

**“HANG ON TO YOUR HAT.
HANG ON TO YOUR HOPE.
AND WIND THE CLOCK,
FOR TOMORROW IS
ANOTHER DAY.”**

– E.B. WHITE



**BAYER CENTER FOR
NONPROFIT MANAGEMENT**

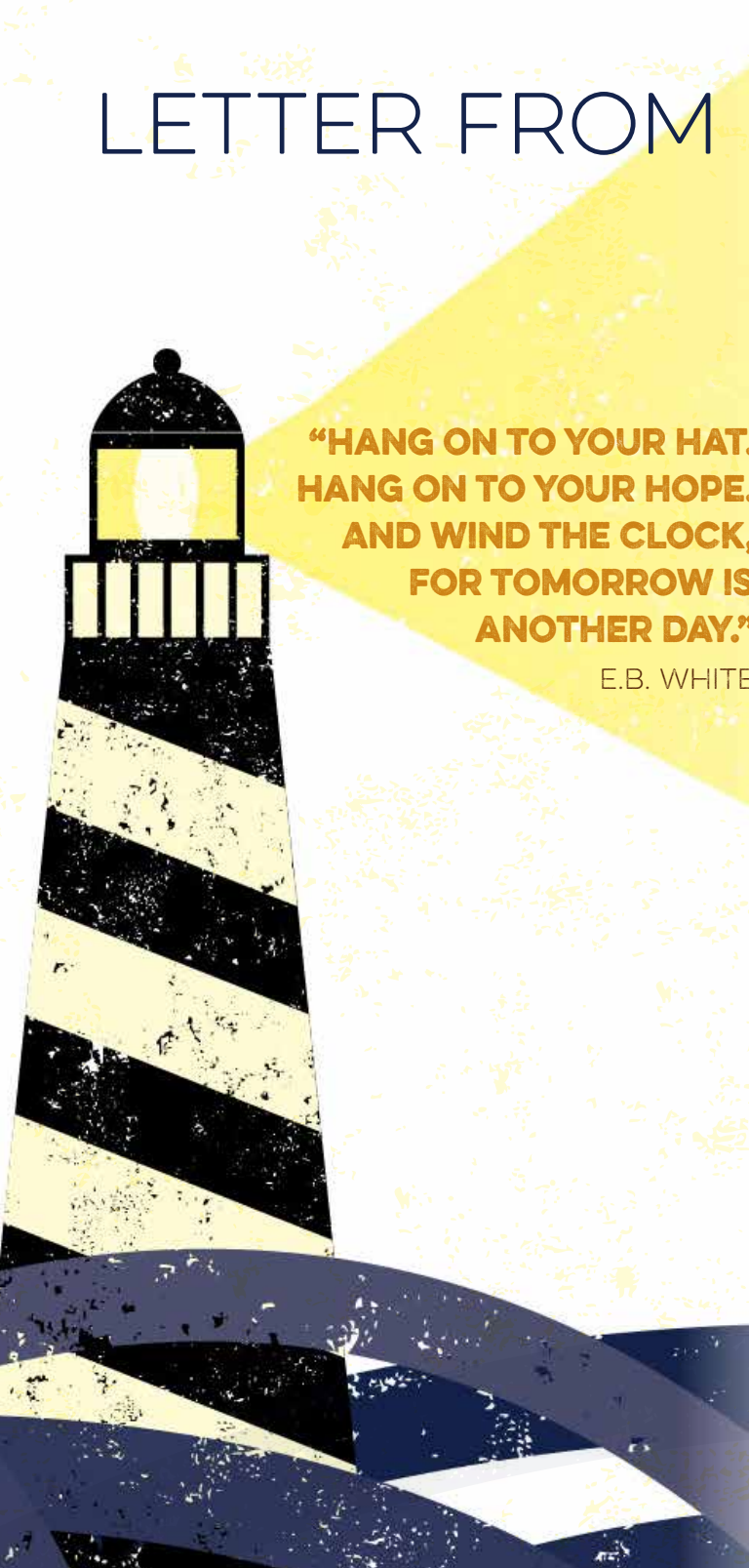
RMU.EDU/BCNM

SPRING 2021 CLASSES



LETTER FROM PEGGY MORRISON OUTON

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**“HANG ON TO YOUR HAT.
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E.B. WHITE

As you know, the Bayer Center is a place that loves a good quotation! One of the joys of my pre-COVID life was to visit a client's offices only to be greeted with one of our posters on their wall...it has been our hope that you have enjoyed each one and look forward to seeing the next one. In this digital world in which we live, we didn't print one from the fall catalog, believing that many offices were closed and our poster would sit in a pile of mail for a long time... but we believe in hanging on to hope, so with news of vaccines tested and found safe and effective, we're sending this one to you in hopes you will once more be back in your offices, open to the people you serve, your colleagues and us!

HANG ON TO YOUR HAT.

The duration and severity of these multiple crises in which we have now been living for close to a year has stressed and strained all of us...some of us much more than others. Over this time, the Bayer Center team has offered more than a hundred classes online, continued our consulting work even as the future became more and more challenging, and initiated some new projects, made some new friends and allies. In short, we have done our best to hang on to our hat, live our mission, support and serve all of you who have been admirably courageous, determined and resourceful. In many ways, what we've learned was to affirm the things we know for sure – that the world needs fixing! That we are some of the ones to do it...that we do not want to return to normal, but we want to continue to be guided by what we hold most dear. Justice and respect and opportunity for all... Care and concern for the least of these...Bravery and a determination to see the truth – and to act on it. As our Maya Angelou quote last time said, "...when you know better, do better". Hang on to your hat – we're a long way from the world we want.

HANG ON TO YOUR HOPE.

But the essence of community work, community building is the strict adherence to the hope for a better world...the hope in the decency of people...the hope that is beautifully articulated in Seamus Heaney's poem, THE CURE OF TROY

Human beings suffer.

They torture one another.

They get hurt and get hard.

No poem or play or song

Can fully right a wrong

Inflicted and endured.

History says, 'Don't hope

On the side of the grave,'

But then, once in a lifetime

The longed for tidal wave

Of justice can rise up

And hope and history rhyme.

So hope for a great sea - change

On the far side of revenge.

Believe that a further shore

Is reachable from here.

Believe in miracles.

And cures and healing wells...

Let us be characterized by hope. Let us insist on a world of which we can be proud. I believe this world is possible because you are in it – and I know you, builders of justice, lovers of beauty and makers of opportunity.

AND WIND THE CLOCK, FOR TOMORROW IS ANOTHER DAY.

One thing 2020 taught me for sure is that we do not know what is ahead of us. But we do know that the groups and people who are durable are those who think, plan and prepare – they keep their clocks wound and they are ready to take advantage of the opportunities that come. You have heard it said that the Chinese ideogram for crisis is made of the word danger and that of opportunity. Well, there you go, 2021. Let's see what you've got for us.

WE know for sure that the human needs will exceed our capacity to meet them. WE know for sure that WE had better – each one of us – continue to hone our technology skills. WE know for sure that love is essential to the future WE want. WE know for sure that in southwestern Pennsylvania, there are thousands of people working in nonprofits and community based organizations that continue to get up every single day to do their part in making the world better, more just and humane and more interesting for all the rest of us.

God bless you and keep you and make His face to shine upon you. Excelsior, beloveds.



Peggy Morrison Outon

...and she is still here...

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All classes are online webinars unless noted otherwise.

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BAYER CENTER FOR NONPROFIT MANAGEMENT

BENJAMIN RUSH CENTER
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 and 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 21 years of service to the nonprofit community, the Bayer Center has completed over 2,200 consulting engagements and educated over 12,000 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.*



COVESTRO CENTER FOR COMMUNITY ENGAGEMENT

RMU.EDU/COVESTRO

CCCE Helps Nonprofits to Thrive during COVID by Going Virtual

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 Jennifer Pease at 412-397-6013 or pease@rmu.edu.

Without our volunteers, our outreach and impact at the Bayer and Covestro Centers would be severely limited. From consulting leads to *BoardsWork!* facilitators to SkillShare project advisors, their expertise in their fields and enthusiasm for nonprofit mission is far and deep.

A few of our clients and partners took the time to write some words of thanks for our volunteers:

This past year, volunteers from the Bayer and Covestro Centers have helped our very young nonprofit through a *BoardsWork!* training. This training helped us identify areas of strength and unity as a board, as well as areas where our board needs to focus more time and resources in order to be able to move our project forward. This was an essential training in helping us to take time to articulate our goals as a board and identify next steps together. We so appreciate the time, care, and expertise of the volunteers who helped to make that possible. Through the volunteers at Bayer and Covestro Centers, we have felt supported as a young and inexperienced organization and that has helped to give us the courage to continue forward, even during this time of unusual uncertainty. Thank you!

**Christine and the Board of Directors
Neighborhood North**

We would like to thank the Skillshare team - Jordan, Michelle, William, Maggie, Susan, and Derek - for keeping our project moving forward. Despite the challenges with the pandemic, we were able to get back on track and the team created financial dashboards that we can now use with our governing bodies to keep them updated on our programs revenue and expenditures. They customized the dashboards for both our Board of Directors, as well as our Head Start Policy Council which is mostly made up of parents. The new financial dashboards provide an easy to follow, at a glance visual that we can update with current information each month to be able to share required financial information. Throughout the process, they were all very helpful, knowledgeable, and kind, and we greatly appreciate the opportunity to work with them!

**Brenda Fronzaglio, Director
Blueprints**

Over this past year, we at Pittsburghers for Public Transit (PPT) have been really grateful to learn from the experience and expertise of the volunteers with the Bayer Center, who have helped us better organize our budget and plan for our transition towards becoming our own 501c3. This Thanksgiving, we want to recognize how small nonprofits like ours have benefited in challenging times from the support that these women have provided.

Ginny Volponi, who was connected with us through the Jefferson Collaborative Consult process, has been patient and insightful, offering to meet several times virtually and giving us examples of how to address specific grant-related budget reporting demands. She really went above and beyond, helping to organize our budget spreadsheet to make it more legible and able to be replicated going forward.

This past year, PPT has also benefited from the time and attention that Linda DeBor has put into helping us decide whether to become our own 501c3. Linda spent many hours reviewing our by-laws, making suggestions to strengthen the language, and talking through the cost-benefit analysis of what it would look like to manage our own accounting. She has provided a number of useful resources for us to plan our transition, and has continued to make herself available to think through hurdles as we encounter them.

**Laura Chu Wiens, Executive Director
Pittsburghers for Public Transit**

On behalf of La Escuelita Arcoiris, I would like to take a moment to express our deepest gratitude towards you, the Covestro Center and all of the amazing volunteers at ESC. Over the years, we have participated in a variety of courses and consultation opportunities and all have been offered by extremely professional and knowledgeable volunteers. Furthermore, they have demonstrated a commitment to empowering nonprofits by sharing their expertise in a very approachable manner. And of course we will never forget one of our favorite SkillShare advisors, Bob Moll, who stayed with our project even while he was receiving medical treatment. I am only sorry that we did not have another opportunity to work with him. Keep up the great work!

**Ellen Tafel, Director of Operations
La Escuelita Arcoiris**

Trying Together is extremely appreciative of all of the thoughtful and extremely hardworking PNC volunteers. Through the years, many PNC volunteers have gone above and beyond in their willingness to support the early education field, brainstorming and developing new solutions to long-established challenges experienced daily by early educators. Their ideas have saved child care programs thousands of dollars, supported staff retention, and has allowed for educators to feel appreciated by colleagues within other professional fields. It has been an absolute honor to work with PNC and the employees that are committed to community service. We cannot thank you enough and look forward to continued partnerships.

**Rachelle Duffy, Director of Learning and Development
Trying Together**

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 our 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 a webinar 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.

FINANCE CLASSES

Designing QuickBooks for Nonprofits

Tuesday, Feb. 16 from 10 a.m. – noon

QuickBooks is both inexpensive and functional, making it a good choice for nonprofits. Join us as we teach you to set up 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.

Instructor: Melanie Rutan, Bookminders

Fee: \$40 or \$65 for both QuickBooks classes

Mining QuickBooks for Nonprofits

Tuesday, March 2 from 10 a.m. – noon

QuickBooks has grown to be a powerful, full-featured accounting package. Instructor: 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

Budgeting: A Year-Long Action Plan

Wednesday, Feb. 24 from 1 – 3 p.m.

Budgets should be a major part of every nonprofit's strategic plan. Numerous issues need to be addressed when developing a budget. Questions such as: When should a budget be prepared? Who should initially prepare it? How involved should the full board be in the budgeting process? How does a budget develop what is used to create predictions of future revenues and expenses? Should there be a budget for cash flows or for capital expenditures? During this webinar, you will learn the answers to these questions and many other issues that are part of the budgeting process.

Instructor: Paul Block, ESC

Fee: \$40

The Board's Role in Financial Management

Wednesday, March 3 from 10 – 11 a.m.

Join us as we review the primary ways that board members can fulfill their key fiduciary responsibilities, including avoiding mission drift, participating in the budgeting and auditing processes, reviewing regular financial reports, and understanding the organization's overall financial outlook. We will answer your questions about serving as a fiduciary and discuss practical strategies for improving your board's ability to fulfill this critical role.

Instructors: Jared Henigin and Mike Ward, Wealth Management Partners, LLC

Fee: \$30 or \$75 for all three "Board's Role" classes and bring a board member for free

Understanding Accounting Principles Unique to Nonprofit Organizations

Thursday, May 6 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

Our ESC-led clinics offer individualized, expert advice on topics of interest for only \$65 an hour. 60-minute sessions are available by appointment.

Finance Clinic

Are your financial policies ready for an update? Do you have questions about particular nonprofit accounting standards or practices? Are you or your board looking for new ways to present your financial reports? Have a few questions about your annual tax filings or whether you should get an audit even if it isn't yet required? A Finance Clinic can assist you with these questions and any other time-bound project or inquiry related to your organization's numbers.

Prepping for an Audit Clinic (2-hour minimum)

Do the words financial audit make the hair on the back of your neck rise? Work with one of our volunteers to help make sure you're tracking your finances well, walk through the audit process, and gather required documentation long before the auditors arrive.

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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.

NONPROFIT MANAGEMENT CLASSES

Executive Director Huddle

Thursdays, Jan. 14, Feb. 11, March 11, April 8 and May 13 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, Steeltown Entertainment Project

Fee: Free, but RSVP is required

The 10 Steps You Need to Take to Build a Successful Nonprofit Marketing Plan

Thursday, Jan. 21 from 10 – 11 a.m.

Most nonprofits are terribly resource poor when it comes to marketing. They typically lack the time, money and people to create and execute an effective marketing plan. Poor planning and execution leads to underachieving goals, an unhappy team and department turnover. This seminar will help novice and professional marketers discover key steps, ideas, processes and resources needed to build an effective marketing plan, execute better and increase your odds of achieving your goals. You'll leave the session better equipped to improve the marketing plan you'll need to help you succeed in 2021.

Instructor: Steve Wayhart, BrandMill

Fee: \$30

New Year's Resolutions: Mastering Time Management

Tuesday, Jan. 26 from 10 – 11:30 a.m.

Shorter deadlines, competing priorities, countless meetings, and unscheduled interruptions are some of the challenges we face today. Without a natural drive for accomplishment, some of us feel especially pressed to produce results. This webinar will help participants increase an achievement-oriented work style and obtain greater results with less stress. Topics include:

- Attitudes and Beliefs - developing an achievement motivation
- Setting Goals – focusing on results, not just activities
- Establishing Priorities – putting first things first
- Planning and Scheduling – deciding what to do and when
- Procrastination – learning to just do it

Instructor: Tom Sullivan, ProGrowth Associates, LLC

Fee: \$35

Managing a Remote Workforce

Thursday, Jan. 28 from 10 – 11 a.m.

This webinar covers techniques needed to manage a team of employees who are working remotely by combining different tools that will help you rise to the challenge of working with and managing remote team members. You'll learn how to communicate more effectively and how to utilize tips for making remote workers feel like part of the team.

Instructor: Holly McIlwain, Robert Morris University

Fee: \$30 or \$50 for both classes

Managing a Remote Board

Thursday, Jan. 28 from 1 – 2 p.m.

Board members are an incredible – but often untapped or underutilized – asset for any nonprofit organization. Given the added complexity brought on by COVID-19, keeping board members active and engaged may be more difficult, but more critical than ever. Join us for this practical session where we'll be exploring innovative ways to connect with and make the most of your governing leadership. We'll cover strategies for maximizing virtual board and committee meetings as well as fresh ways to stay engaged between regular meetings, all while keeping the team in-step with your strategic direction and mission impact.

Instructors: Warwick Powell, ESC and Yvonne VanHaitsma, Covestro Center

Fee: \$30 or \$50 for both classes

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 21 years of service to the community, we have completed over 2,200 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.

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NONPROFIT MANAGEMENT CLASSES

BoardsWork! Board Member Virtual Training

Thursdays, Jan. 28 and Feb. 4 from 9 a.m. – noon OR

Tuesdays, March 16 and 23 from 9 a.m. – noon OR

Wednesdays, May 5 and 12 from 9 a.m. – noon

2020 has 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 Morrison Outon, Bayer Center and Covestro Center and special guests

Fee: \$500 (\$400 without matching)

Board Chair Brainstorm

Mondays, Feb. 1 and April 5 from noon – 1 p.m.

Attention all board chairs: YOU ARE NOT ALONE. Join this elite gathering of board chairs and board presidents for a time of brainstorming and bonding to share stories, challenges and build solutions around the issues involved in being a board chair. We're in this together, even when we're apart!

Instructor: Dee Delaney, ESC

Fee: Free, but RSVP is required

Uncovering Bias

Tuesday, Feb. 2 from 10 – 11:30 a.m.

Whether positive or negative, biases can result in prejudgments that lead to rash decisions or discriminatory practices. Everyone has some degree of bias which can skew judgment, cause poor decision-making, or result in inaccurate or unreasonable conclusions. This class will discuss how to uncover various types of biases and strategies on how to deflate their influences.

Instructor: Gloria Hahn, ESC

Fee: \$35

Who is Taking Over? The Playbook for Developing Your Next Generation of Leaders

Wednesday, Feb. 3 from 10 – 11:30 a.m.

Nonprofits are facing a change of guard in leadership as well as radical disruptions to their business models due to the pandemic. What assurances exist that the next crop of leaders will be ready to assume the ranks of responsibility in growing your nonprofit toward the fulfillment of your mission? Based on Michael and Richard's Amazon Best Seller, *Strategy Driven Leadership*, participants will come away with specific actions they can bring to their organizations that provide a systematic and effective process to identify:

- Key elements of what makes a great leader for your nonprofit
- Where leaders come from within the organization
- How to best develop them so they will have the skills and competencies needed to address the new challenges facing your organization in the 2020's and beyond.

Instructors: Michael Couch, Michael Couch and Associates and Richard Citrin, Citrin Consulting

Fee: \$35

Tips for Successful Virtual Solicitations

Thursday, Feb. 4 from 10 – 11:30 a.m.

The pandemic has changed how we interact with donors. Building relationships is hard even with in-person opportunities, let alone while operating completely virtually. How can you best connect with donors during physical distance? What is the right way to structure a virtual solicitation with a donor? In this interactive session, you'll learn how to secure virtual meetings with donors, creative ways to engage your top donors, and have an opportunity to practice your virtual solicitation pitch.

Instructor: Emma Kieran, Pilot Peak Consulting

Fee: \$35

Telling Stories that Stick

Tuesday, Feb. 9 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

If You Train Them They Will Come: Using Employee Development as a Recruiting and Retention Tool

Thursday, Feb. 11 from 10 – 11 a.m.

As we gradually move toward economic recovery, we need to plan for recruiting and retaining the employees we will need for the future. Today's candidates expect training and development to be a part of the workplace environment. For your organization to attract the brightest and the best, you need to have training and development programs. Besides helping you get and keep good employees, development of employees helps to ensure the organization is ready for dealing with rapid and constant change in the world today. But often training and development are the worst funded and first cut expenses. In addition, smaller nonprofit organizations have limits on available resources for employee development. We'll discuss approaches to creating affordable programs – some that even provide an immediate return – to help you brand your organization the best place to work.

Instructor: Phyllis Hartman, PGHR Consulting, Inc.

Fee: \$30

NONPROFIT MANAGEMENT CLASSES

Scenario Planning in Uncertain Times

Thursday, Feb. 11 from 10 – 11 a.m.

Planning for the future is more important than ever – and more challenging. Scenario planning helps to define where there is uncertainty and anticipate all of the possible outcomes so an organization can be better prepared for anything. This webinar will provide the basics of engaging in scenario planning for a program or organization, including who to include, how to develop different scenarios, and how to create financial models to understand the different scenarios with real-world examples.

Instructor: Jon Hoffmann, Hoffmann Consulting

Fee: \$30

The Board's Role in Leadership

Wednesday, Feb. 17 from 10 a.m. – 11:30 a.m.

Boards are composed of individual leaders who work together for the good of the organization. This webinar will explore some leadership characteristics for individuals that lead to better decisions by groups. We'll look at some non-traditional leadership qualities and effective decision-making strategies to help board leaders better navigate these very challenging times.

Instructor: Peggy Outon, Bayer Center and Covestro Center

Fee: \$35 or \$75 for all three "Board's Role" classes and bring a board member for free

Ethics in Action

Thursday, Feb. 18 from 10 – 11 a.m.

The Association of Fundraising Professionals' Code of Ethical Principles is both eloquent and essential. But translating those principles into every day practice or decisions is not always clear cut and there are consequences. From headline-grabbing controversies to seemingly simple matters that may lead to larger concerns, every fundraiser will face some difficult situations over the course of their careers. How do you learn to navigate ethical dilemmas? Ask for help! As the proverb says, "To know the road ahead, ask those coming back." No matter what you're facing, you're not alone.

Instructor: Lizz Helmsen, Carter

Fee: \$30

Beyond Conflict Resolution: Engaging Conflict as an Opportunity for Transformation

Thursday, Feb. 18 from 1 – 3 p.m.

Conflict springs from a variety of sources and can greatly impact our work environments and experience. In this webinar we will consider how our attitudes about conflict influence our responses and how we can reframe our approaches to maximize positive outcomes. We will engage with foundational principles for responding to conflict, learn to assess conflict dynamics, and consider structural factors which support healthy engagement.

Instructor: Dawn Lehman, Collective Change Partners

Fee: \$40

How to Implement and Operate a Retirement Plan

Wednesday, Feb. 24 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 group 403B 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

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 participate in one of our research projects, please do. Your quiet reflection leads to more effective action for all of us. And, if you need assistance with research of your own, the Bayer Center for Nonprofit Management at Robert Morris University is here to help.

Wage & Benefit Survey

The Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations has been a trusted resource since 2002. 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 17 years. Your willingness to provide information has made this sector-wide resource possible. Additionally, it sparked the 74% pay equity conversation resulting in greater equity for women and men in the regional nonprofit sector.

The newest 2021 version will be available on March 17, 2021 and can be purchased through our course registration page: rmu.edu/bcnmregistration.

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.

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.

NONPROFIT MANAGEMENT CLASSES

The Accidental HR Manager

Thursday, Feb. 25 from 10 a.m. – noon

This webinar is designed to give you an overview of the major laws that govern the world of employment. We will talk about the FMLA, the ADA, the ADEA and maybe some other alphabet soup laws. We'll talk about hiring, firing and employee discipline issues. Come with questions!

Instructor: Jim Southworth, Dickie, McCamey & Chilcote, P.C.

Fee: \$40

The Board's Role in Financial Management

Wednesday, March 3 from 10 – 11 a.m.

Join us as we review the primary ways that board members can fulfill their key fiduciary responsibilities, including avoiding mission drift, participating in the budgeting and auditing processes, reviewing regular financial reports, and understanding the organization's overall financial outlook. We will answer your questions about serving as a fiduciary and discuss practical strategies for improving your board's ability to fulfill this critical role.

Instructors: Jared Henigin and Mike Ward, Wealth Management Partners, LLC

Fee: \$30 or \$75 for all three "Board's Role" classes and bring a board member for free

Planning and Running a Successful Capital or Major Gifts Campaign

Thursday, March 4 from 10 a.m. – noon

Regardless of your organization's size, planning and executing a major gift or capital campaign involves the same fundamentals. The unsettled economic environment and pandemic make it even more important that you have a reliable playbook in hand. This webinar will cover all of the building blocks, including the board's role, the case for support, the campaign planning study, how to identify donor prospects, and other essentials.

Instructor: Mark Lynch, Mark J. Lynch and Associates, LLC

Fee: \$40

Board Committees: Divide and Conquer

Tuesday, March 9 from 10 a.m. – noon

Board committees are a widely accepted method for nonprofit organizations to add capacity to their governance abilities. According to BoardSource, the average number of standing committees is 4.5 with the majority of organizations having 4 or fewer committees. That number is down from 6.6 committees just two decades earlier. Is it time to take a fresh look at the role of committees in your organization? Do your committees struggle with role clarity or the engagement of members? Join us to explore these issues and to discuss practical tools to assist you in the operation of effective board committees.

Instructor: Ron Kratofil, ESC

Fee: \$40

Build-Your-Own Campaign: Annual Fundraising Appeals

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

Offer your supporters an exciting and engaging way to show their love for the work you do through your organization's annual fundraising appeal. Answering a few key questions can help your team design a customized and effective annual appeal. Participants will learn how to combine the essential elements of all successful annual campaigns – donors, case, and process – into a program that inspires and motivates your organization's closest friends. You will receive a useful planning checklist to help them create a new annual appeal program or refresh an existing approach.

Instructor: Jo Ellen Parker, ESC

Fee: \$35

Putting LinkedIn to Work for You

Tuesday, March 16 from 10 – 11 a.m.

Enhance your LinkedIn presence and put this vital platform to work for your career and organization. HR professionals and nonprofits consider this ever-growing online community essential for recruitment and awareness raising. Today, your profile is your resume. This session provides knowledge for maximizing your visibility by maintaining a stellar profile, getting references, contributing posts, and strengthening connections. Learn tips to mine LinkedIn resources for professional development, marketing and more.

Instructors: Lynette Asson and Yvonne Hudson, New Place Collaborations

Fee: \$30

Leadership Briefing

Wednesday, March 17 from 10 – 11:30 a.m.

The results are in! Because of your good work, the 2021 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 2021 Wage and Benefit Survey)

Needs and Strengths Assessment

Thursday, March 18 from 10 a.m. – noon

Now more than ever it is important to create and nurture the balance between 1) understanding and prioritizing the needs of your current (and future) clients and 2) identifying and building on your clients' strengths in order to sustain your program's impact. This virtual training will combine lecture and interactive activities to increase participants' understanding and knowledge of when it is appropriate to conduct a needs and strengths assessment. You'll also learn the steps to implement an assessment, including how to select appropriate data collection methods and tips for analyzing and interpreting your data. This data can then be used to inform current and future programming so that your client needs are met while building on their strengths.

Instructor: Maria Townsend, Townsend Associates LLC

Fee: \$40

Executive Director Boot Camp

Tuesday – Thursday, March 23 – 25 from 10 a.m. – noon

ED Boot Camp is a three-day, entry-level webinar series 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 webinars 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.

Day 1 - Nonprofit Management

Day 2 - Governance

Day 3 - External Affairs

Instructor: Wendy Burtner, Steeltown Entertainment Project

Fee: \$40 or \$100 for the whole Boot Camp series

NONPROFIT MANAGEMENT CLASSES

The High-Functioning Board of Directors

Tuesday, April 6 from 10 – 11:30 a.m.

How do you ensure that board members understand their responsibilities and are committed to fulfilling them? Join this session to discuss ways to ensure that you have an engaged and passionate board. Topics will include (but not be limited to) recruitment, orientation and evaluation of board members.

Instructor: Don Block, ESC

Fee: \$35

Adapting Fundraising Principles to These Challenging Times

Wednesday, April 7 from 10 – 11 a.m.

“There is a curse which says, ‘may you live in interesting times.’ Like it or not, we live in interesting times. These are times of danger and uncertainty, but they are also the most creative.” Robert Kennedy’s quote couldn’t be more relevant to our current situation, and when it comes to fundraising during these interesting, challenging times, creativity is key. Come to this informal, story-filled conversation ready to dialogue and to consider new ways to approach fundraising during a pandemic. Let’s talk!

Instructor: Peggy Outon, Bayer Center and Covestro Center

Fee: Free, but RSVP is required

Program Design Primer

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

New programs and services are often reactive: the community has a need, or a funder has resources to address a specific challenge. But to be successful, you need a good process, the right people at the table, and a plan for evaluation. This webinar is a primer on designing new programs and revising existing programs to meet community needs. You will learn who to involve in designing and revising programs, how to assess demand and community need, what to do if an existing program is falling short of its goals, and how to build in data and evaluation from the beginning.

Instructor: Jon Hoffmann, Hoffmann Consulting

Fee: \$35

The Board’s Role in Being an Employer of Choice

Wednesday, April 14 from 10 – 11 a.m.

The Bayer Center has been researching employment issues in the nonprofit sector since 2000. As a result, it has become apparent that boards need guidance in how to be more effective as employers. This session will review some key questions for board members who are interested in becoming an employer of choice. We’ll tell some stories and listen to your experiences as we explore this critical success factor for our sector.

Instructor: Peggy Outon, Bayer Center and Covestro Center

Fee: \$30 or \$75 for all three “Board’s Role” classes and bring a board member for free

Developing Coaching Skills as a Manager

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

Coaching is one of the key ways to engage employees and help them to reach their full potential. This can mean helping a poor performer improve, helping your best performer be even better, or helping others acquire skills that will give them increased opportunities. Managers know that all the conflicting demands on their time can make it easy to put off the important task of developing employees. However, the most effective managers see developing employees as a key leadership responsibility. Joel will give you key actions to use when coaching for optimal employee performance.

Instructor: Joel Burstein, Keep it Simple Training and Development, LLC

Fee: \$35

New Approaches, New Revenue: Amplify Your Impact through Innovation

Thursday, April 22 from 10 a.m. – noon

Join CauselImpact for an exploration of how social entrepreneurship can help you to increase innovation, grow your revenue, and amplify your mission. If you’ve often wondered if social entrepreneurship is a good fit for your organization or have an idea incubating, this session is for you.

Instructor: CauselImpact

Fee: \$40

Understanding OSHA and Valuing Safety

Friday, April 23 from 10 – 11:30 a.m.

As a nonprofit manager, valuing your employees and volunteers is crucial to empower them to perform the tasks needed to achieve your mission and goals. However, one vital consideration of value that is often overlooked is their safety. Even if you are lucky enough to have an absence of injuries so far, the understanding of how to recognize, evaluate and control safety hazards and risks that may cause costly injuries is essential. This webinar will help you to understand OSHA (the federal Occupational Safety and Health Administration) and its potential impact on your organizations’ compliance with its regulations. We’ll cover the basics of occupational safety hazard recognition and control, ways to manage workplace safety risks and impact, and will introduce easy-to-use safety evaluation checklists and hazard recognition guidance to get you off on the right foot to creating a safe, healthy environment for your staff and volunteers.

Instructors: Raffie Sessa, Fran Sehn, Tom Blank, and Frank Pokrywka, The American Industrial Hygiene Association, and the American Society of Safety Professionals

Fee: \$35

More Than a Statement: Using Your Mission Statement to Build Your Voice

Tuesday, April 27 from 1 – 2:30 p.m.

Learn how a well-crafted mission statement can inform your marketing presence. From language to design, this course explores how a nonprofit’s mission statement can become a “source of truth” in all creative content and design decisions. The course will also explore how focusing on the mission statement can create consistent and effective communication as well as streamline the creative process.

Instructor: Mike Stancil, Pittsburgh Business Group on Health

Fee: \$35

Using the UN’s Sustainable Development Goals in Your Work

Thursday, April 29 from 10 – 11 a.m.

This course will acquaint you with the Sustainable Development Goal (SDG) framework, 17 specific and urgent calls for action by all countries in a global partnership, synthesized with 5 million people’s input. We will help you align your nonprofit’s outcomes with the SDGs and identify ways to connect with other nonprofits, companies and partnerships doing similar work in this coordinated, community endeavor. From improving health and education, to reducing inequality, to spurring economic growth, learn where your important work fits in to the collective impact framework.

Instructors: Yvonne VanHaistma and Jennifer Pease, Covestro Center for Community Engagement

Fee: \$30

EXECUTIVE 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**.

NONPROFIT MANAGEMENT CLASSES

Leadership Skills for New Supervisors

Tuesday, May 4 from 10 a.m. – noon

The purpose of this webinar is to provide an overview of the various roles and functions of a supervisor. Designed for new leaders, we will address some of the key areas of a supervisor's responsibility, including leading and managing, supporting and motivating, and teaching and developing others. We will also cover the fundamentals of goal setting and planning. Topics include:

1. Overview of key areas of a supervisor's responsibility
2. Transitioning to Leadership: Issues and challenges
3. Avoiding common mistakes and pitfalls
4. Managing Your Time: Goal setting, planning and prioritizing
5. Best Bosses: What type of leader do you want to be?
6. Managing Performance: Supervising and developing others
7. Role Modeling: Identifying key professional behaviors

Instructor: Tom Sullivan, ProGrowth Associates, LLC

Fee: \$40

Five Steps to Growing Your Planned Giving Program

Wednesday, May 5 from 1 – 2 p.m.

Whether you're brand new to planned giving, or have a thriving program in place, this webinar will provide clear, tactical tips to navigating a year that is both extremely challenging and full of potential. We'll highlight clear strategies that the country's savviest nonprofits are using, share marketing templates you can make your own, and demystify one of the most confusing yet powerful types of philanthropy.

Instructor: Patrick Schmitt, FreeWill

Fee: \$30

Facilitating from Afar: Tips for Success Using Zoom

Thursday, May 20 from 1 – 2:30 p.m.

You probably know from experience that virtual meetings that are ill-designed or poorly facilitated can lead to virtual exhaustion. Join two expert virtual facilitators to explore how to improve your digital facilitation skills using Zoom and take away practical tips to make your online meetings better.

Instructors: Beth Kanter, Nonprofit Innovator and
Cindy Leonard, Cindy Leonard Consulting

Fee: \$35

CUSTOM TRAINING AND CLINICS

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 us at **412-397-6000** or **bcnm@rmu.edu**.

NONPROFIT MANAGEMENT CLINICS

Our ESC-led clinics offer individualized, expert advice on topics of interest for only \$65 an hour. 60-minute sessions are available by appointment.

Board Basics (2-hour minimum)

Are you launching or rebuilding your board? Do you have a number of questions about the basics of board operations (meetings, officers, terms and term limits, key policies and functions, committees, etc.)? Register for this deep dive into board basics, where we'll answer your most pressing governance questions using a basic board assessment tool, and put your board on a path to success.

Bylaws Clinic

Bylaws are important in directing the board and the organization. Due to recent changes in the 990 legislation, many nonprofits' bylaws are not in compliance with best practices. During this clinic we will review your bylaws, give you suggestions for improvements, and guide you on how to discuss these with your board.

Employee Handbook Clinic (2-hour minimum)

Is your employee handbook up to date, and are all the vital elements included? Does its wording comply with wage and hour laws? Is it truly the employee information source that you would like it to be? We can help! During the clinic, we will do a complete review of your handbook and point out the sections that are missing or require revisions.

Governance Clinic

Nonprofit governance is complex and nuanced. Let us help you navigate topics like committee structures or advisory boards; board member recruitment or on-boarding; or the board's role in fundraising, planning, financial, or HR oversight. Bring your most burning board-governance questions, ask someone with seasoned experience, and leave with some potential next steps. This clinic is ideal for board members and Executive Directors.

HR Clinic

Do your HR policies need to be updated? Is expansion requiring more staff and more new job descriptions? Are you facing layoffs, or do you have a pregnant staffer and no maternity policy? We can help you with these and other issues, including creating better performance appraisals, improving employee relations, and restructuring benefits and compensation.

Marketing Clinic

In this clinic, we'll review your current marketing strategy and material, and give you advice about where you should focus your energy to align with your mission, customers, and needs.

Nonprofit Start-up Clinic (2-hour minimum)

Thinking of starting a nonprofit? We'll give you one-on-one guidance with the next steps – whether it is more research, looking into fiscal sponsorship, or reviewing an exemption application. We'll guide you through different options and the decision-making process.

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.

TECHNOLOGY CLASSES

Using Technology to Manage Remote Teams

Wednesday, Jan. 20 from 1 – 2:30 p.m.

This webinar will introduce the basic concepts of using various collaboration technologies to help teams that are working remotely or located in multiple locations. By introducing tools such as; MS Team, Zoom, Dropbox, Google docs (to mention a few), the content will help in developing a basic understanding of how these tools can create a collaborative environment. We will demonstrate how this foundation can be leveraged for real time communications, document sharing and interacting with team members in multiple ways without having in-person contact.

Instructor: Derek Vent, ESC

Fee: \$35

Writing for the Web and Social Media

Wednesday, March 17 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

Data Visualization Building Blocks

Wednesday, April 21 from 10 – 11:30 a.m.

Microsoft Excel offers a large number of charts and graphing tools that complement its data analysis toolkit. This session offers an introductory, practical guide to over 20 useful Excel charts and graphs for data visualization. We'll help you visualize more of your nonprofit data to help tell your story to your funders, board members and donors. You'll learn how to adjust text and cell formatting, change the chart type and axes, and how and when to implement different chart types, including basic bar and pie charts, scatter plots, histograms, and sparklines. Plus, learn how to create geospatial heat maps and 3D power maps.

Instructor: Dino Mintas, VISIMO

Fee: \$35

Simple Steps to Creating Engaging Images and Videos for Your Nonprofit

Wednesday, April 28 from 10 – 11:30 a.m.

To get more attention with your social media posts you need to use images and videos. Fortunately, you don't have to be a seasoned graphic designer or videographer to create this media for your organization. Learn two popular and fairly easy-to-use tools, Canva and Adobe Spark, to help you get your engaging message across to others. Also, learn how you can build your constituent engagement and stewardship through the use of these tools.

Instructors: Dave Tinker and Chris Mielo, ACHIEVA

Fee: \$35

Zoom: A Few Extra Bells and Whistles

Thursday, May 20 from 10 – 11 a.m.

Did you know that there are literal bells inside of Zoom to help both facilitators and participants alike? In this class for Zoom beginners, learn how to utilize facilitator features such as screen sharing, polls, and breakout rooms to help make your meetings as interactive as our current world will allow. We'll also throw in a few participant features that will enable you to show a bit of your personality and spruce up your next drab Zoom meeting, all while remaining professional, of course.

Instructor: Carrie Richards, Bayer Center

Fee: \$30

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MASTER EXCEL IN 2021

EXCEL DAY

Introduction to Excel: Hands-On

Tuesday, April 13 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.

Intermediate Excel: Hands-On

Tuesday, April 13 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: Sarah Thurston, University of Pittsburgh

FEE: \$65 each or \$115 for both classes.

LOCATION: The Bayer Center for Nonprofit Management, Robert Morris University, Benjamin Rush Center, 6001 University Blvd, Moon Township, PA 15108

Advanced Excel: Hands-on

Tuesday, May 18 from 9 a.m. – 4 p.m.

The deeper you go into Excel, the more directions you can pursue. In this full-day, in-person class, we'll have plenty of time to go beyond the typical functions and into more magic, timesaving techniques you may not have used before. We'll cover creating links between sheets, text manipulation, pivot tables, advanced formulas and customizing charts beyond the wizard. This session will combine context for techniques, guided practice, and ample time for questions.

INSTRUCTOR: Sara Thurston, University of Pittsburgh

FEE: \$125

LOCATION: The Bayer Center for Nonprofit Management, Robert Morris University, Benjamin Rush Center, 6001 University Blvd, Moon Township, PA 15108



BAYER CENTER FOR NONPROFIT MANAGEMENT

RMU.EDU/BCNM

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, and was named by the *Pittsburgh Business Times* as a *2020 Woman of Influence*.

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, children's, and handbell choirs.

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 Board President 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.

Carrie Tancaitor is Associate Director at the Bayer Center for Nonprofit Management at Robert Morris University, responsible for the collection and analysis of customer, demographic, and survey data. She also contributes original research to various studies on the nonprofit sector. Carrie was a Schreyer's Scholar at The Pennsylvania State University, holds a master's degree in public administration from the University of Delaware and a doctorate from Robert Morris University. An active volunteer, she is a marathoner and proud parent to three spirited boys.



COVESTRO CENTER FOR COMMUNITY ENGAGEMENT

Jennifer Pease is Program Specialist, Covestro Center for Community Engagement at Robert Morris University, and manages the *BoardsWork!* and SkillShare operations, in addition to telling the story of the communities they bring together. She is president and founder of Senior Pet and Animal Rescue and an advisory board member of her local YMCA. Jen has held leadership positions with Humane Animal Rescue, Steel City Road Runners Club, WYEP radio, Family House, Hello Bully, and St. Paul Cathedral. She holds a degree in English writing from the University of Pittsburgh, and maintains a public and professional writing certificate.

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.

INSTRUCTOR BIOS

Lynette Asson, principal of New Place Collaborations, is an events and marketing maven who creates innovation solutions for businesses and nonprofits. She produces events ranging from intimate receptions to large convention center shows. Lynette worked as national production manager for the International Beauty Show. Her expertise includes adult learning, artist relations, and trade show management for international corporations Goldwell/ KMS, Wella, and Redken. This johannes factotum has enjoyed working with Pittsburgh-area nonprofits and corporations including Crisis Center North, Animal Protectors of Allegheny Valley, Pittsburgh Festival Opera, and varied projects for BCNM and its clients.

Thomas L. Blank has over 45 years of leadership, mentoring, and professional recognition in safety and health research, education, toxicology, safety, industrial hygiene, regulatory processes, management of environmental, health, and safety (EHS) programs, EHS compliance, and process safety/risk management. He graduated from the University of Utah with a bachelor's in Biology with a minor in Chemistry and Microbiology and from the University of Central Missouri with a master's in Industrial Hygiene. Since 2007, Thomas has been an Adjunct Professor for the Pennsylvania State University in New Kensington, where he has taught the Health and Safety related courses for the Environmental Engineering Review Course.

Don Block is an ESC volunteer with the Bayer Center, and recently 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 has 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.

Paul Block has been a CPA for 40 years, working in the nonprofit arena as a tax preparer and consultant for over 20 of those years. He is a member of the AICPA and PICPA where he is a member of the Committee on Schools and Colleges and Community Involvement. He serves on the boards of the Bach Choir of Pittsburgh (treasurer), Chatham Baroque (treasurer), Humane Animal Rescue, The Pittsburgh Schweitzer Fellows Program and Service Coordination Unlimited (treasurer). He is an Advisory Board member of POWER, The Tamburitzans and WQED. He is an ESC consultant for The Bayer Center for Nonprofit Management and the Covestro Center for Community Engagement.

Joel Burstein, the owner of Keep It Simple Training and Development, is a savvy entrepreneur with 19 years of business development experience. In 2016 Joel partnered with Sandler Training to provide a selling method shrouded in simplicity. Joel earned his bachelor's degree in less than 4 years from The University of Miami. He then went on to achieve several professional certifications from NYU, along with completing a prestigious, invite-only program, at Wharton University of Pennsylvania. Joel's Keep It Simple approach to business development has earned him three "40 under 40," most recently The New Pittsburgh Courier's "Fab 40."

Wendy Burtner has more than 25 years' experience managing and growing foundations and nonprofit organizations. Before moving back to Pittsburgh to join Steeltown Entertainment, Wendy led the Capital Region Collaborative in Richmond Virginia, was Executive Director of the Virginia Breast Cancer Foundation, COO of Comfort Zone Camp, founding Manager of the CarMax Foundation, and the Director of Grantmaker Services for GuideStar. In addition to her role as CEO of Steeltown, she is an independent consultant to start-up businesses, foundations and nonprofit organizations. Wendy grew up in Butler, PA and graduated from Chatham College

Richard Citrin, Ph.D., MBA, is passionate about helping individuals and organizations identify and use their best talents to achieve success using his skills as a psychologist, corporate executive, and entrepreneur to assist clients to create unique solutions to both every day and complex challenges. His clients include both profit and nonprofit entities such as The Greater Pittsburgh Community Food Bank, Adelphoi, Family Resources, Leadership Pittsburgh, The University of Pittsburgh, LANXESS, FedEx and many others. Richard is active in the community serving on the boards of the Kelly Strayhorn Theater, Allegheny Health Choices, Community Day School as well as the Planning Commission of O'Hara Township.

Michael Couch has made a career out of improving the performance of organizations, both as a business executive and as the owner of Michael Couch & Associates. His unique background in manufacturing operations, business unit management, human resources and organization effectiveness allows him to wear many hats and collaborate with people throughout a company to build strategy-driven organizations. Michael is certified as a Human Capital Strategist by the Human Capital Institute and was selected as a member of the Forbes Coaches Council in 2020.

Dee Delaney served as the first Executive Director of FISA Foundation from 1996 until her retirement in 2010. During her tenure with FISA, grants totaling over \$17 million were distributed in support of women, girls, and people with disabilities. She is a graduate of Saint Mary's College, Notre Dame, Indiana and Leadership Pittsburgh. She has been the recipient of numerous awards for her advocacy work, including the United Cerebral Palsy Lifetime Achievement Award, University of Pittsburgh School of Dental Medicine Appreciation Award, and Achieva Excellence in Professional Service Award and was named a Distinguished Daughter of Pennsylvania by Governor Rendell in 2010.

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.

Gloria Hahn has over 25 years of training experience that includes entry level, supervisory, managerial and executive training. She served as Interim Chief Operations Officer for the Greater Pittsburgh Community Food Bank after retiring from Director of Operations for the Port Authority of Allegheny County. Ms. Hahn was instrumental in the development of operational plans and headed up the North Shore Connector project for Rail Operations. She earned an Executive MBA (EMBA) from the University of Pittsburgh and is a certified Change Management professional, Zenger-Miller certified Managerial Trainer and is trained in Six Sigma for Managers.

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

INSTRUCTOR BIOS

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

Jared Henigin, CFP®, AIF® joined Wealth Management Partners in November of 2018. Prior to joining WMP, Jared was a financial advisor at Northwestern Mutual. Jared is a registered representative and Investment Advisor Representative with Commonwealth Financial Services® (Member FINRA/SIPC). In addition, Jared holds the Accredited Investment Fiduciary (AIF®) designation and maintains the Series 6, 7, 63, and 65 securities registrations. He works with WMP in a dual role as Director of Investment Services and as a Wealth Manager. Like Michael, he also works with non-profit organizations providing fiduciary consulting as well as asset management. Jared lives in Greentree with his wife, Cady. He is a board member for the local chapter of the Crohn's and Colitis Foundation and enjoys playing sports and guitar in his spare time.

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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.

Yvonne Hudson is a versatile marketing/PR expert and writer who has created mission-driven solutions for nonprofits and businesses. She directed higher education communications for Carnegie Mellon, Chatham, New York Law, Yeshiva University, and University of Pittsburgh Theatre Arts. Her work has included projects for the BCNM and its clients, Pittsburgh Festival Opera, and Crisis Center North. A journalism and psychology alumna of Point Park University, Yvonne earned an M.A. in arts management and developed her solo show Mrs Shakespeare at Pitt. A principal of New Place Collaborations, she is a board member of Pittsburgh Shakespeare in the Parks. Yvonne now serves as development manager for Quantum Theatre.

Beth Kanter is an author, virtual facilitator and trainer and is an internationally recognized thought leader in digital transformation and wellbeing in the workplace with over 35 years of providing capacity building for nonprofits and foundations. She was named one of the most influential women in technology by Fast Company and one of the Business Week's "Voices of Innovation," Beth is the co-author of the award-winning Network Nonprofit books and The Happy Healthy Nonprofit: Strategies for Impact without Burnout (<http://bit.ly/happyhealthynpbook>). Her clients include Packard Foundation Resilience Initiative, Bill & Melinda Gates Foundation, Save the Children, Counterpart International, the Robert Wood Johnson Foundation, and others.

Emma Kieran brings more than 16 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.

Ron Kratofil has over 40 years of nonprofit experience from both the Executive Director and Board perspective. His dual Master's Degrees in Rehabilitation Counseling and an MBA give him a unique skill set to help organizations effectively master the double bottom line of mission fulfillment and financial stability. Additionally his volunteer work in the last 20 years has centered around serving many and diverse community boards with an emphasis on developing measurable mission metrics and helping clarify the complimentary yet different roles of board and staff.

Dawn Lehman is a trainer, facilitator and coach who helps people and organizations to live in alignment with their ideals. Dawn is a long-time practitioner of both restorative justice and mindfulness and brings these foundations to her work with Collective Change Partners (www.collectivechangepartners.org). Dawn holds a B.A. in social work, a M.A. in conflict transformation, and a professional certificate in coaching.

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, principal of Mark J. Lynch and Associates, LLC, has more than 30 years of experience in fundraising, communications, marketing and branding, and organizational development for nonprofit organizations, including fundraising consulting through Ketchum, Inc., and A.L. Brouman Associates, Inc. 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.

Holly McIlwain leads the Talent Development platform at Winner Partners and is the Human Resources Business Partner for Talent Management at Robert Morris University. Holly has worked with and served on the boards for foundations and nonprofits, and continues to be a frequent speaker on topics of leadership and living at universities, churches, conferences, and workshops. She has recently launched a new nonprofit, the Brave Women Project and is the author of "For She Who Leads: Practical Wisdom from a Woman Who Serves." She holds an advanced degree in Organizational Leadership from Robert Morris University, and is certified as a DISC Behavior Analyst and a Driving Forces Behavior Analyst.

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.

INSTRUCTOR BIOS

Dino Mintas is the VP of Data Science & Software Design at VISIMO LLC, a local software and analytics consulting firm. He has over 15 years of experience in the fields of data science and business intelligence and has worked for a diverse array of organizations in both the public and private sectors. He holds a BS from the University of Pittsburgh and a JD from Fordham University School of Law. Dino has a lifelong passion for working with and learning from data. He oversees VISIMO's internal R&D projects and helps business and nonprofits answer their most challenging questions by developing state-of-the-art AI/ML solutions. He lives in western Pittsburgh.

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.

Frank Pokrywka, Ed.D., CIH, FAIHA retired as the Industrial Hygiene Manager for the University of Pittsburgh EH&S Department in 2018 where he was responsible for asbestos abatement, indoor air quality, water quality and laboratory safety. He is currently a consultant for KTA Tator and AM Health and Safety. Prior to joining Pitt in 1996, he spent 12 years as an IH consultant for SE Technologies, 5 years with US Steel, 2 with Koppers Research and 3 years with the air pollution division of Wheelabrator-Frye. During his 47 year career in academia, consulting, industry and construction he has amassed an extensive knowledge of safety, health and environmental matters.

Warwick Powell, an Executive Service Corps (ESC) and *BoardsWork!* management volunteer, has worked with and trained many nonprofit boards to improve their understanding and performance. He is a professional executive coach and has 30 years of experience in business management. He is an accomplished strategy development specialist and skilled facilitator with expertise in facilitation, training, consulting, strategic planning, and Open Space Technology. He is a director of Strategic Management Associates which he founded in 1988. Warwick is a professional Intercultural Trainer with considerable experience developing people who are going to China to live. He has visited 46 countries and worked in six of those.

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 MBA 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.

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 BS from Georgetown University and MBA from Stanford University.

Fran Sehn is Principal Consultant for FxS Risk and Safety Consulting. He worked as a loss control consultant for 18 years with several major insurance carriers. He was Vice President – Risk Control for Willis Towers Watson where he provided consulting services for manufacturing, construction, institutional, service and supply chain accounts throughout North America. He has been a project leader for both WTW Blue Safety Management clients and the foundry practice. Prior to joining Willis he was Manager of Safety for Washington Steel. He is a member of several ASSP/ISO/ANSI standards committees. He was awarded the 2019 ASSP's COPS SPY.

Raffie Sessa is a Certified Industrial Hygienist and Safety professional, and Fellow of the American Industrial Hygiene Association. He has 40 years of experience in industrial safety and health. He spent 23 years of his career with Bayer, with the last 10 years as the Corporate Manager of Safety and Health for Bayer's North American operations. He retired in 2011 and started a part-time safety and health consulting business, which he is still operating. He has a B.S. in Biochemistry from the University of Pittsburgh, and an M.S. in Industrial Hygiene and Environmental Science from Drexel University in Philadelphia, PA, in 1980.

James Southworth is a principal of Dickie, McCamey & Chilcote, P.C. He concentrates his practice in the areas of employment and labor law and employment immigration, as well as alternate dispute resolution and mediation. Prior to becoming an attorney, he was a human resource manager, giving him an understanding of the issues companies face when dealing with employees, which enables him to provide advice that not only passes legal muster but is also grounded in the realities of the workplace. James has complied with and been accepted as a mediator for the Western District of Pennsylvania ADR program.

Mike Stancil is Marketing Director at the Pittsburgh Business Group on Health (PBGH). He has over 13 years experience in marketing strategy with over 6 years in nonprofit marketing. Mike's digital strategy efforts helped Highmark Health win two gold Effie Awards in 2017 and his strategy and agility during 2020 resulted in the PBGH being recognized with a Membership Leadership Award by the National Alliance of Healthcare Purchaser Coalitions. He has his Bachelor's degree in Sociology from Slippery Rock University and a Master's degree in Digital Publishing from George Washington University.

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

INSTRUCTOR BIOS

Sarah Thurston is a Research and Evaluation Specialist at the University of Pittsburgh's Child Welfare Resource Center. In this position and others she has held over the past fifteen years, data has played a central role – through analysis, decision-making and evaluation of program/service effectiveness and outcomes – ideal for Sarah's strengths of logical, linear thinking. Outside of work, she enjoys time with her family and volunteers with the Community Advisory Board of WQED.

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

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

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

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.

Michael J. Ward, LUTCF, ChFC®, AIFA® is founder and president of Wealth Management Partners, LLC, a Pittsburgh based wealth management firm. Prior to establishing WMP in 2001, Michael was the associate managing director of the Acacia Financial Center of Pittsburgh. During his 16 years with Acacia, Michael held a variety of management positions. Michael is a registered representative, Investment Advisor Representative and securities principal with Commonwealth Financial Services® (Member FINRA/SIPC). In addition, Michael is a Chartered Financial Consultant®, holds the Accredited Investment Fiduciary Analyst® (AIFA®) designation, and maintains FINRA Series 7, 24, 63, and 65 securities registrations. He works with non-profit organizations providing fiduciary consulting as well as asset management. Michael lives in Beaver, PA with his wife and two children. He is a member of the Saints Peter and Paul Church finance council and the Brighton Township zoning board. His hobbies include skiing, boating and family time.

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Stephen Wayhart has been a brand builder and growth marketer for 30+ years, from his Ad Agency days with General Motors' Dealer Groups to the corporate side with McDonald's and Sprint PCS. For the past 17 years, as principal of BrandMill, he has elevated brands such as The Gateway Clipper Fleet, Iron City Beer, Kennywood, Idlewild and the Priory Hospitality Group. As a servant leader, he has helped to lead and lift the brands of nearly 50 nonprofit organizations. In short, Stephen builds strong, purpose-driven brands that make a profitable and positive impact.

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.

STAFF, BOARD AND FUNDERS

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Shelby Gracey

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Blake Potter

NOVA Chemicals Fellow

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Carrie Bennett Tancaitor

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FUNDERS

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The Bayer Center is proud to partner with:

The Allegheny County Bar Association
Raising the Bar on Legal and Community Service



Jefferson Regional Foundation



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The Bayer Center is a member of the following organizations:



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.

Scholarships

A limited number of partial scholarships are available to organizations demonstrating significant budget restraints. For more information, visit the education section of our website at RMU.EDU/BCNM or call **412-397-6000**.

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 three to four weeks for processing of refunds.

Discounts*

Three or more classes:

Send three or more staff members from your organization to the same class, or one individual from your organization to three or more classes, and receive a 20 percent discount on each course. Discounts cannot be applied when registering online, so please call **412-397-6000** or email bcnm@rmu.edu to register when using a discount.

BoardsWork! Nonprofit Partners:

Current board members receive a 20 percent discount on each course.

* Not applicable for special events and convenings, clinics, conferences, and *BoardsWork!* cohorts.

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.

Note: All classes are ZOOM webinars unless otherwise noted