



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

-Brian Solis

FALL 2024
CLASSES



**BAYER CENTER FOR
NONPROFIT MANAGEMENT**

RMU.EDU/BCNM



BAYER CENTER FOR NONPROFIT MANAGEMENT

6001 UNIVERSITY BOULEVARD
MOON TOWNSHIP, PA 15108

RMU.EDU/BCNM

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

Since 1999, The Bayer Center has worked with, educated, and collaborated with a myriad of nonprofits ranging from grassroots start-ups to large-scale, long-tenured organizations. No matter what size, stage or mission, The Bayer Center works with you to provide effective and practical management and governance tools, information, education and research that strengthen nonprofit missions and multiply all investments of time, talent and money in regional nonprofit organizations.

Nonprofits build
strong communities.

We build
strong nonprofits.

Nonprofits can get connected by
contacting the Bayer Center at
bcnm@rmu.edu or 412-397-6000.

MESSAGE FROM THE BAYER CENTER ASSOCIATE DIRECTOR

Despite being a well-tenured team member at the Bayer Center, this is only my second “back to school” on campus here at Robert Morris University’s Rockwell School of Business. The students, staff, and faculty bring an enthusiasm that BUZZES through the air and I’m HERE for it.

Speaking of buzzing, let’s talk about my *LinkedIn* feed! An inspiring barrage of posts recognizing new executive leaders, new programs, new partnerships and new initiatives! The rising momentum from you movers and shakers doing the big work to make our communities more kind, beautiful, just and collective is electrifying.

My hope is that as you embark on these new and exciting opportunities for both you and the organizations you serve, you are not ashamed to seek help. Our new catalog is chock full of opportunities to advance your expertise, solve tricky problems, practice skills that make you nervous and make new friends along the way. We can do it!

Carrie Richards
Associate Director,
Bayer Center for Nonprofit Management

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






COVESTRO CENTER FOR COMMUNITY ENGAGEMENT

6001 UNIVERSITY BOULEVARD
MOON TOWNSHIP, PA 15108

RMU.EDU/COVESTRO

Are you one of the 250+ nonprofits in Southwestern PA to energize your nonprofit board through *BoardsWork!*? Whether you are well-versed in our services or newly interested, the goal of BoardsWork! remains the same - to bring together passion and purpose to better serve you and our community through sustainable board development. We are welcoming new (and returning) nonprofits to join us!

Expand your reach with new board members through *BoardsWork!* Through individual governance assessments, interactive training, board member matches, ongoing support, and discounts on the many classes we offer, we can help your board to:

- Diversify your board through matching
- Clarify board roles and responsibilities
- Sharpen strategic thinking and oversight
- Streamline policies and procedures

We've trained over 1,000 board members from 156 businesses to serve on local nonprofit boards. They've learned how to:

- Solve urgent community challenges in a resource-constrained environment
- Facilitate meetings with disparate points of view
- Lead more confidently
- Make values-driven decisions

Take advantage of *BoardsWork's* newly trained, eager board members and strengthened governance today! Nonprofits can get connected by contacting ccce@rmu.edu.



Meet CCCE's New Associate Director!

Jaime Simmons is ecstatic about leading the Covestro Center for Community Engagement at Robert Morris University. For over 25 years, she has aided in building sustainable and vibrant nonprofit organizations as a leader, front-line team member, consultant, and board member. She is passionate about the transformational power of organizations.

Her interests vary, but right now is focused on nonprofit organizational development, feminist and other alternative organizational structures, and investigating how people have used nonprofits in placemaking and social movements. She loves teaching and talking about nonprofits and is an adjunct at several colleges. She has earned a M.A. in Socially Responsible Business and a M.A. in Organizational Design and Systems. She is a doctoral candidate in Community Engagement.

"I FOUND THE TRAINING VERY INTERESTING, EDUCATIONAL, AND, MOST IMPORTANTLY, MOTIVATING. THE INSTRUCTORS WERE KNOWLEDGEABLE AND ENGAGING. I FEEL MORE CAPABLE OF BECOMING AN EFFECTIVE BOARD MEMBER HAVING PARTICIPATED IN THIS PROGRAM."

BoardsWork! Board Member Training

Thursday, Nov. 7 from 8:30 a.m. – 4:30 p.m.

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

Instructors: Jaime Simmons, Covestro Centers for Community Engagement and guests

Fee: \$650 (\$400 without matching) and includes lunch

Location: Robert Morris University



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CLASSES BY DATE

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

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	17	18	19	20	21
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FALL 2024 CLASSES

NONPROFIT MANAGEMENT

Our nonprofit management classes offer a strategic approach to decision-making that accounts for human need and organizational sustainability. Learn new skills and techniques through expert instruction and peer learning that you can use to hit the ground running.



BAYER CENTER FOR
NONPROFIT MANAGEMENT

RMU.EDU/BCNM



FALL 2024 CLASSES



Executive Director Huddles

Thursdays, Sept. 12, Oct. 10, Nov. 14, and Dec. 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 where nonprofit chief executives come together to share experiences, challenges, solutions, and best practices. Join us monthly 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

“MARK DID A GREAT JOB OF SOLICITING QUESTIONS AND I LOVED GETTING TO KNOW SOME OF THE OTHERS ON THE CALL.”

Fundraising Strategies for Smaller Nonprofits

Tuesday, Sept. 24 from 1 – 3 p.m.

Organizing and implementing successful fundraising activities can be a challenge for nonprofits of all sizes, but especially those with smaller operating budgets of less than \$1 million. 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

Introduction to Strategic Planning

Wednesday, Sept. 25 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

MAGIC: 5 Keys to Employee Engagement

Tuesday, Oct. 1 from 10 a.m. – noon

Employee engagement is vital to retaining high-performing staff, 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

“GREAT INSTRUCTOR! CREATED A VERY COMFORTABLE ENVIRONMENT FOR QUESTIONS.”

Mastering Leave Management: Best Practices for Managing Employee Sick Leave, FMLA, ADA and Pregnancy Accommodation Leaves

Wednesday, Oct. 2 from 1 – 2 p.m.

Effective leave management ensures that employees can take necessary time off while minimizing disruption to the workforce and staying compliant with relevant laws and regulations. This session will address various leave law requirements, from the recent adoption of Allegheny County and City of Pittsburgh Sick Leave laws to various leave requirements under the Americans with Disabilities Act and the Pregnant Workers Fairness Act. It will also cover lesser-known leave laws in Pennsylvania such as leave for crime victims and emergency responders. You’ll learn about best practices in managing these often-overlapping laws, their rights to ask for information and documentation, and options to deny leave for failure to comply with reasonable policies and procedures.

Instructor: Kate Koop Irwin, Frost Brown Todd LLP

Fee: \$30





FALL 2024 CLASSES

Exit Stage Left with Grace and Compassion

Thursday, Oct. 3 from 10 – 11:30 a.m.

Terminations are never easy, but they don't have to be harder than necessary. Join us for a session designed to support you in terminating with dignity, finding the right balance, understanding risk and documentation, and putting your organization in the best position pre- and post-termination. Together, we'll:

- Understand appropriate considerations for termination
- Review what constitutes proper documentation
- Explore frameworks and best practices to ensure you're making the right decisions at the right time for the employee and the organization
- Discover tips and at toolkit to navigate terminations effectively, efficiently, and with dignity
- Gain knowledge of resources available to support

Instructor: Tiffany Castagno, CEPHR

Fee: \$35

Managing Yourself, Managing Others

Tuesday, Oct. 8 from 1 – 2:30 p.m.

Successfully managing and leading others begins with effective self-management. In this interactive session, you will explore specific ways to manage your own time, priorities, energy, and attention to create greater organizational effectiveness and increased job satisfaction for yourself and your team.

Instructor: Jo Ellen Parker, ESC

Fee: \$35

Building Board Engagement

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

A frequent comment from executive directors and board presidents is, "I wish our board members were more engaged." Amazing things happen when board and staff collaborate to build board engagement. Let's discuss ways to help board members embrace their role as leaders and "owners" of the organization. Bring your concerns and questions for a discussion that may impact your organization in profound ways.

Instructor: Don Block, ESC

Fee: \$35

The Impacts of Menopause at Work

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

Do you think menopause isn't a workplace problem? Think again! About 20% of the workforce is currently facing some level of menopause, costing the US an estimated \$1.8 billion in lost working time each year not including medical expenses. Those who are not going through menopause work alongside some who are, impacting the whole team. Join us for a FREE session to provide leaders with essential insights and practical strategies to support employees experiencing menopause. Through both informative content and interactive breakout activities, participants will leave with a deeper understanding of menopause, and actionable steps to create a supportive workplace, with decreased absenteeism, increased productivity, and improved job satisfaction.

Instructor: Dr. Karen Trichtinger, Doc Karen Coaching

Fee: FREE but RSVP is required

"THE SPEAKER'S KNOWLEDGE AS A FORMER ED WAS IMPORTANT BECAUSE HIS IDEAS WERE PRACTICAL, TRIED AND TRUE AND BASED ON EXPERIENCE."

Diversity, Equity and Inclusion: Building a Foundation and Creating a Strategy (2-part series)

Tuesday, Oct. 15 and Thursday, Oct. 17 from 10 – 11:30 a.m.

These interactive workshops are designed to create a deeper understanding of the meaning and value of diversity, equity and inclusion (DEI). Attendees will gain insight into a quality definition of Diversity, Equity and Inclusion and an appreciation for how unconscious bias awareness can promote meaningful DEI for nonprofit organizations. You will consider your own DEI profile to inform a conversation on big picture approaches to organizational strategies.

1 The **first session** will offer a foundation for defining Diversity, Equity and Inclusion, along with the unconscious obstacles to meaningful DEI.

2 At the **second session**, we'll provide actionable strategies to creating a DEI-focused work environment.

Instructor: Darcel Madkins, African American Leadership Association

Fee: \$65 for both sessions

Best Practices in E-Payments

Wednesday, Oct 16, from 1 – 2 p.m.

Explore the evolution of the traditional accounts payable (A/P) process. This session, designed to educate on the pros and cons of payment systems, will cover the benefits and implementation of digital payments, and gain insights into transitioning to third-party A/P platforms with best practices.

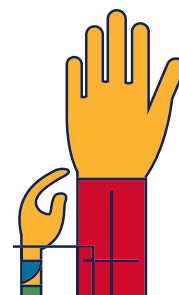
Instructor: Melanie Rutan, Bookminders

Fee: \$30

We Consult!

The Executive Service Corps uses the skills of experienced, knowledgeable, and dedicated volunteer professionals to help nonprofits design targeted solutions to their challenges and opportunities. All of our volunteers are committed to nonprofit success and value the challenging, indispensable work of the sector. Whether currently working or retired, ESC volunteers are experienced and trained to work alongside nonprofits of all sizes. Fees are based on the scope of the project and are designed to be affordable to smaller organizations with contracts ranging from one-time engagements to six-month processes.

Interested in learning more? Contact Carrie Richards at richardsc@rmu.edu.





FALL 2024 CLASSES

Essential Human Resources Operations: 2-part series

Fridays, Oct. 18 and 25 from 10 – 11:30 a.m.

Effectively managing your organization's most precious commodity, its people, is crucial to achieving your mission. This two-part session will help you gain a solid understanding of how to navigate the complex world of HR and make informed decisions to drive your organization's success.

Session one will introduce the role of HR in a nonprofit organization and its importance in maintaining a healthy and productive work environment. Then, we'll do an overview of finding and hiring talent, including recruitment, onboarding, training as well as compensation and benefits.

In **session two**, we'll dive a bit deeper into the employee lifecycle and cover performance management and evaluation best practices, employee relations, conflict resolution and an overview of compliance and risk management.

Whether you're new to HR or just looking to refresh your knowledge, you will gain the tools and confidence you need to build a strong, productive, and compliant workforce.

Instructor: Jessica Kovacs, Bridge to HR

Fee: \$65 for both sessions

Talent Challenges: Finding, Hiring and Keeping the People You Need

Tuesday, October 22 from 10 – 11:30 a.m.

Since the Pandemic (and even before!) organizations have been struggling to find the needed employees to keep operating. Competition from for-profit organizations in pay, benefits, and resources makes nonprofit hiring a unique challenge. Join us at this highly interactive session to discuss some of the most pressing challenges as we offer practical solutions to the talent problem. Come ready to share your ideas!

Instructor: Phyllis Hartman, PGHR Consulting

Fee: \$35

Executive Director Boot Camp

Wednesday, Oct. 23 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.

Instructors: Wendy Burnter and Stephanie Masters, Nonprofit SideKick!

Fee: \$125

Location: Robert Morris University

"I REALLY ENJOYED THE CLASS.
GREAT MATERIAL AND
THE PRESENTER DID A
WONDERFUL JOB."

Volunteer Engagement Strategy

Thursday, Oct. 24 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

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.

Teams That Trust: Building Relationships, Creating Results!

Tuesday, Oct. 29 from 10 – 11:30 a.m.

Have you ever been in a conversation that signals, "we don't really trust each other?" Do you delegate assignments and then take the task back or have been commissioned to do something only to have it taken back from you? If you polled your team, how would they rate their inclusion, the freedom to learn from mistakes, recognition and reward for their contributions, and the reality that they can question respectfully and challenge constructively and not face payback? If these are the things keeping you up at night, "Teams That Trust" is for you! During this online combination of information, conversation, and small-group practice, we'll cover:

- **The Pillars of Trust:**
the foundation for a culture of collaboration
- **To build trust, first be trustworthy!**
- **Delegation:**
how clear are your requests?
- **When trust breaks down:**
recognize, respond, repair, restart
- **Becoming a Chief Trust Officer:**
leading your team for relationships and results

Instructor: Chris Thyberg, The Serving Way

Fee: \$35





FALL 2024 CLASSES

Finding the Best Health Insurance Benefits for Your Mission

Thursday, Oct. 31 from 10 – 11:30 a.m.

Employees expect great benefits, but costs are constantly increasing, while the industry is complex and ever-changing. This session will demystify the options for providing health insurance benefits to employees and guide you through the process of finding the best traditional or non-traditional option at the best price for your organization.

Instructor: Jeff Mers, Inspirity

Fee: \$35

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

Friday, Nov. 1 from 10 – 11:30 a.m.

Audiences are bombarded with a daily influx of information. Writing messages that stand out 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

From Vision to Action: Executing Your Strategic Plan

Wednesday, Nov. 6 from 10 – 11 a.m.

A well-crafted strategic plan is essential for setting a clear future vision, driving meaningful change, and achieving mission-critical goals. To bring the strategic plan to life, it's crucial for leadership and staff to clearly understand their roles, responsibilities, and timelines, including who will lead each strategy, the specific tactics required, the board committees tasked with oversight, metrics to measure success, and the resources to do the work. Through interactive discussions and hands-on exercises, participants will learn how to prioritize strategies, align resources and organizational structure, effectively engage their teams in the implementation process, and set clear expectations for performance as you transform your strategic visions into actionable, measurable results.

Instructor: Brant Duda, Strategy Design Partners

Fee: \$30

BoardsWork! Board Member Training

Thursday, Nov. 7 from 8:30 a.m. – 4:30 p.m.

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

Instructors: Jaime Simmons, Covestro Centers for Community Engagement and guests

Fee: \$650 (\$400 without matching) and includes lunch

Location: Robert Morris University

"MARIA WAS VERY KNOWLEDGEABLE AND I THINK HER BACKGROUND AS A NEWS ANCHOR GIVES THIS SESSION A SENSE OF "INSIDER" INFO."

Pitching Your Way to Earned Media

Friday, Nov. 8 from 9 a.m. – noon

Get your nonprofit featured in the news with the help of earned media and storytelling techniques! Nonprofits of all sizes can find a place in local and regional media outlets once they start thinking like a journalist. During this in-person workshop, former news anchor turned nonprofit communications expert Maria Satira will share insider tips for working with a newsroom and developing partnerships. Through small group exercises and engaging dialog, attendees will learn how to properly pitch stories to local media, craft effective press releases, and create an effective media relations strategy – all without spending a dime! Registrants will receive a copy of Maria's book, "An Introduction to Media Relations for Nonprofit Organizations" and a complimentary download of her "What Reporters Want" guide.

Instructor: Maria Satira, Maria Satira Media, LLC

Fee: \$75 and includes a physical copy of Maria's book

Location: Robert Morris University

"THE INSTRUCTOR WAS KNOWLEDGEABLE AND ALSO DID A GREAT JOB IN FACILITATING THE CLASS SO THAT EVERYONE PARTICIPATED."





FALL 2024 CLASSES

Maximizing Donor Retention

Tuesday, November 12 from 10 – 11 a.m.

Retaining existing donors costs less than acquiring new ones. Current donors already believe in your mission and have shown a willingness to help you accomplish it. Unfortunately, across the nonprofit sector, donor retention rates are low, which puts us all in a perpetual scramble to find new donors. What should you be doing to achieve better donor retention? How can you better encourage your donors to stick around? Join us to learn how you can develop a sustainable donor pool through segmentation, customization, and stewardship.

Instructor: Emma Kieran, Pilot Peak Consulting

Fee: \$30

**"EMMA WAS GREAT!
FUN! KNOWLEDGEABLE!"**



Productive Feedback and Difficult Conversations

Wednesday, Nov. 13 from 10 a.m. – noon

Productive feedback and difficult conversations are essential to a healthy workplace culture. In this highly interactive session, we'll address key strategies and tools for good team communications. We'll use interactions and breakout rooms to learn, practice, and role play together. Come prepared to have your camera on and actively participate!

Instructor: Trina Walker, TLW Strategy

Fee: \$40

Whose Job Is It, Anyway?

Wednesday, Nov. 13 from 2 – 3 p.m.

Who really runs the show? With both the board chair and the executive director playing starring roles at a nonprofit, the division of leadership can be a delicate dance. In this interactive session, we'll start with an overview of the primary responsibilities of a board chair and chief executive. Then we'll dive into a lively discussion on what is expected of the board chair, what is expected of the chief executive function by function, and where there are areas of overlap.

Instructor: Brett Fulesday, ESC

Fee: \$30

Unlocking Efficiency: Leveraging ChatGPT for Nonprofit Success

Thursday, Nov. 14 from 1 – 2:30 p.m.

Join us for an insightful session on harnessing the power of ChatGPT to transform your daily operations. Discover how this cutting-edge AI tool can streamline administrative tasks, enhance communication, and support strategic decision-making. We'll dive into real-world examples of how ChatGPT has been effectively integrated into various aspects of nonprofit work, such as grant writing, communications, event planning, and more. Whether you're looking to boost productivity or innovate your approach, this session will provide practical tips and strategies to elevate your nonprofit's impact with the help of AI.

Instructor: Cindy Leonard, Cindy Leonard Consulting

Fee: \$35

Coaching

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

Cost: \$500 for each 5-hour coaching engagement. *Smaller packages may be negotiated upon request.*

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



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

Tuesday, Nov. 19 from 10 – 11 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. We 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

Leading Efficient and Effective Meetings

Wednesday, Nov. 20 from 10 – 11 a.m.

In this session we will discuss what problems you currently experience with meetings in your organization, then look at ways to make this most-expensive form of communication more effective and efficient. We will cover strategies to employ when preparing for a meeting, how to make the meeting itself more focused and aligned with your goals, how to maximize the time spent in the meeting by ensuring attendees follow up with their actions, and whether a meeting is even needed in the first place! Portions of this class will be interactive, demonstrating how improvisational comedy techniques can be used to increase engagement in a meeting and break down barriers that restrict the free flow of ideas.

Instructor: Kevin Erdner, Labcorp

Fee: \$30





FALL 2024 CLASSES

Nonprofit Finance for New Executives

Thursday, Nov. 21 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. 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

Boardsmanship Brush Up: Building Better Boards

Tuesday, Dec. 3 from 10 a.m. – noon

Whether you're a newbie to nonprofit board governance or a go-getter looking for a brush-up, this session has you covered. We'll talk about effective nonprofit governance, role clarity, board expectations (internal and external), and recruiting. We'll emphasize the importance of diversity and inclusion in board leadership, equipping you with strategies and tools to build a board that reflects the communities you serve.

Instructor: Jaime Simmons, Covestro Center for Community Engagement

Fee: \$40

Understanding Accounting Principles Unique to Nonprofit Organizations

Wednesday, December 4 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

How to Create Social Media Content for Your Nonprofit

Thursday, Dec. 5 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 session 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



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



It's time to participate in the 2025 Wage & Benefit Survey

The need for nonprofits to attract and retain well-qualified staff is paramount to the mission. That's why the Bayer Center for Nonprofit Management at Robert Morris University continues to support your efforts to ensure competitive compensation, attractive benefits, and equitable policies through our bi-annual Wage and Benefit Survey.

Please be a part of this year's efforts of offering this valuable resource. The first 200 organizations who participate will receive a FREE copy which can be used by anyone in your organization. Non-participant pricing is \$200 for nonprofits with budgets under \$2M and \$300 for nonprofits with budgets over \$2M.

All information is held in the strictest confidence, viewed only by our independent consultant. For technical questions, please contact Rita Haronian of Nonprofit Compensation Associates, at survey@nonprofitcomp.com.

For more information visit the Research & Publications page on our website. Contact Carrie Richards richardsc@rmu.edu for non-technical questions, and to find out how to participate. Deadline for completion is November 15.





INSTRUCTOR BIOS



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](#).

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

Brant Duda is director of strategy and analysis for Strategy Design Partners, with expertise in strategic planning, financial analysis, nonprofit governance, board development, and research. From helping to transform the social service system in Columbia, South Carolina to managing a coalition combating the opioid epidemic in Lorain County, Ohio to forming the first Center for the Arts in Oberlin, Ohio, Brant has worked on large-scale projects and with organizations that impact entire communities. Brant has a masters of social administration and certificate in nonprofit management from Case Western Reserve University. He earned his bachelor's degree from California University of Pennsylvania.

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

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

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

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.





INSTRUCTOR BIOS CONTINUED

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

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

Jessica Kovacs, a passionate and experienced HR professional at Bridge to HR, specializes in helping leaders navigate the complexities of human resources with a proactive and empathetic approach. With a bachelor of science in labor and industrial relations and a master's degree in human resources from Pennsylvania State University, she brings over 19 years of expertise in human resources guidance, coaching, and consulting. Jessica's proactive approach keeps her ahead of new and changing laws, social changes, and industry challenges, ensuring leaders always compliant and prepared.

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

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

Darcel R. Madkins is a dynamic professional with over 20 years of experience in financial services, project management, and nonprofit leadership. Renowned for her innovation, problem-solving skills, and ability to lead teams, she excels in both independent and collaborative environments. Darcel has a proven track record in strategic planning, risk management, and process improvement. She has successfully managed multimillion-dollar projects, developed community programs, and facilitated leadership development initiatives. Her extensive experience includes roles at PNC Financial Services, BNY Mellon, and the Umoja African Arts Company, where she consistently delivered results and drove organizational success.

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.

Jeff Mers, Business Performance Advisor at Insperty, has spent 26 years as a small business owner specializing in employee benefit plan design and contribution strategies. He served 29 years as an aircraft maintainer and Senior First Sergeant in the Ohio Air National Guard and the United States Air Force, whose tours included Desert Shield, Desert Storm, Operations Iraqi Freedom, and Enduring Freedom. Jeff's insight and expertise helps leaders align their people strategy with their business strategy, helping organizations run better, grow faster, and increase impact. Jeff is a board member, advisor, and volunteer for many nonprofits ranging in mission from food insecurity affordable housing, and Veteran Service Organizations.





INSTRUCTOR BIOS CONTINUED

Paul Novelli is Brand Manager 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.

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 ExaminerInCharge with the Federal Deposit Insurance Corporation (FDIC) for 11 years before joining Bookminders in 2001.

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

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

Jaime Simmons is ecstatic about leading the Covestro Center for Community Engagement at Robert Morris University. She has helped build sustainable, vibrant nonprofits as a leader, front-line team member, consultant, and board member for over 25 years. Her current academic interests are nonprofit organizational development, feminist and other alternative organizational structures, and how nonprofits play into placemaking and social movements. An adjunct at several colleges, Jaime is a doctoral candidate in Community Engagement and has an MA both in Socially Responsible Business and Organizational Design and Systems. She loves reading and lives in Carnegie where her family explores the region with their silly seven-year-old and three ridiculous pugs.

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*.

Dr. Karen Trichtinger is a Ph.D.-level Industrial/Organizational Psychologist, a senior professional in human resources, and a Certified Professional Coach. She has three decades of experience in various Organizational Development capacities helping organizations operate as efficiently and effectively as possible. With a passion for learning, Karen continually seeks ways to develop and grow. Her goal is to help as many people as possible achieve success, flow and happiness.

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.





CLASS REGISTRATION

Register and pay for classes online at rmu.edu/bcnmregistration.

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

Withdrawal and Refund Policy

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

Cancellation Policy

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

Scholarships

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

Please Note

Registration confirmations, notices of class changes, and other critical information are conveyed via email sent from bcnm@rmu.edu 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 via Zoom
unless otherwise noted.



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