

The Pathways' Nonprofit Fundamentals workshop series will help your organization build a sustainable future by increasing your knowledge of running a successful nonprofit. Nonprofit Fundamentals Certificate Program courses are offered to nonprofit organizations based in the 18 counties of western North Carolina. Take eight of the 20 Nonprofit Fundamentals courses in the series to earn a Nonprofit Fundamentals Certificate!

Fundamentals workshops are free for participants from WNC-based organizations with budgets under \$50,000. For organizations with budgets over \$50,000, each online course costs \$50 per person. *Pathways is committed to making these courses accessible to all nonprofit leaders in WNC. If you would like to attend but the cost is a barrier, please don't hesitate to reach out to us at contact@nonprofitpathways.org.*

Upon completing each course, participants affiliated with nonprofits based in and serving one of the 18 western North Carolina counties will be eligible for **three hours of free follow-up coaching** to help you implement what you learned back at your organization. Coaching will be provided on a first-come, first-served basis and dependent on instructor availability.

Please let us know if you need special accommodations to attend workshops. It is requested that individuals requiring language interpretation, auxiliary aids such as sign language interpreters, and alternative format materials notify us at least seven working days in advance. Every reasonable effort will be made to provide accommodations in an effective and timely manner.

Spring 2023 Class Information

***click the class title to register**

[Grant Writing 201](#)

Instructor: Mark Goldstein

January 25 & 26, 2023

***Recommended prerequisite: [Grant Writing 101](#) or intermediate-level experience.**

As grant writers gain experience, they play an increasingly significant role in fundraising. This course for developing and intermediate proposal writers helps demystify the more advanced aspects of grant writing that may follow. These include writing federal grant applications; improving upon project budgets; building systems that save time, reduce effort, and improve organizational readiness for grant opportunities; navigating organizational weaknesses or dysfunction; presenting community needs without inadvertently denigrating clients; maintaining national grant writing standards; and stewarding and reporting on grants. Attendees will be inspired to reach new heights and to develop a plan for achieving personal and organizational proposal writing goals.



Mark Goldstein, CFRE, is most sought after as an expert proposal writer and project strategist. He is the President/CEO of Communication Mark, a grant writing firm founded in 2000. Mark originated the Open Communication Fundraising Model, a system that enables organizations to work cooperatively toward community and fundraising goals. Mark has consistently served nonprofits as a staff member, board member, or consultant since 1991. He has raised more than \$70 million for his clients and employers by obtaining grants for organizations of all types, sizes, and locales, particularly for health, human services, community development, and technology needs. Mark is the 2023 President of the

Grant Professionals Association NC Chapter and is an active member of the Association of Fundraising Professionals (AFP) of WNC.

[Exploring Equity 201](#)

Instructor: Danae Aicher

February 8 & 9, 2023

****Equity 101 is a prerequisite to register and is only open to those who have completed the class.***

Even when we are doing good work in our nonprofits, oppressive and exclusionary practices can exist. This six-hour advanced-level equity course will build on the foundational principles and concepts of Exploring Equity 101, in which participants gain an understanding of unconscious and implicit bias, personal identity, and systemic racism.

In this brave space, participants will deepen their understanding of the common mechanisms perpetuating white supremacy culture in nonprofit organizations, systems, policies, and practices. This workshop aims to develop a critical thinking practice to institutionalize equitable practices within our organizations. Workshop participants will be challenged to intentionally and creatively operate in a manner that interrupts systemic oppression in and throughout their organization. Get ready for honest dialogue, active listening, courageous conversations, and participatory change.



Danae Jones Aicher is an experienced Equity and Inclusion facilitator with a gift for creating brave spaces for people to address difficult topics around race within their organizations. Danae is a former mass communications professional with a degree in history and more than 20 years of experience in news, politics, and public relations. She utilizes her experience to help teams understand how racist systems and policies replicate and perpetuate themselves in an ongoing cycle unless they are intentionally interrupted.

[Fundraising Essentials 201: Expanding Your Impact](#)

Instructor: Angela Kempber, CFRE, MA

February 15 & 16, 2022

**** Recommended prerequisite: CFRE and/or 5+ years of professional fundraising or development experience.***

Do you find yourself pulled in multiple directions to raise funds to support your organization's work? In this 200-level workshop, you will learn how to create reliable systems that result in increased giving. The key to achieving your organization's next level of success is expanding your donor and prospect pipeline from acquisition to transformational giving. In this interactive workshop, you will cover the science and best practices for effective major donor fundraising, mid-level donors and upgrades, and strategic donor segmentation. We will also explore new messaging concepts that engage funders in need of, and impacted by, your organization's work. Get ready to develop practical strategies for implementation that strengthen your fundraising plan, share ideas with colleagues, and tailor several systems to apply in your own work.



Angela Kemper, MA, CFRE, is a successful fundraiser, trainer, and consultant with expertise in strategic communication that has generated results in nonprofit and corporate organizations for over 30 years. She has held executive positions for fundraising and membership programs, leading to successful multimillion-dollar capital campaigns, double-digit increases in annual campaigns, special events, and membership growth, and expanded staff and board capacity. As a consultant for more than 24 years, Angela has worked with nonprofits and funders in North Carolina, the Southeast, and nationally. Her expertise includes annual and campaign fundraising, donor base analysis and portfolio development, membership program growth, nonprofit capacity building, strategic planning, and board development. She is an Association of Fundraising Professionals Certified Master Trainer and has completed BoardSource's Certificate of Nonprofit Board Consulting.

Communications

Instructor: Stacey Parkins Millett

March 1 & 2, 2023

Effective communication plans play a crucial role for nonprofits. Communicating clearly and persuasively is vital to a successful nonprofit organization. This workshop will help you develop the tools and strategies to pull all the pieces together to create a communication plan, whether to raise money or awareness of your mission. Learn new skills, gain resources to help your organization achieve your communication objectives, and create a thoughtfully developed plan to address your nonprofit's most pressing goals.

You will discover how to:

- Craft a communication strategy
- Clarify your organization's attributes and develop messages to stand out
- Understand your audience and market
- Develop strategies for public outreach, including media relations and social media
- Explore crisis communication guidelines



Stacey Parkins Millett provides consultant services to nonprofits after a full-time career in philanthropy, health equity, and community development. She's held leadership roles in local, regional, and national organizations. Her early career as a journalist with CBS and PBS TV stations in Harrisburg, Pennsylvania, involved writing news stories and documentaries. She shifted gears to assume leadership roles in community development and grantmaking to advance the common good. Now, after 30 years, she's resumed her writing passion with a focus on fiction. Stacey practices Yoga, relishes swing dancing and has run sixty marathons. She grew up on New York City's Lower East Side and lives between her childhood home and Asheville, North Carolina.

Coaching for Top Performance

Instructor: Althea Gonzalez

March 8 & 9, 2023

Coaching is an essential tool in being an effective leader and is critical to generating top performance in your team. As a coaching leader, you can help your team translate thought into action and take responsibility for their results. Adopting a coaching style when engaging with your staff will improve your ability to lead, manage, develop, and support them to do their best work. In this hands-on, interactive workshop, you will:

- Explore your strengths and growing edges in coaching
- Learn and practice key coaching skills
- Learn how to add a coaching approach to almost any work conversation
- Begin to see the benefit to you and your team of spending time on developing others

Part of this workshop content is based on the book: *Coaching Skills for Nonprofit Managers and Leaders: Developing People to Achieve Your Mission* by Judith Wilson and Michelle. Wilson, Judith, and Michelle Gislason. There is no requirement to purchase this book for the class, but it's a highly-recommended resource.

"Effective leaders must have the ability to motivate others, grasp complex issues, act with purpose, and provide a compass for others to follow." – Doug Silsbee



Althea Gonzalez is a seasoned, bilingual (English/Spanish) and bicultural professional with over 20 years of experience in the nonprofit and philanthropic sector in a range of consulting, coaching, and leadership roles with an emphasis on projects involving grassroots, immigrant, and Latinx communities. She's worked with hundreds of organizations across the US, facilitating community conversations, leading grantmaking programs, and providing consultation and training on organizational capacity-building topics such as board development, equity, and strategic planning. In addition to her work with organizations, Althea is an executive coach serving as a thought partner, an accountability coach, and a resource connector for organizational leaders. She holds an MA in Adult Education, specializing in Training & Development, from NC State University and a BA from the University of Chicago. Althea has lived in Western North Carolina for over 25 years. Born and raised in Miami, Althea is the proud daughter of Cuban refugees.

[Building a Purpose-Driven Board](#)

Instructor: Allison Jordan

March 22 & 23, 2023

An organization's purpose is its reason for existing. Strong Board Development is essential to create a firm foundation to move the organization closer to actualizing its mission. Effective Boards are made up of passionate individuals that are clear on their roles and their reasons for being on the Board. This course will explore ways to engage, retain, and motivate your Board by exploring the following:

- The difference between Board Development and Nominating
- The definition of Board Development
- Who's responsible for developing the Board
- A year in the life of the Board Development Committee

Join Former Executive Director and Board Member Allison Jordan to learn the Board Building Cycle, how to be intentional about bringing on new board members that are clear about their purpose, and how to keep them engaged once they are on the Board.



Allison Jordan is a certified Coach, Executive Director, Mentor, and Trainer who helps leaders meet their goals, grow and do good in the world. After leading Children First/Communities In Schools of Buncombe County as chief executive for 11 years, Allison Jordan became a coach and executive director mentor to help other leaders succeed and help them better support their teams. Allison has served as the Director of Training for Organizational Impact for Communities In Schools NC, the Executive Director of Children First/Communities In Schools of Buncombe County, and as a board member for numerous boards. Allison holds a Master's of Science in Community Leadership from Duquesne University, a Bachelor of Arts in Psychology from UNC-Asheville, a certificate from CoachU, a certificate from BoardSource for Nonprofit Board Consulting, and is Dare to Lead Trained.

[Basic Accounting for Nonprofits](#)

Instructors: Michelle Tracz, CPA, CFE, CGMA & Wade Rogers, CPA

April 10 & 11, 2023

Do you struggle with how to account for and record the financial transactions of your agency? You're not alone! This course will help you understand the basic accounting rules that govern how all transactions are recorded and how funds are tracked. You will also learn what is meant by double-entry accounting and natural account balances in your accounting structure so that you can make sense of your chart of accounts. We will explore the differences between accrual-based and cash-based accounting, strategies for making the most out of your accounting system, how to employ sound accounting policies and controls, and why nonprofits should not ignore sales tax consequences in their accounting transactions. Finally, once we know how the transactions are recorded, we will see how they come together to form financial reports so that staff, Board, and stakeholders have the information they need to support your organization's mission.



Michelle Tracz, CPA, CFE, CGMA, has over 30 years of experience encompassing public accounting, internal auditing and compliance, and financial management in manufacturing and not-for-profit industries. In 2012, Michelle Tracz, CPA, CFE, PLLC, was established as an accounting and consulting practice. The firm specializes in assisting small to mid-sized businesses and not-for-profit agencies to help them meet their accounting and financial reporting needs, fill gaps in staffing and manage special projects. Michelle and her team assist business owners, CFOs, Executive Directors, Controllers, and Board Members by providing Contract CFO, Contract Controller, Accounting/Bookkeeping, and Consulting services.



Wade Rogers, CPA, has over 30 years of experience in accounting and finance, including 20 years in the nonprofit sector. A CPA, he is a graduate of Florida State University (BA in Accounting) and the University of Illinois (MS in Accounting). Wade started his career with an international public accounting firm, followed by positions with a multinational manufacturing company in the US and France. Transitioning to the nonprofit sector, Wade has worked as the controller of a private foundation and finance director of several nonprofit public charities. In addition to his work with WNC Nonprofit Pathways, he now works as an independent consultant assisting nonprofit organizations in implementing and maintaining effective financial reporting and control environments.

[Sustainable Strategic Planning for Nonprofits](#)

Instructor: Melissa Le Roy

April 20 & 21, 2023

As our world and communities change, we are called to adapt and reflect the changing landscape while staying true to our organization's core purpose. Strategic planning creates the space for visioning that is often hard to find in the day-to-day hustle.

This class will examine the parts of a strategic plan, including the vision and mission statement, values, and goals that will guide the organization into the future. You will:

- Explore strategic decision-making tools you can use to analyze your respective nonprofit and plot a course for your organization's future.
- Learn about SWOT Analysis, BCG Matrix, the Sustainability Matrix, and the Strategy Canvas.
- Have the opportunity to work in small groups and apply the tools you learn, evaluate an organization, and understand the process of constructing a Sustainable Strategic Plan.



Melissa Le Roy, a graduate in Entrepreneurship with a minor in business law from Western Carolina University and a graduate in Nonprofit Management from Duke University, teaches nonprofit management classes throughout North Carolina, South Carolina, and Virginia for Duke University and Western Carolina University. She is a past board member of the North Carolina Center for Non-Profits. For four years, she contributed a regular “Nonprofit Leadership” column for the Tryon Daily Bulletin and currently offers her services as a consultant through her own firm, OnFire Nonprofit Consulting. You can also view her TEDx talk [“A Love Affair, the Art of Not Asking”](#) on Nonprofit Fundraising.

Individual Donor Development

Instructor: Kimerly Hinkelman

April 26 & 27

Understanding how to raise money from individual donors is paramount to nonprofit organizations. Finding and cultivating individual donors is a work-intensive, long-term investment for any nonprofit. Learn how to master practical techniques for successful individual contributions related to prospect research, cultivating individual support, making "the ask," and stewardship. Also, where to start your prospect research, tips on best research sites, and utilizing the information found to cultivate and solicit potential donors. Participants will learn how to build and use donor databases to implement fundraising strategies successfully.



Kimerly Hinkelman has been a trusted leader, resource, and advocate for nonprofit organizations for over 35 years. She applies her diverse leadership experiences to assist health & human service organizations across the country to advance their missions. As the principal of Hinkelman and Associates, Kim takes the panic out of projects for her clients because she always brings a sensible, level-headed approach. Her professional experience includes serving in executive-level leadership positions for health systems, hospital foundations, and nonprofit agencies. A frequently sought-after facilitator and teacher, Kim's specialty areas include fund development and fundraising, external relations and partnerships, strategic planning, volunteer programs, and board development.

Human Resources

Instructor: Nicole Norian, SPHR

May 10 & 11, 2023

Your employees are essential to achieving your mission. You want to create a workplace where they can thrive, contribute, and find joy in their work. When your team feels valued and respected, their success makes a difference for the people you serve.

This course will explore key components of attaining and retaining the workforce necessary for your organization to be successful. Whether you're a nonprofit leader who has HR oversight or someone who has daily responsibility for Human Resources, this class will provide Human Resource essentials, new ideas, and tangible takeaways.

- Balance and integrate Human Resource's strategic and operational roles
- Bring an equity lens to Human Resource services & programs
- Provide an overview of employment laws & compliance thresholds
- Build and develop your team with intention
- Understand recruitment challenges and opportunities
- Create a culture of ongoing performance feedback

All participants will receive a resource guide designed to support you in your Human Resources responsibilities.



Nicole Norian, SPHR, combines more than three decades of HR leadership in public and nonprofit organizations with curiosity and creativity as she focuses on meeting Human Resource needs in ways that make sense for each organization. She understands the joys and challenges of working in mission-driven organizations: being strategic and hands-on, working with limited resources, and having a high sense of accountability to those you serve and represent. Nicole brings an equity lens to her Human Resource consulting; she is committed to fostering diverse, equitable, and inclusive workforces by building a culture where differences are valued, and employees are empowered to bring their full, authentic selves to work. Her consulting practice, Chrysalis HR Consulting, specializes in mission-driven organizations--small businesses, not-for-profits, educational, and other social enterprises.