



Nonprofit Fundamentals Certificate Program

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! A maximum of 3 participants per organization are required to register for each class.

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 2025 Class Information:

***click the class title to register**

[Strategic Planning: Inclusive Planning & Responsive Strategy](#)

Instructor: Beth Trigg

January 22 & 23; 9:30 am – 12:30 pm

Change is constant, and our world is changing more rapidly than ever before. Responsive nonprofit organizations are agile enough to evolve and adapt strategically over time while staying true to shared vision and values. Planning and strategy can be ongoing, dynamic processes driven by evaluation and data and guided by community voices. Nonprofits can engage in inclusive and equitable planning to create strategy. In this interactive session, you will gain an understanding of participatory planning, learn how to gather and incorporate community data to inform planning, practice using key tools for inclusive planning and strategic decision-making, and build skills to create strategy to guide your organization toward your vision. We will also explore organizational culture as key to creating and implementing strategy and discuss elements of inclusive, equitable, and positive organizational culture. This course is appropriate for representatives from organizations of any size or developmental stage, whether you are new or experienced in the nonprofit field.



Beth Trigg is a consultant with over 20 years of experience in nonprofit strategy, facilitation, and capacity building. Beth has worked as a staff member, board member, volunteer, and consultant in nonprofits from the grassroots level to statewide, national, and international organizations. Her consulting practice, Taproot Consulting, provides counsel, support, training, planning, and facilitation to help community-based organizations build skills and capacity. Beth has participated in and facilitated collective work for two decades within nonprofit organizations and community groups. As a consultant, she supports groups in building strategy, culture, and structure to sustain and expand their work. She is committed to equity and inclusion and brings those values to all of her work. Beth is intimately familiar with the challenges and rewards of working in the nonprofit environment -- too often feeling under-resourced, understaffed, and overworked, yet full of passionate and committed people capable of amazing things.

Board Basics

Instructor: Melissa Le Roy

January 29 & 30; 9:30 am – 12:30 pm

In order to be successful, nonprofit organizations require strong leadership from their Board of Directors. The board responsibility is to manage the corporation which includes, but is not limited to, overseeing the senior management's effectiveness, organizational policies and procedures, and the execution of its strategies. Learn the roles and responsibilities of the board, including its paramount duties, and why board accountability requires a fully engaged and active board of directors who manage the organization. Discuss how you may increase board members' commitment to the mission and purpose of your organization, and how boards must fulfill their legal and governance duties. This course addresses the following topics: the board's role and responsibilities, the board and the executive director's relationship, financial and legal responsibilities of the board, and how to recruit and select good board members.

Key Learning Objectives:

- * Understand the board's roles and responsibilities
- * Discuss how board accountability prompted by a nonprofit's internal and external stakeholders requires a fully engaged and active board who manages the organization



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.

Exploring Equity 101

Instructor: Danae Aicher

February 5 & 6; 9:30 am – 12:30 pm

This six-hour course is designed for people working in nonprofits who want to affect change within their organizations. Whether or not you are new to an equity journey or have a developed lens and analysis, the workshop will support you in:

- Examining your organization’s commitment and readiness for institutionalizing DEI/B/J (Diversity, Equity, and Inclusion/Belonging/Justice),
- Exploring and developing language, and
- Understanding and framing dominant and oppressive culture.

After the workshop, participants should be prepared to go back to their organizations ready and able to engage in an institutional conversation about DEI/B/J, support the start and/or continuation of an organizational DEI/B/J journey, and graduate to Pathways’ Exploring Equity 201 course offering, which moves participants to operationalizing equity.



Danae Jones Aicher is the founder and principal of CultureValue, LLC, an equity, inclusion, and belonging consulting and training firm birthed here in the mountains of western North Carolina. Danae 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 Kemper, CFRE, MA

February 26 & 27; 9:30 am – 12:30 pm

**** 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 25 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.

Facilitating Community Engagement and Collaboration

Instructor: Aisha Shepherd & Allison Sturtevant-Gilliam

Date: March 5 & 6: 9:30 am – 12:30 pm

Centering the voices of those most impacted is crucial for all organizations to create sustainable, equitable, and meaningful work. Engaging the community requires extending the table and ensuring seats to those whose perspective and wisdom will provide an understanding of community priorities and aspirations. This workshop will provide the space to explore community engagement beyond the checkbox by offering a real, practical framework and tools to partner effectively with the community. At the end of this session, you will be able to:

- Define "community engagement"
- Name different methods for engaging the community
- Discuss the barriers that are often present in engaging the community
- Outline actionable steps specific to engaging your community



Aisha Shepherd is an advocate who believes in the power of community. She is a facilitator of change, guiding systems, organizations, and community partners in centering equity. Aisha believes that community is an integral part of the work and that the voices of the community should offer a guide, particularly those with lived experience of poverty, marginalization, and injustice. Aisha has over 17 years of experience in county government, including social work, community engagement, and justice services, and is now the Vice President of Community Engagement at United Way.



Allison Sturtevant-Gilliam worked with individuals, families, professionals, and organizations within messy social systems for over 17 years. Allison developed an ability to compassionately name dynamics and truths that are often at play in complex situations. With a goal of promoting alignment and shared vision, Allison weaves information and perspective into contemplative spaces that give context for conflict and chaos and offer a path forward. Allison has proven skills in crafting opportunities to learn, grow, and shift, balancing content informed by science, the voice of lived experience, and best practice with the wisdom of those present and engaged. Allison understands the essential component of discomfort in the process of change and growth and compassionately holds space to allow learning to settle.

[Financial Management](#)

Instructor: Wade Rogers, CPA

March 26 & 27; 9:30 am – 12:30 pm

This course provides an understanding of financial management for nonprofits and focuses on topics integral to nonprofit fiscal management. Learn finance terms as they relate to the effective operation of a nonprofit organization. Discuss how to track income and expenses for specific programs to fulfill funders', donors', and IRS expectations. The roles of the Board, staff, and committees are covered. Become familiar with the standards of excellence for nonprofit organizations and gain an understanding of basic internal safeguards, financial statements, budgeting, and surviving an audit. Participants will understand the broader financial realm of nonprofit organizations – where they work or volunteer.



Wade Rogers, CPA, has over 30 years of experience in accounting and finance, including 20 years in the nonprofit sector. A Certified Public Accountant, 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.

[Grant Writing 201: Strategies for Successful Grant Acquisition](#)

Instructor: Simone Adams

April 2 & 3, 2024

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

Building on the fundamentals covered in Grant Writing 101, Grant Writing 201 takes a deeper dive into grant writing strategy. Through interactive sessions and real-time writing exercises, this course equips participants with the tools to navigate diverse grant opportunities and communicate effectively with funders. By the end of the course, attendees will be able to strategically position their organizations to secure funding for impactful initiatives by crafting compelling proposals.



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.

[Human Resources](#)

Instructor: Nicole Norian, SPHR

May 7 & 8, 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, CEC, 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 unique 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 and executive coaching; 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 serving mission-driven organizations--small businesses, not-for-profits, educational institutions and other social organizations. Nicole makes HR fun and easy to understand!

[Communication Fundamentals](#)

Instructor: Stacey Millett

May 14 & 15; 9:30 am – 12:30 pm

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.

