



# Nonprofit Fundamentals Certificate Program

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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](mailto: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 2024 Class Information

**\*click the class title to register**

**\*\*please note that class descriptions may vary from what is listed**

#### Nonprofit Social Media

**Instructor: Bruce Waller, Jr.**

**January 25 & 25, 2024**

How does a nonprofit move beyond social media as a communication tool to a way of advancing its mission? In this course, we will review management perspectives on social media platforms, three key social media change making strategies, and using social media to attract volunteers and stakeholders. The class will explore trending best practices for networked nonprofits and actions needed to build a social culture.



**Bruce Waller, Jr.**, a Nationally Recognized Community Strategist, dedicated and energetic leader, highly motivated communicator with 16 years of progressive experience engaging the public towards a shared goal. Specialist in digital marketing that connects generations to create cross-functional relationships and shift narratives. Strategic, Authentic, Reliable, Bold group member focused on clarity and outcomes for the benefit of the whole. Proven track record of organizing and mobilizing youth, families, entrepreneurs, and stakeholders. Passionately engaged in recruiting, maintaining, and coordinating volunteers. Effectively translates information to marginalized groups decoding complex data and concepts. A compassionate leader that builds high-performance teams and efficient structures. Award-winning marketer with cross-sector experience. Systems thinker trained to motivate teams to be the driving force in successful initiatives. Military Veteran commissioned to protect citizens.

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## Exploring Equity 201

Instructor: Danae Aicher

February 7 & 8, 2024

***\*Equity 101 is a prerequisite to register and is only open to those who have completed the class (link to register will be sent directly to those who have met this requirement).***

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.

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## Individual Donor Development

Instructor: Kimerly Hinkelman

February 21 & 22, 2024

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.

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## Communication Fundamentals

Instructor: Stacey Millett

February 28 & 29, 2024

This interactive workshop will ground you in the key basics of communication so you can develop communication strategies and plans for your organization's stakeholders and audiences. Communicating clearly and persuasively remains a valuable skillset, especially given today's growing proliferation of internet technology and social media tools.

The workshop will provide you with insights, approaches, and confidence for addressing and accomplishing your organization's pressing communication goals- e.g. increasing mission awareness or raising support.

You will learn how to :

- Clarify your organization's attributes and value.
- Identify audiences and markets to reach.
- Integrate story telling techniques into communication efforts.
- Build a long-term communication strategy.
- Craft a communication action plan.
- Prepare in advance for crisis communication situations.



**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 over sixty marathons. She grew up on New York City's Lower East Side and lives between her childhood home and Asheville, North Carolina.

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## Basic Accounting for Nonprofits

Instructor: Wade Rogers, CPA

March 6 & 7, 2024

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.



**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.

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## **Building a Purpose-Driven Board**

**Instructor: Allison Jordan**

**March 20 & 21, 2024**

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. This workshop will be interactive and include opportunities for breakout groups and time to focus on your organization. It is intended for both Executive Directors and Board members.



**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.

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## **Fundraising Essentials 201: Expanding Your Impact**

**Instructor: Angela Kempber, CFRE, MA**

**March 27 & 28, 2024**

***\* 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 Kempber, 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.

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## Sustainable Strategic Planning for Nonprofits

Instructor: Melissa Le Roy

April 18 & 19, 2024

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.

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## Human Resources

Instructor: Nicole Norian, SPHR

May 1 & 2, 2024

At the heart of any thriving organization are the incredible individuals who power its mission. Picture a workplace where every member of your team not only excels but finds genuine fulfillment in what they do. Imagine the impact when your employees feel valued, respected, and driven to succeed, directly benefiting the community you serve.

This course is designed to empower you in fostering an exceptional workforce. Whether you're a nonprofit leader overseeing HR or actively managing day-to-day HR operations, this class provides a foundational understanding of HR at nonprofits including essential HR insights, new ideas, and tangible take-aways.

- Envision and nurture a more impactful organizational culture
- Bring an equity lens to HR services & programs
- Balance and integrate HR's strategic and operational roles
- Provide an overview of employment laws & compliance thresholds
- Build and develop your team with intention
- Create engaging dialogues to provide ongoing performance feedback

All participants will receive a resource guide designed to supplement course content and support you in your HR responsibilities.



**Nicole Norian, SPHR**, combines more than three decades of transformative 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, and educational & other social enterprises.

## Grant Writing 201: Strategies for Successful Grant Acquisition

Instructor: Simone Adams

May 9 & 10, 2024

*\*Recommended prerequisite: Grant Writing 101 or intermediate-level experience.*

Building upon the foundational knowledge gained in Grant Writing 101, this advanced course delves deeper into the intricacies of proposal development and grant management. Grant Writing 201 is tailored for individuals who have a solid grasp of where to find funding and grant writing basics but are eager to refine their techniques to secure more substantial funding for their projects. Course content includes storytelling tactics to evoke empathy in the grant reviewer, leveraging AI to improve your proposal writing, tools for developing and conveying intermediate and long-term impact, compliance and reporting, and how to navigate rejection and feedback to apply for future funding. Upon completing Grant Writing 201, participants will further improve their grant writing skills and gain confidence that can elevate their success rate in securing funding for ambitious and impactful projects.



**Simone Adams** is an expert grant writer and strategic fundraising coach with 20 years of experience across federal and state funding, foundation and corporate partnerships, major gift stewardship, grant management, nonprofit storytelling, and fund planning. These experiences, combined with her passion for authentic equity-based practices, leverage her ability to engage stakeholders and secure loyal philanthropic support. Simone holds her Master of Fine Arts in writing and has a talent for developing compelling nonprofit narratives that merge emotional stories with quantifiable data to appeal to the “heart” and “mind” of grant reviewers. Through her strategies to find funders and develop tailored grant proposals, Simone has achieved an impressive 85% award rate for her grant submissions. She’s worked with and for both grass roots and start up nonprofits as well as multi-million-dollar nonprofits. Her seasoned experience includes roles as an executive director, development director, board member, and fundraising consultant, which provides her a well-rounded perspective to coach others on how to achieve their grant writing goals.

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## Designing Programs with Outcomes in Mind

Instructor: Lauren Rayburn

May 16 & 17, 2024

Using the principles of co-design, we’ll learn how to partner with the individuals whom programs are designed to serve by mapping out the most important parts of their experiences and the desired results they hope to achieve. We’ll cover how to use participatory techniques to serve as a pathway for involving and centering participant experiences, not only in the design of programs, but also when identifying the outcomes which matter most to program participants. In this course, we’ll discuss how to:

- Map and design a program *with* rather than *for* the people whom the program is meant to serve
- Identify the ABCs of change that program participants may experience
- Frame meaningful and measurable outcomes
- Continuously gather actionable feedback for your organization, using standard and non-traditional methods



Lauren Rayburn is a design researcher, strategist, and facilitator who partners with small-staffed nonprofits, foundations and volunteer-led boards / collectives to develop programs and strategic plans so that everyday work aligns with and drives meaningful impact in the communities they serve. After more than a decade working as an environmental planner, she now uses her background in whole-systems thinking and public engagement to ground strategy. She specializes in using participatory techniques to center the voices and experiences of those whom programs and services are designed to serve. This ensures that program and strategic goals, priorities, and everyday actions align with what matters most to those who sit at the center of the work.