

“BRIDGES DON'T FALL FROM THE SKY,  
THEY DON'T RISE FROM THE GROUND.  
PEOPLE BUILD THEM.”

-EBOO PATEL



BAYER CENTER FOR  
NONPROFIT MANAGEMENT

[RMU.EDU/BCNM](http://RMU.EDU/BCNM)

FALL 2018 COURSES



“BRIDGES  
DON'T FALL  
FROM THE SKY.  
THEY DON'T  
RISE FROM  
THE GROUND.  
PEOPLE  
BUILD THEM.”

*A 2006 study determined that Pittsburgh has 446 bridges, and with its proximity to three major rivers and countless hills and ravines, Pittsburgh is known as “The City of Bridges.”*  
– Wikipedia

## LETTER FROM THE EXECUTIVE DIRECTOR

This is a familiar story about Pittsburgh, the city of bridges...more than Venice! And the story of business engagement in civic life is also a cherished notion about our life in Pittsburgh. The catalog quote speaks to the will and determination of people who build these bridges. That story too is a big part of Pittsburgh's lore and those stories have business leaders with vision and deep love for Pittsburgh at the helm. With the Covestro Center for Community Engagement at Robert Morris University throwing open its doors this fall, continuing its bridge building work with SkillShare, *BoardsWork!* and the Executive Service Corps, we see the clear evidence that these time-honored ideas about who Pittsburgh is and how it gets its work done remain true.

We are living through a time of division, insult and deep suspicion of difference. The image of a sturdy bridge that unites our hopes and dreams for a just and prosperous region is especially appealing in this time of angry and rude debate. To boldly assert that we can still share a vision of a community that reaches out with love and concern across difference, one that seeks to see merit in each other's programs and plans seems particularly vital now. Men and women of good will working together to solve community problems is even more salient in a disturbed and confrontational world.

The Covestro Center at RMU is a strong addition to the community because of its focus on expertise and practical solutions. Each of its programs has an agenda to advance the capability of their nonprofit partners in clear and specific ways. Two things excite me here: the quality of the solutions being built through detailed and focused projects that save time and precious operating money for the nonprofit; and the realistic awareness of the challenges nonprofits bravely address that is a by-product of the work done by the business volunteers.

Please listen to the testimony of one of our *BoardsWork!* participants.

*“I have never heard of the board you connected me with, but I couldn't be happier to have found them. They have a fantastic mission led by highly committed and professional staff. I am now the vice-chair of the board and moving into further leadership positions... I know that I have had a significant personal evolution in my understanding and commitment not only to the organization on whose board I serve, but also how I view and support other nonprofit organizations. Other nonprofit organizations are also doing really important and needed work in our community and they need more support than I realized.”*

For all of my long life, I have believed in the power of people who seek to build bridges – people who share a yearning for a community that is characterized by generosity and optimism, who are determined that younger people will thrive and older people will be safe and happy – and those in the middle will be industrious, productive and energetic. Pittsburgh has long been a place that is interested in what other people want for themselves and committed to being part of making those things happen. Pittsburghers will do all that it takes to build bridges – sturdy, thoughtful, carefully constructed bridges. Please join us in celebrating Pittsburgh's 447th bridge, the Covestro Center for Community Engagement!

Enjoy our beautiful fall, beloveds!



**Peggy Morrison Outon**

*Assistant Vice President for Community Engagement and Leadership Development, RMU*



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## BAYER CENTER FOR NONPROFIT MANAGEMENT

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 18 years of service to the nonprofit community, the Bayer Center has completed over 2,000 consulting engagements and educated over 10,500 students. Our consulting clients include human services, arts, faith-based, community development, environmental and education organizations with budgets ranging from \$100,000 or less to more than \$50,000,000. Our intensive and customized management, governance, financial and technology 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
- Prudent software choices and website design
- 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.*

**NOTE:** All classes are located at the Bayer Center for Nonprofit Management in the Heinz 57 Center at 339 Sixth Avenue, Suite 750, unless noted otherwise.



## COVESTRO CENTER FOR COMMUNITY ENGAGEMENT

CIE-BCNM.ORG

**CCCE connects corporate social purpose and nonprofits' missions for long-term impact.**

CCCE programs – *BoardsWork!*, SkillShare and the Executive Service Corps – provide nonprofits with a range of professional services they may otherwise be unable to afford.

Through our programs, we provide trained, service-minded corporate volunteers to nonprofits – whether its new board directors, or teams of employees charged with solving a specific operational issue you need help with, or seasoned management consultants who can provide one-on-one advice and expertise.

We work to strengthen governance, operations improvements, and lasting connections with corporations and their employees.

Nonprofits can get connected by contacting Jennifer Pease at 412-397-6013 or [pease@rmu.edu](mailto:pease@rmu.edu).

## **BoardsWork!** **Builds Better Boards**

Treasure House Fashions was committed to developing board best practices and planning for their future through committee structure and concrete action plans. Ayanna Lee-Davis, a FedEx legal counsel employee, was committed to serving a local nonprofit as a board member. The Covestro Center for Community Engagement's *BoardsWork!* program brought them together.

Once their organization completed a customized board retreat as a part of their *BoardsWork!* engagement, executive director Sally Power knew they were on a path to success. She said, "Our experience EXCEEDED my expectations, and I felt the time was an excellent investment in our understanding, our relationship as a board, and in preparation for this stage of our growth! Evie, our facilitator, did an outstanding job of facilitating the event, and I'm positively giddy with anticipation for our next steps!"

The mission of Treasure House Fashions – to promote the dignity and self-esteem of women, particularly women in transition or crisis – resonated with Ayanna, a FedEx employee.

She told us during the board matching process, "I was parent-less at the age of 10 and was a child that did not have basic necessities or a steady place to live (not really homeless, but at times it felt like it). I used education as a road map to rid myself of this situation. I know how important it is to provide services/essentials to children and youth – it made all the difference in my life. As a single mother of two children, I can relate to the struggles of women similarly situated. I am all about support groups and empowerment of women."

We asked Ayanna a few questions about *BoardsWork!* and board service in general. Here's her testimony.



### **What drew you to *BoardsWork!*?**

FedEx is committed to serving the communities in which we live and work and encourages its employees to serve on boards and be proactive about delivering positive change. FedEx recommended the training provided by the *BoardsWork!* program.

### **What did you learn in the full-day training that you didn't know before?**

The extent of responsibility you truly hold as a board member.

### **What interests and compels you about board service?**

Giving back is something that is extremely important to me. I think we all have a duty to be positive influences, and to serve as needed, in our respective communities. Most nonprofits aim to fulfill missions that are essential to a segment of the population or to society as a whole.

### **How has your board experience with Treasure House Fashions (THF) been thus far? What was the matching process like through *BoardsWork!* What experiences and skills have you lent or applied to them?**

The matching process was fairly quick. I communicated my interests and was matched with THF. My first board meeting took place in May (2018). The positive energy and passion was evident from the beginning, and I left the meeting feeling that much more determined to become an effective board member that will help further THF's mission. I plan on serving on the finance committee.

### **What have you learned through your experience about leadership and the nonprofit landscape?**

There are a number of members leading the charge that have served longer than I have. However, I can still be a leader, even when I am not in a "leadership" position on the board. I can and try to provide service-based leadership, no matter my role.

### **What would you tell other colleagues or friends if they were interested in serving on a nonprofit board?**

It is a very rewarding and worthwhile experience. The positive impact you can bring to a community or a certain demographic is priceless.

**To learn more or participate, visit our website or contact Jennifer Pease at 412-397-6013 or [pease@rmu.edu](mailto:pease@rmu.edu).**

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## COVESTRO CENTER FOR COMMUNITY ENGAGEMENT

CIE-BCNM.ORG

### SkillShare Solves Nonprofit Challenges

412 Food Rescue wanted to double the amount of food they rescue. A team of Covestro employees wanted to develop a solution to help the organization meet its goal. The Covestro Center for Community Engagement's SkillShare program brought them together.

#### 412 FOOD RESCUE GOALS

- Obtain data analysis and tools that would help identify opportunities and gaps in their existing business
- Obtain a business plan describing how to double business from 1.3 to 2.6 million pounds of rescued food

#### PROJECT SCOPE

##### Developed in collaboration with ESC project advisor

Work with 412 Food Rescue to enhance and organize the donor/volunteer/recipient databases for analysis.

Assist with forecasting donation volume for 2018 and development of a business plan.

Analyze data to identify opportunities and risks and test sensitivities associated with the forecast.

Develop a dashboard of key indicators from the database to monitor performance and identify deviations from the forecast.

A financial analyst, planner, technical sales associate, and global market analyst combined their diverse expertise and delivered a tangible set of solutions, including a real-time data dashboard. Through the SkillShare program, the team learned how to apply their professional skills to a local nonprofit need – double food rescue in 2018.



412 Food Rescue's CEO and Co-Founder Leah Lizarondo believes SkillShare's impact can already be felt within the organization and said, "This project is helping us plan and match our donations, making it easier for us to do our work. What's extra valuable was that not only will this project help us to better plan for volume and volunteers needed, but it connected us with team members from Covestro that we can continue to call if we have additional problems. This deepens our relationship with Covestro, as well."

Covestro team member Adam Sirianni hopes that more employees sign up for SkillShare, stating, "This program was great – it allows you to use your creative thinking to help solve real-world problems while building your own skill set. I highly encourage everyone to participate to better yourself and expand your network."



### Executive Service Corps Delivers Results

The Executive Service Corps (ESC) is an integrated program of the Covestro Center for Community Engagement that uses the skills of experienced, knowledgeable, and dedicated volunteer professionals through Bayer Center consulting contracts, class instruction, *BoardsWork!* facilitation and SkillShare project development.

Projects are based on the scope of nonprofit need and are designed to be affordable to smaller organizations, with contracts ranging from one-time engagements to six-month timelines.

All of our volunteers are committed to nonprofit success and value the challenging, indispensable work of the sector. Whether currently working or retired, they are experienced and are trained to work alongside nonprofits of any size.

ESC engagements and solutions are as varied and diverse as our volunteers. Some of the areas in which ESC volunteers can assist include: marketing and communications planning; human resources; compensation analysis; facilities management; accounting systems and QuickBooks; outcomes management and quality improvement; project management; and strategies for emerging organizations.

For more information on Executive Service Corps, contact the Associate Director, Covestro Center for Community Engagement, Yvonne Van Haitsma at 412-397-6002 or [vanhaitsma@rmu.edu](mailto:vanhaitsma@rmu.edu).

If you would like to learn more about or participate in any of our CCCE programs, visit our website or contact Jennifer Pease at 412-397-6013 or [pease@rmu.edu](mailto:pease@rmu.edu).





# NEW & EXCITING AT THE BAYER CENTER

## What's Next for What Now?

Friday, Sept. 28 from 10 a.m. – 2 p.m.

Our "What Now" research project has moved to the solution-building phase. We listened to our community to formulate a framework of next steps for collectively confronting the wave of retirement, which includes:

1. Development for emerging leaders
2. Executive transition planning services
3. Coaching/Advising for senior staff

Join us as local leaders share their insight followed by small group discussion as we dive deeper into these three approaches to address the retirement crisis.

**Panelists:** Michelle Heck, Nonprofit Talent; Wendy Burtner-Owens, Steeltown Entertainment Project; Evan Frasier, Highmark; and Peggy Morrison Outon, Bayer Center (moderator)

**Location:** The Cabin at Avonworth Community Park, 498 Camp Horne Road, Pittsburgh, 15237

**Fee:** \$25

## The Happy Healthy Nonprofit: Linking Self-Care and Well-Being to Impact

Wednesday, Sept. 26 from 9 a.m. – noon

Nonprofit professionals work hard every day with limited resources which can result in burnout if they do not embrace self-care and the organization does not nurture a culture of well-being in the nonprofit workplace. This session is about how and why it is important to treat self-care and well-being as an organizational strategy and cultural norm. When self-care initiatives are treated as "extras" instead of being built right into the fabric of an organization's culture, they are nothing more than a Band-Aid, barely disguising the underlying chronic stress and eroding the nonprofits ability to meet its mission.

This session will share the latest thinking on well-being in the nonprofit workplace based on the presenter's book, "The Happy Healthy Nonprofit: Strategies for Impact Without Burnout." Going beyond a narrow focus on physical health and wellness, the session will share examples and insights from nonprofits that have created and implemented a culture of well-being in the workplaces that supports results.

**Instructor:** Beth Kanter, author and international nonprofit thought leader

**Fee:** \$65

## What's a DAF? Let's Talk About It!

Monday, Oct. 29 from 5 – 7 p.m.

**Join us for a fireside chat with Michael Hoffman – a Covestro Center for Community Engagement (CCCE) exclusive event!**

The biggest nonprofit in the world is Fidelity Charitable, with net assets of \$21 billion (as of 6/30/17). Fidelity's charitable giving, driven by other financial advisors, is largely in the form of gifts from donor-advised funds (DAF). Nonprofit organizations receive millions of dollars of support from DAFs...is yours? Could you and other board members help navigate this opportunity?

Michael Hoffman of PNC Wealth Management has worked for Fidelity Charitable and with other similar organizations and will help us all better understand what the opportunity is and is not for the donor and the organization. We will also explore the challenges and concerns some are expressing about DAFs and their use.

Peggy Morrison Outon, Assistant RMU Vice President for Community Engagement and Leadership Development, will engage Mike in a lively conversation about all things DAF. Join us for this provocative and important conversation.

**Location:** Energy Innovation Center, 1435 Bedford Ave, Pittsburgh, PA 15219

**Fee:** Free for current *BoardsWork!* board members and executive directors.

## Sounds Like a Lot of Work: A Viewing Party

Monday, Dec. 3 from 4 – 6 p.m.

Ever wondered what a nonprofit board meeting is *really* like? Or if other boards also struggle with similar challenges? Then this party is for you! Join your friends and colleagues for light refreshments and networking before a live viewing of "Sounds Like a Lot of Work," a Bayer Center commissioned play that tracks the board meetings of an imaginary jazz museum. Following the viewing, we'll engage in discussion about how our boards work – and how they could work better! Grab a fellow board member and plan to join us for this fun evening of good, bad, and ugly board governance!

**Instructor:** Evie Gardner, Bayer Center

**Fee:** \$10

## WE NEED YOUR HELP! The 2019 Wage and Benefit Survey

The Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations has been a trusted resource since 2000. 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.

Your willingness to provide information makes this sector-wide resource possible. We will be gathering data this fall for the 2019 edition and we need your input! The survey will be available for purchase in January 2019, OR you can receive a copy for FREE if you take part! Contact Carrie Tancaitor at 412-397-6003 or [tancaitor@rmu.edu](mailto:tancaitor@rmu.edu) to find out how to participate.





# 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 three-hour class 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 BCNM Financial Consulting, call **412-397-6000**.





# FINANCE CLASSES

## Simplifying the New Nonprofit Financial Reporting Standards

Thursday, Oct. 4 from 9 a.m. – noon

Big changes are on the way for nonprofit financial reporting. Not only should organizations be familiar with new revenue recognition standards, major changes are effective for most 2019 fiscal years beginning after December 15, 2017. Changes will impact how restricted net assets are reported, classification and presentation of expenses, and a number of other additional disclosures. Don't miss this critical update on how your organization reports financial results!

**Instructors:** Jason Hardy and Robin Ryan, Grossman, Yanak & Ford, LLP

**Fee:** \$65

## Getting Started: Financial Policies and Procedures Manual

Tuesday, Oct. 9 from 9 a.m. – noon

The financial policy and procedures manual is the foundation of a strong financial management system. It is the guide for determining how your organization uses and manages money and establishes internal controls and ensures compliance with regulatory standards, donor restrictions, and grantor guidelines. It is important for clarifying roles and responsibilities and ultimately for ensuring that the organization's financial data is an accurate and reliable basis for organizational decision-making. During this interactive session, you will learn the major components of the financial policy and procedures manual and how to set policies and procedures that match your organization's needs as there is no one-size-fits-all manual.

**Instructor:** Denise Henning, Stewardship Matters

**Fee:** \$65

## Nonprofit Financial Oversight: What's New?

Wednesday, Oct. 24 from 4 – 6 p.m.

Monitoring a nonprofit's financial health and performance has long been a key oversight function, but major changes to financial accounting and reporting for nonprofits will impact the board's role in doing so. Bring your most recent audit or annual financial reports to the session, and join us as we review what's new in financial oversight, such as changes to asset classification and liquidity reporting.

**Instructors:** Evie Gardner, Bayer Center and Joe Zovko, Louis Plung & Co.

**Fee:** \$40 (or \$25 with full "Next Level Boardmanship" series on page 14) Attendees are encouraged to bring a board member to this class for **FREE**.

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Peggy Morrison Outon, Assistant RMU Vice President for Community Engagement and Leadership Development, will engage Mike in a lively conversation about all things DAF. Join us for this provocative and important conversation.

**Location:** Energy Innovation Center, 1435 Bedford Ave, Pittsburgh, PA 15219

**Fee:** Free for current *BoardsWork!* board members and executive directors.

## QuickBooks for Nonprofits

Tuesday, Dec. 4 from 9 a.m. – 4 p.m.

QuickBooks has a large share of the accounting software market and it is used frequently by nonprofit entities. In this class you will be instructed on how to design and setup a QuickBooks file for a nonprofit entity. We will then have each of you open a sample QuickBooks file and be provided with hands-on experience. This will include: how to enter and pay bills, track expenses, enter deposits and track all income. Upon finishing this, we will review the procedures for a successful month end close and then apply it in the sample nonprofit QuickBooks file. This will be followed up by learning the features of the QuickBooks reporting system and how to extract the information from it. This training will be specially tailored to nonprofits with hands-on computer training being taught by instructors who understand QuickBooks, nonprofit organizations and nonprofit accounting.

**Instructor:** Melanie Rutan, Bookminders

**Fee:** \$125

## Prepping for an Audit Clinic (2-hour minimum)

60-minute sessions available by appointment

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.

**Instructor:** ESC Volunteer

**Fee:** \$65 per hour

# WE CONSULT!

Our popular training classes for nonprofit professionals are just a start. Did you know we can also work with you in more personal, customized ways?

Let us help your nonprofit plan strategy, solve IT/tech problems, improve staff productivity, create policies and procedures, use resources wisely, and tell your story.

Bayer Center Consulting: We help you do the work that makes a difference. For more information, go to [bcnm.rmu.edu/consulting](http://bcnm.rmu.edu/consulting).





## Applied Research at the Bayer Center...

The 74% Research Project was sparked after reporting a gender wage gap in every iteration of the Wage and Benefit Survey since its inception in 2002. From this research we found that local nonprofit organizations and individuals are ill-prepared for the pending retirement boom.

## This got us thinking...

Over the last year we have studied nonprofit employees' individual savings habits and their organization's policies and procedures. Our research publication provides greater detail on the following findings:

- The regional nonprofit sector is educated and long tenured, yet these characteristics do not translate into better preparation for retirement.
- As a result of a higher median age, a significant portion of regional nonprofit executives plan to retire within the next 10 years.
- Organizational processes and systems to support retirement are spotty at best.

However, despite the dismal statistics, there is optimism for change. The research publication also suggests solutions for our region: solutions to support local organizations and the individuals who have dedicated their lives to serving our community. In order to continue our multi-faceted research on this topic through education, we offer the classes and events which will speak to the on-the-ground reality featured in the "What Now" section of the "Courses by Category" on page 3.

# WHAT NOW?

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

### THE NONPROFIT SECTOR STANDS AT A PRECIPICE.

The response of the community will shape the future of nonprofits. Are we ready to discuss hard questions of retirement and the treatment of the nonprofit community workforce?

### REALITY BY THE NUMBERS:

# 10,000

Baby Boomers are turning age 65 per day, and will continue to cross that threshold at that daily rate for the next 19 years.



### RETIREMENT RATE? WE ARE DOING THE MATH.

Take the journey through our research and follow nonprofit stories as the most seasoned leaders and staff members of our communities' vital nonprofits move into retirement.

## THIS PIONEERING BCNM PROJECT BRINGS VITAL RESEARCH, CONVERSATIONS, AND EXPERTS TOGETHER TO EXPLORE:

The **RAMIFICATIONS** of these retirements on the organizations that serve our communities.

The need for **PREPARATION** of the next generation of leaders.

**IDEAS** to improve the prospects for all nonprofit employees.

### PURPOSE-DRIVEN FOUNDERS AND LEADERS ARE FACING RETIREMENT.

Southwestern Pennsylvania is a region dense with nonprofit organizations that deliver services of real consequence. Teetering between eventual retirement and possible encore careers, a massive core of the region's seasoned nonprofit professionals are not going anywhere. They are among the most highly educated and least financially prepared individuals to face retirement.

Many organizations have long-tenured executives with boards who have never needed to replace them. These same organizations frequently have long-standing funding relationships. Nonprofit human resources are often weak. Succession planning is not the norm. New ideas, new blood are challenging to the status quo—but the clock is ticking!

Research findings from the Bayer Center for Nonprofit Management at RMU indicate this generation of experienced nonprofit leaders and employees may bring uncertainty to both their own futures and to the stability of their organizations. Findings confirm that tools for retirement planning for individuals and succession plans for nonprofit organizations are scarce. How nonprofits respond to this reality will shape the future of the sector.

Watch [tinyurl.com/BCNMWhatNow](https://tinyurl.com/BCNMWhatNow) for news and research findings.







# 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

## BoardsWork! Board Member Training

Thursday, Sept. 6 OR Tuesday, Oct. 9 OR Tuesday, Nov. 13  
from 8:30 a.m. – 4:30 p.m.

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

**Instructors:** Peggy Morrison Outon, Evie Gardner, and Carrie Richards, Bayer Center

**Fee:** \$500 and includes lunch (\$400 without matching)

## Executive Director Huddle

Thursdays Sept. 13, Oct. 11, Nov. 8 and Dec. 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 for a brown bag lunch and to share experiences, challenges, solutions, and best practices. Join us as we launch this new group to deepen connections and build a community of support among participants.

**Instructor:** Wendy Burtner-Owens, Steeltown Entertainment Project

**Fee:** Free, but registration is required. Please bring your lunch.

## Unlocking Your Data for IMPACT

Tuesday, Sept. 25 from 9 a.m. – noon

Does just the word “data” send shivers down your spine? What data should I collect? How do I organize it, analyze it, and use it? Come equipped with the data you have at your fingertips and find answers to those questions while gaining confidence in understanding the value of “the numbers.” This course provides a guided hands-on approach to the importance of data in demonstrating your organization’s impact. We’ll use activities to share data and address challenges, while building confidence in their data management skills. You’ll leave with a data tool kit to support future decision-making. In this session, we’ll identify:

1. Essentials of internal and external data gathering and ways to mine for more
2. Simplistic ways to organize and analyze the data
3. Insights the data provide
4. Data communication strategies that illustrate your organization’s impact to potential donors and funders

**Instructor:** Jane Ann Regan, Regan Management Consulting, LLC

**Fee:** \$65

## The Happy Healthy Nonprofit: Linking Self-Care and Well-Being to Impact

Wednesday, Sept. 26 from 9 a.m. – noon

Nonprofit professionals work hard every day with limited resources which can result in burnout if they do not embrace self-care and the organization does not nurture a culture of well-being in the nonprofit workplace. This session is about how and why it is important to treat self-care and well-being as an organizational strategy and cultural norm. When self-care initiatives are treated as “extras” instead of being built right into the fabric of an organization’s culture, they are nothing more than a Band-Aid, barely disguising the underlying chronic stress and eroding the nonprofits ability to meet its mission.

This session will share the latest thinking on well-being in the nonprofit workplace based on the presenter’s book, “The Happy Healthy Nonprofit: Strategies for Impact Without Burnout.” Going beyond a narrow focus on physical health and wellness, the session will share examples and insights from nonprofits that have created and implemented a culture of well-being in the workplaces that supports results.

**Instructor:** Beth Kanter, author and international nonprofit thought leader

**Fee:** \$65

## Executive Director Boot Camp

Thursday, Sept. 27 from 9 a.m. – 4 p.m.

ED Boot Camp is a day-long, entry-level workshop for new Executive Directors. Topics covered will include the basics of nonprofit management including: tools and tips for effective leadership, organizational stability, fundraising, financial management, regulatory compliance, external relations and governance. The day will be interactive and will draw on the experience of the participants to support and share creativity, learn new strategies and identify action steps for personal, as well as, organizational growth.

**Instructor:** Wendy Burtner-Owens, Steeltown Entertainment Project

**Fee:** \$125

## Before the Ask

Tuesday, Oct. 2 from 9 a.m.– noon

Great fundraisers are often thought of as individuals who excel at the art of ‘the ask.’ However, those same fundraisers know the importance of a well-laid plan. This session will teach participants how to craft and forecast a fundraising campaign that will pave the way for success well before ‘the ask’ even happens. Participants will learn the basics of fundraising planning, how to find their ‘hook,’ how to find the people, and how to beat the drum.

**Instructor:** Valerie Beichner, Friends of the Riverfront

**Fee:** \$65



# NONPROFIT MANAGEMENT CLASSES

## ESC Informational Session

*Tuesday, Oct. 9 from 8:30 – 9:30 a.m. OR  
Tuesday, Dec. 4 from 4:30 – 5:30 p.m.*

Learn about what it takes to become an Executive Service Corps (ESC) member. Our members are a selective, highly-skilled professionals who serve through us as consultants, facilitators, trainers, coaches, and advisors. We will discuss the commitment, our values, and the possible roles you might fill. Our ESC members bring a level of mastery in their field, and we bring the nonprofit consulting aspect to the work. All members must have volunteering experience, and some nonprofit experience.

**Instructor:** Susan Loucks, Bayer Center and Yvonne VanHaitsma, Covestro Center

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

## Does Your Case Statement 'Make the Grade?'

*Wednesday, Oct. 10 from 9 a.m. – noon*

One of the essential tools for successful fundraising is the "case for support," also known as the case statement or statement of need. The case for support sets forth the rationale for your fundraising initiative, whether you are launching an annual campaign, a major gifts or capital campaign, or raising funds for some other purpose, such as endowment. Considering its importance, it's surprising how many nonprofit organizations have difficulty putting into words the reason or reasons for their fundraising project, and whose case statements are missing critical information. This class will discuss the various components of a case statement and the supporting information necessary to make a compelling case for support to your donor prospects.

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

**Fee:** \$65

## Quality Improvement: How Nonprofits Can Reap the Benefits

*Wednesday, Oct. 10 from 1 – 4 p.m.*

In today's environment, nonprofits find themselves facing the same economic pressures as their for-profit counterparts. Having a competitive edge with quality services can be a significant part of the solution. It will promote the highest level of service, efficiency and accountability to funders. This course will focus on increasing your knowledge and understanding of quality principles and how they can be used across all facets of operations. A review of quality improvement approaches and problem-solving tools will provide the fundamentals for understanding how your organization can begin to realize continuous improvements. Class exercises, case studies, and discussion will be used to examine practical scenarios and how quality improvement can impact the overall success of your organization!

**Instructor:** Mary Anne Poutous, Transitional Services Inc.

**Fee:** \$65

## Grant Funder Research Beyond the Usual Suspects

*Tuesday, Oct. 16 from 9 a.m. – noon*

This class is designed for nonprofit leaders and staff who are interested in moving their grant seeking program beyond just the "usual suspects." During the class, we will discuss tricks and tips for identifying new potential grant funders, as well as learning how to prioritize those potential funders to spend grant-seeking resources and time wisely. We'll help participants define their own unique factors that make a new prospect a viable one and those which indicate it is not worth pursuing. You'll leave inspired to uncover new funding sources.

## Achieving Stronger Alignment for Smarter Grant Proposals

*Tuesday, Oct. 16 from 1 – 4 p.m.*

Designed for nonprofit leaders and staff to approach grant writing in a new way, this class will teach you how to write clear and strategic proposals. Participants will learn why a proposal shouldn't be about what the organization needs, but about the alignment between the project or organization and what the funder cares most about. The interactive class will include an opportunity for participants to examine a sample winning grant proposal to identify the elements that make it work and begin to sharpen their ideas and lead to distinct, compelling writing.

**Instructor:** Lauren Steiner, Grants Plus

**Fee:** \$65 a la carte or \$115 for the whole day

## HR Roundtable: Employee Privacy Issues

*Wednesday, Oct. 17 from 8:30 – 10 a.m.*

The HR job can be a lonely one – thank goodness there's strength in numbers. You need peers to challenge, listen, develop and encourage you. The HR Roundtable is just that. Every meeting the group discusses a topic with some insights brought from the trainer. Afterward, a good chunk of the meeting is dedicated to helping each other work through issues your organization is facing.

**Instructor:** Larry A. Silverman, Esq.

**Fee:** FREE, but registration is required

**Location:** Urban Impact Foundation, 801 Union Ave, Pittsburgh, PA 15212

## Survey Development: From Questions to Preparing for Analysis and Everything In-Between

*Wednesday, Oct. 17 from 9 a.m. – 4 p.m.*

Without data, you only have opinion. A well-crafted and successfully-implemented survey can provide you with the necessary data needed to determine the needs and strengths in your community, track program implementation and measure your program's impact. Through discussion and interactive exercises, participants will understand both the purpose and value of the survey as a data collection method, learn how to design appropriate survey questions and format for your evaluation needs, create a plan to administer surveys with appropriate follow-up and position yourself to be ready for analysis of survey data. This training will also explore Survey Monkey as a tool to assist with survey development, administration and analysis with one-on-one technical assistance as you work on or develop a survey for your organization

**Instructor:** Maria Zeglen Townsend, Ph.D., Townsend Associates LLC

**Fee:** \$125





# NONPROFIT MANAGEMENT CLASSES

## Next Level Boardsmanship (NLB) Series!

Take your board to the next level! These four classes offer a closer look at some of the most common problems to plague a nonprofit board offered in afternoon and evening hours to accommodate your busy schedule. Classes can be taken a la carte or you may take all four for \$125. **BUT WAIT, THERE'S MORE!** Attendees are encouraged to bring a board member for **FREE** to all four of these classes.

**Fee:** \$40 per session or \$125 for the whole four-part series

## Harnessing the Potential of Your Board: Big Dollar Donors

*Wednesday, Oct. 17 from 4 – 6 p.m.*

Are you ready for your board members to introduce you to their top relationships? Are you ready to ask for \$1 million? More importantly, does your board member believe you're ready? In this session you'll learn a strong fundraising process that will help you communicate effectively during your presentations in order to make your board member look like a genius for making the introduction.

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

## Nonprofit Financial Oversight: What's New?

*Wednesday, Oct. 24 from 4 – 6 p.m.*

Monitoring a nonprofit's financial health and performance has long been a key oversight function, but major changes to financial accounting and reporting for nonprofits will impact the board's role in doing so. Bring your most recent audit or annual financial reports to the session, and join us as we review what's new in financial oversight, such as changes to asset classification and liquidity reporting.

**Instructors:** Evie Gardner, Bayer Center and Joe Zovko, Louis Plung & Co.

## The Board's Role in Leadership Growth and Transition

*Wednesday, Nov. 7 from 4 – 6 p.m.*

The role of the board in a nonprofit's employment practice is crucial. This class will unpack the board's role as employers beyond just oversight of the ED. We'll take a look from the board perspective at how our own HR practices reflect on the value placed on employees including salary and benefits, growing the capability of the staff and a commitment to growth and development. Inspired by the Bayer Center's "What Now" research, this class will give a hard look at the ramifications of the retirement of Baby Boomers on the organizations that serve our communities, the need for better preparation of the next generation of nonprofit leaders.

**Instructor:** Peggy Morrison Outon, Bayer Center

## Can't We All Just Get Along?

*Wednesday, Nov. 14 from 4 – 6 p.m.*

Board disputes and interpersonal conflicts can lead to serious legal problems for nonprofits. In this session, you will learn how your organization can be impacted when people can't work together, when members are removed from the board, or when the board becomes involved in litigation. We'll discuss ways to prevent these conflicts and propose ways to manage them if they do occur. She will walk attendees through the possible consequences for the organization and its finances, and discuss the ways the court system deals with these situations.

**Instructor:** Abigail Salisbury, J.D., MPPM, Salisbury Legal, LLC

## The Nuts and Bolts of Employment Law

*Monday, Oct. 22 from 1 – 4 p.m.*

It's no easy thing to manage a workforce, let alone to do so in a way that complies with the alphabet soup of laws that govern workplaces in Pennsylvania (to name a few, ADA, ADEA, FLSA, FMLA, GINA, MMA, PHRA, PMWA, Title VII...). That task can be even more daunting for nonprofit managers, who have to balance the pursuit of the organization's mission along with the trials of the ordinary workplace. This class will help you comply with the many laws and regulations that govern the employment relationship from soup-to-nuts (hiring to separation) and beyond (employee claims and disputes). You'll learn about mistakes employers most often make and how to spot potential issues before they become big problems or lawsuits in areas like: employee contracts, including non-competes; pay practices; compliance with anti-discrimination laws, including those relating to sexual harassment; administration of employee leaves of absence; and disciplinary issues.

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

**Fee:** \$65



# NONPROFIT MANAGEMENT CLASSES

## How to Leverage Community-Driven Crowdfunding

*Tuesday, Oct. 23 from 9 a.m. – noon*

Crowdfunding has a strong history in America. In 1885, New Yorkers crowdfunded the pedestal for the Statue of Liberty, and today, ioby (In Our Backyards) has mobilized Americans for over a decade to become powerful citizen leaders who plan, fund and make positive change in their own neighborhoods. In Pittsburgh ioby projects have raised over \$130,000 for nearly 100 projects with an 86 percent success rate nationwide. In this workshop we will look at case studies from our own region and discuss how your own nonprofits can collaborate with ioby to crowdsource funds and volunteers. This will be a hands-on strategy practice session that is ideal for bringing project teammates to learn and apply community-based fundraising tactics. Please consider bringing a community partner or colleague.

**Instructor:** Miriam Parson, ioby

**Fee:** \$65

## Drawing Your Roadmap for a Successful Transition

*Wednesday, Oct. 24 from 9 a.m. – noon*

Are you or your organization thinking about a transition? Seven out of 10 nonprofit leaders are expected to transition out of their positions in less than a decade. Many will make their transitions in the next few years. A successful leadership transition in Pittsburgh's competitive hiring environment begins months before a job opening is posted. Join us for practical strategies for preparing for new leadership, recognizing a transitioning leader and managing a major organizational change. Leave this session with a better understanding of a successful transition process and a high-level roadmap to help you with your next steps.

**Instructor:** Catherine DeLoughry, consultant

**Fee:** \$65

## DIY Branding for Nonprofits

*Thursday, Oct. 25 from 9 a.m. – noon*

Do you feel your current brand image and messaging leaves your internal and external constituents unmotivated or a bit confused? Does your brand lack clarity, consistency, and appeal? Do you need a little help crafting your organization's brand story or taking it to the next level? Designed for non-marketers, this course provides practical, reduced-jargon, DIY branding strategies, tools, and tips for nonprofit professionals. You'll leave this class with the knowledge and steps needed to build your brand including, brand positioning, messaging, personality, look and feel, and digital presence. In the end, your brand will be optimized as an asset to assist you in meeting, and exceeding, your nonprofit business and community objectives.

**Instructor:** Tony Ryzinski, Captivar Health Marketing

**Fee:** \$65

## Nonprofits Can be Risky Business

*Friday, Oct. 26 from 9 – 11 a.m.*

There is an amount of risk involved in all dimensions of nonprofit management – finances, technology, programs, facilities, volunteers and more. Our panelists will help us recognize the areas of risk at our own organizations, and how to make a choice to take on reasonable risk in order to fulfill the mission. Join us for a lively discussion as we work to better understand, evaluate and assess risk in our work.

**Panelists:** Stephanie Bucklew, SLB Consulting; Todd Whiteman, Enscoe Long Insurance Group; Ryan Brandt, Gallagher; and Peggy Morrison Outon, Bayer Center (moderator)

**Fee:** FREE, but registration is required

## Telling Your Story: The Power of Video Production for Nonprofits

*Tuesday, Oct. 30 from 9 a.m. – noon*

This class will provide you with the foundational knowledge of multimedia management and video production. It will teach you how to create a video, manage your content, and be the best marketable nonprofit for video production companies. You will also learn how to be the perfect client for video production companies, create and manage media on a budget and how having multimedia components will take your nonprofit to the next level.

**Instructor:** Dave Onomastico, Steeltown Entertainment Project

**Fee:** \$65

## Fund Development Planning

*Thursday, Nov. 1 from 9 a.m. – 4 p.m.*

As nonprofits, we build plans for everything: strategic plans, work plans, performance plans, and more. However, one vital plan is commonly overlooked – the fund development plan. In this full-day workshop, you'll learn how to structure a fund development plan that works for you, break down your historical data and industry research to create realistic plans, and integrate your communication plan to create a holistic approach. Attendees should bring their organizational budget, historical grant and donation data, special event planning documents, sponsorship planning documents, communication plan and a laptop. Attendees will be expected to create portions of their plan during the workshop so each leaves with a base for a final fund development plan. A board member and an employee responsible for communication should attend the afternoon session.

**Instructor:** Valerie Beichner, Friends of the Riverfront

**Fee:** \$125

## Building Strong Relationships with Local Companies

*Friday, Nov. 2 from 9 a.m. – noon*

We will look through the spectrum of engagement that companies have with nonprofits, including cash donations, event sponsorships, hands-on volunteering, program delivery volunteering, and ways to engage professional skills volunteering and board service. Build your skill set and your tool kit!

**Instructor:** Yvonne VanHaitsma, Covestro Center for Community Engagement

**Fee:** \$65

## Conversation Work-Out

*Tuesday, Nov. 6 from 9 a.m. – noon*

Does the thought of an upcoming necessary (but hard) conversation make you break out in a sweat? Whether you're a board member, a supervisor, or the member of a work team, this class will provide the training and the in-room practice to build the "muscle strength" to conduct those conversations in a way that builds understanding and maximizes opportunities for productive resolutions.

**Instructor:** Susan Loucks, Bayer Center

**Fee:** \$65





# NONPROFIT MANAGEMENT CLASSES

## Tools for Identifying Individual Donors

*Tuesday, Nov. 6 from 1 – 4 p.m.*

Everyone's biggest question in fundraising is, "How do I find individual donors?" While there isn't a secret place to find a list of individual donor prospects, there are ways to identify prospects by mapping your organization's networks. We'll spend the session discussing effective strategies and introducing useful tools your organization can use to identify new individual donors.

**Instructor:** Emma Gilmore Kieran, Pilot Peak Consulting

**Fee:** \$65

## You Had Me at "I Vote..."

*Wednesday, Nov. 7 from 9 a.m. – noon*

Learn how to contact, converse, and form effective relationships with elected officials. You'll leave with a better understanding of who has the power, and how create productive dialogue to influence those in power for the benefit of your clients and your agency.

**Instructor:** Rev. Sally Jo Snyder, Consumer Health Coalition

**Fee:** \$65

## Nonprofit Storytelling

*Thursday, Nov. 8 from 9 a.m. – noon*

Effectively telling your organization's stories is as important as showing the data-backed outcomes. Stories motivate donors, capture volunteers, and influence public officials. In this workshop we will talk about what kinds of stories to tell, how to craft your stories for the most impact, and how to use media to get your stories out there.

**Instructor:** Wendy Burtner-Owens, Steeltown Entertainment Project

**Fee:** \$65

## Coffee and Conversation: Planning for Purpose in Retirement

*Friday, Nov. 9 from 9 – 10:30 a.m.*

Our "What Now?" research has got us thinking about all aspects of retirement. Of course the financial aspect is of major concern, but what else have you considered when you begin to think about a life after a nonprofit career? Join us for a conversation about finding PURPOSE in retirement as we talk about ways to help people explore their dreams after full-time work.

**Conversationalists:** Peggy Morrison Outon, Bayer Center and Tracy Grajewski, Careerminds

**Fee:** \$10

## Planning and Running a Successful Capital Campaign

*Wednesday, Nov. 14 from 9 a.m. – noon*

A successful capital campaign requires thorough planning and expert implementation, and nonprofits must ensure that they have checked the necessary boxes to help optimize their campaign's success. This class will provide an understanding of the key building blocks of a successful campaign including:

- The value of a campaign feasibility study
- The role of the staff, executive director, and the board
- The role of a campaign consultant
- The importance of the chart of needed gifts and how to build one
- The major components of the campaign plan

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

**Fee:** \$65

## Keeping the Strategic Plan Alive

*Tuesday, Nov. 27 from 9 a.m. – noon*

Once a strategic plan is completed, it's important to make sure the new plan doesn't just gather dust on a shelf. Let's put that strategic plan to work! We'll look at how to structure committees to best work with the plan, and how to use dashboards to keep track of the progress. We'll also discuss the importance of calibrating the strategic plan as the environment changes and make adjustments as necessary.

**Instructor:** Peggy Morrison Outon, Bayer Center

**Fee:** \$65

## Operationalizing Equity

*Wednesday, Nov. 28 from 1 – 4 p.m.*

Join us for a discussion about the process of diversity within organizations. Explore how to create an organizational atmosphere that promotes a productive, dynamic, and courageous work space. This type of cultural shift begins with individuals, moves into organizations, and extends outward. Who is in it for the long haul?

**Instructors:** Trish Gadson, Macedonia FACE and Susan Loucks, Bayer Center

**Fee:** \$65

## Volunteers: Enhance, Empower, Engage

*Thursday, Nov. 29 from 9 a.m. – noon*

For most nonprofits, the real challenge lies not in *finding* volunteers, but in *keeping* them. Volunteer engagement can be the key to making this link! In this session, we'll explore how to:

- Enhance the volunteer experience so that your volunteers enjoy their time with you and feel it is well spent
- Empower your volunteers so they can take on important tasks that you need done and their time makes a real difference
- Engage your volunteers in ways that speak to them and that help them feel appreciated, vested, and connected to your mission.

Learn different strategies and techniques for achieving these goals, including focusing on why people choose to volunteer with you, storytelling, personalization, social media tools, and well thought out systems.

**Instructors:** Stacy Bodow and Julie Strickland-Gilliard, Global Links

**Fee:** \$65

## Leading Outside the Lines

*Tuesday, Dec. 11 from 9 a.m. – noon*

New models and generational changes are redefining leadership across the sector. We all want empowered staff, but we don't want an absence of followers! Can we have it all? Join us to explore how to identify and cultivate leaders across your entire org chart, and build structures that leverage those strengths towards your mission.

**Instructor:** Susan Loucks, Bayer Center

**Fee:** \$65

# 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 session is clinic is ideal for board members and Executive Directors.

## HR Clinic

Do your HR policies need updating? 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 materials, 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.

## Pinpoint Planning Clinic

Know you need to improve in a specific area? It provides executives and boards with a quick analysis of critical operations and specific recommendations for improvement. You can choose from: finances and financial management, fundraising, human resources, legal issues, governance and technology. Each PinPoint Planning™ tool is a type of audit that will take organizations about an hour to complete and return. The Bayer Center will assign an ESC volunteer from the relevant field to review your materials and then meet with you one on one for a working session. During your face-to-face meeting, you'll receive concrete, actionable suggestions to enhance your current operations.

*This program was developed by the Bayer Center for Nonprofit Management in partnership with the United Way of Allegheny County.*

# 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 6-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**.



# 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.

Our annual TechNow conference connects nonprofits with the technology resources, information and people they need to succeed. TechNow caters to all levels of knowledge and job roles, including from technology professionals, "accidental" techies, nonprofit leaders or anyone else who handles technology at a nonprofit organization. Learn more about this robust one-day conference on the next page!





# TECH NOW

## A TECHNOLOGY CONFERENCE FOR NONPROFITS

TechNow is the longest-running nonprofit technology conference in the Pittsburgh region – a whole day devoted to the new and important technology trends and resources for nonprofits. Technology affects nearly every effort to achieve our missions. TechNow connects you with the resources, information and people your nonprofit needs to succeed!

### Who Should Attend:

TechNow caters to all levels of knowledge and job roles, including:

- Technology professionals
- “Accidental” techies
- Nonprofit leaders
- Board members
- Technology advocates and gurus
- Anybody who handles technology at a nonprofit organization

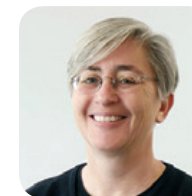
**October 3, 2018**

8:30 a.m. – 3:15 p.m.

**DoubleTree by Hilton Hotel**  
101 Mall Boulevard, Monroeville, PA 15146

### Sessions Include:

- Chatbots: The Future of Nonprofit Client Service?
- Protecting Your Nonprofit: Understanding Cybersecurity Impacts When Outsourcing IT
- Gutenberg: The Future of WordPress is Now
- When Disaster Strikes: Why Nonprofits Should Have a Plan B for Business Continuity
- Bitcoin Accepted Here: Incorporating the New Blockchain Technology in Fundraising
- Open for Business: 10 Things to Check Before Making Your WordPress Website LIVE!
- Technology and the Law: How to Stay Compliant and Avoid Legal Traps
- Social Media: What Nonprofits Need to Know Right Now
- The Unexpected Database Manager: How to Survive Your First Year



### Keynote Speaker

**Lucy Bernholz, Ph.D.**

Senior Research Scholar at Center on Philanthropy and Civil Society, Stanford University  
Director of Digital Civil Society Lab, Stanford University

### Headline Sponsor



### TechNow Registration Fees

This year, thanks to Microsoft sponsorship assistance, we are able to offer nonprofit organizations tiered, budget-based pricing for TechNow registration:

#### Nonprofits: *(Based on annual budget)*

- Under \$500,000: \$25/person
- \$500,001 – 2,000,000: \$50/person
- \$2,000,001 – 5,000,000: \$75/person
- \$5,000,001 and up: \$100/person

**Breakfast and Lunch Included**

#### For-profit Companies and Independent Consultants:

\$200/person

#### University and College Students: \$25/person

Learn more and register:

[www.technowconference.org](http://www.technowconference.org)



# TECHNOLOGY

## Bagels and Bytes

Join your nonprofit techie colleagues for informal learning and networking in this popular monthly convening. If you're officially (or unofficially) responsible for your nonprofit's technology challenges, join us! Our group is an affiliate of TechSoup's NetSquared program and the Nonprofit Technology Network's (NTEN) Nonprofit Tech Club program.

*All of our locations are ADA/accessible locations unless noted.*

Visit <https://bagelsbytesallegheeny.wordpress.com> to learn more or find us at [www.meetup.com/Bagels-Bytes](http://www.meetup.com/Bagels-Bytes).

### Bagels and Bytes – Allegheny

FREE, but you must register online at [www.meetup.com/Bagels-Bytes](http://www.meetup.com/Bagels-Bytes) or to Shelby Gracey at [gracey@rmu.edu](mailto:gracey@rmu.edu).

*Wednesday, September 5 from 8:30 – 10 a.m.*

**Location:** Jewish Residential Services (in Rodef Shalom Congregation) at 4905 Fifth Ave # 3, Pittsburgh, PA 15213

*Wednesday, November 7 from 8:30 – 10 a.m.*

**Location:** ACHIEVA at 711 Bingham Street, Pittsburgh, PA 15203

**Note:** There is no Bagels and Bytes meeting for this group in October as the TechNow Conference falls on the first Wednesday that month.

### Bagels and Bytes – Westmoreland

*Tuesday, September 18 from 8 – 9:30 a.m.*

Breakfast cost is individual responsibility. RSVP to Gina McGrath at [ginam@ywcawestmoreland.org](mailto:ginam@ywcawestmoreland.org) or **724-834-9390 x107**. Location is at King's Restaurant, Hempfield Pointe, 6297 Route 30, Greensburg, PA.



## Agile Project Management with Asana

*Thursday, Oct. 25 from 1 – 4 p.m.*

What do Apple, IBM, and PayPal have in common? They are some of the most innovative companies in the world and they use the same project management process, Agile, to plan, execute, and iterate cutting-edge products and services. In this class, we'll demonstrate how nonprofits can utilize the Agile framework to adapt their project management planning and tracking processes to today's fast-paced work environment. This class will utilize the popular cloud-based project management app, Asana, to illustrate how your nonprofit can implement Agile across your staff.

**Instructor:** Garrett Cooper, BenefitMany

**Fee:** \$65

## Creating Effective Social Media Content

*Monday, Oct. 29 from 1 – 4 p.m.*

If a tree falls on social media and no one is around to 'like' it, does it make a sound? Sometimes a post to social media gets engagement and sometimes it gets crickets. You don't have to be a digital native to get your message across on social media. This interactive session will explore how to create effective social media content through a multi-step process that you can use at your own organization. Come prepared to explore how to tell your agency's story more effectively through social media.

**Instructor:** Dave Tinker, ACHIEVA

**Fee:** \$65

## Taking Advantage of Emerging Digital Fundraising Tools

*Friday, Nov. 30 from 9 – 11 a.m.*

The Arts Management and Technology Lab at Carnegie Mellon University recently conducted a national benchmarking study of nonprofit use of four emerging digital fundraising tools: SMS, Facebook Nonprofit, Peer-to-Peer and Mobile bidding technologies. This class will present the findings and work with attendees on strategizing how to invest in these tools, including workshop time to apply for Facebook Nonprofit status, investigate the leading vendors for each of the remaining three tools, and discuss a flow chart of options for which tool is right for your organization's mission, donors and staff.

**Instructor:** Dr. Brett Ashley Crawford, Carnegie Mellon University

**Fee:** \$40

## Local SEO + Google My Business

*Wednesday, Dec. 5 from 9 a.m. – noon*

Learn the basics of SEO and how to optimize your website to increase site traffic. Discover how keyword research can help Google crawl, index and rank your site for local searches. Dive into Google Search Console to see terms users are **actually** searching to get to your website. For the ambitious learner, we'll discuss how to optimize your Google My Business listing on Google Maps. Come with your Google Analytics account, Google Search Console or verified Google My Business Listing for a morning of hands-on optimization!

**Instructor:** Jayna Grassel, LunaMetrics

**Fee:** \$65

# CUSTOM TRAINING AND CLINICS

Got a great idea for a workshop? Searching for something that's not featured in our catalog? Having a tough time aligning schedules to attend a class? Custom training may be just what you're looking for. We can help you set up every aspect of your next staff workshop. Frequently requested topics include technology, communication, board development, fundraising, supervision and leadership, and staff management. Our extensive experience in conducting workshops can be tailored to your organization's specific needs. For more information, contact Susan Loucks at **412-397-6006** or [loucks@rmu.edu](mailto:loucks@rmu.edu).



# STAFF BIOS

**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 and has been recognized locally by several organizations, including the Girls Scouts and Pittsburgh City Council.

**Evie Gardner** is Consultant, Organizational Development and Finance at the Bayer Center for Nonprofit Management at Robert Morris University. She has teamed with a diverse set of clients on projects ranging from enhancing governance and evaluation practices to diversifying revenues and clarifying organizational strategy. Her integrated approach supports nonprofits as they use data and numbers to drive strategic decision-making. Evie holds a B.A. from the University of Wisconsin-Madison and master of public administration degree from the University of Pittsburgh. She was the 2012 Heinz Endowments Graduate Fellow, is an AmeriCorps alumna, and is the President of the Young Nonprofit Professionals Network of Pittsburgh.

**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.

**Susan Loucks** is Senior Consultant, Organizational Development and Strategy at the Bayer Center for Nonprofit Management at Robert Morris University. A longtime resident of Boston, she has worked as an organizational development consultant for nonprofits independently and with the Human and Institutional Development Forum in Bangalore, India. Particular areas of focus include transitions (e.g. leadership, business model, size), efficiently and effectively involving people in organizational improvements and systems development, and communication/conflict. Susan holds a master's degree from the University of Michigan, a bachelor's degree from Wellesley College, and a certificate in Grassroots Development and NGO Management from the School for International Training.

**Jennifer Pease**, Program Specialist, Covestro Center for Community Engagement at Robert Morris University, 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, maintains a public and professional writing certificate, and plans to pursue a master's degree in nonprofit leadership at Robert Morris University.

**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 and crafting the educational catalog. She mentors in the Women's Leadership and Mentorship Program and teaches in the Nonprofit Leadership Association, both at RMU. A Northsider and proud owner of a rescued pit bull, she's an animal rescue volunteer, 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 and visiting Disney World as often as possible.

**Carrie Tancraitor** is Consultant and Researcher 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 Ph.D. from Robert Morris University. An active volunteer, she is a marathoner and proud parent to three spirited boys and a tail-less shelter cat.

**Yvonne Van Haitsma**, Associate Director, Covestro Center for Community Engagement at Robert Morris University 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

**Valerie Beichner**, Executive Director of Friends of the Riverfront, is a seasoned nonprofit professional with experience in organizational efficiency, fundraising, community and economic development and more. At Friends, Valerie is tasked with reviving an organization in transition through program, fund development and volunteer diversification. She has significant experience in green building and green building products, sustainable corporate culture, advocacy and organizational leadership. Valerie is also President of Élan Evolutions, LLC, a nonprofit management consulting firm. Valerie earned a B.A. in political science at Clarion University and an M.S. in organization leadership from RMU. An avid runner and ultra-marathoner, Valerie is a volunteer coach for a local Girls on the Run team and a volunteer professional mentor for the RMU Women's Leadership & Mentorship Program.

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

**Ryan Brandt** is an accomplished Area Vice President, specializing in Strategic Consulting, including business plan and sales strategy development. His team helps local and national companies lower their cost of risk and improve their bottom line. His goal is to make sure clients are aware of market shifts, industry trends, litigation, & regulations pertaining to their industry. Ryan completed two tours in Afghanistan acting as First Reconnaissance Battalion Communications Chief; during which time, he received Medals of Accommodation for his hard work and dedication to the mission at hand. Ryan holds a B.S. in Criminal Justice from Methodist University.

**Stephanie Bucklew** has over twenty years' experience in enterprise risk management with a concentration in the financial services industry, serving primarily as a risk manager and consultant. Her ultimate goal is to provide services to advance the mission of nonprofits by cutting expenditures and adding to the bottom line.

**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-Owens** has more than 25 years' experience managing and growing foundations and nonprofit organizations. Before joining Steeltown Entertainment Project as Interim CEO, 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. She has also been an independent consultant to start-up businesses, foundations and nonprofit organizations. Wendy has a history of working collaboratively to develop strong internal and external relationships. She is also a successful fundraiser – obtaining individual donations, foundation and government grants from \$30 to \$3,000,000.

**Garrett Cooper** has spent years immersed in the financial, nonprofit, and technology sectors. Today, Garrett is the CEO of BenefitMany, a web and mobile app development agency with offices in Pittsburgh, Reno, and San Diego. BenefitMany helps small businesses, startups, and nonprofits to bring their app ideas to fruition. Prior to BenefitMany, Garrett was the COO of MortarStone, a leading donor analytics software provider to churches. Garrett holds degrees in finance (B.S. and M.S.) and nonprofit management (M.S.) and is a graduate of Academy Pittsburgh. He is also the founder and Chairperson of The Robert M. Rodrigues Fund, a nonprofit that gives back to his high school community.

**Brett Ashley Crawford**, Ph.D., Associate Teaching Professor, teaches at Carnegie Mellon University and serves as the Executive Director of the Arts Management and Technology Laboratory. Her research and consulting interests circulate in the realms of audiences, engagement, stakeholder participation, external relations, gender and management, 21st century management systems and technology. She holds an M.F.A. in arts administration and a Ph.D. in theatre history and criticism. She has 25 years of professional theatre experience as an AEA stage manager, director, writer, and theatre manager and has served as managing director for three institutions. She presents lectures and workshops to international and domestic audiences.

**Catherine DeLoughry** works with nonprofits, foundations and civic leaders to execute strategic decisions that accelerate change, to prototype and launch new initiatives and to be innovators. Now a consultant, she has served as an executive director, a senior nonprofit professional, and a board member focused on civic change, capacity building and strategic communications. She holds a bachelor's degree in anthropology from The University of Chicago and a master's degree in public administration and a certificate in nonprofit management from the University of Pittsburgh.



# INSTRUCTOR BIOS

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

**Evan Frasier** is senior vice president of Community Affairs for Highmark Health. An active member of the community, Mr. Frasier has served on more than 25 civic boards in his professional career, including his current service as a trustee of Carnegie Mellon University and the Carnegie Museums of Pittsburgh. He also serves on the boards of The Andy Warhol Museum, Jefferson Regional Foundation, The Pittsburgh Foundation, University of Pittsburgh's Institute of Politics and the Governor's Commission on African American Affairs.

**Trisha Gadson**, Executive Director of Macedonia FACE began a career in Child Welfare as a Child Protective Service Worker, followed by both intake and supervisory positions at Allegheny County Children and Youth Services. She implemented a medical foster care case management program at Mercy Hospital and served as the Training and Best Practice Technical Assistant for the Pennsylvania Statewide Adoption and Permanency Network. Trish serves as a trainer and curriculum writer for the Child Welfare Training Program of the University of Pittsburgh and is a member of the board of directors for the McKeesport Area School District. She recently completed a Ph.D. in community engagement.

**Tracy Grajewski** joined CareerMinds in 2017 with experience as a seasoned business consultant, talent leader and human resources executive, specializing in talent solution consulting, transition coaching, executive talent acquisition and change leadership. Her consulting collaborations have included CareerMinds, Ultimate Software, Boyden global executive search and the Center for Strategy Execution. She serves as the Vice President to the Board of Directors for Family Resources and SilkScreen Asian Film Festival in Pittsburgh. She is a member of SHRM and HRPS. Tracy holds an M.B.A. in transformational leadership and human resources from Syracuse University and a B.S. in marketing and Spanish from Juniata College.

**Jayna Grassel** has been working in digital marketing for almost a decade and grew up alongside Google. She began her career at a marketing agency in Cleveland before moving back home to manage the SEO program at DICK'S Sporting Goods. She currently consults for enterprise-level clients at LunaMetrics, using data and analytics to craft exciting and effective strategies. In her free time, she volunteers on local community boards, travels to exotic countries and fly fishes with her dad.

**Jason Hardy**, Manager, Assurance & Advisory Services at Grossman Yanak & Ford LLP, specializes in audit, review and compilation services for tax-exempt entities and non-public companies with significant experience performing pension and nonprofit audits. He earned his B.S.B.A. degree in accounting from Geneva College and obtained his CPA license in 2009. He is a member of the Pennsylvania Institute of Certified Public Accountants and the American Institute of Certified Public Accountants. He serves as Finance Committee Chair at Christ United Methodist Church, Treasurer of Mighty Penguins Sled Hockey, and is a board member for Metro Pittsburgh Youth for Christ.

**Michelle Pagano Heck**, President of Nonprofit Talent, has worked with the nonprofit community to improve the capacity of organizations through leadership consulting, organizational assessment, transition management and executive recruitment for 30 years. A graduate of The College of Wooster, she received her M.Ed. in Educational Psychology from the University of Pittsburgh. Prior to starting Nonprofit Talent, Michelle was Senior Consultant with Dewey & Kaye. In addition to her background as a strategy consultant and talent recruiter, Michelle was the Assistant Director of Admission for Allegheny College, a therapist and a school counselor, holding her PA state license as a guidance counselor.

**Denise Henning** is a CPA with over 30 years' experience including 16 years with Ernst & Young. Most recently, she served as the Interim Vice President of Finance and Operations for Bay Area Rescue Mission and Chief Financial Officer for City Mission in Washington, PA. Denise is passionate about building and strengthening the infrastructure of organizations to enable them to become financially sustainable, and position them for growth, which led her to pursue coaching and leadership development training. Denise recently earned certification in the Energy Leadership Index Assessment and Energy Leadership Development System, and is currently pursuing her Certified Professional Coach designation.

**Michael Hoffman**, PNC Senior Wealth Management® Relationship Strategist, is an experienced financial professional who looks at each client's complete financial picture and provides a customized solution designed to best meet their needs. Prior to joining PNC Wealth Management, Michael served as a vice president with PNC Institutional Asset Management and director of PNC Capital Advisors. He holds a Series 7 and 66, and he also earned the Chartered Advisor in Philanthropy (CAP®) designation. Mike is a current board member of the Mount Lebanon Community Foundation and a member of the Pittsburgh Children's Hospital Foundation Children's Trust.

**Beth Kanter** is internationally recognized thought leader in networks, social media, philanthropy, well-being in the workplace and training with over 35 years working in the nonprofit sector in capacity building. Named one of the most influential women in technology by Fast Company and one of the BusinessWeek's "Voices of Innovation for Social Media," She is the author of the award winning Networked Nonprofit Books and The Happy Healthy Nonprofit: Strategies for Impact Without Burnout. She writes "Beth's Blog," one of the first nonprofit blogs. Her clients include foundations, government agencies, and nonprofit organizations. She is adjunct professor at Middlebury College.

**Emma Gilmore 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.

**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.





# INSTRUCTOR BIOS

**Dave Onomastico** is the director of the youth and media program at Steeltown Entertainment Project with over 10 years' experience in video production, photography, multimedia management, sales, and marketing. A graduate of Duquesne University, Dave began his career by working as photographer/videographer with the documentary group ALT Project, where he was part of a team that won three Telly awards for cinematic excellence. Dave has worked in sales, management and marketing with companies such as Apple, Pythio, JSO Technologies, and FOX 53. He has worked with small business clients managing new ventures, start-ups, marketing, and multimedia projects.

**Miriam Parson**, ioby's Pittsburgh Action Strategist is a Pittsburgher who has worked in community development and sustainability for over a decade in Central and Western Pennsylvania. She holds a Master's in Sustainability and Management, LEED accreditation in the Operations & Maintenance certification, and the EcoDistricts AP.

**Mary Anne Poutous** is Chief Executive Officer for Transitional Services Inc., which provides residential and supportive services to individuals with psychiatric and intellectual disabilities. She is a licensed clinical social worker and a seasoned administrator with experience in operational, project and fiscal management whose work has ranged from child/family health and mental health services, community education, prevention and administration. She is a trainer on Quality Management and Performance Improvement and has a passion for assisting organizations with incorporating performance improvement into the work they do every day. Mary Anne has a master's in Clinical Social Work and a certificate in Human Resource Development and Training.

**Jane Ann Regan** has more than 25 years of experience in marketing and strategy development, in positions of increasing responsibility at H.J.Heinz, AT&T Wireless and Giant Eagle. This expertise in marketing, strategy and communication development led to the establishment of Regan Management Consulting, LLC. in 2012. As a resource for nonprofits and for-profits alike, she manages their strategic marketing needs including strategic planning, marketing analysis/planning and messaging, with project management to support implementation. Jane Ann takes a "hands-on" approach to quickly grasp a challenge, focus efforts into a set of realistic prioritized objectives with targeted plans to drive results.

**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.

**Robin M. Ryan**, Senior Manager, Assurance & Advisory Services at Grossman Yanak & Ford LLP has more than 25 years of experience in public accounting and focuses on providing audit services for privately-held entities and nonprofit organizations, specializing in matters pertaining to educational institutions and foundations. Robin is a Certified Public Accountant and a member of the American Institute of Certified Public Accountants. She currently serves as Treasurer for the Board of Directors of Attack Theatre and the Greensburg Hempfield Area Library. Robin is also an active volunteer for Go Red for Women, an American Heart Association initiative.

**Tony Ryzinski** has a passion for bringing focus and energy to developing brands that fuse organizational and constituent objectives, create or change perceptions and generate revenue. He has been a part of several successful business transformations and leads the development of new brands as well as rejuvenation of existing brands. Tony's experience spans startups through big brand, market leading nonprofit, not-for-profit and publicly traded organizations across healthcare financing, patient care, human capital, and technology verticals. His experience includes cause-oriented organizations focused on domestic violence, physical fitness and planned giving. Tony is president of Captivar Health Marketing. He's based in Pittsburgh where he lives with his wife, Donna, and their very energetic Goldendoodle, Rocco.

**Abigail Salisbury**, J.D., MPPM, is a PA-licensed attorney whose law practice, Salisbury Legal, LLC, focuses on serving the particular legal needs of nonprofits. As the former Executive Director of JURIST, a nonprofit legal news organization at Pitt Law, Abigail trained and managed several dozen volunteer staffers. Before starting her solo practice, she worked on international law and development projects in Kosovo, Ethiopia, and Senegal, and also worked as an academic research contract negotiator.

**Larry A. Silverman**, Esq., has been an attorney for 40 years. After a clerkship for the Honorable Donald Ziegler of the U.S. District Court, Larry joined Dickie, McCamey & Chilcote, P.C. from 1986-2002. He then became the first VP & General Counsel of the Pittsburgh Pirates before returning to private practice in 2012, representing small businesses and nonprofits with a focus on digital law, employment law and risk management. Larry is an Adjunct Professor at Pitt's School of Law, on the board of the Neighborhood Legal Services Association and is a member of the Greater Pittsburgh Arts Council, the American Corporate Counsel Association and the Sports Law Association.

**Rev. Sally Jo Snyder** is an ordained minister in the United Methodist Church and works in justice ministry settings as a community organizer on local, state and national levels, focusing on issues which impact marginalized populations, children, the impoverished, members of the LGBTQ community and people with disabilities. Since March of 2007, Snyder has been on staff of the Consumer Health Coalition where she is the Director of Advocacy and Consumer Engagement. Sally Jo serves as the Vice-Chairperson for the Pennsylvania Governor's Advisory Committee for People with Disabilities and is chairperson of the Health Workgroup.

**Lauren Steiner**, President and Founder of Grants Plus, is past president of the Grant Professionals Association Ohio-Northern Chapter and an active member and former board member of the Association of Fundraising Professionals Greater Cleveland Chapter. She is an alumna of Cleveland Bridge Builders and was named one of the "Top 25 Under 35" in 2007 by Inside Business Magazine. To fulfill her childhood dream of becoming a puppy washer, she volunteers at Love-A-Stray dog shelter where she walks dogs and cleans cages. Lauren holds a B.S. in Telecommunications from Ohio University and a JD from Cleveland State University, Cleveland Marshall College of Law, where she remains active in the Alumni Association.

**Julie Strickland-Guillard** is a community-focused change agent with over 10 years of cross-functional experience in organizational development within the social impact sector through planning, targeted communication, partnerships, and resource optimization. In her current role as Community Partners Program Manager of Global Links, she builds collaboration among safety net and human service agencies to improve health outcomes, dignity and independence for vulnerable communities surrounding Southwestern PA. She has 10+ years of experience as staff, board member and volunteer at over 7 Pittsburgh nonprofit agencies, including the University of Pittsburgh, the YMCA and The Allegheny Department of Human Services for Allegheny Link.



# INSTRUCTOR BIOS

**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. Since 1999, Maria has worked independently and collaboratively evaluating local, state and national programs, conducting needs assessments, and identifying and measuring child indicators. She has taught graduate level courses in evaluation, quantitative and qualitative research methods, family and child issues, and policy analysis for the University of Pittsburgh's Graduate School of Public and International Affairs, the School of Education, and the School of Social Work. Maria received her Ph.D. in developmental psychology from Michigan State University.

**Todd Whiteman** is the Executive Vice President at Enscoe Long Insurance Group, specializing in providing programs and consulting to the nonprofit sector. He is an active member of the community, including board service with Association of Fundraising Professionals and Pittsburgh Planned Giving Council. Todd was a founding member and first President of Young Nonprofit Professionals Network Pittsburgh, and worked to promote an efficient, viable and inclusive nonprofit sector focusing on the growth, learning and development of young professionals. His commitment to the sector also includes board service and volunteer work with the First Tee of Pittsburgh, Mental Health America Allegheny County, Junior Achievement and others.

**Joseph Zovko** has more than 20 years of accounting, auditing and tax experience with employee benefit plans, nonprofit organizations, and large to mid-size companies. Joe joined Louis Plung & Company in 2004, and prior to that he worked for other accounting firms in eastern Pennsylvania. Joe's nonprofit experience includes volunteer, health and welfare, human services, wildlife and conservation, and health care organizations. Joe is a member of Leadership Pittsburgh Class of XXXII and serves on the PICPA Pittsburgh Chapter board of directors. He has served on the boards of Habitat for Humanity (Allentown, PA), The United Way of Butler County and Rainbow Kitchen.

## MASTER OF SCIENCE IN ORGANIZATIONAL LEADERSHIP

### NONPROFIT LEADERSHIP TRACK or CERTIFICATE

The Master's in Organizational Leadership is an interdisciplinary degree which builds on your experience as a member of society interacting with a wide variety of institutions to learn how to effectively develop others and accomplish organizational goals. Members of a society conduct their daily lives engaged with their educational, political, cultural, religious, commercial, familial, community and governmental organizations. These organizations require effective and flexible leaders and followers to enable members to adapt to inevitable change and maintain a well-functioning society.

Robert Morris University elevates the M.S. in Organizational Leadership by adding a nonprofit focus. Students can choose either to complete the entire 30-credit graduate degree curriculum, or enhance their credentials with a 12-credit certificate.

Both are designed for those that supervise or lead a team in the nonprofit sector, or for those aspiring to do so. Students engage in courses and subjects that will enable them to acquire the analytical and practical skills necessary to effectively participate in a wide range of nonprofit positions such as philanthropic work, program evaluation, fundraising, fiscal management, community outreach and development.

Knowledge acquired in the classroom can readily be applied to serve your community and organization. Students completing the degree or certificate add to their academic and professional development, and have transferrable leadership and organizational skills that are recognized and valued in both the nonprofit and for-profits sectors.

#### Program highlights include:

- Offered online or hybrid courses at RMU Downtown
- Evening courses offered on ground at BCNM
- Curriculum designed for those that supervise or lead a team in the nonprofit sector, or aspire to do so
- Students acquire analytical and practical skills that are transferable to a wide range of positions and organizations
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The registration deadline for all classes is one week before the course begins (or the first session of a series.) 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](mailto:bcnm@rmu.edu) to request an invoice. Register early – space is limited. Please register and pay for courses online at [rmu.edu/bcnmregistration](http://rmu.edu/bcnmregistration).

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