates from Carnegie Mellon University. Amber has also been recognized as: The Incline's Who's Next 2018: Philanthropy, Destiny of Faith Church's Northside Hero, The New Pittsburgh Courier's 40 Under 40 2019, and a Young, Gifted & Black Awardee.

INSTRUCTOR BIOS

Marlon Ferguson is the Southwestern Pennsylvania Regional Director for United States Senator Bob Casey, overseeing 13 counties as the Senator’s ambassador. Previously, he was Executive Director at Veterans Place of Washington Boulevard, a nonprofit committed to eliminating homelessness among the women and men who have served our great nation. Marlon is a decorated military veteran where he served seven years in the United States Navy and is highly dedicated to supporting veterans. He is an altruistic leader who has served as a mentor, executive coach, sounding board for students, business and community leaders. He graduated from the University of Pittsburgh and strives to leave the world better than he found it.

William Ferguson joined HB Retirement in 2014 after a career with Merrill Lynch, PNC Bank, and D.B. Root & Company. He works with nonprofits to offer a well-protected, well designed, and outcome-focused retirement plan. As an individual advisor, Will works with employees to set and reach financial goals, creating a plan that addresses the stages and concerns of a financial household. He holds his series 6, 7, 63, and 66 registrations with LPL financial, and is licensed in Pennsylvania for life, accident, and health insurance. Will maintains the Accredited Investment Fiduciary® (AIF®) designation.

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 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.

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.

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, director of advancement at Sojourner House, is a principal of New Place Collaborations. She directed higher education communications for Carnegie Mellon, Chatham, New York Law, Yeshiva University, and University of Pittsburgh Theatre Arts. Her work in New York, DC, and Pittsburgh includes projects for the Bayer Center for Nonprofit Management and its clients, Crisis Center North, OnStage Pittsburgh, Quantum Theatre, the Kelly-Strayhorn, and Shakespeare organizations including The Folger, The Shakespeare Society, 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 solo show, *Mrs Shakespeare*, at Pitt.

John Kenyon is a nonprofit technology educator and strategist who’s worked exclusively with nonprofits for over 20 years, providing advice, teaching seminars, and writing articles. John is an adjunct professor at the University of San Francisco and a member of the Executive Consultants Select Group at the Alliance for Children and Families (ACF). Learn more at <https://www.johnkenyon.org>.

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.

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 (www.collectivechangepartners.org). Dawn holds a B.A. in social work, a M.A. in conflict transformation, and a professional certificate in coaching.

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.

INSTRUCTOR BIOS

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.

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.

Paul Novelli is the Social Media Coordinator at Robert Morris University. He graduated from the University of Pittsburgh in the spring of 2018 with bachelor's degrees in Rhetoric & Communication and Film & Media Studies. Prior to joining RMU, Paul managed and created a variety of social media accounts for TWO MEN AND A TRUCK – Pittsburgh, the Black Sheep and La Roche University's athletic department. His creative skills include photography, videography, editing, social media management, writing and knowledge of the Adobe Creative Suite.

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.

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.

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.

Lisa Schroeder is president and CEO of The Pittsburgh Foundation. As a nonprofit executive and civic leader, Lisa has a distinguished record in Pittsburgh and Baltimore for turning place-centered organizations into powerful movements for quality-of-life improvement. Lisa has served as a Fellow of the Carnegie Mellon University Heinz School for Economic Development and on the board of directors of Dollar Bank and the Regional Industrial Development Corporation. Among her awards for leadership are the AIA Gold Medal, the Pittsburgh Business Times Outstanding Women in Business Award and the 2016 Community Service Award in Baltimore. A Phi Beta Kappa graduate of William Smith College, she received a master's of science degree from Columbia University.

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.

Kate Sphar is a nonprofit consultant focused on helping organizations with complex business challenges. She has 20+ years' experience working as a consultant, manager, and funder to nonprofit organizations in the arts, human services, education, environment and community development. Kate was recently Assistant Director at the McCune Foundation and played an instrumental role in developing the Foundation's spend-down strategy, which focused on supporting organizations' long-term sustainability and systems transformation initiatives. Kate has deep expertise in organizational business models, nonprofit capitalization, mergers and collaborations, financial management, and business and strategic planning. Kate received her bachelor's degree from Duke University, and an M.B.A. and M.A. in Arts Administration from Southern Methodist 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.

INSTRUCTOR BIOS

David Thompson has over 40 years of experience working in the financial services industry, including working at the Federal Reserve Board, Price Waterhouse, and BNY Mellon. In his retirement he provides consulting services and serves on several boards of nonprofit organizations. David holds a B.A. and M.B.A. from the University of Pittsburgh, and is a Certified Public Account and a Chartered Financial Analyst. He works as a volunteer for several youth-oriented organizations in the Pittsburgh and Franklin, Pennsylvania areas.

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.

Anne Marie Toccket is executive director of the Posner Foundation of Pittsburgh, a growing family foundation using diverse philanthropic tools to support solutions to social, environmental, and economic challenges around the world. She has worked across the globe with social enterprises, nonprofit organizations, and individuals to build strong, lasting, effective institutions. Anne Marie has won the Sprout Fund Legacy Award, Pittsburgh Magazine's 40 Under 40 award, and the Iris Marion Young Award. She maintains a role at the Philanthropy Forum at GSPIA at the University of Pittsburgh, where she supports an effort to democratize and document the impact of community-level philanthropy. She serves on the boards of Hello Neighbor, Grow Pittsburgh, and 5A Elite Youth Empowerment.

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. Dr. Townsend 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. Dr. Townsend received her Ph.D. in Developmental Psychology from Michigan State University with a specialization in infancy studies.

Marisol Valentin is the Executive Director for McAuley Ministries, the foundation arm of Pittsburgh Mercy Health Systems. Prior to coming to Pittsburgh Mercy she worked for 6 years on public health improvement projects in the Caribbean. Marisol holds a B.S. in International Business from Duquesne University and a Certificate from La Roche University and RedR on Global Development and Humanitarian Aid. She has 20 years of experience in marketing, international communications, and project management. Marisol serves on the board of The Provider Alliance, an organization that supports agencies that serve people with intellectual disability and autism across Pennsylvania.

Derek Vent directs a team of project managers and analysts at Highmark. He 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.

Cheryl A. Walker, is the Community Liaison of One Northside, working with the relaunch of the Northview Heights Public Safety Center. Cheryl has over 25 years of experience working and serving communities in both the East End and Northside. She has worked in the capacity of a Community Development Coordinator, Residential Housing Senior Property Manager and Community Reinvestment Act (CRA) 1st Time Homebuyer Educator and Mortgage Loan Originator. Previously she was the Executive Director of Manchester Youth Development Center, responsible for complete oversight of all programs, activities, operations and facilities. She is a Trustee of Robert Morris University and Chairperson of the Trustee Board at St. Paul Baptist Church.

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.

Michaela Kizershot White is a Gift Officer at The Pittsburgh Symphony, where she works with individuals in accomplishing their philanthropic goals as related to the symphony's mission. Michaela has held roles in the arts and education sector. She studied violin performance and music education at Northwestern University and later received her Masters of Arts Management from Carnegie Mellon University. A thread throughout her career is building opportunities to deepen one's connection to what they care about most. Michaela values the use of data-driven strategy and she can often be found running in Pittsburgh's neighborhoods as she trains for marathons.

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.

STAFF, BOARD AND FUNDERS

BAYER CENTER STAFF

Peggy Morrison Outon

Assistant Vice President for Community Engagement and Leadership Development

Shelby Gracey

Office Coordinator

Carrie Richards

Programs Team Leader

Carrie Bennett Tancraitor

Associate Director

COVESTRO CENTER FOR COMMUNITY ENGAGEMENT STAFF

Jennifer Pease

Program Manager

Yvonne Van Haitsma

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FUNDERS

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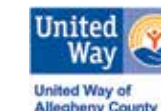
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...and our generous individual supporters and the invaluable nonprofit organizations whom we serve as clients and students!

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The Bayer Center is proud to partner with:

The Bayer Center is a member of the following organizations:



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

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 2023 edition, the cost of the 2021 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 <https://www.rmu.edu/about/bcnm/programs-services/research-publications>.

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 Tancraitor at **412-397-6003** or **tancraitor@rmu.edu** to find out how to participate.

74%
seventy-four percent

Exploring the Lives of Women Leaders
in Nonprofit Organizations

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.

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

WHAT NOW?

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

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.

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

COURSE REGISTRATION

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

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 student 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 student's preference. Please allow one to two weeks for processing of refunds.

Scholarships

A limited number of partial scholarships are available to organizations demonstrating significant budget restraints. For more information, visit the education section of our website at **RMU.EDU/BCNM** or call **412-397-6000**.

Please Note

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