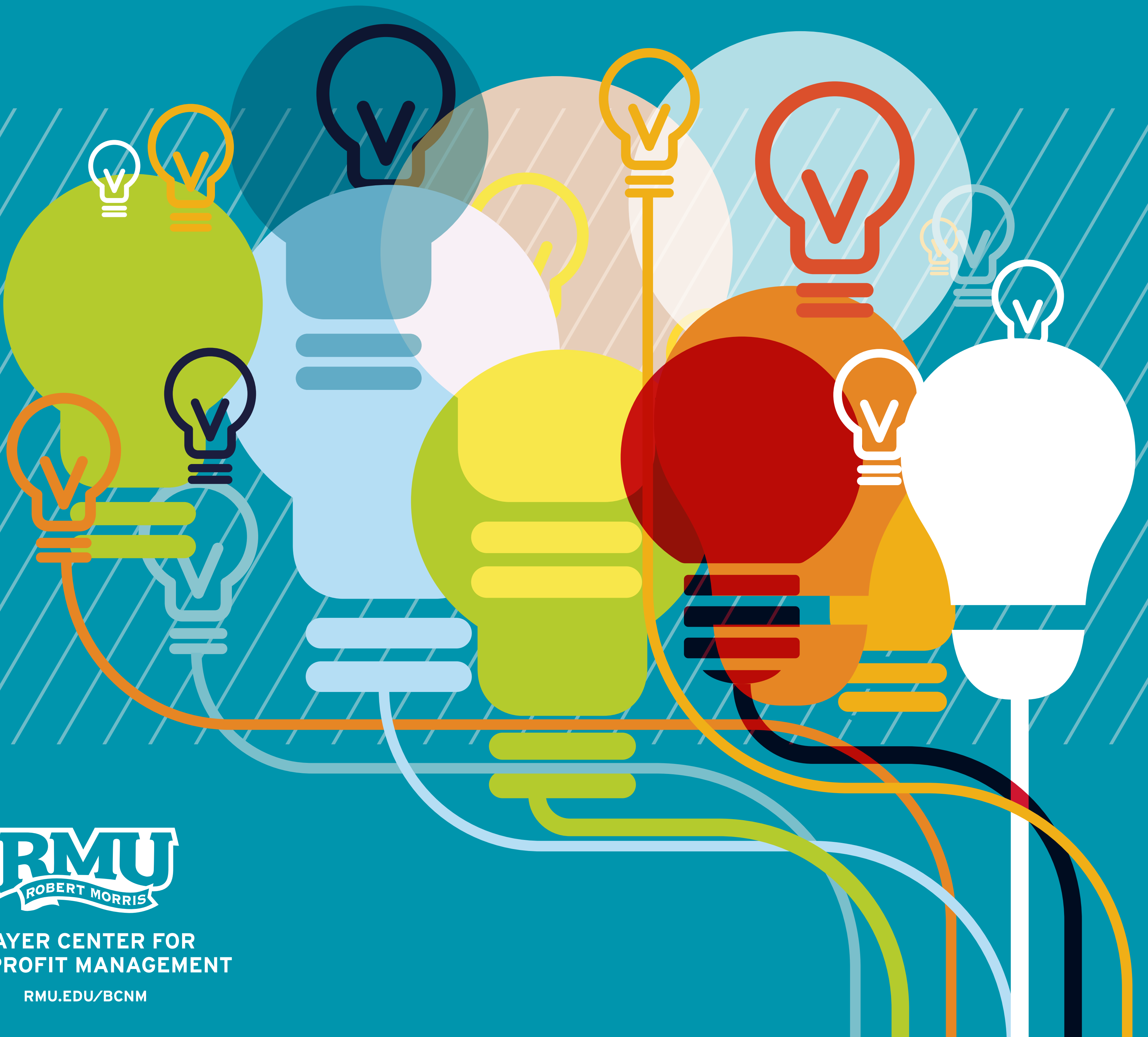
FALL 2023
COURSES

"Creativity is like a puzzle, and people contribute different pieces to create a bigger picture."

KERMIT THE FROG



RMU ROBERT MORRIS

BAYER CENTER FOR
NONPROFIT MANAGEMENT

RMU.EDU/BCNM

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MESSAGE FROM ROBERT MORRIS UNIVERSITY

I am pleased to present the Bayer Center for Nonprofit Management's fall 2023 catalog. With the recent departure and retirement of several of our staff, most notably our esteemed founding Executive Director, Peggy Morrison Outon, it is certainly a season of new beginnings, and look forward to the future with optimism and hope.

The Bayer and Covestro Centers will both continue to have a home at Robert Morris University, and a thoughtful search is already in progress to find new staff members with the wisdom and passion for helping our region's nonprofits that you're used to seeing from us. I welcome the opportunity for us to continue to work with you as we continue to work along side you to strengthen our region's vitally important nonprofit sector.

Prasad Vemala, Ph.D.
Interim Dean, Rockwell School of Business
at Robert Morris University

BAYER CENTER FOR NONPROFIT MANAGEMENT

6001 UNIVERSITY BOULEVARD
MOON TOWNSHIP, PA 15108

RMU.EDU/BCNM

STAFF

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

BOARD

FUNDERS

THE BAYER CENTER ACKNOWLEDGES WITH GRATITUDE THE CATALYTIC SUPPORT RECEIVED OVER THE YEARS FROM:

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Covestro LLC

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Arconic Foundation

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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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Register and pay for courses online at **rmu.edu/bcnmregistration.**

CLASSES BY DATE

Please visit RMU.EDU/BCNM to browse the full course catalog, including class descriptions, registration information, instructor bios and more!

SEPTEMBER

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

OCTOBER

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

NOVEMBER

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

DECEMBER

SUN	MON	TUE	WED	THU	FRI	SAT
					1	2
3	4	5	6	7	8	9
10	11	12	13	**14**	15	16
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"BAYER CENTER SESSIONS ARE INFORMATIVE. RELEVANT TO THE NONPROFIT SECTOR, AND AFFORDABLE. THANK YOU FOR YOUR COMMITMENTS TO LEARNING FOR NONPROFIT STAFF."

NONPROFIT EXECUTIVE DIRECTOR

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FINANCE

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

BAYER CENTER FOR
NONPROFIT MANAGEMENT

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FINANCE

Designing QuickBooks for Nonprofits

Wednesday, Oct. 18 from 10 a.m. – noon

QuickBooks is both inexpensive and functional, making it a good choice for nonprofits. Join us (in person!) as we teach you how to setup 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.

Mining QuickBooks for Nonprofits

Wednesday, Oct. 18 from 1 – 3 p.m.

QuickBooks has grown to be a powerful, full-featured accounting package with the functionality of packages costing ten times as much. This in-person session explores the intricacies of the QuickBooks reporting system and how to extract the information you need from this powerful management information system. We'll answer your specific questions by utilizing a live data file for demonstration.

Instructor: Melanie Rutan, Bookminders

Fee: $40 or $65 for both QuickBooks classes

Location: Bookminders Inc, 101 S 10th Street, Pittsburgh, PA 15203

PLEASE NOTE: The instructor will be showing how to create reports using QuickBooks Desktop. The principals are the same when creating reports in QuickBooks Online, but there will be slight differences in screen view.

THIS WAS AN EXCELLENT CLASS! THE CLARITY, THOROUGHNESS, AND PERFECT TIMING MADE IT VERY WORTHWHILE! THANK YOU, DREW!

Understanding Accounting Principles Unique to Nonprofit Organizations

Wednesday, Nov. 8 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

All classes are online,
unless noted with the symbol above.

Looking at the Top Line: Understanding Contributions vs. Exchange Transactions

Thursday, Nov. 16 from 10 – 11:30 a.m.

Nonprofit organizations can often have multiple streams of incoming funds. From contributions to program fees, grants, split-interest agreements and beyond, this course will focus on identifying and distinguishing between contributions and exchange transactions. We will discuss how to present this information in the financial statements and how to budget and forecast these transactions. We will also cover how the Finance team can communicate with the Development team so that messaging is clear and understandable to your organization's board and outside stakeholders.

Instructor: Megan Troxell, Grossman Yanak & Ford LLP

Fee: $35

Nonprofit Finance for New Executives

Tuesday, Nov. 28 from 10 – 11:30 a.m.

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

Instructor: Michael Printz, Nonprofit CFO

Fee: $35

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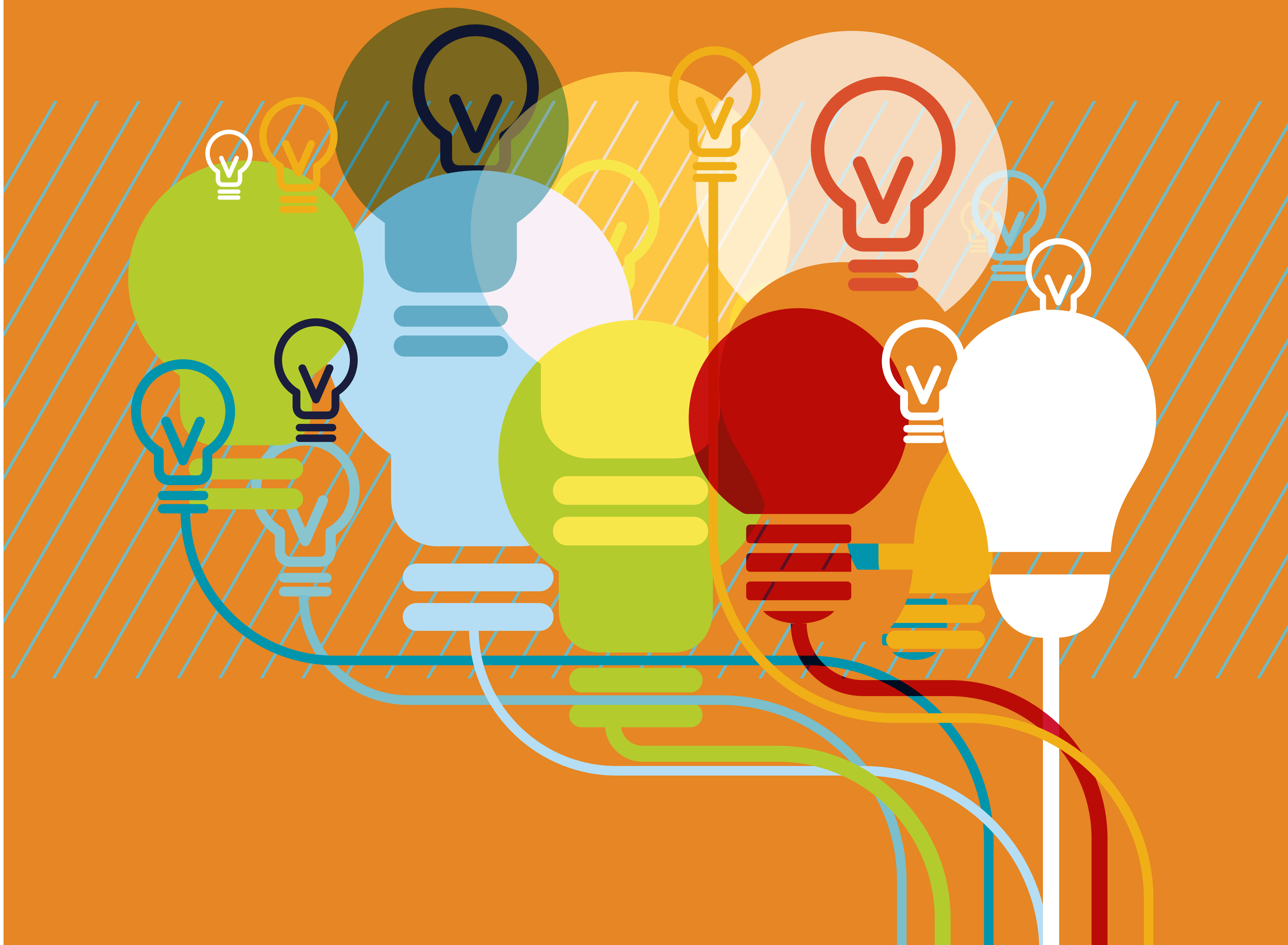
NONPROFIT MANAGEMENT

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



BAYER CENTER FOR NONPROFIT MANAGEMENT

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NONPROFIT MANAGEMENT

Executive Director Huddles

Thursdays, Sept. 14, Oct. 12, Nov. 9, and Dec. 14 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 on Zoom as we deepen connections and build a community of support among participants.

Facilitator: Wendy Burtner, Nonprofit SideKick!

Fee: Free, but RSVP is required

Custom Training

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

What Keeps You up at Night? A Community Conversation About Critical Issues

Thursday, Sept. 21 from 10 – 11 a.m.

Nonprofits are facing a lot in 2023. While we have embraced the "new normal" post- pandemic, there continue to be underlying challenges. Giving and volunteerism are declining the demand for services continues to increase. Attracting and retaining employees is more important than ever, but resources are scarce and turnover rates continue to rise. However, we must remember the wise words of Johnny Cash – "We're all in this together if we're in it at all." Join us for a community conversation about what keeps us up at night, and how we can work together to combat fear and fatigue as we all work to make our community a better place.

Facilitator: Peggy Morrison Outon, Excelsior Consulting

Fee: Free, but RSVP is required

Tools for Identifying Individual Donors

Tuesday, Sept. 26 from 10 – 11:30 a.m.

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

Instructor: Emma Kieran, Pilot Peak Consulting

Fee: $35

JO ELLEN IS A GREAT INSTRUCTOR. SHE MOVED THROUGH THE MATERIAL SMOOTHLY AND FLUIDLY, WHILE TAKING THE TIME TO CONSIDER COMMENTS AND QUESTIONS. OVERALL, A REALLY GREAT SESSION. THANK YOU!

Leadership vs. Management

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

How can you manage to lead? This session will review the distinction between leadership and management, and explain specific techniques to help you balance management and leadership in your daily work. You'll put your own personal work style and responsibilities into a lead/manage framework in this session, and take home a to-do list to help you practice new skills. Participants will:

- Gain a clearer understanding of the conceptual distinction between leading and managing
- Reflect on personal experiences of both leadership and management
- Apply concepts to specific situations in your own organization and work
- Learn specific techniques to effectively balance leading and managing in daily activities

Instructor: Jo Ellen Parker, ESC

Fee: $35

Supervisor Myth Busters: Calling All New Supervisors!

Tuesday, Oct. 3 from 10 – 11:30 a.m.

If you are a new supervisor (or on a supervisory track) this class is for you. We'll talk about some of the challenges faced by supervisors in today's workplace, and bust some myths about how to successfully oversee employees. This fun and interactive "cameras on" session will tap into your own experience by working in small groups, coupled with the facilitator's 30+ years of knowledge in human resources, helping new supervisors to be more successful. Bring your questions and be prepared to grow your expertise about good supervision.

Instructor: Phyllis Hartman, PGHR Consulting, Inc.

Fee: $35

ALL OF THE CONTENT WAS EXTREMELY HELPFUL AND I'M SO HAPPY I ATTENDED!

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NONPROFIT MANAGEMENT CONTINUED

Hello, I'm Performance Management… Don't Hate Me!

Wednesday, Oct. 4 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 the ways in which the human resources 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 so everyone benefits. Look forward to an interactive session with time for sharing and learning from each other.

Instructor: Mary Kate Bartley, WVU Medicine Uniontown Hospital

Fee: $30

Built to Last: Building Capacity for Long-term Sustainability

Thursday, Oct. 5 from 1 – 2:30 p.m.

Change is inevitable. Growth is a choice. How can we prepare for and sustain our organizations (and ourselves) through the inevitable? In this session, we'll explore the ability of a nonprofit organization to monitor, assess, and respond to and create internal and external change. We'll look at ways to simultaneously strengthen the core, the foundation of our organization, and stimulate progress through both process improvement and risk mitigation. We'll also identify the elements and processes that make an organization strong, and chart a clear course to improve our organization's health.

Instructor: Chris Cooke, Cooke Consulting

Fee: $35

You're Not the Boss of Me! Better Leading Through Coaching

Tuesday, Oct. 10 from 10 a.m. – noon

Most people really want to create great value. Leading for breakthrough results requires investment in their inside-out growth for transformative action. Learning together, explore how you can bring a coach's mind and heart to your leadership. Lead like a coach, and watch your team step out with vision and courage, resilience and agility. We'll cover:

- What research reveals about employee engagement, including what they really want, what they need (but don't know it yet) and what are the potential positive outcomes of coaching
- How coaching differs from and complement supervising, managing, advising, and mentoring
- A working definition coaching and how to maintain necessary boundaries
- How to develop a "coaching habit," including key moves for having powerful conversations for engagement and growth by taking a "coaching stance"

Instructor: Chris Thyberg, The Serving Way

Fee: $40

CHRIS HAS SUCH WONDERFUL ENERGY! A DELIGHT TO WATCH AND INTERACT WITH.

MAGIC: 5 Keys to Employee Engagement

Wednesday, Oct. 11 from 10 a.m. – noon

Employee engagement is vital to retaining high-performing employees, especially amid the Great Resignation. Most leaders understand that engaged employees are passionate about their jobs and deliver better results. They also know what it looks and feels like to either be engaged or disengaged, but they don't always understand how it really works. This session will introduce five keys of employee engagement, and show leaders how they can help employees (and themselves!) achieve higher levels.

Instructor: Tom Sullivan, ProGrowth Associates

Fee: $40

Board Committees: Friend Not Foe

Thursday, Oct. 12 from 1 – 2:30 p.m.

Effective boards of directors generally use committees to facilitate their work. Not every effective board, however, has – or even needs – the same number and types of committees. This session will help you identify the characteristics of effective board committees, describe various committee structures, and know how to populate committees for maximum effect.

Instructor: Brett Fulesday, ESC

Fee: $35

SARAH WAS EASY TO UNDERSTAND AND VERY KNOWLEDGEABLE. VERY ENGAGING.

Volunteer Engagement Strategy

Tuesday, Oct. 17 from 10 – 11:30 a.m.

Volunteers are essential to nonprofits. They are an extension of the organization's mission engrained in everything from day-to-day activities to major fundraising efforts and everything in-between. We'll explore trends in volunteer management, including strategies for engaging, reengaging, and retaining volunteers; and auditing and expanding current volunteer offerings to appeal to new and evolving volunteers.

Instructor: Sarah McMullen, University of Pittsburgh

Fee: $35

NONPROFIT MANAGEMENT CONTINUED

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

Tuesday, Oct. 24 from 10 – 11:30 a.m.

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

Instructor: Laura Ruschak, Leadership Pittsburgh, Inc.

Fee: $35

JON WAS EXTREMELY KNOWLEDGEABLE AND DELIVERED AT A GREAT PACE.

Connect with Your Audience: Write Content that Resonates and Holds Attention

Wednesday, Oct. 25 from 1 – 2:30 p.m.

Audiences are bombarded with a daily influx of information. Writing messages that standout from the crowd is a challenging but necessary skill. Learn to inspire, sell, shift thinking, or trigger a response by writing content that captures and holds the attention of your audience. Key takeaways will help you:

- Connect with your audience
- Keep your readers engaged
- Increase the likelihood for action

Instructor: Kathy Serekno, Create-a-Buzz

Fee: $35

Introduction to Strategic Planning

Thursday, Oct. 26 from 10 – 11:30 a.m.

You know you need a strategic plan for the next few years, but you're not sure where to start. This session will help you understand the basics of a thorough strategic planning process, including different ways to approach the process, how to find the best approach for your organization, and what to expect as a finished product. We will wrap up with time for your questions about how you and your organization can best plan for the future.

Instructor: Jon Hoffmann, Hoffmann Consulting

Fee: $35

Fundraising Strategies for Smaller Nonprofits

Tuesday, Oct. 31 from 10 a.m. - noon

Organizing and implementing successful fundraising activities can be a challenge for nonprofits of all sizes, but especially those with smaller operating budgets of $1 million or less. This online session will provide executive directors, staff, and trustees with guidance on how to establish and scale up fundraising in ways that support your bottom line, and help build awareness.

Instructor: Mark Lynch, Carter

Fee: $40

The Five Campaign Essentials: How to Ensure Your Capital Campaign is a Success

Wednesday, Nov. 1 from 1 – 2 p.m.

A capital campaign can be exciting, transformational, and fun (yes…fun!) for your organization. It can also be daunting. How can you avoid the pitfalls and plan for success? Focus on the five campaign essentials! This session will explore the five elements that are at the core of every successful campaign along with real world examples of highlights, lowlights, do's and don'ts to help you achieve your big vision.

Instructor: Lizz Helmsen, Carter Global

Fee: $30

When a Governing Board Works!

Thursday, Nov. 2 from 10 – 11:30 a.m.

The virtuous circle of board recruitment, orientation, education and evaluation will lead to powerful and effective boards as organizations navigate through a challenging environment. This session will review governance best practices with regard to board member expectations, roles and responsibilities for board and executive staff, effective use of committees, and board evaluation. We'll address questions you have about your board and organization, so bring your questions and join us for a lively interchange of ideas.

Instructor: Don Block, ESC

Fee: $35

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

Tuesday, Nov. 14 from 10 – 11:30 a.m.

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

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

Fee: $30

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NONPROFIT MANAGEMENT CONTINUED

PAUL OFFERED A LOT OF PRACTICAL ADVICE THAT I CAN APPLY IMMEDIATELY TO MY WORK. THANK YOU, PAUL!

How to Create Social Media Content for Your Nonprofit

Wednesday, Nov. 15 from 10 – 11 a.m.

Have you ever found yourself getting "writer's block" when trying to figure out what to post on social media? This course takes an in-depth look at what the best practices are when managing social media pages for a nonprofit organization. We will delve into what type of content to post using specific examples, how to maximize social media efforts based on the nonprofit's audience, why it's important to be active on social media, how to get started with TikToks/Instagram Reels and more.

Instructor: Paul Novelli, Robert Morris University

Fee: $30

Collaborative Leadership: Board + Staff

Wednesday, Nov. 29 from 10 a.m. – noon

The governance structure and best practices for the nonprofit sector that we know (and probably don't love) can cause chaos and confusion - and lots of it. Nonprofit leaders need to build trusting and respectful relationships with one another, including board AND staff. Intentionally implementing a Collaborative Leadership Structure can help by breaking down silos, nurturing relationships and opening lines of communication. Through a collaborative leadership framework, the board and staff leaders can create an inclusive environment that energizes the team, releases creativity and cultivates a culture that is both productive and missing-focused. You'll learn how to:

- Breakdown the myths of nonprofit governance
- Build strong relationships between board and staff
- Clarify roles and responsibilities between board and staff
- Open lines of communication
- Build skills to create lasting partnership

Instructors: Wendy Burtner and Stephanie Masters, Nonprofit Sidekick

Fee: $40

Feedback and Difficult Conversations

Thursday, Nov. 30 from 10 a.m. – noon

Communicating with others is hard enough in-person. In this highly interactive session, we'll address key strategies for good team communications. We'll use interactions and break-out rooms for practice activities and discussions. Come prepared to have your camera on and actively participate as we learn and practice together.

Instructor: Trina Walker, TLW Strategy

Fee: $40

I APPRECIATE TRINA'S PRESENTATION STYLE AND KNOWLEDGE. I LOVED THE SCENARIOS AND PROMPTS TO PRACTICE IN SMALL GROUPS!

Wage & Benefit Survey

The Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations has been a trusted resource for twenty years. It has provided the most current data about regional salary and benefits needed both for valid decision-making by nonprofit executives and for 990 compliance. We have a comprehensive record of the progress made by our nonprofit employees in salary and benefits over the last 2 decades, and could not have made this sector-wide resource possible without your willingness to participate.

The newest version is currently available for purchase. There is no cost for nonprofits who participated in the survey. For nonprofits who did not participate, the cost is $200 for nonprofits with budgets under $2M and $300 for nonprofits with budgets over $2M. Purchases are available in our online store.

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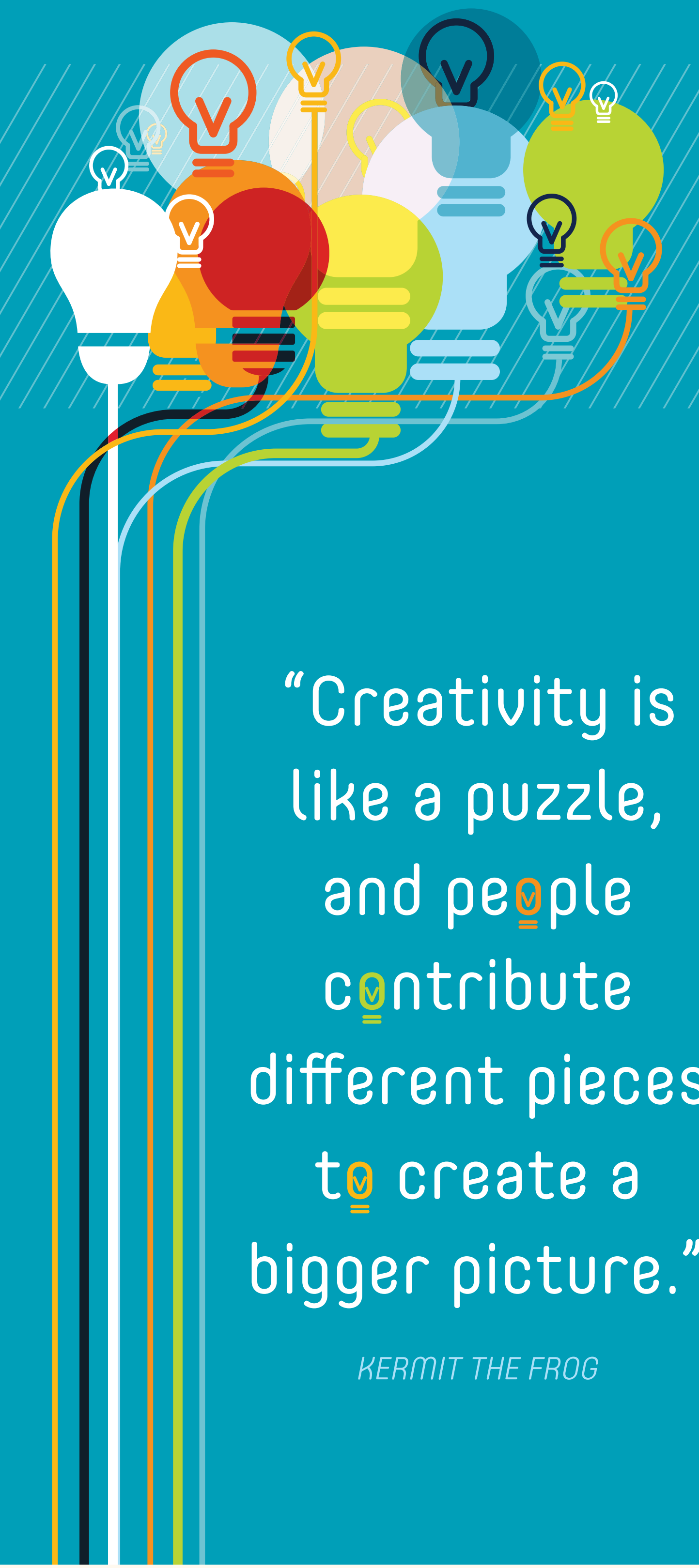

“Creativity is like a puzzle, and people contribute different pieces to create a bigger picture.”

KERMIT THE FROG

INSTRUCTOR BIOS

Mary Kate Bartley is an Executive Service Corps (ESC) volunteer and Director of Human Resources at WVU Medicine Uniontown Hospital. 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. Mary Kate is a board member at Dress for Success Pittsburgh and The Blessing Board.

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

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

Chris Cooke, is CEO of Cooke Consulting, focused on strategic and operational planning, board development, succession planning, and risk management. He has served as a consultant and executive coach with the Bayer Center, The Forbes Funds, and New Sun Rising, among others, and as an instructor and Advisory Board Member for the Bayer Center. Previously, he was the Executive Director of PULSE where he developed the small nonprofit from a single person operation to a team of seven staff and a budget about $1 million with 85% earned revenue. Chris has served on several boards and is the recipient of the City of Pittsburgh’s Citizen Service Award.

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 20 years’ of experience in providing business valuation and litigation-support services 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 of arts, education, entrepreneurship and emerging technology, for both for-profit and nonprofit organizations.

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Phyllis G. Hartman, SHRM-SCP, SPHR, is founder and President of PGHR Consulting, Inc. with 30+ years' experience in HR. She is a member of the SHRM Expert Panel and a member of the Government Advocacy Team. She has an M.S. in human resource management from La Roche University and is a certified Senior Professional in HR. Phyllis has written numerous articles and three books, "A Manager's Guide to Developing Competencies in HR Staff," "Looking to Hire an HR Leader?" and "Never Get Lost Again: Navigating Your HR Career." She is a past Board of Trustee member for the Homeless Children's Education Fund.

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

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.

Emma Kieran brings 20 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., and a consultant with Changing Our World. 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. She is a dedicated volunteer for The Ellis School for Girls, her alma mater, and for Girls on the Run.

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. Brourman Associates, Inc. He is a registered fundraising consultant in Pennsylvania and West Virginia. Mark is active in the community, currently serving on the Community Advisory Board of the Allegheny Regional Asset District, and has served on many other committees and boards for nonprofit organizations including Support Inc. and the Sewickley YMCA. He is a graduate of Leadership Pittsburgh, Class XIII.

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

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

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 and communication, and film and 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.

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

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

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

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

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

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

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

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

Drew Zerick is an assurance services manager with Sisterson & Co. LLP with 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.

COURSE REGISTRATION

Register and pay for courses online at **rmu.edu/bcnmregistration.**

The registration deadline for all classes is one week before the course begins (or the first session of a series), and all registration fees must be paid prior to the class. Online payment is required. The decision to cancel is made one week prior to the class, so please register early.

Withdrawal and Refund Policy

A full refund will be granted if the Bayer Center is notified of withdrawal at least five business days prior to the start of the session. No refund will be granted if the individual fails to attend or notify the Bayer Center five days prior to the event. A 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, call **412-397-6000** or email **bcnm@rmu.edu**.

Please Note

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

All classes are online,
unless noted with the symbol above.