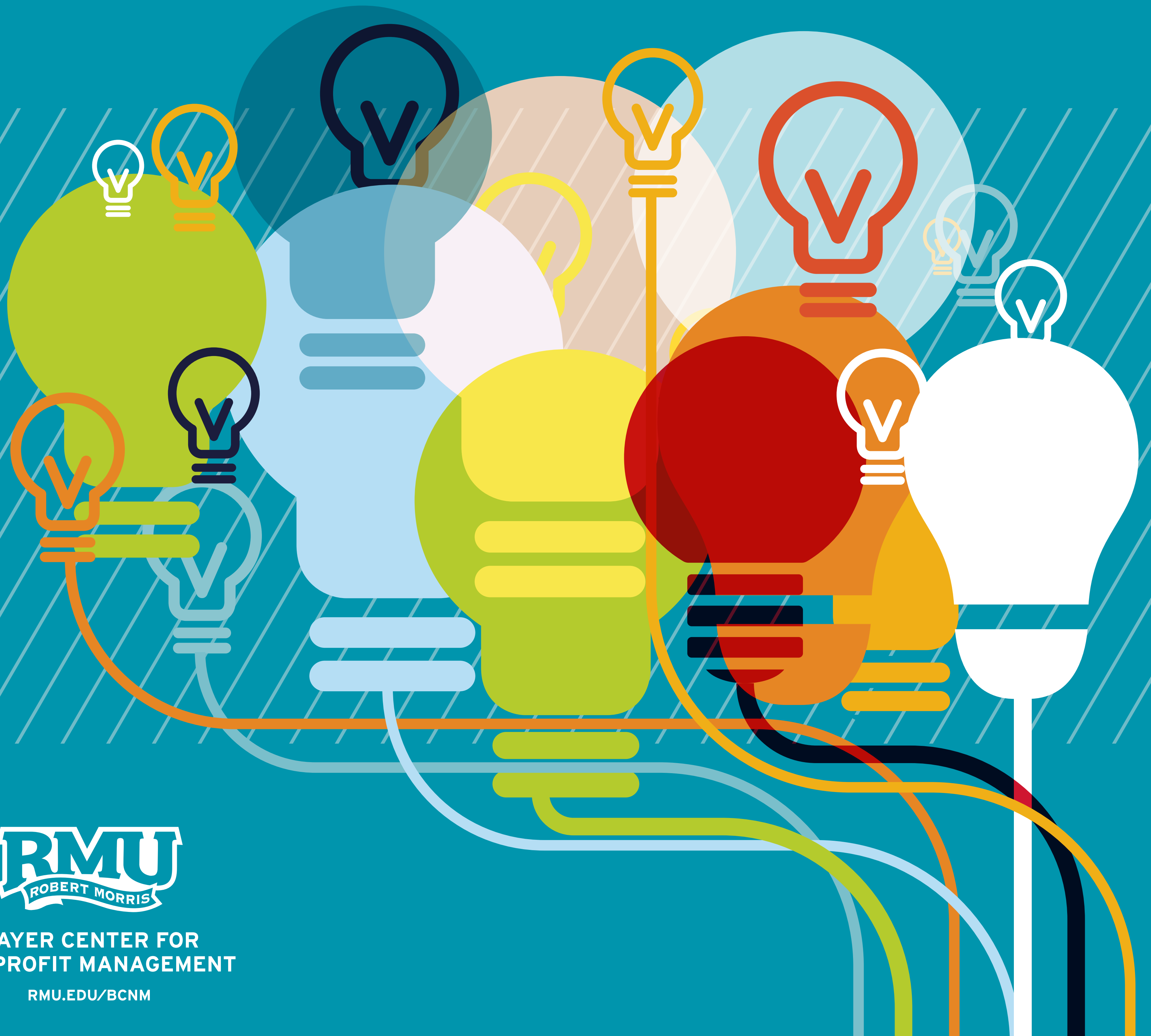
SPRING 2023
COURSES

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

KERMIT THE FROG

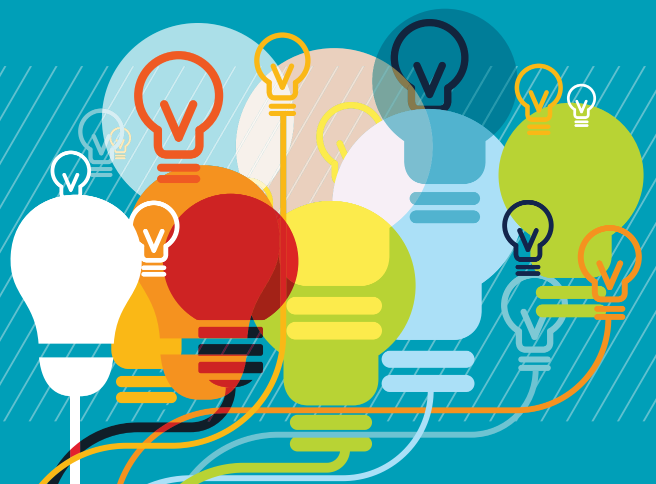


RMU ROBERT MORRIS

BAYER CENTER FOR NONPROFIT MANAGEMENT

RMU.EDU/BCNM

CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 2



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

KERMIT THE FROG

LETTER FROM PEGGY MORRISON OUTON

…”and now we welcome the new year…full of things that have never been”. Let’s reflect on Rilke’s quote as well as Kermit’s. If we consider creativity and people’s contributions in light of the new year we are all beginning, what an optimistic and hopeful picture is emerging!

One of the things that is bringing light to my heart is that I am seeing nonprofit leaders regaining their confidence after what will soon be three years of global disruption and trauma. While it remains a tumultuous time filled with challenge, I see people who are ready to dream and work and succeed. Some nonprofits have emerged from the immediate past knowing they are stronger and more effective than they were before the pandemic trials. As we all had to do, they pivoted! They responded to the new needs of their community…they often fed people and improvised service delivery and continued to make a vital difference. Others took a breath and reflected on their values and skills and are making better plans for the future as they reconnect with those they serve. I have not heard of many closures. Our clients and students are organizations that have always had the intention to thrive.

I am concerned about what’s next because I do not think that we, as a society, have processed what happened to us through lockdowns and upheavals. I think it will take years to understand the ramifications of the isolation and fear of each other that COVID made our daily lot in life. There are big financial challenges now that COVID specific funding, governmental, and private foundations are also making a pivot to their next phase. Staffing shortages, inflation, supply chain and other problems remain with us…and we’re tired of all of it.

But resilience, optimism, faith in each other and the will to confront injustice have long been characteristic of nonprofit leaders. Bravery, fierceness and pit bull tenacity are all part of nonprofit strength. We have long known our business plans didn’t completely make sense in a world where a positive bottom line is the trusted measure. But what I am sensing is a return of confidence, a renewed determination, and confronting and solving the new challenges. How do we address our children’s educational COVID deficits? How do we bring greater equity and racial fairness into our organizations? How do we create greater stability for our organizations?

What did we learn from all of this? Please don’t let us return to what was normal three years ago. There was great injustice and instability. Now that we know better, we’re supposed to *DO* better as Maya Angelou called to us.

But here again is where Rilke and Kermit sing…as with every new year, it shines before us, full of opportunity and promise. And we know through the hard lessons of urgency and unprecedented challenge, that we can rise to the occasion. We know we can, if we take into account and hold space for other people’s ideas, gifts and creativity. That we together can figure it out. So look around you…listen to your coworkers and your clients and your board and your funders and your family and your friends and be brave and resourceful and determined to see a better world. Be the outstanding leaders that I know you to be. Take heart. Take courage from each other. Do it differently – and better. I can see it. I hope you can as well. And as always, we’re here to help.

Excelsior, beloveds!

Peggy Morrison Outon

Peggy Morrison Outon
Assistant Vice President for Community Engagement
and Leadership Development
(still here)

TABLE OF CONTENTS

This table of contents includes interactive links to all of the items listed. Click on any item to go directly to that page for the full description.

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

CLASSES BY DATE

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

JANUARY

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				

FEBRUARY

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**				

MARCH

SUN	MON	TUE	WED	THU	FRI	SAT
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19	20	21	**22**	23	24	25
26	27	**28**	**29**	30	31	

APRIL

SUN	MON	TUE	WED	THU	FRI	SAT
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2	3	**4**	**5**	**6**	7	8
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16	17	**18**	**19**	**20**	21	22
23	24	**25**	26	**27**	28	29
30						

MAY

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			

JANUARY

12 Executive Director Huddle
24 Introduction to Strategic Planning
26 Understanding Accounting Principles Unique to Nonprofit Organizations

FEBRUARY

3 What's New on the Fundraising Horizon?
7 Fundraising Strategies for Smaller Nonprofits
9 Fundraising Diversification
9 Executive Director Huddle
15 Individual Giving: Learning from Faith-Based Organizations
16 Supervisor Myth Busters: Calling All New Supervisors!
17 Stay in Touch: An Interactive Session on Touchpoint Design
21 BoardsWork! Board Member Virtual Training (session 1)
22 Hello, I'm Performance Management... Don't Hate Me!
23 How to Activate Your Board to be Fundraisers
28 Using Improvisational Comedy Techniques to Build a Culture of Innovation

MARCH

1 BoardsWork! Board Member Virtual Training (session 2)
2 Leadership vs. Management
3 Leadership Briefing
7 Recognizing and Avoiding Common HR Mistakes That Could Put Your Organization in Court
8 How to Implement and Operate a Retirement Plan
9 The Art of Beginning Again
9 Executive Director Huddle
14 The Science and Art of Survey Development
15 Best Practices in Managerial Coaching
16 Amplifying Corporate Volunteerism
22 Creating Accessible Social Media
28 Designing QuickBooks for Nonprofits
28 Mining QuickBooks for Nonprofits
29 From Performative to Practice: Practical Steps for Improving Diversity, Equity and Inclusion in Your Nonprofit

APRIL

4 Keeping the Strategic Plan Alive
5 Social Media for Nonprofits: Tips and Tricks to Bolster Your Mission
6 Pitching Your Way to Earned Media
13 Executive Director Huddle
18 When a Governing Board Works!
19 Telling Stories that Stick
20 Paint With (Not By) Numbers
25 Planning Your Website Home Page
27 Writing for the Web and Social Media

MAY

3 Executive Director Boot Camp
4 BoardsWork! Board Member Training
9 Fundamentals of Grant Writing
11 Introduction to Excel: Hands On
11 Intermediate Excel: Hands On
11 Executive Director Huddle

CLICK HERE TO JUMP TO THE TABLE OF CONTENTS ON PAGE 2

CLASSES BY CATEGORY

FINANCE

FUNDRAISING

GOVERNANCE

HR

MARKETING

TECHNOLOGY

"BAYER CENTER SESSIONS ARE INFORMATIVE. RELEVANT TO THE NONPROFIT SECTOR, AND AFFORDABLE. THANK YOU FOR YOUR COMMITMENTS TO LEARNING FOR NONPROFIT STAFF."

NONPROFIT EXECUTIVE DIRECTOR

CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 2

BAYER CENTER FOR NONPROFIT MANAGEMENT

6001 UNIVERSITY BOULEVARD
MOON TOWNSHIP, PA 15108

RMU.EDU/BCNM

Not like anybody else.

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

Every one of our solutions is a custom solution.

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

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

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

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

Your reality is our reality.

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

In 23 years of service to the nonprofit community, the Bayer Center has completed over 2,550 consulting engagements and educated over 14,000 students. Our consulting clients include human services, arts, faith-based, community development, environmental and educational organizations with budgets ranging from $100,000 or less to more than $50,000,000. Our intensive and customized management, governance and financial consulting services are designed to educate leaders and have resulted in:

- Higher-functioning governing boards
- Enhanced financial planning and management
- Increased partnerships and strategic alliances
- More effective approaches to fundraising
- Better informed, evidence-based decisions for future directions
- More capable nonprofit leaders and organizations
- Effective management information systems
- Heightened brand awareness
- A strategic approach to decision-making

In short, at the Bayer Center, we work with you:

To provide effective and practical management and governance tools, information, education and research that strengthen nonprofit missions and multiply all investments of time, talent and money in regional nonprofit organizations.

ROBERT MORRIS

COVESTRO CENTER FOR COMMUNITY ENGAGEMENT

6001 UNIVERSITY BOULEVARD
MOON TOWNSHIP, PA 15108

RMU.EDU/COVESTRO

The Covestro Center for Community Engagement can help your nonprofit to thrive through partnership and programming in ***BoardsWork!*** and **SkillShare.** Our seasoned staff and trained ESC volunteers will pinpoint areas of growth and sustainability for you, including new and diverse talent, customized organizational solutions, and strong community relationships.

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

Nonprofits can get connected by contacting Yvonne VanHaitsma at **vanhaitsma@rmu.edu** or **412-397-6002.**

HAPPY BIRTHDAY BOARDSWORK!

BoardsWork! is 10 this year!

Expand your reach with new board members through BoardsWork!

We elevate both sides of the governance equation—equipping nonprofit boards to be more strategic, effective, and equitable. And we train board members with the knowledge and skills they need to help our community thrive through great board leadership.

BoardsWork! is a proven resource for nonprofits and businesses alike. Through individual governance assessments, interactive training, board member matches, ongoing support, and discounts on the many classes we offer, we can help you!

In the past decade, **234 organizations** in the region have participated in **396 retreats and matching opportunities.** Through their assessments and customized retreat, we've helped them to:

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

We've trained **1,028 board members** from **156 businesses** in board service, and they want to serve on YOUR board! 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 difficult values-driven decisions

Take advantage of BoardsWork's newly trained, eager board members and strengthened governance today!

Nonprofits can get connected by contacting Yvonne VanHaitsma, Associate Director, at **vanhaitsma@rmu.edu** or **412-397-6002**.

CALLING PEOPLE WITH DISABILITIES: SERVE AND LEAD ON A NONPROFIT BOARD!

BoardsWork! Virtual Board Member Training

Tuesdays, February 28, March 7 and March 21
from 6 p.m. – 8 p.m.

Nonprofits need you to provide leadership and insight to help them serve people better. You'll learn effective nonprofit governance that will prepare you to be matched with a local nonprofit. BoardsWork! will cover the full gamut of nonprofit governance including planning, boardsmanship, fundraising, and financial oversight. You'll grow as a leader and make the world a better place.

"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! includes:

- Six hours of virtual training
- Matching services with a nonprofit board
- Up to seven virtual workshops offering continuing governance support through The Bayer Center for Nonprofit Management at Robert Morris University
- Accommodations including ASL translation
- Cost subsidy for people with disabilities through the generosity of the FISA Foundation*

To register online, email Shelby Gracey at **gracey@rmu.edu** for a promotional code.

* *People with mental health disabilities are not eligible for subsidy at this time*

CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 2

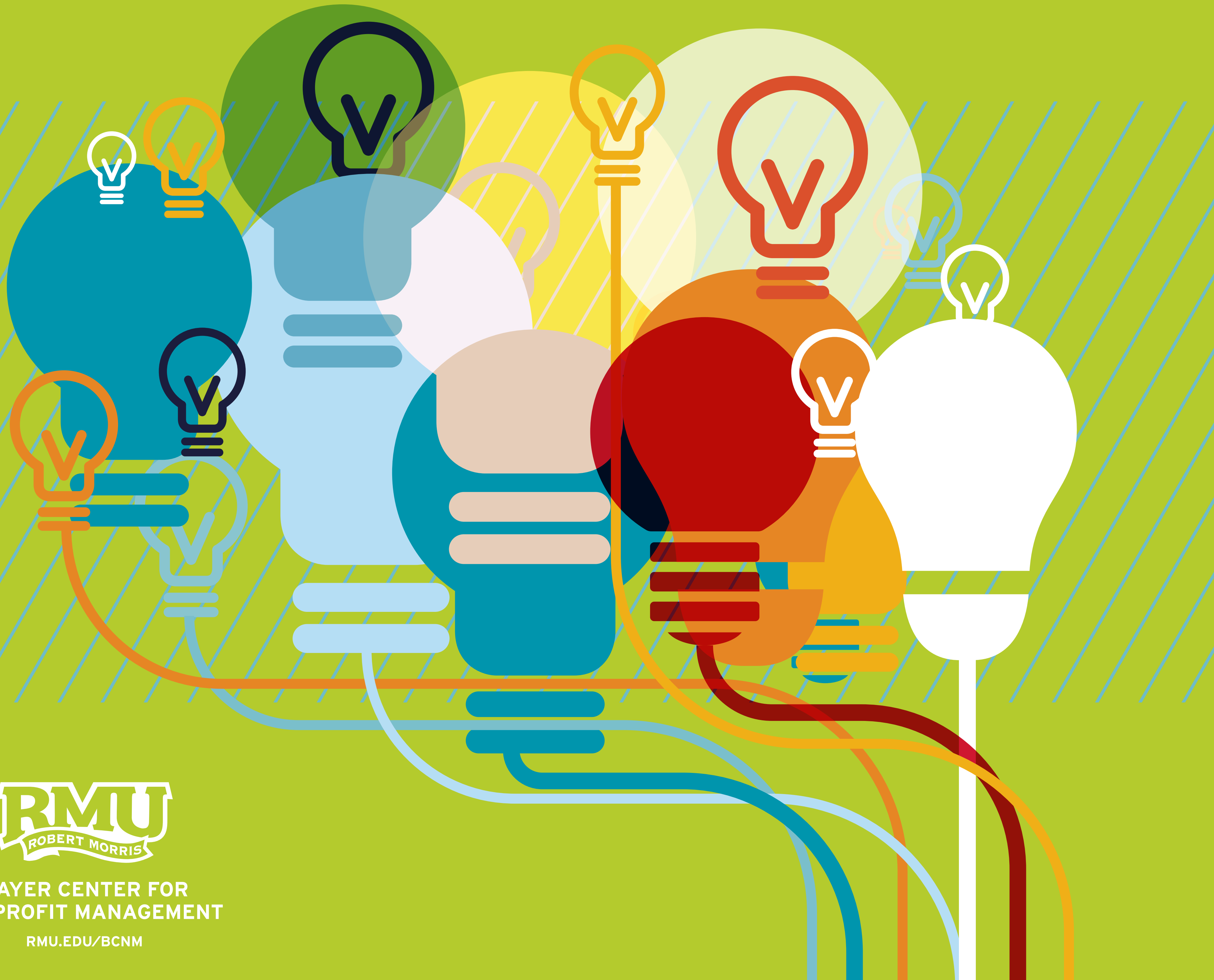
FINANCE

If numbers were your favorite thing, you probably wouldn't have gone into nonprofits. But finance doesn't have to be scary, and it doesn't have to be hard. The Bayer Center's focus in financial consulting and classes is always on the practical. We're pretty good with the numbers, but we've lost count of how many clients have told us that we made accounting understandable for the first time. Whether we're with you in an online training or working as your consultant, our goal is to help you use your finances as a tool for managing your organization and delivering your services more effectively. Clarity is our business.

Some of the ways we assist organizations are:

- Analyzing financial performance ratios to identify areas of concern and aid in management decisions
- Clarifying cost allocations to determine how individual programs contribute to the bottom line or require subsidization
- Educating boards on what to monitor in financial reports and how to interpret the data
- Considering financial issues in strategic decision-making

For information about Bayer Center Financial Consulting, call 412-397-6000.



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CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 2

FINANCE

Understanding Accounting Principles Unique to Nonprofit Organizations

Thursday, Jan. 26 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

ONE PREVIOUS CLASS PARTICIPANT SAID, "VERY WELL DONE. I AM A CPA AND I LEARNED A LOT FROM THE SESSION!"

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

Designing QuickBooks for Nonprofits

Tuesday, March 28 from 10 a.m. – noon

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

Mining QuickBooks for Nonprofits

Tuesday, March 28 from 1 – 3 p.m.

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

Instructor: Melanie Rutan, Bookminders

Fee: $40 or $65 for both QuickBooks classes

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

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

Paint With (Not By) Numbers

Thursday, April 20 from 10 – 11 a.m.

Who would have thought that it's possible to paint with … numbers? Of course, it's possible, especially when you consider that numbers are simply another type of brush used to produce a picture. During this session, we will focus on 10 financial topics that will allow you to better interpret a set of financial statements or to help you paint a picture of your organization.

Instructor: Brett Fulesday, ESC

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 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**.

CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 2

NONPROFIT MANAGEMENT

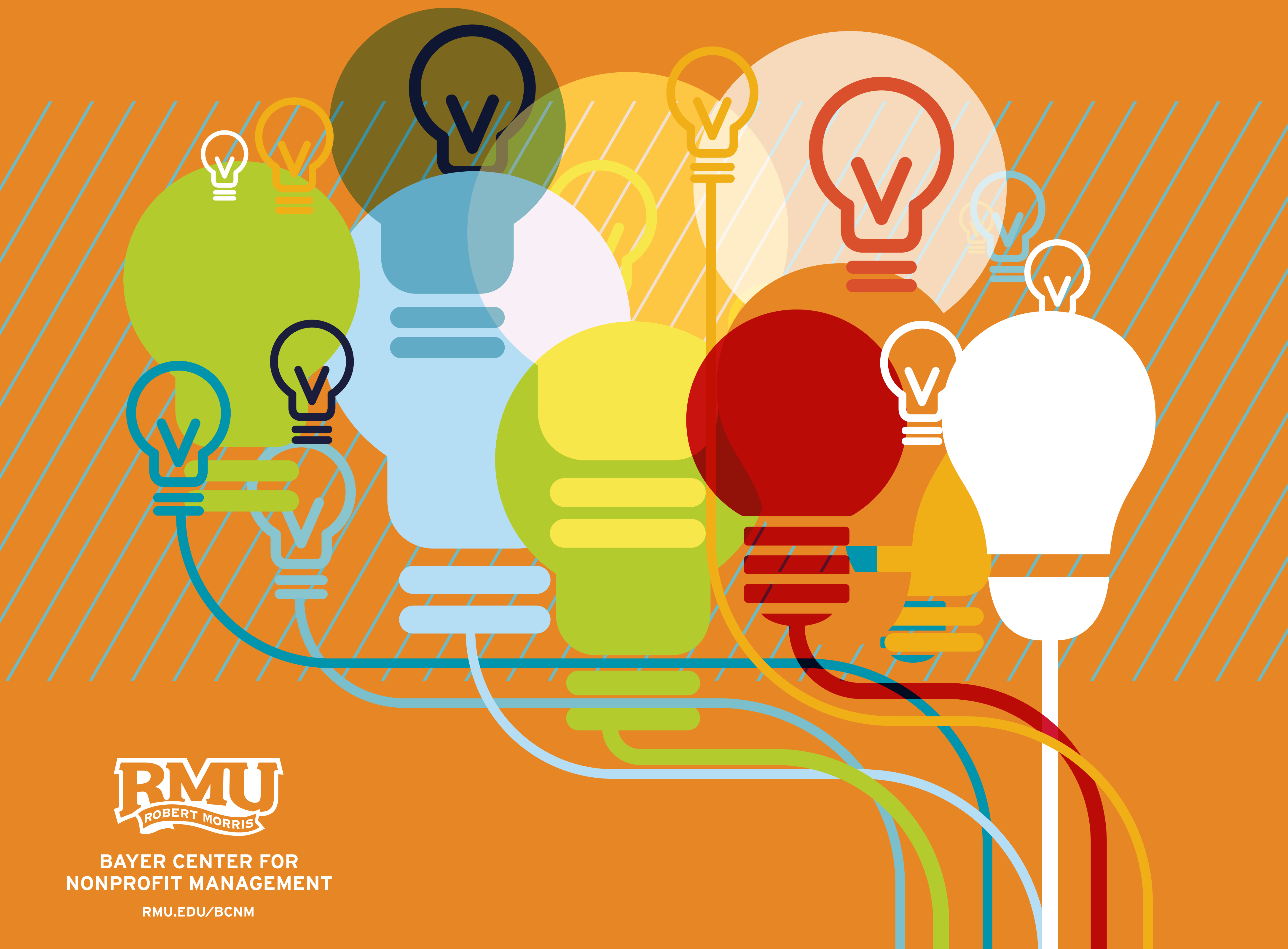
What *isn't* nonprofit management?

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

Some of the ways we assist organizations are:

- Performing comprehensive organizational assessments
- Facilitating inclusive planning processes that adapt to an evolving definition of needs identified in the course of planning
- Recommending and exploring opportunities for partnerships and collaborations
- Creating fund development plans that reflect donor realities
- Researching and performing environmental scans that clarify the organization's position within its service and competitive landscape
- Offering professional coaching to nonprofit leaders

For information about Bayer Center Management Consulting, call 412-397-6000.



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CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 2

NONPROFIT MANAGEMENT

Executive Director Huddles

Thursdays, Jan. 12, Feb. 9, March 9, April 13 and May 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.

Facilitator: Wendy Burtner, Nonprofit SideKick!

Fee: Free, but RSVP is required

Introduction to Strategic Planning

Tuesday, Jan. 24 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 online 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

What's New on the Fundraising Horizon?

Friday, Feb. 3 from 10 – 11 a.m.

Join a robust discussion on how to explore some new ways of thinking about fundraising. Have you started accepting Crypto Currency? How much money are you raising from Donor Advised Funds? Our expert panelists will talk with us to unpack the power and potential of these two newer ways of fundraising.

Panelists: Peggy Morrison Outon (moderator); Patrick Schmitt, FreeWill; Annette Calgaro, BNY Mellon

Fee: $30

Fundraising Strategies for Smaller Nonprofits

Tuesday, Feb. 7 from 10 a.m. – noon

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

Instructor: Mark Lynch, Carter

Fee: $40

Fundraising Diversification

Thursday, Feb. 9 from 10 – 11:30 a.m.

Sustainable fundraising starts with a diversified funding portfolio. Your nonprofit needs multiple funding sources to keep it reliably afloat and to help you achieve your goals. Nonprofits know that there are things out of our control, but many organizations forget to plan for them financially. If you want to learn how to improve your nonprofit's funding mix, join us for a tutorial on how to evaluate your current funding and prepare for diversification for the future.

Instructor: Emma Kieran, Pilot Peak Consulting

Fee: $35

Individual Giving: Learning from Faith-Based Organizations

Wednesday, Feb. 15 from 10 – 11:30 a.m.

According to GivingUSA, individual giving accounts for nearly 70% of all money raised by nonprofits, with faith-based organizations attracting the largest portion of contributions from Americans. With so much potential to sustain your mission, how can we best tap into this vital funding source? Let's start with a lesson from our friends in the faith community! In this online session, you'll learn how to build a foundation of individual giving, how to cultivate and build relationships with your donors (and keep them engaged!) and more!

Instructor: Doug Smith, Light of Life Rescue Mission

Fee: $35

A FALL 2022 ATTENDEE SAID, "I CONGRATULATE YOU FOR SUCH A WONDERFUL PRESENTATION FROM WHICH I LEARNED SO MUCH USEFUL INFORMATION TO IMPROVE MY PROFESSIONAL ATTITUDE."

Supervisor Myth Busters: Calling All New Supervisors!

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

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

Instructor: Phyllis Hartman, PGHR Consulting, Inc.

Fee: $35

CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 2

NONPROFIT MANAGEMENT CONTINUED

Stay in Touch: An Interactive Session on Touchpoint Design

Friday, Feb. 17 from 10 – 11 a.m.

In this online class, we will discuss the various touchpoint opportunities that can be built into your donor management strategies. Every donor is unique, and a variety of communications are essential to ensure donors hear what you have to say. Strategic customization is key to building a sustainable workload, effectively communicating your program's needs and impacts, and pulling donors closer to your organization. This class will involve an overview of various touchpoints that are often overlooked as well as a discussion of what your organization needs. Attend this session to connect deeper with your donors and support your fundraising colleagues with a brainstorm.

Instructor: Michaela Kizershot White, The Pittsburgh Symphony

Fee: $30

BoardsWork! Board Member Virtual Training

Tuesday, February 21 and Wednesday, March 1 from 9 a.m. – noon

The last few years have shown us that we need each other and we rely on nonprofits in our community to protect our health, serve our children, feed families, retrain people for new careers, etc. Nonprofits need great board members to get their work done and make this community safer, stronger and more vibrant. We need YOU to be a leader in the community to bring your skills! After this 2-day course we can match you to a nonprofit you are passionate about.

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

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

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

Instructors: Peggy Outon and Yvonne VanHaitsma, Bayer & Covestro Centers and guests

Fee: $650 ($400 without matching)

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

Wednesday, Feb. 22 from 10 – 11 a.m.

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

Instructor: Mary Kate Bartley, WVU Medicine Uniontown Hospital

Fee: $30

How to Activate Your Board to be Fundraisers

Thursday, Feb. 23 from 10 – 11:30 a.m.

Many conscientious board members intend to raise money for nonprofits with whom they serve, but often...they don't. This online session will explore the barriers to board members in fundraising, strategize and propose workarounds, and reinforce the vital importance that board members play in a healthy nonprofit's fund development plan. The session will be driven by real-life examples shared by both the instructor and provided by participants. Come ready to talk, commiserate, and succeed!

Instructor: Peggy Morrison Outon, Bayer and Covestro Centers

Fee: $35

A PARTICIPANT FROM THIS CLASS IN SPRING 2022 TOLD US, "KEVIN WAS LIKE LIGHTS-OUT-ROCKSTAR-WITH-A-LASER-SHOW AMAZING!!! I AM IMMEDIATELY INCORPORATING HIS DELIVERY STYLE AND THE TOOLS HE SHARED TODAY IN MY OWN WORK."

Using Improvisational Comedy Techniques to Build a Culture of Innovation

Tuesday, Feb. 28 from 10 – 11 a.m.

Nonprofits, just like for-profit organizations, must continually innovate in order to survive within the ongoing turbulent environment in which they operate. To accomplish this, it is essential to build a culture of innovation within your team, beyond a fancy slogan about "innovation DNA" or "we live and die innovation." But how is this done? In this webinar we will explore using improvisational comedy techniques, designed to innovate on a stage, to build a culture of innovation within your organization. This fun and interactive program will begin with a brief explanation of improvisational comedy and its use as a culture building tool, then we'll dive right in and personally experience these techniques used to stimulate creative thinking and build a welcoming and supportive environment where everyone's voices are heard.

Instructor: Kevin Erdner, Phillips Healthcare

Fee: $30

CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 2

NONPROFIT MANAGEMENT CONTINUED

Leadership vs. Management

Thursday, March 2 from 10 – 11:30 a.m.

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

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

Instructor: Jo Ellen Parker, ESC

Fee: $35

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

Leadership Briefing

Friday, March 3 from 10 – 11:30 a.m.

The results are in! Because of your good work, the 2023 Wage and Benefits Survey for Southwestern PA 501(c)3 Nonprofit Organizations is ready to be unveiled, and we would like you to be among the first to hear and discuss the results. Please join us!

Presenter: Peggy Outon, Bayer Center and Covestro Center

Fee: $25 (Free for those who participated in the 2023 Wage andBenefit Survey)

Location: Robert Morris University's UPMC Events Center

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

Tuesday, March 7 from 10 – 11 a.m.

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

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

Fee: $30

How to Implement and Operate a Retirement Plan

Wednesday, March 8 from 10 – 11:30 a.m.

Do you have a retirement plan for your employees? Are you following industry best practices? Join us to learn how to implement a plan and ensure you are aware of the best practices for your current plan. We'll discuss what type of plan is best for your organization, from individual IRAs to group403B plans, and the pros/cons of each option and touch on the fiduciary and administrative responsibilities you have when offering a retirement plan. If you are offering a retirement plan and you do not know who the fiduciary is, then it's probably YOU! Additionally, we will provide a breakdown of the benefits other nonprofits are offering their employees to ensure your plan is competitive. You will leave with practical knowledge about your choices, plan and liability.

Instructors: Jack Ryan and Will Ferguson, HB Retirement

Fee: $35

AN ATTENDEE OF ONE OF CHRIS' PREVIOUS CLASSES SAID, "CHRIS HAS SUCH WONDERFUL ENERGY! A DELIGHT TO WATCH AND INTERACT WITH."

The Art of Beginning Again

Thursday, March 9 from 10 a.m. – noon

Even good leaders don't get it right the first time. Great leaders are able to notice very quickly when they are heading into a tangle, pause, and begin again in a more effective way. The key is learning to recognize recurring triggers that signal its time to begin again and having some corrective moves ready to roll. Learning outcomes include:

- Understanding some common clues that we have a Begin Again moment
- Learning the essential moves for pause and pivot – see it in action through live coaching demos
- Practicing the process in breakouts exploring participants' own experiences
- Leaving better equipped to lead better through the art of beginning again

Instructor: Chris Thyberg, The Serving Way

Fee: $40

CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 2

NONPROFIT MANAGEMENT CONTINUED

The Science and Art of Survey Development

Tuesday, March 14 from 10 a.m. – noon

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

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**.

Best Practices in Managerial Coaching

Wednesday, March 15 from 10 a.m. – 11:30 a.m.

Throughout this interactive online workshop, participants will explore key themes and concepts encompassing many facets for managers to utilize a coaching approach and to discover the tools necessary to support and develop their employees. According to The Association for Talent Development, it is reported that: "Although coaching is an ongoing process targeted at employees at all performance levels—including both high achievers and underperformers—it can also be used in the short-term to solve a specific problem. Active participation is required from the employee being coached.

Participants will learn how to create an environment that both inspires and supports employee engagement through coaching, identify when coaching is appropriate, and develop ways of communicating in a coaching manner that will include:

- Techniques to enhance self-awareness
- Use of powerful questions
- Proactive listening skills
- Providing targeted, timely, and actionable feedback

Instructor: Dr. Erroline Williams, Ed.D., PCC, Certified Leadership Coach and Consultant

Fee: $35

Amplifying Corporate Volunteerism

Thursday, March 16 from 10 – 11 a.m.

The importance of volunteer engagement is paramount, especially considering that Independent Sector's estimated value of a volunteer hour in the United States reached $28.54 in 2020. We'll talk about ways to slowly build up relationships to create deeper and broader engagement with this precious resource as well as the importance of sharing your stories and impact in creative and strategic ways. We'll also take some time to focus specifically on engaging corporate volunteer groups and growing these relationships.

Instructor: Stacy Bodow, Global Links

Fee: $30

From Performative to Practice: Practical Steps for Improving Diversity, Equity and Inclusion in Your Nonprofit

Wednesday, March 29 from 10 – 11:30 a.m.

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

Instructor: Sharon Jefferson, PACE

Fee: $35

Keeping the Strategic Plan Alive

Tuesday, April 4 from 10 – 11 a.m.

Strategic planning is always a challenge, but the pandemic changed so much and left us with powerful questions that you worked to address in your plan. Once a strategic plan is completed, it's now especially important to make sure the new plan doesn't just gather dust on a shelf. Let's be sure to put that strategic plan to work! We'll look at how to structure committees to best work with the plan, and how to use dashboards to keep track of the progress. We'll also discuss the importance of calibrating the strategic plan as the environment changes and make adjustments as necessary.

Instructor: Peggy Morrison Outon, Bayer and Covestro Centers

Fee: $30

ONE PARTICIPANT FROM 2021 SHARED,"EVERYTHING WAS PRESENTED IN A PRACTICAL AND NON-OVERWHELMING WAY. THERE IS A LOT OF WORK TO BE DONE, BUT THE WAY EVERYTHING WAS EXPLAINED MADE IT EASIER TO UNDERSTAND WHAT THE NEXT STEPS COULD BE."

CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 2

NONPROFIT MANAGEMENT CONTINUED

Pitching Your Way to Earned Media

Thursday, April 6 from 1 – 3 p.m.

Do you want your organization to be featured in news outlets for free while maintaining meaningful partnerships with local journalists? It's the most effective way to raise more money, recruit new volunteers and spread awareness for your mission. Nonprofit communications expert and former news anchor Maria Satira will explain how you can share your story with the community through earned media opportunities. Attendees will learn how to properly pitch stories to local media, craft effective press releases and create an effective media relations strategy, without spending a dime.

Instructor: Maria Satira, Maria Satira Media, LLC

Fee: $50 and includes a copy of Maria's book, "An Introduction to Media Relations for Nonprofit Organizations"

When a Governing Board Works!

Tuesday, April 18 from 10 – 11:30 a.m.

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

Instructor: Don Block, ESC

Fee: $35

THIS SESSION IS HIGHLY INTERACTIVE! ONE 2022 PARTICIPANT SAID, "THE BREAKOUT SESSIONS WERE VERY HELPFUL NOT ONLY FOR PEER FEEDBACK BUT IN A SMALLER GROUP IT IS MUCH EASIER TO GET COMFORTABLE AND SPEAK FREELY."

Telling Stories that Stick

Wednesday, April 19 from 10 a.m. – noon

Are you looking for ways to share your organization's mission, goals, and success? How do you tell others about the good you are doing and the work yet to be done? How might you get them to understand and care about your organization the way you do? You might call this advocacy, relationship-building, or communications. It all boils down to telling your story – and telling it in a way that resonates with the listener, engages their hearts and minds, and inspires them to think, feel, or do something in support of your organization. In this webinar, we'll cover how to find the stories that illustrate your mission, goals, and success, the elements of a good story, and ways to share your stories. You'll leave with ideas and templates to get you started in telling your own stories that stick.

Instructor: Trina Walker, TLW Strategy

Fee: $40

Executive Director Boot Camp

Wednesday, May 3 from 9 a.m. – 4 p.m.

ED Boot Camp is a day-long, entry-level workshop for new executive directors. We will cover the basics of nonprofit management, including: tools and tips for effective leadership, organizational stability, fundraising, financial management, regulatory compliance, and governance. The day will be interactive and will draw on the experience of the participants to support and share creativity, learn new strategies, and identify action steps for personal, as well as organizational growth. For experienced nonprofit professionals who are new to the executive director role.

Instructor: Wendy Burnter, Nonprofit SideKick!

Fee: $125

Location: Robert Morris University

BoardsWork! Board Member Training

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

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

Instructors: Peggy Outon and Yvonne VanHaitsma, Bayer & Covestro Centers and guests

Fee: $650 ($400 without matching)

Location: Robert Morris University

Fundamentals of Grant Writing

Tuesday, May 9 from 10 – 11 a.m.

Learn the sound planning skills needed to prepare yourself for the grant writing experience, the basic structure of a grant proposal, and tips on how to approach grant writing and build a compelling proposal request. This online course is for individuals who are new to grant seeking and proposal writing for nonprofit organizations, or those who want to update their skills. Participants will learn:

- The "20 Questions" to ask/answer prior to writing any grant proposal
- Proposal structure and data needed to support the proposal narrative
- Ethical principles in grant writing
- Designing evaluation strategies and tools
- Budgets and budget justification
- Preparation for submitting your grant proposal
- Tricks of the trade and tips on skillful writing

Instructor: Maureen Ryan, Write Connections, LLC

Fee: $30

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

CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 2

TECHNOLOGY

Today more than ever, nonprofits need to use technology wisely to stay competitive, prove effectiveness and communicate with constituents. The Bayer Center's tech instructors have a broad and deep knowledge of the technology issues challenging nonprofits. In our classroom, we speak English, not Geek, so that you can learn step-by-step.

BAYER CENTER FOR NONPROFIT MANAGEMENT

RMU.EDU/BCNM

CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 2

TECHNOLOGY

Creating Accessible Social Media

Wednesday, March 22 from 10 – 11 a.m.

Online communication is more important than ever! Your brand's online presence, through websites and social media shapes how the community interacts with your services and perceives your mission and vision. This course will tackle how to make your social media channels more accessible and how doing so can improve your search engine optimization (SEO). Walk-through demonstrations will include the when, how and why of accessibility through text, images and video on the major social media platforms.

Instructor: Chris Mielo, ACHIEVA

Fee: $30

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

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

Wednesday, April 5 from 10 – 11:30 a.m.

Need help with what to post on social media? Want to know how to successfully manage your nonprofit's profiles? This online training will help you learn how to strengthen your nonprofit's social media presence and will cover best practices for posting as a nonprofit, using specific examples. The class will touch on all the major platforms including Instagram, Facebook, Twitter, LinkedIn and Tiktok.

Instructor: Paul Novelli, Robert Morris University

Fee: $35

We Consult!

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

During our 23 years of service to the community, we have completed over 2,550 consulting engagements. Our clients include environmental, arts, education, human service, community development, and advocacy organizations with budgets ranging from $100,000 or less to more than $50,000,000.

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

Planning Your Website Home Page

Tuesday, April 25 from 1 – 2 p.m.

Your website's home page is frequently the first stop for digital visitors. Good design is crucial for usability and making sure people get where they need to go and find the information they need. In this session, we'll talk about best practices for good home or landing page design, figuring out the "sales" funnels you need to have (the structures that guide your various constituencies to other parts of the website), and work on building a wireframe for your home page that you can use for implementation when you are ready.

Instructor: Cindy Leonard, Cindy Leonard Consulting

Fee: $30

Writing for the Web and Social Media

Thursday, April 27 from 1 – 2:30 p.m.

Writing content for your website or social media is very different from writing for other types of communications because of the way people read and use the Web. Learn how to improve your written website and social media content, increase your site's usability as well as readability and improve the effectiveness of your online communication channels.

Instructor: Cindy Leonard, Cindy Leonard Consulting

Fee: $35

EXCEL DAY

AT LAST YEAR'S SESSION, ONE PARTICIPANT MADE SURE THAT WE KNEW "MATT WAS PATIENT AND HELPFUL." THANK YOU, MATT!

Introduction to Excel: Hands On

Thursday, May 11 from 9 a.m. – noon

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

Instructor: Matt Cohan, Omnicell

Fee: $65 each or $115 for both Excel classes

Location: Robert Morris University

Intermediate Excel: Hands On

Thursday, May 11 from 1 – 4 p.m.

Learn more in-person about Excel in the afternoon, including worksheet templates creation and use, using functions, creating links between worksheets, database features, and chart creation and formatting.

Instructor: Matt Cohan, Omnicell

Fee: $65 each or $115 for both Excel classes

Location: Robert Morris University

CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 2

BAYER CENTER FOR NONPROFIT MANAGEMENT

STAFF

Peggy Morrison Outon is the founding Executive Director of the Bayer Center for Nonprofit Management at RMU, and now serves as Assistant Vice President for Community Engagement and Leadership Development at Robert Morris University. She is also the founding Director of the Centers for Effective Nonprofit Management in Austin, Texas, and New Orleans, and the founding board chair of the Alliance for Nonprofit Management. A nationally noted consultant, fundraiser, and trainer, Peggy has worked with more than 1,000 nonprofit clients and with the help of many people, helped organizations raise in excess of $40 million. She served as founding member of the Drucker Foundation's international training team and as a trainer. She has been an active community volunteer, serving on 33 community boards and countless committees. In August 2006, she was named to the national Nonprofit Times Top 50 for Power and Influence. Peggy has been also recognized locally by several organizations, including the Girl Scouts, Pittsburgh City Council, was named by the Pittsburgh Business Times as a 2020 Woman of Influence, and received a Lifetime Achievement Award from GPNP in 2021.

Shelby Gracey is Office Coordinator at the Bayer Center for Nonprofit Management at Robert Morris University, responsible for keeping the center's office functions flowing smoothly. After receiving an A.S. from Lake-Sumter Community College, as well as certification as a professional secretary, she went on to work in healthcare public relations, word processing, and computer support. Shelby is also organist and director of music at Sunset Hills United Presbyterian Church, where she coordinates and plays music for church services, and directs the adult choir and handbell choir.

Carrie Richards is Programs Team Leader at the Bayer Center for Nonprofit Management at Robert Morris University, where her favorite roles are playing BoardsWork! matchmaker, crafting the educational catalog and teaching undergraduate students in RMU's Nonprofit Leadership Association certificate program. A Northsider and proud owner of a rescued pit bull, she's a member of Elks Lodge #339 and volunteer for Allegheny Goatscape. Carrie is an RMU alumna with master's degrees in nonprofit management and human resources. She and her husband Bradly love exploring National Parks with their dog, Kitty, and visiting Disney World as often as possible.

COVESTRO CENTER FOR COMMUNITY ENGAGEMENT

Yvonne Van Haitsma is Associate Director, Covestro Center for Community Engagement at Robert Morris University, and began working with the Bayer Center for Nonprofit Management in 2000, initially working with nonprofit organizations on collaboration planning, strategic planning, and board development. Now she works building collaborations between companies and nonprofits, creating win-win-win relationships that build nonprofit capacity, corporate social responsibility, employee engagement, and purpose-driven opportunities for companies and their workforce. She manages the Executive Service Corps, SkillShare, and BoardsWork! Yvonne earned her M.S.W. in Community Organizing and Nonprofit Management at the University of Pittsburgh and has worked with nonprofits in Pittsburgh, Ecuador and El Salvador.

CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 2

INSTRUCTOR BIOS

Mary Kate Bartley is an Executive Service Corps (ESC) volunteer and Director, Human Resources at WVU Medicine Uniontown Hospital. A lifelong Pittsburgher, she has a background in human resources, talent acquisition, performance management, and workforce/ community development. She has a bachelor's degree in Applied Mathematics from Indiana University of Pennsylvania, a master's degree in Public Management and Policy from the University of Pittsburgh's Graduate School of Public and International Affairs, and is a SHRM Certified Professional. Mary Kate is a board member at Dress for Success Pittsburgh and The Blessing Board.

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

Stacy Bodow, is the Outreach and Engagement Manager for Global Links, a medical relief and development organization dedicated to supporting health improvement initiatives in resource-poor communities and promoting environmental stewardship in the U.S. healthcare system. Stacy's main responsibilities include education and outreach for the organization, as well as special projects to engage volunteers. Prior to joining the Global Links team, Stacy spent 15 years with Visions Service Adventures leading month-long international service learning programs for groups of teenagers where she still works facilitating intensive training workshops. Stacy holds her M.Ed. from University of Pittsburgh in social and comparative analysis education.

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

Annette Calgaro, Senior Director, Endowments and Foundations, oversees the administrative and investment services provided to BNY Mellon Wealth Management's nonprofit clients. Annette specializes in the administrative, reporting, fiduciary, and compliance needs of a client base that includes endowments; private, family, and community foundations; and planned giving clients. She earned a degree in economics from Chatham College and a juris doctor from the Duquesne University School of Law. Annette is the treasurer of the Chatham University Board of Trustees, serving on the audit, investment and advancement committees. She also served as co-chair of the University's successful $100 million capital campaign.

Matt Cohan works as a Senior Manager in Systems Engineering at Omnicell, a leader in medication and supply dispensing automation. Matt has worked in IT since earning his Bachelor of Science in Management Information Systems from Edinboro University in 2007. Matt enjoys hitting the gym, golfing, going to the movies, and visiting his family in Eastern Pennsylvania in his spare time.

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, non-solicitation, and confidentiality agreements; revising employee handbooks and workplace policies; handling claims for unemployment compensation; and offering guidance on personnel matters, such as terminations and other disciplinary issues.

CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 2

INSTRUCTOR BIOS

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

Brett Fulesday has more than 18 years of experience in providing business valuation and litigation-support services for individuals as well as public and privately held, earlystage and mature companies. Driven by the desires to help and to continue to learn, Brett pours his energy and effort into the areas – for-profit and nonprofit alike – of arts, education, entrepreneurship and emerging technology.

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

Jon Hoffmann is the principal of Hoffmann Consulting, serving both nonprofit and for-profit clients with a focus on strategic planning, program design and evaluation, and operations management. Prior to launching his own consulting business, his career has spanned executive leadership roles in social services, communications strategy for an advocacy organization, and housing development with a focus on affordability. A Pittsburgh native, Jon holds a master's degree in social work and bachelor of science in psychology from the University of Pittsburgh.

Sharon Jefferson has over 20 years' experience in the nonprofit sector, broadly centered on strengthening organizations and creating community level impact across the housing, workforce & youth development, education and arts fields. More recently, she earned a certificate in Community Mediation, expanding her skillset to serve parties seeking facilitated discussion and dispute resolution. A Pitt alum, Sharon holds a Bachelor of Arts degree in Urban Studies & Spanish, a Master of Arts degree in Public Administration, a certificate in Nonprofit Management and served as a U.S. Department of Housing and Urban Development Fellow and serves on her school district's Equity and Inclusion Committee.

Emma Kieran brings almost 20 years of fundraising experience to Pilot Peak Consulting. She has worked with over 50 nonprofits in her career as a coach, teacher, and change agent. Previously, Emma was the Vice President for Fundraising and Development at Orr Associates, Inc. (OAI) and a consultant with Changing Our World (CW). Emma holds an M.A. from Columbia University in organizational psychology, an M.P.A. from American University in nonprofit management and a B.A. from Connecticut College. Emma is a dedicated volunteer for The Ellis School for Girls, her alma mater, and for Girls on the Run.

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

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

Chris Mielo is the Communications Manager at Achieva, where he develops content to share the important work Achieva does in the community for families and people with disabilities, and manages their three brands across 12 social media channels. He has developed videos for the North Side Steelers Youth Athletic Association, The Pittsburgh Steelwheelers, DON Services, Pennsylvania's Technical Training Assistance Network (PaTTAN), PA's Office of Vocational Rehabilitation, and done player photos for The Miracle League through Pittsburgh Pirates Charities. He has a B.A. in media arts from Robert Morris University's TV/Video Production program.

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

CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 2

INSTRUCTOR BIOS

Dr. Jo Ellen Parker is a former college president and museum executive with extensive fundraising experience. As President and CEO of Carnegie Museums of Pittsburgh, she oversaw the successful campaign to expand the Carnegie Science Center. And as a long-time educator, she loves sharing information to help nonprofit leaders and their organizations thrive.

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

Jack Ryan is a retirement plan advisor who assists nonprofits to develop and design best in class retirement plans for their employees. Jack also monitors for legislative and regulatory changes that impact the retirement industry to ensure our clients are fully compliant with these new laws. Jack holds a finance degree from Duquesne University, along with an M.B.A. and law degree from the University of Pittsburgh. Additionally, he holds his series 7 and 66 registrations with LPL financial, and is licensed in Pennsylvania for life, accident, and health insurance. He also maintains the Accredited Investment Fiduciary® (AIF®) designation.

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).

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.

Patrick Schmitt is a leading innovator in the field of fundraising and social impact. From 2009-2010, Patrick ran email fundraising for President Obama, where his team invented many existing best practices in digital fundraising. He served as Head of Innovation at Change.org, helping to grow that organization to 200 million members in just four years. Patrick is the co-founder of FreeWill, a social venture which has helped organizations raise more than $1.5B in new planned gifts and qualified charitable distributions. Patrick and his co-founder Jenny were recently named two of the Top 50 Philanthropists in the World by Town & Country. Patrick received his B.S. from Georgetown University and M.B.A. from Stanford University.

Doug Smith is the Director of Development at Light of Life Rescue Mission, providing hope and healing to men, women, and families experiencing homelessness, poverty, and addiction. He also founded L3 Leadership, which connects and develops leaders through podcasts, coaching, mastermind groups, and the L3 One Day Leadership Conference. His L3 Leadership podcast has featured Mike Tomlin, Dr. Henry Cloud, Tony Horton, Liz Wiseman, and many others as guests. Doug earned his Bachelor's Degree in Business Administration from Robert Morris University. He is an entrepreneur, speaker, coach, and sought-after leadership advisor. He finds his greatest joy at home with his wife, Laura, and their four children.

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 at LinkedIn.com/in/christhyberg.

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.

CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 2

INSTRUCTOR BIOS

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

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

Dr. Erroline Williams, Ed.D., PCC, is a certified leadership coach and consultant with a passion for individuals in the nonprofit space. She serves on faculty and provides coaching with the Pittsburgh Leadership Foundation, and as an executive coach at Tepper School of Business (CMU) for The Advanced Leadership Institute. She provided consulting for PACE's Executive Coaching Program and created a robust coaching program for the Pittsburgh Promise. She is former Vice President of the International Coach Federation (Pittsburgh Chapter), a board member of Gwen's Girls, Inc., and Dissertation Committee Member for Point Park University's Doctoral Program in Leadership Administration. She holds a doctorate in Higher Education Administration from the University of Pittsburgh.

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

APPLIED RESEARCH AT THE BAYER CENTER

Based at Robert Morris University, research is second nature to the Bayer Center. We know how important it is to understand the nonprofit world in which we work, and we strive constantly to deepen that understanding for you and for our own work. When we ask you to contribute in one of our research projects, your quiet reflection leads to more effective action for all of us.

Wage & Benefit Survey

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

The newest version will be available on March 3, 2023. There is no cost for nonprofits who participated in the survey. For nonprofits who did not participate, the cost is $200 for nonprofits with budgets under $2M and $300 for nonprofits with budgets over $2M. Purchases are available at **rmu.edu/bcnmregistration** under the "Wage and Benefit Survey" tab.

74% seventy-four percent

Exploring the Lives of Women Leaders in Nonprofit Organizations

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

WHAT NOW?

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

From the 74% research we found that local nonprofit organizations and individuals are ill-prepared for the pending retirement boom, which resulted in our most recent research project, "What Now?" This research confirms that retirement and succession planning for nonprofit organizations is scarce. How nonprofits respond to this reality will shape the future of the sector. However, despite the dismal statistics, there is optimism for change. We encourage you to continue to follow this journey as we enter the solution-building phase.

CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 2

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

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CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 2

COURSE REGISTRATION

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

Withdrawal and Refund Policy

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

Cancellation Policy

The Bayer Center reserves the right to cancel any class. If a class is canceled, a full refund of tuition fees or credit toward another class will be given, per the registered student's preference. Please allow one to two weeks for processing of refunds.

Scholarships

A limited number of partial scholarships are available to organizations demonstrating significant budget restraints. For more information, call **412-397-6000** or email **bcnm@rmu.edu**.

Please Note

Registration confirmations, notices of class changes, and other critical information are conveyed via email sent from **bcnm@rmu.edu** and **gracey@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 **gracey@rmu.edu** to your address book so that you receive updates and information.

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