



**SPRING 2020
COURSES**

**The BEST time to plant a
tree was 20 YEARS AGO...
The second best time
is NOW.**

**Celebrating 20 Years
2000-2020**



**BAYER CENTER FOR
NONPROFIT MANAGEMENT**

RMU.EDU/BCNM

Letter From Peggy Morrison Outon

Twenty years on ... do nonprofits still matter and warrant an investment in their capacity?



In this catalog, we celebrate 20 years of work and service to the nonprofit sector. At such a time, it feels fitting to ask the questions, "Is capacity-building for nonprofits still a useful investment of the community's time and money? What are the intentions and assumptions underlying the work of the Bayer Center for Nonprofit Management and it's newer sister, the Covestro Center for Community Engagement? Are these assumptions still relevant? What's next for nonprofits and their support systems?"

In late 1999, we began an examination of the capacity-building efforts in southwestern Pennsylvania. In a Foundation-rich region, I was told two things consistently by local opinion leaders:

- 1. We had more nonprofits per capita than most other places.** (Only partially true ... yes, we had lots, but the sector was exploding with growth all over the U.S. ... the corollary to this statement was that we had too many nonprofits. I have never agreed with that statement, but I have agreed that many were ineffective and wasted community investments.)
- 2. Nonprofits did not see themselves as businesses and would not act like a business; therefore capacity-building was futile.** (This has always seemed a specious argument to me. While it is abundantly true that nonprofits are not businesses – and should not be – there are many aspects of nonprofit management that can be productively informed by business practices.)

I did 166 interviews in my first six months in Pittsburgh. Another product of that business plan was a map of the existing capacity-building activities in our region. I found seventeen nonprofit providers as well as a number of for-profit consulting firms. But in examining the participation by nonprofits in their work, I found only about five percent of local nonprofits were using these classes and services. The question was "Why were these activities so poorly subscribed?"

Our charge was to do capacity-building that would attract additional participation, and address issues of incompetence and redundancy. But from my research, I also saw strength – dispersed, effective leadership in the sector and a business-nonprofit community who had worked together to solve its own problems. I saw a town in love with its own. I saw a place on the cusp of regaining its sense of self and worth ... and I saw a nonprofit community that recognized its responsibility to insist on greater justice and a community that works for all. I still see those things and I am proud of the part that RMU and its Centers have played in this ongoing renaissance.

Throughout our 20 years of work and service, we have held to these beliefs.

- 1. The community teaches itself.** We have worked with every consulting client to identify their strengths and to use their will for change to craft specific, individual solutions to the challenges they face. Further, we have been an agent for identifying expertise and organizing its use by others. More than 500 people have taught for us. These local experts – everyone from the Mayor to many foundation staff to attorneys, CPAs, marketing professionals – have shared their ideas, experiences and values with thousands of nonprofit leaders, mostly in small classes, most every week of the year, for 20 years. We have the stuff we need right here ... none of us is as smart as all of us ... dialogue is the teaching tool that delivers value.
- 2. We have a lot to learn.** There is much to know. It is very challenging to remain competitive and relevant. We had better be asking the right questions. We believe in the power of data and evidence. We have formally gathered data, most notably in our Wage and Benefit bi-annual study begun in 2002; but also in our notable work on pay equity issues, *74%: Exploring the Lives of Women Leaders in Nonprofit Organizations*, which attracted repeated national attention and over seven million media impressions. *74%* shone a hard, bright light on the hypocrisy of a social justice sector with a greater percentage of pay inequity than the business sector.

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Letter From Peggy Morrison Outon

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We followed that ground-breaking work with more research on employment in nonprofit and its concerning lack of sophistication in HR. These studies have formed a spine for our own program development as well as a call to action for the sector as a whole.

Over time, we have explored many other vexing issues in our classes and with our clients. Issues of privacy and transparency, issues of generosity and greed, issues of effectiveness and the greater good have all been at play in our work over these 20 years. I believe we have been participants in unleashing the sector's better angels.

3. We need to be able to better articulate measures of success and progress. Better evaluation of impact and measurement of real, positive change brought about by nonprofit solutions has dogged the sector the whole 20 years we've been at work. When Ronald Reagan began the process of governmental devolution and dismantling many government human service programs, the nonprofit sector stepped up. Often, the agencies lacked capacity for the enormity of the task, but they looked into the eyes of those in need and said yes. There was not a logic model or a business plan. There was decency and sacrifice. How do we quantify the efforts to eradicate the scourge of poverty? How do we combat the insistence for short-term measurement of long-term challenges?

In all that we do, we have worked with intention. We recognize the imperative that spending other people's money brings. We see the legitimate and important necessity of planning and measurement against goals. We resist the easy answers of short-term progress over long-term justice. This need for measurement, honesty and accuracy remains a persistent challenge and often, remains a sectoral failure.

So after 20 years, 3000 students and clients, thousands of classes and consulting engagements, convenings and research, have we answered our initial questions or merely added to the list? The answers demonstrate a true success of engaging many people both in nonprofits and the business community in improving nonprofit performance ... but the challenges of decency and justice that are watchwords for nonprofits seem to be under greater attack than most of us have seen in our lifetime. Issues of privacy, transparency and generosity go unanswered all too often. New challenges are the norm. No time for celebration ... to the battlements, dear ones ... the enemy, more visible and challenging, is at our gates.

What are the ramifications of the retirement of the Boomers who built the sector from 250,000 when we entered the workforce in the '70s to its current 1.6 million nonprofit organizations? I believe we will see great restructuring over the next ten years. With boards no longer protecting the interests of long tenured executives and government and other types of funding continuing to erode, mergers, acquisitions and dissolutions may dramatically increase. Younger leaders offer new skills, disruptive ways of working. We are going to need all they offer. I regret our sector did not offer them greater support as they came up, but we Boomers made it up as we built these places. I have faith that they will figure it out.

I maintain a belief that in tumultuous times, capacity-building matters even more. No doubt there will be new, innovative ways to build capacity. There remains a need for places like our Centers with a core belief in the importance of community solutions. A gathering place where people find like minds, warmth and humor for the lonely, hard days, characteristic of the nonprofit life will continue to matter. Content, technique and answers will change. Respect and optimism are irreplaceable to our future.

It has been a privilege to serve our beloved community, Excelsior and success to the generous, intelligent social architects of southwestern Pennsylvania. *Signing off ...*



Peggy Morrison Outon

New Year's Day 2020

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 News You Can Use:
 Developing Trends in Employment Law..... 11
 Performance Management: A Year-Round Pursuit 14
 Reality Check: Raising Race
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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 20 years of service to the nonprofit community, the Bayer Center has completed over 2,200 consulting engagements and educated over 11,500 students. Our consulting clients include human services, arts, faith-based, community development, environmental and educational organizations with budgets ranging from \$100,000 or less to more than \$50,000,000. Our intensive and customized management, governance, and financial consulting services are designed to educate leaders and have resulted in:

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

In short, at the Bayer Center, we work with you: *To provide effective and practical management and governance tools, information, education and research that strengthen nonprofit missions and multiply all investments of time, talent and money in regional nonprofit organizations.*



COVESTRO CENTER FOR COMMUNITY ENGAGEMENT

RMU.EDU/COVESTRO

CCCE 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 it's 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.

A Clear Vision for Pittsburgh Concert Chorale

Pittsburgh Concert Chorale (PCC), an all-volunteer, auditioned ensemble, has existed since 1985 to expand the reach of the musical arts in the greater Pittsburgh area. Their board president Ada Dierker was interested in taking a few summer classes at the Bayer Center when she stumbled upon the *BoardsWork!* program. Knowing that the PCC board was in need of some formal board education, she reached out to gather more information for her board and eventually signed them up to participate.

WHEN ASKED ABOUT THEIR BOARDSWORK! EXPERIENCE, SHE SAID...

I am in my second year of my presidency with the Pittsburgh Concert Chorale's Board of Directors. We hit an important 35-year milestone within the organization recently. The founders of the Chorale have all begun to retire, however, and with the changes in arts/musical nonprofits, we knew that we needed help. When I found *BoardsWork!*, I was thrilled with the offerings, especially with the cost in relation to our organization's working budget.

The Board of Directors of the PCC has made a great deal of strides to raise money, market the PCC, and foster growth of singers, audiences, and board members alike. The board, however, has not had formal training for many years (if ever), and our members were striving to learn more about how a board should function, and where we should be focusing our time and effort.

Our *BoardsWork!* retreat was AMAZING. Our facilitator met with me and with our head of finance to go over what activities and agenda items she thought would work best with what we hope to accomplish in the next year. She was able to pull our thoughts, ideas, and opinions together, which resulted in a greater understanding that we do, indeed, all have the same general goals for the PCC. What a relief! One of our board members told me, "Our facilitator did an excellent job of assessing where we were as a board and designing the workshop correctly for our organization. I came away with a clear vision of where we need to go to work."

We are very excited at the prospect of gaining a new board member through the matching program, and I am hopeful that there are classes that we can attend in the next few months that will help to get each committee off on the right foot. The board has become more friendly, open-minded, and excited to try new things because of *BoardsWork!*





COVESTRO CENTER FOR COMMUNITY ENGAGEMENT

RMU.EDU/COVESTRO

Ready to transform your organization?

We can help! To get engaged with *BoardsWork!*, SkillShare, or the Executive Service Corps, visit our website at www.rmu.edu/covestro or contact CCCE program specialist Jennifer Pease at 412-397-6013 or pease@rmu.edu.



BoardsWork! for Nonprofits

BOARDSWORK! CAN HELP YOUR BOARD OF DIRECTORS:

- Clarify board roles and responsibilities
- Sharpen strategic thinking and oversight
- Streamline policies and procedures
- Develop sound fundraising strategies

Additionally, we train service-minded individuals in effective nonprofit governance through a full day of learning and match them to your board through customized placement. Your organization becomes better equipped to carry out its mission with new, diverse individuals and skill sets. And the community you serve becomes stronger when these individuals become social leaders and advocates for your purpose.

BY PARTICIPATING IN *BOARDSWORK!*, NONPROFIT ORGANIZATIONS RECEIVE:

- Individualized governance assessment
- Customized, half-day board retreat
- At least one newly trained board member
- Discounts on BCNM nonprofit management classes

Investment in your board is an investment in your leadership, your future, and your stability - and ultimately, the success of your mission.

BOARDSWORK! WILL:

Assess: A governance assessment and interview with the board chair and executive director.

Strengthen: A customized governance retreat (up to 4 hours)

Expand: At least one trained board member match

Support: Ongoing governance help desk support for a year.

20 percent off Bayer Center classes for all board members

BoardsWork! matched member (up to seven complimentary additional classes at the Bayer Center)

These services are valued at \$2,500 - \$3,000.

SUBSIDIZED FEE:

\$500

(for nonprofits under \$2 million operating budget)

or

\$1,000

(for nonprofits at or above a \$2 million operating budget)

This program is subsidized by our corporate and philanthropic partners.



Fun and Exciting at the Bayer Center

LUNCH & LEARN

with the Bayer Center

More than we'd like to admit, we end up eating lunch alone at our desks. This spring, The Bayer Center wants you to eat your lunch in community (with both real-live humans or with friends across cyberspace)! Join us for our spring Lunch & Learns, where you and your sandwich can make new friends and learn something interesting and important to boot for just **\$25 per session**.

Executive Director Huddles

Thursdays, Jan. 9, Feb. 13, March 12, April 9 and May 14 from noon – 1 p.m. (Free, but RSVP required)

Conflict of Interest - Who, Me?

Thursday, Jan. 30 from noon – 1 p.m. (ZOOM online session)

Financial Leadership for Nonprofit Boards

Tuesday, Feb. 11 from noon – 1:30 p.m. (ZOOM online session)

Parking is a Fringe Benefit??

Wednesday, Feb. 19 from noon – 1 p.m.

Brave Space: A Conversation About Diversity, Equity and Inclusion

Thursday, March 19 from noon – 1:30 p.m.

Board Diversity: Including People with Disabilities

Monday, March 23 from noon – 1:30 p.m. (ZOOM online session)

Tips and Tools for Nonprofits to Advocate Successfully in an Election Year

Wednesday, March 25 from noon – 1 p.m.

Board Committees: Divide and Conquer!

Thursday, April 16 from noon – 1:30 p.m. (ZOOM online session)

Applied Research at the Bayer Center

Based at Robert Morris University, research is second nature to the Bayer Center. We know how important it is to understand the nonprofit world in which we work, and we strive constantly to deepen that understanding for you and for our own work. When we ask you to participate in one of our research projects, please do. Your quiet reflection leads to more effective action for all of us. And, if you need assistance with research of your own, the Bayer Center for Nonprofit Management at Robert Morris University is here to help.

Wage & Benefit Survey

When you're setting salaries, the Wage & Benefit Survey for Southwestern PA Nonprofit Organizations is the only comprehensive guide in our region. This invaluable tool gives you all the information you need to comply with IRS requirements for setting compensation packages, to remain competitive in your own retention and succession planning, and to develop organization-wide salary charts.

As we prepare to gather data for the 2021 edition, the cost of the 2019 survey will be reduced to \$100 for nonprofits with budgets under \$2 million, and \$150 for nonprofits with budgets over \$2 million. Once purchased, the research can be shared with anyone within your organization. Nonprofits who participate in the survey receive the results for free. For more information about how to purchase your copy, visit bcnm.rmu.edu/ProgramsServices/ResearchPublications.

Additionally, we will need your help to gather the new data this coming September. Once again, the survey report will be distributed to participants at no charge. Contact Carrie Tancaitor at **412-397-6003** or tancaitor@rmu.edu to find out how to participate.

74%+
seventy-four percent
Exploring the Lives of Women Leaders
in Nonprofit Organizations

In our region, approximately 74% of the nonprofit workforce is female, yet are underrepresented

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

WHAT NOW?

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

From the 74% research we found that local nonprofit organizations and individuals are

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

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 Bayer Center Financial Consulting, call 412-397-6000.

FINANCE CLASSES

Financial Leadership for Nonprofit Boards

Tuesday, Feb. 11 from noon – 1:30 p.m. (ZOOM online session)

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

INSTRUCTOR: Evie Gardner, Bayer Center

FEE: \$25

Parking is a Fringe Benefit??

Wednesday, Feb. 19 from noon – 1 p.m.

Is parking really a fringe benefit for nonprofit organizations? Hidden in the 2017 Tax Cuts and Jobs Act is a provision taxing employer-provided parking for nonprofit organizations that may increase their unrelated business taxable income. If your nonprofit owns or rents a building with a parking lot, or if your nonprofit organization pays a parking lease for one of its employees, you may have to start paying tax. You don't want to miss this important lunch and learn!

INSTRUCTOR: Joe Zovko, Louis Plung & Co.

FEE: \$25 Please bring your lunch.

Custom Training and Clinics

Like the topic but can't make the training? Want to bring a set of skills to your entire team? Searching for something that's not quite a match for what's in the catalog? Custom training may be just what you're looking for. We work with you to design and facilitate interactive trainings for groups of 5 to 105 on topics ranging from change management and leadership to communication and customer service. Our extensive experience in conducting workshops can be tailored to your organization's specific needs. For more information, contact Susan Loucks at loucks@rmu.edu or **412-397-6006**.

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Reading Comprehension: Financial Statements

Tuesday, March 17 from 1 – 4 p.m.

Are you new to reading and interpreting nonprofit financial statements? Or maybe you're ready to see the story that your financial reports are trying to share? Then this is the class for you! Bring your year-end or audited financial statements to this hands-on session (sample financial reports will also be available). Starting with the basics, we'll thoroughly review key nonprofit financial reports, focusing on the Statement of Financial Position and the Statement of Activities, while touching on how those reports translate to the IRS form 990 and possible Audit. Using questions and conversation, we'll translate your nonprofit's numbers into words and show how these reports reflect your organization's activities and overall financial outlook. You'll leave equipped to ask powerful questions at your next board or committee meeting!

INSTRUCTOR: Evie Gardner, Bayer Center

FEE: \$65

QuickBooks for Nonprofits

Thursday, April 2 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 set up 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

LOCATION: Bookminders, 101 S 10th St, Pittsburgh, PA 15203

Finance Clinics

Our clinics offer individualized, expert advice on topics of interest for only \$65 an hour and are available by appointment.

Prepping for an Audit Clinic

(2-hour minimum)

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

NONPROFIT MANAGEMENT

What isn't nonprofit management?

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

Some of the ways we assist organizations are:

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

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

NONPROFIT MANAGEMENT CLASSES

Executive Director Huddle

Thursdays Jan. 9, Feb. 13, March 12, April 9, and May 14 from noon – 1 p.m.

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

INSTRUCTOR: Wendy Burtner, The Nest Group

FEE: Free, but RSVP is required. Please bring your lunch.

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**.

Nonprofits Lead the Count: Preparing Your Organization for the 2020 Census

Thursday, Jan. 16 from 9 a.m. – noon OR
Monday, Feb. 3 from 1 – 4 p.m. OR
Tuesday, Feb. 25 from 1 – 4 p.m.

Every 10 years, the United States conducts a census of the entire population – a critical endeavor that determines congressional representation and allocates over \$675 billion in federal funding to support schools, hospitals, infrastructure and community-based services. Nonprofit organizations rely on accurate Census data to inform decision-making for grants, programming, and overall community impact. As such, they are critical stakeholders that need to be engaged in mobilizing individuals to complete the 2020 Census questionnaire.

During this interactive and hands-on workshop, you will hear from officials at the U.S. Census Bureau, representatives from local government, and community partners about efforts underway in Pittsburgh and throughout Allegheny County to increase participation in the 2020 Census. They will equip nonprofit organizations of all sizes with the right tools to become Census Hubs, including how to:

- Use data to inform Census outreach strategies in your community
- Educate your organization's staff, clients, and patrons about why the Census matters and how to combat misinformation
- Identify resources available to engage and mobilize individuals to complete the 2020 Census

INSTRUCTORS: Andréa Stanford and Jessica Mooney, Allegheny County; Bhavini Patel, beamdata; Alaa Mohamed and Feyisola Akintola, City of Pittsburgh; Hannah Locop, GPNP; Sheila Beasley, U.S. Census Bureau

FEE: Free, but RSVP is required.

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Conversation Work-Out

Wednesday, Jan. 22 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

Conflict of Interest - Who, Me?

Thursday, Jan. 30 from noon – 1 p.m. (ZOOM online session)

Many of us get asked to sign a conflict of interest form as part of our board or nonprofit service but haven't considered the myriad ways that conflicts of interest may actually surface – even with a group of good folks! If you thought conflicts of interest are a no-brainer, join us to learn the many ways we can be watching out for and proactively address this governance issue.

INSTRUCTOR: Susan Loucks, Bayer Center

FEE: \$25

Using the United Nations' Sustainable Development Goals in Your Work

Tuesday, Feb. 4 from 9 a.m. – noon

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

INSTRUCTORS: Yvonne VanHaitsma and Jennifer Pease, Covestro Center and Jana Lake, 3R Sustainability

FEE: \$65

News You Can Use: Developing Trends in Employment Law

Wednesday, Feb. 5 from 1 – 3 p.m.

2020 marks a new decade, and new changes to employment law. This session will review recent legal, social, and political developments impacting the workplace starting with changes to the new FLSA threshold pertaining to overtime rules. We'll also cover the impact of the #MeToo movement, how the 2020 Presidential election may impact the minimum wage, etc. and discuss how employers can proactively deal with these and other changes in HR law.

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

FEE: \$40

BoardsWork! Board Member Training

Thursday, Feb. 6 OR Tuesday, March 31 OR
Wednesday, June 3 from 8:30 a.m. – 4:30 p.m.

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

INSTRUCTORS: Peggy Outon, Evie Gardner and Carrie Richards, Bayer Center and Covestro Center

FEE: \$500 with matching services or \$400 without matching

Build-Your-Own Campaign: Annual Fundraising Appeals

Friday, Feb. 7 from 9 a.m. – noon

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

INSTRUCTOR: Jo Ellen Parker, ESC

FEE: \$65

How to Implement and Operate a Retirement Plan

Wednesday, Feb. 12 from 9 – 11 a.m.

Do you have a retirement plan for your employees? Are you following industry best practices? Join us to learn how to implement a plan and ensure you are aware of the best practices for your current plan. We'll discuss what type of plan is best for your organization, from individual IRAs to group 403B plans, and the pros/cons of each option and touch on the fiduciary and administrative responsibilities you have when offering a retirement plan. If you are offering a retirement plan and you do not know who the fiduciary is, then it's probably YOU! Additionally, we will provide a breakdown of the benefits other nonprofits are offering their employees to ensure your plan is competitive. You will leave with practical knowledge about your choices, plan, and liability.

INSTRUCTORS: Jack Ryan and William Ferguson, HB Retirement

FEE: \$40

Advocacy: The Why, the How, the Now!

Thursday, Feb. 13 from 9 a.m. – noon

Advocacy has become a buzzword that everyone's talking about. This course teaches what advocacy is, how to do advocacy effectively, and the lasting impact advocacy has on your clients and your agency. We'll cover:

- There is no try...only do: Advocacy without fear and with results
- It's all about the base: Building and maintaining effective coalitions
- You had me at hello: Telling your story with purpose, passion, and precision
- It's all connected: Moving from self to systemic advocacy
- Power plays: Knowing who has the power and how to influence those in power

INSTRUCTOR: Rev. Sally Jo Snyder, Consumer Health Coalition

FEE: \$65

The Principles of Negotiation as a Tool for Greater Success in Fundraising

Tuesday, Feb. 18 from 1 – 4 p.m.

What is a fundraising call but an important negotiation? Effective negotiation seeks to make the pie bigger, build mutual benefit, and come to a creative solution. We'll look at the principles of negotiation through case studies from the Harvard Negotiation Project and learn tools and methods that will help you when making a major ask from a foundation, corporation, or individual. Negotiation is a critical skill for successful fundraising – let's talk about sharpening that skill!

INSTRUCTOR: Peggy Outon, Bayer Center and Covestro Center

FEE: \$65

Leadership: Sustaining High Performance Levels

Wednesday, Feb. 19 from 9 a.m. – noon

Leadership is an influence relationship in which leaders and followers intend real changes that reflect mutual purpose. Meaning leadership is constant in all industries and profession. Everyone is a leader by influence not position. Join us in this innovative, interactive, and engaging lab workshop where attendees will be active participants in growing themselves as leaders while strengthening their leadership. This session will present strategies for leadership paradigm shift, advance leaders toward high performance levels in the workplace and circle of influence, provide opportunity to devise a plan of action with consistent system of execution, and engage in discussion on an array of leadership topics.

INSTRUCTOR: Dr. Karen Hall, Leadership Learning Labs

FEE: \$65

Executive Director Boot Camp

Thursday, Feb. 20 from 9 a.m. – 4 p.m.

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

INSTRUCTOR: Wendy Burtner, The Nest Group

FEE: \$125

Strategic Planning: The View from the Mountain

Tuesday, Feb. 25 from 9 a.m. – noon

Everyone knows the old aphorism – “If you don’t know where you’re going, any road will take you there.” But how do you determine together where you’re headed? This session will leave you with tools to help you determine a collective sense of direction, as well as a range of processes and resources that can ground that process in reality.

INSTRUCTOR: Susan Loucks, Bayer Center

FEE: \$65

What Is Your Plan If Your Leader Unexpectedly Leaves?

Wednesday, Feb. 26 from 1 – 4 p.m.

No one likes to think about a nonprofit leader leaving their post, especially if it is sudden. Without preparation for this event, an organization can be thrown into chaos that is guaranteed to create an unprecedented level of stress... and that might be difficult to survive. This interactive session will highlight the essential elements of Leadership Transition Preparation that every nonprofit should have in place. Attendees will receive a framework for an Emergency Transition Plan and begin to fill in the blanks during the session. We will also discuss preparing for a planned succession.

INSTRUCTOR: Wendy Burtner, The Nest Group

FEE: \$65

Igniting Change

Thursday, Feb. 27 from 9 a.m. – noon

We often know what we would like to change in our organization, but actually implementing that change is another story! Join us to gain a deeper understanding of how change occurs within an organizational system. You will practice skills that generate buy-in to change processes and be better positioned to leverage your own power for transformation.

INSTRUCTOR: Seth Hufford, The People Group

FEE: \$65

Planning and Running a Successful Capital Campaign

Wednesday, March 4 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

Developing Coaching Skills as a Manager

Thursday, March 5 from 9 a.m. – noon

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

INSTRUCTOR: Joel Burnstein, Keep it Simple Training and Development, LLC

FEE: \$65

Program Design Primer: Creating Fundable, Evaluation-Ready Programs

Tuesday, March 10 from 9 a.m. – noon

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

INSTRUCTOR: Jon Hoffman, Hoffman Consulting

FEE: \$65

Writing Effective Job Descriptions

Wednesday, March 11 from 9 a.m. – noon

A job description should be practical, clear, and accurate to effectively define your needs. In this session, you’ll learn how to conduct a basic job analysis in order to develop a job description reflecting the needs of a position. We’ll explore how to determine essential functions of a position and design job descriptions based on identified knowledge, skills, and abilities, in preparation of approval by appropriate human resources or legal department.

INSTRUCTOR: Sandra Marsh-McClain, PA Women Work

FEE: \$65

Telling an Impactful Story with Data

Thursday, March 12 from 9 a.m. – noon

Finding stories in data can be a challenge. Where should you turn for sources? How can you confidently report them? This workshop will introduce the typical kinds of stories that can be found in data, provide an introduction to economic impact and the types of data used in an analysis, and give you practice in finding your own data stories. You'll feel more confident "reading" datasets to uncover the stories they contain. A great resource for grant writers, project evaluators, strategic planning, or anyone interested in learning more about the communities you serve. Come and learn how to access and extract community data, hone your data-storytelling skills, and understand how economic impact reporting can benefit your organization!

INSTRUCTOR: David Primm, 412 Food Rescue

FEE: \$65

Conquering Your Donor Database Dragon

Wednesday, March 18 from 9 a.m. – noon

Having a database with information in it is one thing. Being able to get the reports and information you need back out is another. Learn how to make your database work for you and how to utilize it in your various fundraising efforts. This session is designed to help you clean up your database and create a strategy to leverage the database so you can make more data-driven decisions and spend more time raising money for your mission.

INSTRUCTOR: Dave Tinker, ACHIEVA

FEE: \$65

Brave Space: A Conversation About Diversity, Equity and Inclusion

Thursday, March 19 from noon – 1:30 p.m.

Come for a frank conversation about DEI, including what's working and what's not in your nonprofit. We will create a brave, safe space to ask questions, examine your own implicit biases, feel uncomfortable, and support each other in the journey to a more equitable nonprofit space.

INSTRUCTORS: Yvonne VanHaitsma, Covestro Center and Vernee Smith, FedEx Ground

FEE: \$25 Please bring your lunch.

Board Diversity: Including People with Disabilities

Monday, March 23 from noon – 1:30 p.m. (ZOOM online session)

This webinar will present information on considering individuals with disabilities as members of your board of directors and/or decision-making bodies. It will examine the value of diversity on decision-making bodies; learn how to include individuals with disabilities on your decision-making bodies; and understand the benefits to your organization of having a diverse group of decision makers. Also, how to accommodate individuals with disabilities as members of your board of directors will be discussed, as well as creating a successful group culture on your board of directors.

INSTRUCTOR: Guy Caruso, Institute on Disabilities at Temple University

FEE: \$25

WE CONSULT!

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

During our 20 years of service to the community, we have completed over 2,200 consulting engagements. Our clients include environmental, arts, education, human service, community development, and advocacy organizations with budgets ranging from \$100,000 or less to more than \$50,000,000.

Consulting Spotlight: Strategic Planning

Looking for a clearer focus on how you can meet the needs of the communities you serve? Tired of fighting fires and hungry for a longer-term view? It may be time to consider strategic planning.

At the Bayer Center, we believe your nonprofit has the answers. In strategic planning contracts, our job is to listen carefully and assemble all that we hear in a way that brings your potential choices to light.

- We have a variety of internally and externally focused tools to help surface information that will expand your thinking of what's possible
- We know how to involve a variety of stakeholders in decision-making in efficient ways that build engagement
- We know the world evolves quickly and can help create plans that are responsive to inevitable change

Client Story:

An established organization's solid foundation of success was challenged by the changing needs of their clients. Plus, their executive leader would be transitioning out in the next year. They needed a planning process that would connect them more deeply to their stakeholders, help them tell their new story for the future, and attract the right candidates for their soon-to-be open leadership position.

The Bayer Center conducted a comprehensive assessment process, gathering information from inside and outside of the organization and sharing it in a digestible format. Board and staff leadership worked together at a planning retreat, allowing them to identify appropriate areas of focus and emerge pointed in the same direction. Subsequently, working groups of staff and board developed goals and objectives, nailing down accountability and timelines.

The result? Years later, the organization gave us another call. They'd accomplished all of their goals, navigated a successful transition, and were ready to start the next strategic plan for a new set of opportunities and challenges!

We customize strategic planning contracts to match many different timelines and levels of complexity. Contact Susan Loucks at **412-397-6006** or loucks@rmu.edu to learn more.

"In many ways the service has been excellent in helping us plan for the future endeavors that would enhance our performance." – Trisha M. Gadson, CEO, Macedonia FACE

Tips and Tools for Nonprofits to Advocate Successfully in an Election Year

Wednesday, March 25 from noon – 1 p.m.

Nonprofits do not have to stay silent during an election season if candidates are discussing policy that is important to your mission. Bring your lunch and discuss how you can build a plan to advocate for election-year priorities in a non-partisan way that stays within legal guidelines.

INSTRUCTORS: Jen Blatz, AARP and Claire Smyth, Pennsylvania Treatment Alliance

FEE: \$25 Please bring your lunch.

Ask Now! Role-Play for Fundraisers

Thursday, March 26 from 9 a.m. – noon

Are you a front-line fundraiser who needs to sharpen your solicitation skills (and maybe build your confidence)? Are you nervous about sitting in front of a donor and asking for a gift? Role-playing is a critical component to interacting with donors. Even if you don't like role-playing – or prefer to watch your volunteers struggle through it – you likely agree that it's better than fumbling through a meeting with a donor. Practicing conversations with donors will build your confidence, help you remain nimble, and enable you to craft a succinct pitch for funding your cause. Join us for an interactive morning practicing your role in qualification and solicitation meetings.

INSTRUCTOR: Emma Kieran, Pilot Peak Consulting

FEE: \$65

Performance Management: A Year-Round Pursuit

Wednesday, April 1 from 1 – 4 p.m.

Employees, supervisors, and managers all seem to hate the performance management process equally. It is often time-consuming for supervisors and doesn't get the expected results. Employees may feel judged or not appreciated. Since feedback and documentation are critical to organizations, how do we make the process work better? Join us for this session on the good, bad, and ugly of performance management as we discuss best practices and some of the key components to better systems. We will also discuss the importance of continuous communication and feedback between employees and their bosses.

INSTRUCTOR: Phyllis Hartman, PGHR Consulting, Inc.

FEE: \$65

Incorporating DEI Into All Areas of Nonprofit Management

Thursday, April 2 from 9 a.m. – noon

Your nonprofit knows and is on the path to creating a more just world. Diversity, equity, and inclusion are on your radar, but how do you transform not only hiring practices, but outcomes measurement, board development, HR policies, strategy development, marketing and communications, etc.? We will work through an audit tool and recommend ways to move beyond good intentions to strategy and practice.

INSTRUCTORS: Luci Dabney, Program to Aid Citizen Enterprise and Yvonne Van Haitsma, Covestro Center

FEE: \$65

HR Roundtable

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.

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

TOPIC: Medicinal Marijuana

INSTRUCTOR: James W. Southworth, Esq., Dickie, McCamey & Chilcote, P.C.

FEE: Free, but RSVP is required.

LOCATION: ACHIEVA, 711 Bingham St, Pittsburgh, PA 15203

Equal Employment Opportunity Law: What You Need to Know

Wednesday, April 15 from 9 a.m. – noon

This course is a primer on what managers need to know about EEO law when it comes to hiring, firing, and everything in between. We will teach you the nuts and bolts about Title VII, the ADA (Americans with Disabilities Act), ADEA (Age Discrimination in Employment Act), and GINA (Genetic Information Non-Discrimination Act). We will cover best practices as they relate to hiring, promotion, and separation, as well as requests for reasonable accommodation. Learn about potential pitfalls, but also about the inherent benefits of diversity to organizations.

INSTRUCTOR: Lisa Hernandez, Robert Morris University

FEE: \$65

Board Committees: Divide and Conquer!

Thursday, April 16 from noon – 1:30 p.m. (ZOOM online session)

Nonprofit committees engage their board members in specialized governance issues, but many will admit their committees are outdated or less active than desired. We'll look at current committee structures and meeting best-practices, and explore interactive tools to plan, activate, and bring out the best in your board.

INSTRUCTOR: Evie Gardner, Bayer Center

FEE: \$25

Reality Check: Raising Race (Even When the Workplace is White)

Thursday, April 23 from 9 a.m. – noon

Racial Equity is an issue in every organization, no matter the skin tones of the staff. If you are, or want to be, part of raising questions of race equity in your own workplace, join us for this opportunity to share resources and practices that can keep this critical topic on the front burner. Bring your favorite tools and frameworks.

INSTRUCTOR: Susan Loucks, Bayer Center

FEE: \$65

Volunteers: The Lifeblood of Nonprofits

Thursday, April 30 from 1 – 4 p.m.

Volunteers not only are a means of efficiency, community outreach, and cost savings, but they bring completely different expertise and perspectives to the table. If you're not using them – you should! If you are struggling with volunteers, stopped using volunteers, or are considering implementing your first volunteer program, this is the class for you. We'll put forth statistics on the power and value of volunteers, and equip organizations to better recruit, retain, manage, and reward them for mutual benefit.

INSTRUCTORS: Peggy Outon and Jennifer Pease, Bayer Center and Covestro Center

FEE: \$65

Telling Stories that Stick

Tuesday, May 5 from 9 a.m. – noon

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

INSTRUCTOR: Trina Walker, TLW Strategy

FEE: \$65

Avoiding a Burnout Culture

Tuesday, May 5 from 1 – 4 p.m.

Burnout is pervasive in the modern workplace and affects employees at both for-profits and nonprofits alike. When a nonprofit experiences burnout on the organizational level, its debilitating effects extend to overall performance. We'll identify which of the 10 organizational stressors are creating and maintaining burnout in your culture and begin to develop an action plan to reduce stress, engage employees, and better serve your clients.

INSTRUCTOR: Geri Puleo, Change Management Solutions, Inc.

FEE: \$65

Improv(e) Your Networking

Wednesday, May 13 from 5 – 7 p.m.

For so many, networking can be intimidating but is a key skill to meet new donors, event partners, volunteers, and board members. This event will combine the traditional happy hour with improv-inspired exercises and proven tips to help build deeper connections at networking events. Exercises will focus on active listening and interpreting body language to break the ice and start a conversation. Following the interactive workshop, practice approaching new people and growing relationships at Threadbare Cider and Mead.

INSTRUCTOR: Elizabeth Sanchez, Impactful Improv

FEE: FREE but RSVP is required.

LOCATION: Threadbare Cider and Mead, 1291 Spring Garden Ave., Pittsburgh, PA 15212

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

Board Basics (2-hour minimum)

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

Bylaws Clinic

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

Employee Handbook Clinic (2-hour minimum)

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

Governance Clinic

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

HR Clinic

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

Marketing Clinic

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

Nonprofit Start-up Clinic (2-hour minimum)

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

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.

TECHNOLOGY

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

TECHNOLOGY CLASSES

Taking Advantage of Digital Fundraising Tools

Tuesday, Jan. 28 from 1 – 4 p.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. This will be a hands-on class, so bring your laptop, or feel free to borrow one from the BCNM laptop lab.

INSTRUCTOR: Dr. Brett Crawford, Carnegie Mellon University

FEE: \$65

Digital Literacy for Nonprofits

Tuesday, March 3 from 9 a.m. – noon

This session provides a framework for nonprofit organizations to begin to establish a strategy and culture that is increasingly data-driven and digitally enabled. It begins by understanding how you currently use and store data in various forms, and then envisioning what is possible with current technology. We will examine how to use logic models to leverage input, activity and process measures to both learn and improve outcome-based performance indicators. We'll demonstrate how to structure your quantitative and qualitative data and deploy technology to embed data collection directly into your normal processes so that data entry and analysis are not separate functions. We'll also provide examples of dashboards and data visualizations that result from digitally-enabled processes.

INSTRUCTOR: John Werling, World-Class Industrial Network

FEE: \$65

Conquering Your Donor Database Dragon

Wednesday, March 18 from 9 a.m. – noon

Having a database with information in it is one thing. Being able to get the reports and information you need back out is another. Learn how to make your database work for you and how to utilize it in your various fundraising efforts. This session is designed to help you clean up your database and create a strategy to leverage the database so you can make more data-driven decisions and spend more time raising money for your mission.

INSTRUCTOR: Dave Tinker, ACHIEVA

FEE: \$65

EXCEL DAY

Introduction to Excel

Tuesday, March 24 from 9 a.m. – noon

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

Intermediate Excel

Tuesday, March 24 from 1 – 4 p.m.

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

INSTRUCTOR: Sarah Thurston, Allegheny Department of Human Services

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

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Using Google Drive and Docs in the Workplace

Tuesday, April 14 from 1 – 3 p.m.

Google Drive is a free, collaborative tool that lets you keep all your work in one place, view different file formats without buying extra software, and access your files from any device. We'll take a hands-on dive into both Google Drive, as well as Google Docs, Google Drive's equivalent of Microsoft Word.

INSTRUCTOR: Garrett Cooper, BenefitMany

FEE: \$40 or \$60 for both sessions

Using Google Sheets and Slides in the Workplace

Tuesday, April 21 from 1 – 3 p.m.

This productivity workshop features a hands-on overview of Google Sheets and Google Slides, the equivalent of Microsoft Office's Excel and PowerPoint applications. Learn how to use these online versions of these two useful tools in a format that allows users to seamlessly collaborate on projects as a team.

INSTRUCTOR: Garrett Cooper, BenefitMany

FEE: \$40 or \$60 for both sessions

TECHNOLOGY CLASSES

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Creating Effective Social Media Content

Wednesday, April 22 from 9 a.m. – noon

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 or \$100 with afternoon session, "Content and Competition"

Content and Competition: Writing for Organic Search Targets

Wednesday, April 22 from 1 – 3:30 p.m.

In this course, we will cover the basics of trend research and keyword for SEO targets, including key on-page elements for targeting SEO strategies. We'll dive into an advanced foundational version of the research, implementation, and tracking for on-page content creation or optimization – the main elements in creating niche targeted site content for growing your SEO and organic search goals. Learning this methodology will give you trackable steps and focus task-based levels to counter the overwhelming uncertainty that often comes with developing on-page content.

INSTRUCTOR: Nick Pustay, Bounteous

FEE: \$50 or \$100 with morning session, "Creating Effective Social Media Content"

Conduct Online Meetings and Webinars with Zoom

Tuesday, April 28 from 1 – 3 p.m. (ZOOM online session)

Nonprofits can save time and money on travel across town or across the country by using web apps to host online meetings. This workshop will focus on Zoom, the leader in online meetings, yet many features can be found in other cloud-based meeting software. Zoom enables users to conduct multi-participant audio and video meetings and webinars, incorporating features such as screen share and live chat. Attendees will gain experience in using Zoom to conduct multi-participant, online meetings, and how to record and post this content on Vimeo to share with staff and clients. We'll review the features available in the free and paid versions of Zoom.

INSTRUCTOR: Garrett Cooper, BenefitMany

FEE: \$40

Advanced Excel

Wednesday, April 29 from 9 a.m. – 4 p.m.

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

INSTRUCTOR: Sara Thurston, Allegheny Department of Human Services

FEE: \$125

BAYER CENTER STAFF

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



Evie Gardner is Senior Consultant, Organizational Development and Finance at the Bayer Center for Nonprofit Management at Robert Morris University. She has teamed with an array of regional clients to enhance governance and evaluation practices, clarify organizational strategy, and increase diversified revenues. Her integrated approach assists nonprofit leaders in using 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 board of Bricolage Production Company.



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



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



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



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



Feyisola (Feyi) Akintola is the Special Initiatives Manager for the Office of Mayor William Peduto. A Nigerian-American, her work enables her to build bridges across cultures as she oversees the Welcoming Pittsburgh Initiative – an immigrant, refugee, and international integration strategy for Pittsburgh and the Sister Cities project – a cultural, educational, and economic development collaboration with cities across the world. She also represents the Office of Mayor Peduto in coordinating local preparation for the 2020 Census. Feyi holds a bachelor's degree in economics from the University of West Georgia, master's degrees in business administration and sustainability from Chatham University, and a Women in Leadership certificate from CORO Pittsburgh.

Dr. Sheila Beasley is the Pittsburgh Partnership Specialist for the United States Census Bureau, responsible for increasing public awareness and complete count participation in the 2020 Census. She is also a professional trainer in a wide range of topic areas, including marketing, diversity, and multiculturalism and personal/professional leadership. Sheila is a winner of the Pittsburgh Women of Excellence award presented by the New Pittsburgh Courier and Who's Who in Black Pittsburgh in 2015. She holds a bachelor's degree in marketing, a master's degree in communications and recently completed a Ph.D. in sociology and community engagement from the University of Pittsburgh and Point Park University.

Jen Blatz currently serves as AARP Pennsylvania's Associate State Director for Advocacy and Community Outreach in Allegheny County and Western Pennsylvania. Prior to her time with AARP, she worked on numerous candidate and issues-based campaigns, including a statewide campaign to preserve defined benefit pensions for Pennsylvania state employees. She earned a B.A. in sociology and political science from the University of Minnesota-Twin Cities and a master's degree in higher education administration from Boston University.

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

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

Guy Caruso is the Western Coordinator for the Institute on Disabilities at Temple University, Pennsylvania's University Center for Excellence in Developmental Disabilities Education, Research, and Service. He coordinates Institute training and related activities in the western part of Pennsylvania. Guy has worked in human services for 46 years, both in institutional and community settings. Much of his work has been with families and people with disabilities using person-centered approaches in helping families and people with disabilities plan their futures. He received his master's and Ph.D. from Syracuse University. He has been board president of several organizations.

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.

Luci Dabney, Executive Director of PACE, has an eclectic and general professional background in both the for-profit and nonprofit sectors. Her areas of specialty include organizational assessment, strategic and business planning, program development and evaluation, and resource development strategy. An experienced consultant, facilitator, public speaker, and trainer, she is the former Executive Director of the Cultural Arts Council of Houston and Harris County, where she supervised an annual grants budget of over \$7 million. Luci earned her bachelor of business administration from the University of Michigan and a master of business administration from the University of Houston.

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.

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

Dr. Karen Hall is the founder of Leadership Learning Labs and High Performance Level, LLC. A native of Pittsburgh, she earned her bachelor's degree from the University of Nevada Las Vegas, master's degree in organizational leadership from Geneva College, and doctorate degree in education in leadership and administration from Point Park University. An expert in leadership and team development, Karen navigates three careers; education, communication, and athletics. She speaks locally and nationally continuously to diverse groups of stakeholders. Her topics cover many areas namely; Transformational Leadership, Sustaining High Performance levels, Diversity and Inclusion, Coaching Crucial Conversations, and Embracing Change.

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

Lisa Hernandez is the Chief Human Resources Officer and Title IX Coordinator at Robert Morris University. Prior to coming to RMU, she was a Senior Trial Attorney with the U.S. Equal Employment Opportunity Commission's Pittsburgh Area Office for thirteen years, where she litigated single victim and class action lawsuits involving federal anti-discrimination laws. Prior to that, Ms. Hernandez clerked for both federal and state court judges, and worked as an associate in Reed Smith's Employment Law group. She obtained her J.D. and B.A. from the University of Pennsylvania.

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

Emma Kieran brings more than 16 years of fundraising experience to Pilot Peak Consulting. She has worked with over 50 nonprofits in her career as a coach, teacher, and change agent. Previously, Emma was the Vice President for Fundraising and Development at Orr Associates, Inc. (OAI) and a consultant with Changing Our World (CW). Emma holds an M.A. from Columbia University in organizational psychology, an M.P.A. from American University in nonprofit management and a B.A. from Connecticut College. Emma is a dedicated volunteer for The Ellis School for Girls, her alma mater, and for Girls on the Run.

Jana Lake is the President of 3R Sustainability and Chief Sustainability Officer of SRI Quality System Registrar, and helps clients realize the value of sustainability by defining the right strategy, goals, and metrics, combined with the best action plan to achieve them. As CSO for SRI, Jana led the work to become a B Corporation, for which the company was recognized as a "Best For The World" honoree for its positive impact on its employees. She is passionate about the role businesses need to play in achieving the UN SDGs, and is involved in a project to write corporate guidebooks for the SDGs.

Hannah Locop, Program Manager at the Greater Pittsburgh Nonprofit Partnership, was born and raised in South Florida and is a first-generation Filipino American. A graduate of the University of Florida with a B.A. in political science, Hannah interned everywhere from the campaign trail to Congress, discovering her strength as an advocate connecting people to policy. At GPNP, Hannah supports the nonprofit community of southwestern Pennsylvania through education, policy and advocacy, and organizing convenings, such as the 2019 GPNP Summit. Ask her about her most recent trip to the Philippines, her affinity for the ocean, and her fondness for food.

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.

Sandra Marsh-McClain is the RISE program manager at Pennsylvania Women Work. Previously, she worked in the Professional Development Services department at Carnegie Mellon University as a Staff Development Specialist. Additionally, she has been a member of the ordained clergy in the United Methodist Church for 24 years, where she served in numerous church settings, including the role of consultant working with area churches through times of discernment, change, and strategic planning. In 2015, she earned her master's degree from La Roche College in human resources, with an emphasis in organizational development, learning, and change. She also holds a master's degree from Southern Methodist University.

Alaa Mohamed currently serves as a Policy Coordinator in the Office of Equity, where she serves as support on research, policy, and programming. Before joining the Mayor's office, Alaa served as a Program Manager for The Global Switchboard, a nonprofit based out of Lawrenceville that stewards a network to transform the Pittsburgh region into a more globally engaged and equitable community. Alaa is a graduate of the University of Pittsburgh and currently resides in East Liberty.

Jessica Mooney is Manager of Special Projects for Allegheny County, responsible for assisting the Director of Community Relations & Special Projects in interfacing with communities on issues relating to trails, education, veterans affairs, and municipal issues, and is engaged in the Census 2020 efforts at the county level. Her passion for communities and land use coalesce in her involvement with the Allegheny Land Trust where she has been on the board since 2007. Jessica holds a B.A. in urban studies and anthropology from the University of Pittsburgh and an M.S. in public policy and management from Carnegie Mellon University.

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

Bhavini Patel is the CEO and co-founder of beamdata, which merges data science with social issues to build accessible data tools for community organizations. As a Pittsburgh native, Bhavini serves as the Vice Chair of the Edgewood Democratic Committee. She also volunteers her time on the boards of several nonprofits, including the Bhutanese Community Association of Pittsburgh and Civically Inc, which is a Wilkesburg-based nonprofit dedicated to community development. She is a graduate of the University of Oxford and was recognized as 30 Under 30 by the Pittsburgh Business Times and The Incline's Who's Next: Politics 2018.

David Primm is the Chief Program Officer at 412 Food Rescue, where he manages regional food recovery operational strategy, growth, data, supply chain logistics, and more. He volunteers his time advocating for youth mentoring programs, community services, and eliminating food waste.

Dr. Geri Puleo is President/CEO of Change Management Solutions, Inc., an eLearning and coaching company dedicated to eradicating workplace burnout in order to build employee resiliency and the creator of the Burnout During Organizational Change (B-DOC) Model, a research-based solution that defines the descent and recovery of workplace burnout. A frequent and popular keynote speaker, her TEDx Talk on *Burnout v. PTSD: More Similar Than You Think* has been viewed over 300,000 times on YouTube. Holding both SPHR and SHRM-SCP senior HR certifications, she has been an entrepreneur for over 25 years, an author, blogger, career coach, university professor, and researcher.

Nick Pustay is an SEO consultant for Bounteous, where he creates strategies from in-depth technical SEO audits and a lot of exploratory research into the algorithms that search engines use. In addition to working with national brands, he has also spent years working with small businesses, start-ups, incubators, and accelerators, working alongside the disruptors using the fast and hungry approach to push back against huge brands. With his skills in web design, paid ads, analytics, development, research, graphic design, and many more aspects of digital marketing, he has worked with a lot of strategic partners in creating holistic marketing strategies.

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-InCharge with the Federal Deposit Insurance Corporation (FDIC) for 11 years before joining Bookminders in 2001.

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

Beth Sanchez is the CEO of Impactful Improv. Beth was introduced to the concept of improv for skill development while earning her MBA at Duke University, The Fuqua School of Business. Beth facilitates interactive experiences to help individuals and teams improve active listening, effective networking, adaptive thinking, and creativity. Beth also serves as President of the Board of Trustees for the Shaler Area Education Foundation. Prior to founding Impactful Improv, Beth held positions with Highmark, The Walt Disney Company, Government Contractors, UPMC, Ariba, and Accenture. Beth is a proud alumna of Grove City College and Leadership Pittsburgh's Leadership Development Initiative.

Stephen Shope is a business and economic development consultant. He founded his firm, Utopia, in 1994. His portfolio of work includes entrepreneur coaching, cottage industry incubation, small business growth strategies, and corporate restructuring initiatives with Fortune 500 Companies. Steve is currently serving his third service appointment with the U.S. Dept. of Commerce, U.S. Census Bureau as Supervisory Partnership Specialist.

Vernée Smith has a diverse background in corporate, nonprofit, and educational organizations, which gives her unique insight and perspective into adult learning. As a Corporate Learning Specialist, she currently educates FedEx Ground employees on core competencies, focusing on soft skills. She has served on nonprofit boards and committees, as well as participated in panels for the Performing Arts Consortium and The Bayer Center for Nonprofit Management. Vernée has bachelor of arts in theatre performance and a theatre history minor from Pennsylvania State University. She is a former creative arts educator and is a practicing actor, writer, and podcaster.

Claire Smyth is a government affairs professional who currently serves as the Government Relations Coordinator for the Pennsylvania Treatment Alliance (Familylinks, POWER, and Sojourner House), managing government advocacy at the federal, state, and local levels. Claire began her career working within the Washington state Attorney General, House of Representatives' Speaker, and Majority Leader's offices, as well as the Idaho state Senate. Prior to her work in government, Claire spent over 10 years working in the financial and commercial real estate industry. Claire graduated summa cum laude from Eastern Washington University, earning a bachelor of arts degree in social and behavioral sciences and social work.

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.

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

Andréa Stanford is Assistant County Manager for Allegheny County. She is past president of the YWCA Greater Pittsburgh Young Leaders Board, a former Partner in the Social Venture Partners Pittsburgh network, serves on the board for the Kelly Strayhorn Theater, and volunteers with Strong Women, Strong Girls. Andréa was a 2017 recipient of the Greater Pittsburgh ATHENA Young Professional Award, which recognizes an emerging leader who demonstrates excellence in their profession, contributes to their community, and helps other women succeed through mentorship. Andréa graduated cum laude with a Bachelor of Science in Business Administration degree from the University of Pittsburgh.

Sarah Thurston is the Manager of Data-Driven Models at the Allegheny County Department of Human Services. She has been with the County for 10 years in various roles, ranging from Data Analyst to Quality Assurance Director for a federal grant program. In all these positions, data has played a central role in decision-making and evaluation of human service effectiveness and outcomes – ideal for Sarah's strengths of logical, linear thinking. Outside of work, she enjoys time with her family and volunteers with Big Brothers Big Sisters in the Mentor2.0 program and with the Community Advisory Board of WQED.

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.

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

John Werling, Partner, World-Class Industrial Network, directs WIN's Operational Excellence services and has 20 years of experience supporting data and technology-enabled process improvement. Until 2017, John was the President of eCap Network, a for-profit social venture that leveraged data and analytics to source and qualify over \$20M in alternative funds for energy efficiency and clean energy projects. For dozens of for-profit and nonprofit clients, John has supported enterprise application development and deployments that leverage data for improved decision-making and process outcomes. John has a degree in operations management and decision sciences from Robert Morris University and is a Lean Six Sigma Black Belt.

Joseph Zovko joined Louis Plung & Company in 2004 and has more than 25 years of accounting, auditing, and tax experience with employee benefit plans, nonprofit organizations, and large to mid-size companies. He holds extensive industry experience within nonprofit, manufacturing, construction, retail, agriculture, and real estate companies. His nonprofit clients range from volunteer health and welfare, human services, and foundations. Joe is certified to perform audits in accordance with the Uniform Guidance and Yellow Book and his employee benefit plan experience includes defined benefit, defined contribution, and 403(b) audits. He currently conducts audits for more than 20 benefit plans ranging in size from 100 participants to more than 14,000.

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Bayer Center Staff, Board, Funders & Partners

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Susan Loucks

PROGRAM SPECIALIST, COVESTRO CENTER FOR COMMUNITY ENGAGEMENT
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FUNDERS

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

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The Forbes Funds of the Pittsburgh Foundation
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...and our generous individual supporters and the invaluable nonprofit organizations whom we serve as clients and students!

The Bayer Center is proud to partner with:

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

GPNP
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PACE
BUILDING CAPACITY BUILDING COMMUNITY

PHRA
PITTSBURGH HUMAN RESOURCES ASSOCIATION

SUSTAINABLE PITTSBURGH
Our Region Our Resources Our Future

United Way
United Way of Allegheny County

The Bayer Center is a member of the following organizations:

ALLIANCE
for Nonprofit Management

esc US
strengthening our nation's nonprofits

Greater Pittsburgh Nonprofit Partnership

PANO

Course Registration

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

SCHOLARSHIPS

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

WITHDRAWAL AND REFUND POLICY

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

CANCELLATION POLICY

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

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.

DISCOUNTS*

Three or more classes:

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

BoardsWork! Nonprofit Partners:

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

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

PLEASE NOTE

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