


PEOPLE CAN SAVE THE WORLD  
BY THE WAY THEY THINK AND  
BY THE WAY THEY BEHAVE  
AND WHAT THEY HOLD TO BE  
IMPORTANT. CYNDI LAUPER 

**FALL 2025 CLASSES**



**BAYER CENTER FOR  
NONPROFIT MANAGEMENT**



## Nonprofits build strong communities. We build strong nonprofits.

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



## BAYER CENTER FOR NONPROFIT MANAGEMENT

6001 UNIVERSITY BOULEVARD  
MOON TOWNSHIP, PA 15108



## MESSAGE FROM THE DIRECTOR

### Greetings from the Bayer Center of Nonprofit Management at Robert Morris University

Greetings from the Bayer Center for Nonprofit Management! I'm absolutely thrilled to connect with you. This opportunity feels like the perfect intersection of my passion for nonprofit excellence and my commitment to strengthening our incredible regional community. Having spent just over 18 months at RMU, I've witnessed firsthand the transformative power of the connections we build together and the shared vision that drives our collective impact.

What energizes me most about this role is the chance to work alongside such dedicated professionals who are making a real difference every day. I bring extensive experience across all facets of nonprofit operations, a genuine enthusiasm for sustainable management practices, and a deep belief in the power of bringing people together to spark innovation while honoring our core values. This isn't just about maintaining the amazing foundation that's already been built – it's about expanding our reach and impact in ways that truly serve your needs and aspirations.

I'm particularly excited to announce our new Fall catalog of professional development classes, specifically designed for nonprofit professionals like you who are committed to growing your skills and advancing your missions during these unpredictable times. These offerings reflect our forward-thinking approach to capacity building, blending proven methodologies with fresh perspectives on the challenges facing today's nonprofit sector. Your continued engagement and feedback have always been the heart and soul of our programming, and I can't wait to collaborate with you as we write this next chapter together. Thank you for welcoming me into this remarkable community – the journey ahead is bright, and it's an honor to walk it with you.

Warmly,

**Jaime Simmons, Director, Bayer Center of Nonprofit Management and Covestro Center of Community Engagement**

The **Collaborative Learning Institute** houses the Bayer Center for Nonprofit Management, Covestro Center for Community Engagement, Career & Professional Development Center, and Corporate Partnerships at RMU. The Institute provides one access point for local businesses and organizations to engage with the University for many of their needs, such as hiring interns, offering workforce development training, obtaining consulting support for special projects and more. Additionally, with most RMU graduates typically staying in the Pittsburgh region after earning their degrees, companies benefit from a reliable pipeline of talented, career-ready professionals who are deeply invested in the local community. If you are interested in learning more, reach out to Kristin Lang, the CLI Administrative Coordinator at [lang@rmu.edu](mailto:lang@rmu.edu).



The **Covestro Center for Community Engagement** provides structured engaging ways for businesses and nonprofits to build meaningful connections that exchange purpose and value. Our programs empower companies to offer unique professional development opportunities grounded in powerful learning and leadership experiences while positively impacting their communities.

## BENEFITS

**WORKFORCE DEVELOPMENT & ENGAGEMENT** Engage service-minded employees with meaningful opportunities that build teamwork, boost morale, and develop professional skills.

**LEADERSHIP & PROFESSIONAL GROWTH** Enhance leadership skills through real-world experience, cross-department collaboration, and expanded professional networks.

**INNOVATION & PROBLEM-SOLVING** Spark fresh ideas, strengthen problem-solving skills, and build adaptive thinking in challenging environments.

**COMMUNITY IMPACT & SOCIAL RESPONSIBILITY** Use skills to strengthen communities, support nonprofits, and build lasting relationships that enhance reputation.



## COVESTRO CENTER FOR COMMUNITY ENGAGEMENT

6001 UNIVERSITY BOULEVARD  
MOON TOWNSHIP, PA 15108



## PROGRAMS

**BOARDWORK!** This program equips team members to be citizen philanthropists. We train and match them with community organizations to serve on their board of directors. Businesses grow stronger when their employees become social leaders and advocates in the community. Nonprofits and communities benefit.

**SKILLSHARE** SkillShare pairs skilled professionals with nonprofits to tackle technical or management challenges. Your team builds consultancy, communication, team building, and technical skills while nonprofits solve some of their most difficult challenges.



### **BoardsWork! Board Member Training**

*Monday, Dec. 8 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. We'll emphasize the importance of equipping you with strategies and tools to build a board that reflects the communities you serve.

**INSTRUCTOR:** Bayer Center Staff and ESC Consultants, Bayer Center for Nonprofit Management

**FEE:** \$600 (\$400 without matching) and includes lunch

**LOCATION:** Robert Morris University



### **BoardsWork! for Nonprofits**

*BoardsWork!* trains service-minded individuals in effective nonprofit governance through a full day of learning and matches them to your board through customized placement. Your organization becomes better equipped to carry out your mission and the community you serve becomes stronger. Your new board members become social leaders and advocates for your purpose.

#### **BENEFITS:**

- Individualized governance assessment
- Customized board retreat
- New board member matching
- Ongoing governance support

We are currently recruiting nonprofits for 2025 and 2026 programs. Please reach out to [ccce@rmu.edu](mailto:ccce@rmu.edu) to learn more.





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## FALL 2025 CLASSES

**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**

### Board Chat

*Tuesdays, Sept. 9, Oct. 7 and Dec. 9  
from noon – 1 p.m.*

Join fellow nonprofit board members for a candid discussion on the pressing challenges facing our organizations today. This collaborative session offers a unique opportunity to share insights, learn from peers' experiences, and develop practical strategies to strengthen board leadership in our evolving nonprofit landscape.

**INSTRUCTOR:** Karen Trichtinger and Ian Oldaker,  
Executive Service Corps

**FEE:** Free, but RSVP required

### Executive Director Huddles

*Thursdays, Sept. 11, Oct. 23, Nov. 13, and Dec. 11  
from noon – 1 p.m.*

Break down the isolation barrier! This exclusive affinity group for nonprofit EDs and CEOs is a unique monthly forum in which nonprofit chief executives come together to share experiences, challenges, solutions, and best practices. Join us as we deepen connections and build a community of support among participants.

**INSTRUCTOR:** Wendy Burtner, Nonprofit Sidekick

**FEE:** Free, but RSVP required

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

*Tuesday, Sept. 16 from 10 – 11 a.m.*

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

**INSTRUCTOR:** Kevin Erdner, Labcorp

**FEE:** \$30





# FALL 2025 CLASSES

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

*Thursday, Sept. 18 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 upcoming changes to the Pittsburgh Paid Sick Days Act to various leave requirements under federal laws such as the Americans with Disabilities Act, Family Medical Leave Act, and the Pregnant Workers Fairness Act. The session 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, employers' 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

## 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 leadership and communication, to budgeting and project management. Our extensive experience in conducting workshops can be tailored to your organization's specific needs. For more information, contact the Bayer Center at [bcnm@rmu.edu](mailto:bcnm@rmu.edu).

## Community Conversations

*Friday, Sept. 19 from 9 – 10:30 a.m.*

Calling all nonprofits! Let's meet in person for a community conversation designed to address the most pressing challenges facing organizations today. Our gathering will provide a space for meaningful dialogue about governance and operational issues while help people find practical solutions and best practices. Attendees will leave with actionable insights and a strengthened network.

**FACILITATOR:** Jaime Simmons, Bayer Center for Nonprofit Management

**FEE:** Free, but RSVP preferred

**LOCATION:** Panera, Oakland 3401 Boulevard of the Allies Pittsburgh PA 15213

## FOUR-PART SERIES

### Leadership Launch: Essential Skills for Emerging Leaders

*Tuesday, Sept. 23, Wednesday, Oct. 22,  
Friday, Nov. 14 and Wednesday, Dec. 10  
from 9 – 11:30 a.m.*

Attention new and emerging nonprofit leaders – this class is just for you! Join us for this four session program designed to help launch you into leadership roles. Participants will build critical leadership competencies through experiential learning, including self-awareness and emotional intelligence, strategic communication and influence, team building and conflict resolution, and change management skills.

Each 2.5-hour session combines interactive assessments, real-world simulations, peer learning, and practical application exercises that can be immediately implemented in the workplace. By program completion, participants will have developed a personal leadership style, enhanced their leadership presence, and created a comprehensive 90-day leadership development plan to continue their growth journey.

**INSTRUCTOR:** Bayer Center staff and ESC Consultants

**FEE:** \$180

**LOCATION:** Robert Morris University

## Understanding Non-Profit Financial Statement

*Thursday, Sept. 25 from 10 – 11 a.m.*

Turn financial confusion into confidence! This webinar transforms intimidating numbers into powerful insights that drive mission success. Master essential nonprofit accounting concepts, decode financial statements like a pro, navigate revenue recognition complexities, and discover the monthly metrics that successful leaders monitor religiously. Perfect for executive directors, board members, development staff, and anyone ready to stop feeling lost in finance meetings and start using financial statements as their organization's secret weapon for growth and sustainability.

**INSTRUCTOR:** Melanie Rutan, Bookminders

**FEE:** \$30

## The Essentials of ChatGPT

*Monday, Sept. 29 from 10 a.m. – noon*

Start saving time today! If ChatGPT isn't part of your daily work and home routines, you won't find a better way to spend two hours of your time! This workshop gives you plenty of time to practice skills and get feedback along the way. You will also walk away with a reliable, step-by-step process to support your use of ChatGPT, long after the workshop ends. Don't miss this opportunity to gain confidence, avoid common pitfalls, and supercharge your productivity with new ChatGPT skills!

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

**FEE:** \$40





# FALL 2025 CLASSES

## Navigating Change with Hope and Action

*Tuesday, Sept. 30 from 1 – 3 p.m.*

Nonprofits are facing a lot of change—staff turnover, shifting funding, burnout, and growing community needs. In the middle of all this, it can be hard to slow down and lead with clarity, trust, and purpose. This interactive workshop from Hope & Action Consulting offers a supportive, practical space to reflect on what's changing, name what's hard, and learn tools to move forward with care.

Together, we will:

- Share what change looks and feels like in our organizations;
- Explore why fear and resistance show up—and how to respond with compassion;
- Learn about practical techniques that can bring structure and trust into the process;
- Practice leading change in ways that center values, such as racial equity and shared leadership.

This is a space for real talk and real tools—designed to help you lead through change without losing your people, purpose, or peace.

**INSTRUCTOR:** Joanna “Jo” Deming, Hope & Action Consulting

**FEE:** \$40

## Building Resilience: The Revenue Diversification Playbook

*Wednesday, Oct. 1 from 10 – 11:30 a.m.*

As funding landscapes shift and operating costs rise, nonprofit leaders can no longer rely on legacy operating models. This session offers a hands-on, strategic toolkit to reimagine your organization's revenue streams for long-term sustainability and growth. You'll assess your current revenue mix, identify smart opportunities for diversification, and evaluate the real costs – financial, operational, and human – of pursuing new streams. Walk away with practical tools, fresh insights, and a clearer path to a resilient future.

**INSTRUCTOR:** Brynn Elcock Smart, BES Consulting

**FEE:** \$35

## Clinics

Need specific help? Whether you need to strengthen your organizational foundation with our Bylaws or Employee Handbook Clinic, navigate complex leadership challenges through our Governance or HR Clinic, or sharpen your outreach with our Marketing Clinic, we deliver personalized guidance that transforms your most pressing questions into actionable solutions. For more information, please contact the Bayer Center team at [bcnm@rmu.edu](mailto:bcnm@rmu.edu).

## Inclusive Leadership: Building Culture and Strategy for Nonprofit Excellence

*Wednesday, Oct. 8 from 1 – 2:30 p.m.*

This interactive workshop is designed to guide nonprofit leaders through essential concepts of cultural awareness, equity-minded practices, and actionable strategies to foster a more inclusive and effective organizational culture.

**INSTRUCTOR:** Darcel Madkins, African American Leadership Association

**FEE:** \$35

## Web Accessibility: Creating Inclusive Online Experiences

*Tuesday, October 14 from 1 – 2 p.m.*

This beginner-friendly workshop demystifies web accessibility and compliance for today's digital landscape. You'll learn to create inclusive websites for individuals with disabilities, covering essential topics including the importance of web accessibility, governing laws (WCAG and ADA Section 508), practical implementation strategies, and available tools and resources for achieving compliance.

**INSTRUCTOR:** Cindy Leonard, Cindy Leonard Consulting

**FEE:** \$30

## Analysis and Assessment of Technology Risk from a Board's Perspective

*Wednesday, Oct. 15 from 1 – 2 p.m.*

This course is designed to define technology risk and discuss common cyber threats and the potential consequences associated with these risks. We will also cover important Board considerations that are key to establishing solid Board Governance practices. Finally, you will be given information to help you effectively: identify, measure, mitigate, and monitor technology risk.

**INSTRUCTOR:** Stephanie Bucklew, SLB Consulting

**FEE:** \$30

**LOCATION:** Sarah Heinz House, 1 Heinz St, Pittsburgh, PA 15212

## Employee Appreciation: Preserving Your Most Precious Commodity

*Thursday, Oct. 16 from 1 – 2:30 p.m.*

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

**INSTRUCTOR:** Karen Trichtinger, Executive Service Corps

**FEE:** \$35







# FALL 2025 CLASSES

## Author Conversation with Benjamin Mohler

Tuesday, Oct. 21 from 10 – 11 a.m.

Join the Bayer Center in welcoming author Benjamin Mohler for an engaging one-hour conversation about maximizing your impact as a non-profit board member and his book *Non-Profit Board Member Field Guide & Journal*. Through a facilitated conversation, Mohler will share practical insights on navigating the unique challenges and opportunities of board governance in the non-profit sector, as well as take questions from participants.

**INSTRUCTORS:** Jaime Simmons, Bayer Center for Nonprofit Management and Benjamin Mohler, Giving Three

**FEE:** Free, but registration is required

## Executive Director Bootcamp

Thursday, 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. This workshop is perfect for experienced nonprofit professionals who are new to the executive director role.

**INSTRUCTOR:** Wendy Burtner, Nonprofit Sidekick

**FEE:** \$125

**LOCATION:** Robert Morris University

## TWO-PART SERIES

### Project Management Basics

Tuesdays, Oct. 28 from 10 a.m. – noon  
and Nov. 17 from 10 – 11 a.m.

This two-session workshop introduces participants to the basics of project management, helping them understand the differences between projects, programs, and portfolios and why organizations use structured approaches to complete their work.

**1** Participants will discover how good project management helps both workers and companies by making better use of resources, improving communication with stakeholders, and increasing the chances that projects will succeed.

**2** The second session focuses on practical application of techniques and tools for each participant's organization. They will leave equipped with the skills necessary to introduce new methods that work well with their company's existing culture and operations.

**INSTRUCTOR:** Derek Vent, Alcoa

**FEE:** \$45

## Navigating Uncertainty: Nonprofit Scenario Planning and Objective Decision Making

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

This workshop will provide nonprofit leaders with practical scenario planning toolkits to anticipate challenges, identify opportunities, and build organizational resilience. Participants will learn to develop multiple plausible future scenarios, assess their organization's vulnerabilities and strengths, explore strategies for objective decision making, and create adaptive strategies that can pivot effectively as conditions change. Attendees will leave with tools to create scenario models and actionable contingency plans tailored to their organization's mission and operating environment.

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

**FEE:** \$35

## Lead Yourself Well

Tuesday, Nov. 4 from 1 – 2 p.m.

The missing half of leadership is *followership* — is your team capable of meeting these complex times with consistent high performance, productive relationships, and the courage to lead themselves? From Gallup to McKinsey, the data show that engagement is the #1 driver of results that matter. Sadly, only 21 percent of employees say they are highly engaged at work. Turns out, increasing engagement requires us to upgrade our inner operating system as leaders, not just tweak the apps. It's about better Being, not more Doing.

This interactive workshop will help you cultivate your inner game of leadership as you create conditions for folks to add real value to your world. And that starts with growing yourself as a leader from the inside out.

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

**FEE:** \$30

## 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 the Bayer Center at **412- 397-6000** or **bcnm@rmu.edu**.





# FALL 2025 CLASSES

## Fundamentals of Grant Writing: Navigating Today's Changing Funding Landscape

*Wednesday, Nov. 5 from 10 a.m. – noon*

In an era of shifting policies, heightened competition, and evolving philanthropic priorities, grant seekers must be more strategic and adaptable than ever. This interactive workshop, led by Maureen Ryan, President & CEO of Write Connections, LLC, provides a comprehensive introduction to grant writing fundamentals while addressing current trends like abbreviated federal timelines, foundation giving shifts, and scaling back of DEI-related funding. Through practical instruction and real-world examples, participants will learn to assess organizational “grant readiness,” research funders, develop compelling cases for support, structure winning proposals, and build the tools and confidence needed to secure funding in today’s rapidly changing landscape.

**INSTRUCTOR:** Maureen Ryan, Write Connections

**FEE:** \$40

## We Consult!

Our approach to consulting is built on the foundation of authentic partnership, where we enter into a transformative process that cultivates deep mutual trust and respect from day one. We don’t just offer advice from the sidelines—we listen intently and walk shoulder-to-shoulder with you on your unique journey toward more efficient and effective management, becoming true allies in your success. Together, we craft a powerful strategic framework for decision-making that masterfully balances the human heart of your organization with the practical demands of long-term sustainability, ensuring every choice you make strengthens both your people and your mission for years to come. Interested in learning more? Contact the Bayer Center at [bcnm@rmu.edu](mailto:bcnm@rmu.edu).

## How to Implement and Operate a Retirement Plan

*Thursday, Nov. 6 from 1 – 2:30 p.m.*

Do you have a retirement plan for your employees? Are you following industry best practices? Join us to learn how to implement a plan and ensure you are aware of the best practices for your current plan. We’ll discuss what type of plan is best for your organization, from individual IRAs to group 403 B plans, and the pros/cons of each option and touch on the fiduciary and administrative responsibilities you have when offering a retirement plan. Additionally, we will provide a breakdown of the benefits other nonprofits are offering to employees to ensure your plan is competitive. You will leave with practical knowledge choices, plan, and liability.

**INSTRUCTOR:** Scott Fremer, Henderson Brothers Financial Partners

**FEE:** \$35

## How to Start (or Kick Start) a Major Giving Program

*Friday, Nov. 14 from 10 a.m. – noon*

This workshop will guide nonprofit leaders through the essential steps to launch or revitalize a major giving program, from identifying prospective donors to developing compelling case statements. Participants will learn proven strategies for building donor relationships, creating gift solicitation processes, and establishing sustainable systems for long-term success. By the end of this session, attendees will have a clear roadmap and practical tools to implement an effective major giving program that can significantly increase their organization’s fundraising capacity.

**INSTRUCTOR:** Mark Lynch, Mark J. Lynch and Associates, LLC

**FEE:** \$40

## Nonprofit Finance for New Leaders

*Tuesday, Nov. 18 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

## Community Conversations

*Wednesday, Nov. 19 from 9 – 10:30 a.m.*

Calling all nonprofits! Let’s meet in person for a community conversation designed to address the most pressing challenges facing organizations today. Our gathering will provide a space for meaningful dialogue about governance and operational issues while help people find practical solutions and best practices. Attendees will leave with actionable insights and a strengthened network.

**INSTRUCTOR:** Jaime Simmons, Bayer Center for Nonprofit Management

**FEE:** Free, but RSVP preferred

**LOCATION:** Panera, McCandless Crossing, 8800 Covenant Ave, Pittsburgh, PA 15237

## The Science and Art of Survey Development

*Thursday, Nov. 20 from 1 – 3 p.m.*

A well-crafted survey is easy to complete but difficult to create. Through discussion and interactive exercises, participants will consider different survey methodologies and understand how to design and format appropriate survey questions to collect the data you need to track program implementation and measure your program’s impact. We will also consider how sampling can stretch your limited resources and make the most of your survey collection.

**INSTRUCTOR:** Maria Townsend, Ph.D., Townsend Associates LLC

**FEE:** \$40





# FALL 2025 CLASSES

## Understanding Accounting Principles Unique to Nonprofit Organizations

Tuesday, Dec. 2 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, CPA, CGMA, Sisterson and Co, LLP

**FEE:** \$35

## Rock Solid Partnerships - How to Attract and Keep the Right Partners

Thursday, Dec. 4 from 10 – 11:30 a.m.

Unlock the secrets to securing sponsorships that transform your nonprofit fundraising events from budget-stretched gatherings into well-funded, impactful experiences that drive your mission forward. In this 90-minute workshop, you'll master the art of identifying ideal sponsors, crafting irresistible partnership proposals, and building lasting relationships that generate consistent revenue streams for your organization's most important events.

**INSTRUCTOR:** Dave Tinker, CFRE, FAFP, Partner4Work

**FEE:** \$35

## **BoardsWork! Board Member Training**

Monday, Dec. 8 from 9 a.m. – 4 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. We'll emphasize the importance of equipping you with strategies and tools to build a board that reflects the communities you serve.

**INSTRUCTOR:** Bayer Center Staff and ESC Consultants, Bayer Center for Nonprofit Management

**FEE:** \$600 (\$400 without matching) and includes lunch

**LOCATION:** Robert Morris University

## 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 two decades, and could not have made this sector-wide resource possible without your willingness to participate.

The newest version launched in February 2025. There is no cost for nonprofits who participated in the survey. Those who did not participate can purchase the survey for \$200–300 depending on budget size. Purchases are available in our online storefront under the “**Wage and Benefit Survey**” tab.







# 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.

**Stephanie Bucklew** is the owner of SLB Consulting (Nonprofit Risk Management). She has a background in economics and instructional leadership, with a master's degree from Robert Morris University and a bachelor's from Allegheny College. Stephanie Bucklew also serves on the board for Allies for Health + Wellbeing and is a professional speaker.

**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*.

**Joanna "Jo" Deming** is the founder and principal consultant at Hope & Action Consulting, which ignites hope and catalyzes action to help nonprofit leaders, changemakers, and organizations overcome obstacles and achieve their vision. Jo has been working in the nonprofit field for over 20 years, including serving as an Executive Director. She has a gift for bringing diverse groups of people together to advance shared goals. Her focus has been on community development, affordable housing, and food justice. Jo provides board governance, strategic planning, executive coaching, fund development, and other services. Jo has a Master's Degree in Social Work from the University of Pennsylvania.

**Brynn Elcock Smart** is a management consultant helping mission-driven organizations navigate strategy, planning, and operations. She has advised leaders across sectors on organizational challenges, working with a diverse set of clients in education, child welfare, workforce development, aging, food security, arts & culture, and more. She built her expertise across top-tier consulting firms Boston Consulting Group (BCG), Bain & Company, and AMS Planning & Research prior to launching her independent practice. Brynn holds a Masters in Management from Northwestern University's Kellogg School of Management and a Bachelor of Music in Piano Performance and Arts Administration from Indiana University's Jacobs School of Music. Outside of work, she is a passionate community volunteer, traveler, pianist, and marathoner.

**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).

**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.

**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. Cindy holds a bachelor's degree in computer science, an M.B.A., and a Master of Education from Seton Hill University. A Laurel Highlands enthusiast, Cindy resides in Youngwood, PA, with husband, Rob, and their dogs and cats. Learn more at [www.cindyleonardconsulting.com](http://www.cindyleonardconsulting.com).

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







# INSTRUCTOR BIOS CONTINUED

**Sarah McMullen**, M.B.A., is an ESC volunteer and the Director of the Project Management Office for University Communications and Marketing at the University of Pittsburgh. She has worked for Pittsburgh nonprofits and education organizations for over 20 years in program and resource development, project management, volunteer management, partnership and pipeline development, event management, marketing, process improvement and optimization, CRM systems, and strategic planning. Sarah holds a B.A. from Westminster College and an M.B.A. in nonprofit management from Marylhurst University. She holds a variety of volunteer leadership roles at the University of Pittsburgh and throughout the nonprofit community in Western Pennsylvania. She is also an artist specializing in crochet, embroidery, weaving, and bleach painting, and participates in independent shows as well as community-based fiber art projects.

**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*.

**Ben Mohler** is the chief executive and principal consultant of GivingThree, holding both CFRE and ACFRE certifications with advanced degrees in philanthropy and communication arts. He specializes in fundraising innovation, board development, and strategic planning, with extensive experience leading advancement efforts at major universities and Kentucky’s community college system. Throughout his career, he has been actively engaged with AFP in various leadership roles including serving on AFP Global’s board and the ACFRE Certification Board. Ben lives in Kentucky’s bluegrass region with his wife Christina and their four children, and has volunteered extensively including service with the Texas State Guard during hurricane relief operations.

**Ian Oldaker** brings over 20 years of experience with start-ups in museums, civic projects, immersive experiential attractions, retail and special events. He worked behind the scenes in Off-Broadway theaters across New York City. Then, spent a decade working on the National September 11 Memorial & Museum, as part of the team that built and opened the 9/11 Memorial in 2011 and the Memorial Museum in 2014. In 2018, Ian opened SPYSCAPE in NYC, a hi-tech immersive museum experience based on the world of espionage. Now, living in western PA, Ian runs his own consultancy, Visitor Experience Solutions - working with clients in NYC, western PA and California on expansion and construction projects, and Operations/HR. He is an active dog-parent and is obsessed with soccer (football) all over the globe.

**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 Examiner-In-Charge with the Federal Deposit Insurance Corporation (FDIC) for 11 years before joining Bookminders in 2001.

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

**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.





# INSTRUCTOR BIOS CONTINUED

**Jaime Simmons** is a nonprofit geek who has spent twenty-five years fixing broken nonprofits and reimagining how organizations can truly serve their communities. As Director of the Bayer Center for Nonprofit Management at Robert Morris University and a Ph.D. candidate in Community Engagement, she bridges the gap between academic theory and real-world impact, helping organizations move from traditional top-down approaches to genuine partnership with the communities they serve. When she's not adventuring around Pittsburgh with her eight-year-old, three ridiculous pugs, and a mini bernedoodle, Jaime devours about 150 books a year and channels her expertise in organizational systems, social justice, and feminist activism into workshops that challenge participants to think differently about power, expertise, and what it really means to create lasting change.

**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 taken hope from rising community leaders. To serve the common good fuels his passion to support purpose-minded leaders who empower and sustain resilient organizations committed to our shared flourishing. You can find Chris on *LinkedIn*.

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

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

**Karen Trichtinger, Ph.D.**, is an 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.

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

**Drew Zerick** is an Assurance Services Director with Sisterson & Co. LLP and has over 18 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](https://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 reach out to [bcnm@rmu.edu](mailto:bcnm@rmu.edu) for the application process.

## Please Note

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



All classes are online via Zoom  
unless otherwise noted.



## BAYER CENTER FOR NONPROFIT MANAGEMENT

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Paul S. Homick  
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