Aristotle

What is the essence of life? To serve others and to do good.”

Spring 2026 Classes

RMU ROBERT MORRIS

BAYER CENTER FOR NONPROFIT MANAGEMENT

CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 3

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** or **412-397-6000**.

RMU ROBERT MORRIS | BAYER CENTER FOR NONPROFIT MANAGEMENT

6001 UNIVERSITY BOULEVARD
MOON TOWNSHIP, PA 15108

MESSAGE FROM THE DIRECTOR



Dear Nonprofit Leaders and Community Partners,

Welcome to the Bayer Center for Nonprofit Management's spring catalog! We're genuinely excited to share this season's learning opportunities with you, and we think you're going to find some great options inside.

First things first—thank you for your continued support of the Bayer Center. Your commitment to strengthening the nonprofit sector through professional development inspires everything we do. Together, we're building a more resilient, effective nonprofit community across our region, and that matters now more than ever.

Let's be real: these are challenging times for nonprofit organizations. Rising costs, shifting funding landscapes, and increased community needs require all of us to lead with both strategic vision and adaptive capacity. We get it, and that's exactly why we've designed this semester's offerings with your reality in mind.

This spring, we're excited to introduce several new classes that address emerging sector needs and provide practical tools you can implement right away. You'll also notice our significantly expanded focus on board development and leadership—two areas absolutely critical to organizational sustainability and impact. Whether you're a new executive director, a seasoned board member, or an emerging leader ready to step up, we've created programming to support your growth and effectiveness.

Our courses blend research-backed frameworks with real-world application, taught by practitioners who truly understand the complexities of nonprofit work.

Explore this catalog and find what speaks to you. Let's make this spring a season of real growth and possibility.

Be well.

Jaime Simmons, Director,
Bayer Center for Nonprofit Management and Covestro Center for 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 Robert Morris University. 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**.

CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 3

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.

RMU ROBERT MORRIS

COVESTRO CENTER
FOR COMMUNITY ENGAGEMENT

6001 UNIVERSITY BOULEVARD
MOON TOWNSHIP, PA 15108

PROGRAMS

BOARDSWORK! 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

Wednesday, May 13 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 boardsmanship, 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, Benjamin Rush Center

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 2026 programs. Please reach out to **ccce@rmu.edu** to learn more.

All classes are online via Zoom unless otherwise noted.

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.

RMU | BAYER CENTER FOR NONPROFIT MANAGEMENT

ABOUT THE BAYER CENTER AND MESSAGE FROM THE DIRECTOR 1

ABOUT THE COVESTRO CENTER FOR COMMUNITY ENGAGEMENT 2

TABLE OF CONTENTS 3

CLASSES BY DATE 4

SPRING 2026 CLASSES 5-9

- Board Chats 5
- Executive Director Huddles 5
- Intro to Alternative Models 5
- Aligning People and Priorities to Maximize Organizational Impact 5
- Budgeting With Confidence: Scenario Planning for Stronger Stewardship 5

Coaching 5

Custom Training 6

- FOUR-PART SERIES Leadership Launch: Essential Skills for Emerging Leaders 6
- Building Healthy Board Culture 6
- Boardsmanship Brushup 6
- Today's Talent Challenge: Find, Hire and Keep the People You Need 6
- Simplified Fundraising Planning for Small Nonprofits 6

Consulting at the Bayer Center 7

- Boards and Fundraising 7
- Introduction to Canva and Why Visual Storytelling Can Power Your Business 7
- Web Accessibility: Creating Inclusive Online Experiences 7
- Promoting New or Existing Programs in the Media 7
- Purpose in Action: Measuring Your Mission's Success 7
- How To Implement and Operate a Retirement Plan 7

Wage & Benefit Survey 8

- Book Talk: Innovation for Social Change 8
- From Boring to Brilliant: Better Board Meetings 8
- Architecting Intentional Messages That Move People 8
- Demystifying Nonprofit Financial Statements 8
- From Image to Impact: Harness the Art of Nonprofit Storytelling with Your iPhone 8
- Social Media Boot Camp 8
- You Had Me at Helvetica: Fonts, Layouts & Looks to Advance the Mission 9

Clinics 9

- Strategies for Ethical Storytelling 9
- Investing Fiduciary Governance 101 9
- Numbers to Narrative: Creating a Culture of Financial Transparency 9
- Finances for Nonprofit Boards 9
- Change Management Strategy 9
- *BoardsWork!* Board Member Training 9

INSTRUCTOR BIOS 10-12

CLASS REGISTRATION INFORMATION 13

- Withdrawal and Refund Policy 13
- Cancellation Policy 13
- Scholarships 13

BAYER CENTER ADVISORY BOARD AND FUNDERS 13

Your input matters!

Boards need support, too. Many of you have reached out in the last few months asking for more board support. So, we prepared this catalog just for you! We have drafted additional programming around board basics.

CLICK HERE TO JUMP TO THE TABLE OF CONTENTS ON PAGE 3

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
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**				

APRIL

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		

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
24/31	25	26	27	28	29	30

JANUARY

13 Board Chats

15 Executive Director Huddles

20 Intro to Alternative Models

22 Aligning People and Priorities to Maximize Organizational Impact

27 Budgeting With Confidence: Scenario Planning for Stronger Stewardship

FEBRUARY

4 Leadership Launch: Essential Skills for Emerging Leaders (SERIES Part 1 of 4)

5 Building Healthy Board Culture

10 Board Chats

11 Boardsmanship Brushup

12 Executive Director Huddles

18 Today's Talent Challenge: Find, Hire and Keep the People You Need

24 Simplified Fundraising Planning for Small Nonprofits

MARCH

3 Boards and Fundraising

4 Leadership Launch: Essential Skills for Emerging Leaders (SERIES Part 2 of 4)

10 Board Chats

12 Executive Director Huddles

13 Introduction to Canva and Why Visual Storytelling Can Power Your Business

24 Web Accessibility: Creating Inclusive Online Experiences

25 Promoting New or Existing Programs in the Media

26 Purpose in Action: Measuring Your Mission's Success

31 How To Implement and Operate a Retirement Plan

APRIL

1 Leadership Launch: Essential Skills for Emerging Leaders (SERIES Part 3 of 4)

2 Book Talk: Innovation for Social Change

7 From Boring to Brilliant: Better Board Meetings

8 Architecting Intentional Messages That Move People

9 Executive Director Huddles

14 Demystifying Nonprofit Financial Statements

15 From Image to Impact: Harness the Art of Nonprofit Storytelling With Your iPhone

16 Social Media Boot Camp

21 You Had Me at Helvetica: Fonts, Layouts & Looks to Advance the Mission

22 Strategies for Ethical Storytelling

28 Investing Fiduciary Governance 101

29 Numbers to Narrative: Creating a Culture of Financial Transparency

MAY

5 Finances for Nonprofit Boards

6 Leadership Launch: Essential Skills for Emerging Leaders (SERIES Part 4 of 4)

7 Change Management Strategy

12 Board Chats

13 *BoardsWork!* Board Member Training

14 Executive Director Huddles

RMU | BAYER CENTER FOR NONPROFIT MANAGEMENT

SPRING 2026 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.

Board Chats

Tuesdays, January 13, February 10, March 10, and May 12 *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: Ian Oldaker, Visitor Experience Solutions, LLC

FEE: Free

Executive Director Huddles

Thursdays, January 15, February 12, March 12, April 9, and May 14 from noon – 1 p.m.

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

INSTRUCTOR: Wendy Burtner, Nonprofit Sidekick

FEE: Free

Intro to Alternative Models

Tuesday, January 20 from 10 – 11:30 a.m.

Learn more about some very different ways nonprofits are shaping their organizations and engaging their board, including distributing decision-making and re-imagining governance, and how these examples might provide sustaining answers for thorny organizational challenges. If you're experiencing leadership transition, looking for systems that satisfy upcoming generations, curious about flat structures, or are simply ready to try something new, this session might be for you!

INSTRUCTOR: Susan Loucks, Susan Loucks Consulting

FEE: $35

Aligning People and Priorities to Maximize Organizational Impact

Wednesday, January 22 from 10 – 11 a.m.

Turn organizational overwhelm into clarity & action! Designed for executive directors and senior leaders, this interactive workshop helps you zero in on priorities, identify actions that will drive progress, and map accountabilities for each team member. You'll leave with a clear framework to align your team and make every effort count toward your mission.

INSTRUCTOR: Brynn Elcock Smart, BES Consulting

FEE: $30

Budgeting With Confidence: Scenario Planning for Stronger Stewardship

Tuesday, January 27 from 1 – 2 p.m.

This session will show nonprofit leaders how to use budget and scenario planning to prepare for uncertainty and make smart financial decisions. Participants will walk away with practical tools to strengthen stewardship of every dollar.

INSTRUCTOR: Dayna Shaw Sear, Smart Grant Solutions

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**.

CLICK HERE TO JUMP TO THE TABLE OF CONTENTS ON PAGE 3

SPRING 2026 CLASSES

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

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**.

FOUR-PART SERIES

Leadership Launch: Essential Skills for Emerging Leaders

Wednesdays, February 4, March 4, April 1, and May 6 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 & ESC Consultants, Bayer Center for Nonprofit Management

FEE: $180

LOCATION: Robert Morris University, Benjamin Rush Conference Room

Building Healthy Board Culture

Thursday, February 5 from 10 – 11 a.m.

In this session, we'll explore strategies for improving NPO Board culture with the goal of better executing on our missions. Brandon Castle will guide a conversation around healthy selection habits for board members, how to steward those relationships well, and tips to navigate difficult seasons.

INSTRUCTOR: Brandon Castle, OnBoard

FEE: $30

Boardsmanship Brushup

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

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

INSTRUCTOR: Jaime Simmons, Bayer Center for Nonprofit Management

FEE: $40

Today's Talent Challenge: Find, Hire and Keep the People You Need

Wednesday, February 18 from 1 – 2:30 p.m.

Nonprofit organizations often face a greater challenge to recruiting and hiring due to competition from for profit in pay and benefits and limited resources when it comes to staff time to engage in hiring. Join us to discuss some of these challenges and practical solutions to the talent problem. This program will be interactive so be ready to share your ideas to help your nonprofit colleagues.

INSTRUCTOR: Phyllis G. Hartman, SHRM-SCP, PGHR Consulting, Inc.

FEE: $35

Simplified Fundraising Planning for Small Nonprofits

Tuesday, February 24 from 10 – 11 a.m.

Join fundraising master trainer, Chad Barger, ACFRE, ACNP, for a workshop covering fundraising planning. We'll cover some of the biggest mistakes that nonprofit organizations make when putting together their annual fundraising plan and how to avoid them. Processes and tools will be shared which pare the planning process down to its simplest form. Attendees leave with actionable steps that they can take to make their organization's planning process more effective and efficient.

INSTRUCTOR: Chad Barger, ACFRE, ACNP, Productive Fundraising

FEE: $30

CLICK HERE TO JUMP TO THE TABLE OF CONTENTS ON PAGE 3

SPRING 2026 CLASSES

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**.

> **"THE INSTRUCTOR MOVED THROUGH THE MATERIAL SMOOTHLY AND FLUIDLY, WHILE TAKING THE TIME TO CONSIDER COMMENTS AND QUESTIONS. OVERALL, A REALLY GREAT SESSION. THANK YOU!"**

Boards and Fundraising

Tuesday, March 3 from 10 – 11:30 a.m.

Board members are responsible for the financial health of their nonprofit organizations, so they should have a role in fundraising. Are they avoiding that role or embracing it? Let's discuss ways to increase the board's involvement in fundraising and to create a culture of philanthropy in your organization. You'll learn specific strategies for increasing the board members' own giving and helping them to reach out to others for support.

INSTRUCTOR: Don Block, Consultant to Nonprofit Organizations

FEE: $35

Introduction to Canva and Why Visual Storytelling Can Power Your Business

Friday, March 13 from 10 – 11 a.m.

This 60-minute Canva session for nonprofits will focus on why Canva matters for nonprofits, highlighting its affordability, ease of use, and professional results. Participants will get a walkthrough of the dashboard and key features such as templates, brand kits, and the resize tool. It will involve live demos and Q&A time.

INSTRUCTOR: RJ Thompson, University of Pittsburgh

FEE: $30

Web Accessibility: Creating Inclusive Online Experiences

Tuesday, March 24 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

Promoting New or Existing Programs in the Media

Wednesday, March 25 from 10 – 11:30 a.m.

Use simple strategies to identify the audience you want to learn about your program and to connect with the media outlets that serve that audience. Learn how to develop your strategic messaging, reach out to reporters, prepare for a scheduled interview, and make the most of an interview once it is publicly available. Successful media hits can give momentum to all the rest of your efforts.

INSTRUCTOR: Tricia Miller Klapheke, Writer, Editor, Media Relations Consultant

FEE: $35

Purpose in Action: Measuring Your Mission's Success

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

Learn how to measure the impact that truly reflects your mission and drives meaningful outcomes. In this workshop, you'll gain actionable strategies to define success, align programs with your goals, track and analyze results, and effectively communicate your story of real change to stakeholders, funders, and your community.

INSTRUCTOR: Carolyn L. Keller, Curio412

FEE: $35

How To Implement and Operate a Retirement Plan

Tuesday, March 31 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

CLICK HERE TO JUMP TO THE TABLE OF CONTENTS ON PAGE 3

SPRING 2026 CLASSES

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

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.

Book Talk: Innovation for Social Change

Thursday, April 2 from 10 – 11 a.m.

Join us for a conversation with the author of *Innovation for Social Change: How Wildly Successful Nonprofits Inspire and Deliver Results*. Her book dives into the question… Why do some nonprofits punch above their weight while others misfire? We can thank philanthropy and nonprofits for breakthroughs like hospice care, public libraries, and the discovery of insulin to treat diabetes. Yet finding solutions to social problems and measuring impact is often very difficult. We care deeply about those we are serving. But good intentions don't automatically translate to impact. The most successful nonprofits are innovative, which is, in short, about finding new, surprising ways to get results and value. It involves creativity, originality, and some risk-taking. Come hear about building innovative practices into our workplace DNA with pilots and small experiments. She will answer questions from the webinar audience.

INSTRUCTOR: Leah Kral, Author

FEE: Free

From Boring to Brilliant: Better Board Meetings

Tuesday, April 7 from 10 – 11 a.m.

How would you rate your Board meetings? Routine or remarkable? Join Emma Kieran to learn practical tools to design productive agendas, manage group dynamics, and foster inclusive, generative discussions. Learn how to pump up your Board's engagement and create opportunities for true strategic partnership with your Board to advance your organization's goals.

INSTRUCTOR: Emma Gilmore Kieran, Pilot Peak Consulting

FEE: $30

Architecting Intentional Messages That Move People

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

In a moment when attention is scarce and trust is hard-earned, the words you choose matter more than ever. This workshop unpacks how intentional branding and human-centered language help nonprofits cut through the noise, sound like themselves, and say what actually needs to be said. Because clarity isn't a luxury when competing for attention, resources, funding, time, policy, donors, etc. etc…

INSTRUCTOR: Tim Hindes, Trailblaze

FEE: $35

Demystifying Nonprofit Financial Statements

Tuesday, April 14 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

From Image to Impact: Harness the Art of Nonprofit Storytelling with Your iPhone

Wednesday, April 15 from 10 – 11 a.m.

This nonprofit storytelling workshop is designed to give you the tools (and confidence) to tell your story in a way that inspires support and strengthens community ties. You'll come away with a ready-to-use visual storytelling plan and the skills to share it across your website, appeals, and beyond.

INSTRUCTOR: Shawn Graham, Deep Varnish Marketing

FEE: $30

Social Media Boot Camp

Thursday, April 16 from 1 – 3 p.m.

This interactive, fast-paced boot camp is designed for nonprofit professionals who want to build confidence and create a social media strategy that actually works. You'll learn practical tools and frameworks for planning, posting, and measuring content across major platforms, whether you're new to social media or looking to sharpen your current approach. Through hands-on exercises, you'll develop your brand voice, understand content pillars, identify meaningful metrics, and create a starter campaign strategy with measurable goals—all while connecting with your audience and elevating your mission. Participants leave with a completed brand voice and content planning worksheet, actionable engagement ideas, and a comprehensive Social Media Boot Camp Workbook filled with templates, examples, and exercises to immediately apply what they've learned.

INSTRUCTOR: Kiersten Hill, Firespring

FEE: $40

CLICK HERE TO JUMP TO THE TABLE OF CONTENTS ON PAGE 3

SPRING 2026 CLASSES

You Had Me at Helvetica: Fonts, Layouts & Looks to Advance the Mission

Tuesday, April 21 from 1 – 2 p.m.

This fun, practical session will show you how smart design choices – like the right font, layout and visuals – can turn casual readers into engaged supporters. Ideal for communications and development staff, especially those without formal design training.

INSTRUCTOR: Kristy McCarley, Pure Firefly

FEE: $30

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

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**.

Strategies for Ethical Storytelling

Wednesday, April 22 from 1 – 2 p.m.

This session explores the latest insights from MemoryFox's 2026 Ethical Storytelling Report, translating sector-wide research and real nonprofit case studies into practical strategies you can use immediately. Participants will learn how to collect, share, and steward stories with dignity through strength-based messaging, informed consent, and trauma-aware practices – while still driving meaningful engagement and fundraising results.

INSTRUCTOR: Chris Miano, Memory Fox

FEE: $30

Investing Fiduciary Governance 101

Tuesday, April 28 from 10 – 11 a.m.

Many nonprofit organizations in our region manage endowments—long-term investment funds that serve as their financial foundation. How well board members, committee members, and staff oversee these funds can determine whether an organization thrives, merely survives, or faces serious risk. This session will provide practical guidance on fulfilling fiduciary responsibilities, including developing governance systems, creating investment policies, and managing ethical considerations in investing.

INSTRUCTOR: Joe Lantz, Shorebridge Wealth Management

FEE: $30

Numbers to Narrative: Creating a Culture of Financial Transparency

Wednesday, April 29 from 10 – 11 a.m.

This workshop helps nonprofit leaders understand what financial transparency really looks like in practice—and why it's essential for building trust with staff, boards, donors, and funders. Participants learn how to overcome common barriers to transparency and share financial information clearly, confidently, and without causing panic or confusion. Through practical examples and actionable strategies, the session shows how to connect financial data to mission, strengthen decision-making, and build a more resilient organization.

INSTRUCTOR: Stephanie Skryzowski, 100 Degrees Consulting

FEE: $30

Finances for Nonprofit Boards

Tuesday, May 5 from 1 – 2:30 p.m.

This course provides an opportunity for nonprofit leaders and board members to acquire foundational knowledge needed to support their board in fulfilling their fiduciary duty to engage in effective financial oversight. Participants will learn to confidently review the primary financial statements—the balance sheet and income statement—and understand key concepts such as budgeting, forecasting, cash flow, internal controls, and identifying financial red flags. The objective is to ensure board members are equipped to ask informed questions, assess performance against strategic goals and budgets, and contribute to sound financial decision-making in the boardroom.

INSTRUCTOR: Mike Printz, Nonprofit CFO

FEE: $35

Change Management Strategy

Thursday, May 7 from 10 – 11:30 a.m.

Change is constant, but it doesn't have to drive your day-to-day. This session explores practical techniques and tools for prioritizing when everything feels urgent, building systems that withstand and manage staff turnover, redefining and realigning workloads when priorities or staff change, managing change fatigue, and implementing communication strategies that keep your team informed, mission-centered, and moving forward.

INSTRUCTOR: Sarah McMullen, University of Pittsburgh

FEE: $35

BoardsWork! Board Member Training

Wednesday, May 13 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 boardsmanship, fundraising, financial oversight, planning, and technology.

INSTRUCTOR: Bayer Center Staff & ESC Consultants, Bayer Center for Nonprofit Management

FEE: $600 ($400 without matching)

LOCATION: Robert Morris University, Benjamin Rush Center

INSTRUCTOR BIOS

Chad Barger, ACFRE, ACNP

Chad Barger helps nonprofit professionals fundraise more efficiently and effectively. He is a top-rated speaker, master trainer and coach. Chad owns the firm Productive Fundraising which specializes in teaching the latest research-based fundraising tactics and making them approachable for small to mid-sized nonprofit organizations.

Don Block

Don Block is an ESC volunteer and retired Executive Director of Literacy Pittsburgh, where he served for 34 years. He has extensive experience in working with boards and fundraising, including capital campaigns. At Literacy Pittsburgh, private giving increased significantly, thanks to the close partnership between staff and board. Don holds a master's degree from Indiana University, Bloomington, and has served in the Peace Corps.

Wendy Burtner

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*.

Brandon Castle

Brandon Castle is an NPO Consultant at OnBoard, specializing in executive collaboration software. He previously progressed through multiple roles at Blackbaud, from Nonprofit Account Executive to Senior Enterprise Account Executive, providing consultative services and development-focused software solutions for nonprofit and faith-based organizations. His earlier career includes serving as a Domestic Missionary at Reliant and Director of Worship at Matthias' Lot Church, reflecting his longstanding commitment to mission-driven work.

Scott Fremer

Scott is currently a Senior Retirement Plan Consultant with Henderson Brothers Financial Partners. Henderson Brothers Financial Partners is an independent, SEC Registered Investment Advisor that focuses on providing unbiased professional advice to retirement plan clients. His responsibilities include fiduciary governance consulting, investment due diligence, retirement plan fee benchmarking and analysis, provider search analysis and retirement plan operational analysis. He has over 35 years of ERISA experience assisting Plan Sponsors with their defined benefit and defined contribution plans.

Shawn Graham

Over the past 10+ years as a marketing consultant, expert blogger with Fast Company magazine, and university director, Shawn Graham has worked, interviewed, and partnered with hundreds of CEOs, entrepreneurs, and senior executives. From working with companies including Goldman Sachs, Fidelity, and T. Rowe Price to forge new relationships while working at the University of North Carolina, to watching his grandparents, mother and father, and uncle all launch their own businesses, to helping clients uncover new ways to market themselves more effectively--each interaction has provided deep insights into lessons learned and what it takes to successfully grow a customer base across multiple industries.

Phyllis G Hartman, SHRM-SCP

Phyllis G. Hartman, SHRM-SCP, President, PGHR Consulting, Inc. has 30+ years in HR. Her work includes Recruiting and Outplacement, Harassment Prevention Training, Employee Development, Employee Relations, and Affirmative Action. She holds an MS in HR from La Roche University. She authored: *A Managers Guide to Developing Competencies in HR Staff; Looking to Hire an HR Leader?* and *Never Get Lost Again: Navigating Your HR Career* published by SHRM.

Kiersten Hill

Kiersten Hill is the driving force behind Firespring's nonprofit solutions and an inspiration to organizations nationwide. With nearly two decades of dedicated service in nonprofit management and fundraising, Kiersten has raised over $20 million to strengthen Nebraska's nonprofit sector. Transitioning from the frontline of nonprofit leadership to Firespring, Kiersten was able to amplify her impact by assisting, educating and equipping nonprofits for success on a larger, national scale. Her passion for elevating organizations, their leaders and boards of directors to achieve their mission radiates through her work.

Tim Hindes

With a career spanning sales, marketing, strategy, nonprofit administration, communications, and entrepreneurship, Tim has a complete perspective on economic development through a marketing and communications lens. Tim has presented regionally and nationally on topics surrounding social media, marketing, and branding, and has worked with some of the country's top brands throughout his career. As a strategist, he applies qualitative and quantitative data to develop recommendations, action plans, and comprehensive blueprints, focusing on impact and investment. As a creative, Tim builds the tools for implementation, incorporating methodic principles of design and psychology.

Carolyn L. Keller

Carolyn is the founder of Curio412 which is a consultancy for businesses who want to strategically engage their communities and manage their social impact. We support them by helping to plan, organize, and implement impact with a measurable outcome in mind.

Emma Kieran

Bringing over 25 years of fundraising experience, Emma started Pilot Peak Consulting in 2014. She has worked with over 150 nonprofits on fundraising planning, implementation, coaching and interim services. Before starting Pilot Peak, Emma worked as a consultant for Orr Associates, Inc. (now The Orr Group) and Changing Our World, and as a front-line fundraiser for Sidwell Friends School and Capitol Hill Day School. A native Pittsburgher and recent southern transplant, 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.

INSTRUCTOR BIOS

Tricia Miller Klapheke

Tricia Miller Klapheke is a media relations expert, writer, and editor with two decades of professional experience spanning political journalism, public policy communications, and nonprofit external affairs. Currently, she works as a media relations consultant for small to mid-size nonprofits—with a particular focus on local organizations serving populations with defined needs—and as a freelance writer and editor for research universities, foundations, associations, and nonprofits, crafting success stories for alumni magazines, marketing materials, and annual reports.

Leah Kral

Leah Kral is an expert facilitator and author who helps social entrepreneurs innovate and further social change. She writes about her work in Innovation for Social Change: How Wildly Successful Nonprofits Inspire and Deliver Results (Wiley, 2022). Kral is a sought-after speaker at nonprofit industry events, writes frequently about her research, and for decades has provided tailored consulting to nonprofit teams and coaching to social entrepreneurs across the country. As principal and owner of Two Larks Consulting, she has a passion for helping organizations achieve their missions. She holds a Master of Arts in Public Policy from Duquesne University, is a returned Peace Corps Volunteer (Jamaica 2002-2004), and is an active volunteer in her community in northern Virginia. To learn more, visit *LeahKral.com.*

Joe Lantz

Joe has an M.B.A. in finance from the University of Pittsburgh's Katz Graduate School of Business and a Bachelor's degree in accounting and finance from Duquesne University. He holds the Chartered Financial Analyst designation and is also Chartered Alternatives Investment Analyst. Joe is active in the community and serves on the board and is chair of the investment committee of Achieva Family Trust and investment committee of the United Way of Southwestern PA. He is a member of the CFA Society Pittsburgh and formerly served in Vice President and Treasurer board positions. He and his wife have a son, Evan, and he enjoys cycling and reading as pastimes.

Cindy Leonard

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.*

Susan Loucks

Susan is the principal of Susan Loucks Consulting, working with organizations that are interested in creating as good a world inside their walls as they are striving to build on the outside. She designs and facilitates processes for change, planning, skill building, and organizational improvement with particular attention to broad and effective participation and power dynamics within organizations. She has worked as an organizational development consultant for nonprofits independently, with the Human and Institutional Development Forum in Bangalore, India, and with the Bayer Center for Nonprofit Management.

Kristy McCarley

Kristy is the founder of Pure Firefly, a full-service email marketing agency. In 2022, Kristy joined the inaugural Mailchimp Customer Advisory Board and is recognized as a Top 1% industry professional by Upwork.com. Kristy has 10+ years experience in IT & design, with specialties in email marketing, automation and e-commerce.

Sarah McMullen

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.

Chris Miano

Chris Miano is the Founder & CEO of MemoryFox, the storytelling platform empowering nonprofits to collect, organize, and share authentic stories that drive fundraising and community engagement. A former Army officer turned social-impact entrepreneur, Chris is a national advocate for ethical storytelling and has partnered with thousands of nonprofits to transform how they elevate community voices. He speaks frequently on narrative strategy, donor engagement, and the future of AI-powered storytelling across the social good sector.

CLICK HERE TO JUMP TO THE
TABLE OF CONTENTS ON PAGE 3

INSTRUCTOR BIOS

Ian Oldaker

Ian 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.

Mike Printz

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

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.

Dayna Shaw Sear

Dayna Shaw Sear is the founder and CEO of Smart Grant Solutions, the Pittsburgh-based company behind MissionGranted, a nonprofit financial software that streamlines grant management and compliance. She also leads Sear Growth Solutions, a consulting firm that helps nonprofits strengthen operations, financial strategy, and compliance readiness. With decades of experience supporting organizations with complex multi-grant portfolios, Dayna is a recognized expert in nonprofit financial management and systems transformation. Her dual roles as a technology innovator and strategic advisor give her a practical, mission-focused approach to strengthening infrastructure, reducing risk, and building organizational capacity.

Jaime Simmons

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.

Stephanie Skryzowski

Stephanie Skryzowski is a visionary Chief Financial Officer who teaches nonprofit leaders how to understand and use their numbers to make smarter decisions, grow sustainable revenue, and deepen their impact. She is the Founder and CEO of 100 Degrees Consulting, a global nonprofit financial strategy and bookkeeping firm, and the host of The Prosperous Nonprofit podcast and creator of the Master Your Nonprofit Numbers course. With a master's degree focused on nonprofit finance, Stephanie brings real-world, practical financial leadership to mission-driven organizations.

Brynn Elcock Smart

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.

RJ Thompson

RJ Thompson, MFA, is an award-winning marketing and design professional and Teaching Associate Professor of Digital Narrative and Interactive Design at the University of Pittsburgh. He has held leadership roles in higher education, taught at multiple universities, and co-leads +Public, a social enterprise focused on community development. His honors include the NEA "Our Town" grant, the Ohio Governor's Award in the Arts, and leadership as President of AIGA Pittsburgh and President-Emeritus of AMA Pittsburgh.

CLASS REGISTRATION

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

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

Withdrawal and Refund Policy

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

Cancellation Policy

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

Scholarships

A limited number of partial scholarships are available to organizations demonstrating significant budget restraints. To be considered for a partial scholarship, please reach out to **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** and **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** and **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

Advisory Board Co-Chairs

Lisa Scales
Greater Pittsburgh Community Food Bank

Paul S. Homick
Mercy Health Foundation

Advisory Board

Chris Cooke
Consultant

Jill Kurp, Ph.D.
Robert Morris University

Ellen Estomin
Executive Service Corps

Angela Garcia
Global Links

Ange Loiseau
Covestro

Jack Owen
Owen and Conley, LLC

Trina DeMarco Preffer
Eat 'n Park

Michaela Kizershot White
PRIDE Philanthropy, Inc.

Funders

The Bayer Center acknowledges with gratitude the catalytic support received over the years from:

Alcoa Foundation
Arconic Foundation
Bayer Foundation
BNY Mellon Foundation of Southwestern Pennsylvania
The Buhl Foundation
Colcom Foundation
Covestro LLC
Eden Hall Foundation
Fifth Third Bank
FISA Foundation
The Forbes Funds of the Pittsburgh Foundation
The Grable Foundation
Heinz Endowments
Horovitz, Rudoy & Roteman
Huntington Bank
Jefferson Regional Foundation
Jewish Healthcare Foundation
Laurel Foundation
McAuley Ministries
Microsoft
PNC Foundation
Richard King Mellon Foundation
Staunton Farm Foundation
United States Steel

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