OHIO CERTIFIED PUBLIC MANAGER® PROGRAM

PROGRAM HANDBOOK

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I. INTRODUCTION & OVERVIEW

As of 2019, Cleveland State University's Center for Public and Nonprofit Management serves as the official Ohio Certified Public Manager® (OCPM) program. The Certified Public Manager® (CPM) program is a comprehensive and nationally certified development program for state and local government leaders. To receive the OCPM credential, participants must enroll in and successfully complete the Public Management Academy AND the Leadership Academy. The Center's academies not only develop leadership and management skills, but provide the necessary tools to affect positive organizational change.

As of 2023, Ohio University facilitates Leadership Academy in the Central Ohio region. Participants have a choice of enrolling in Leadership Academy in designated areas throughout the state of Ohio

II. MISSION, VISION, & VALUES

Mission

The Ohio Certified Public Manager® Program strives to equip and empower public and nonprofit leaders to enact positive organizational change.

Vision

To serve as a model program by incorporating innovative management and leadership tools and techniques cultivating current and future generations of public servants.

Values

- Serve as the education component for Ohio public managers;
- Standardize and professionalize the art of public management;
- Recognize and integrate existing management opportunities;
- Provide resources and support to Ohio public sector mangers at all levels (i.e. state and local government);
- Deliver programming addressing the seven national CPM competencies: personal & organizational integrity, managing work, leading people, developing self, systemic integration, public service focus, and change leadership.

III. PROGRAM ELIGIBILITY

Candidates applying to the Ohio Certified Public Manager® must meet the following requirements:

- Maintain current employment at a public (city, state, etc.) or nonprofit agency in the state of Ohio;
- Hold a supervisory/leadership/managerial role in the organization or have potential to;
- Receive approval from and/or be nominated by his/her supervisor at his/her place of employment;
- Remain in "good standing" (i.e. no derogatory marks) at his/her place of employment.

IV. APPLICATION PROCESS

Applications must be completed in their entirety prior to the designated deadlines communicated by the Center staff. Online applications are located on Cleveland State University's website. In-person applications are available upon request and must be returned to the Center for Public & Nonprofit Management (1717 Euclid Ave., Cleveland, OH 44115, UR 140, Attention: Rob Ziol).

In addition to a completed application, the candidate must provide written documentation from his/her supervisor acknowledging the commitments of the Ohio CPM program. The organization must submit full payment (either a check made payable to Cleveland State University or via credit card) **prior** to the first session. Organizations/participants who have not paid in full prior to the start of the program will not be officially enrolled in the academy.

V. PROGRAM DESIGN & CURRICULUM

To receive the Ohio Certified Public Manager® credential, participants must enroll in and successfully complete the Public Management AND Leadership Academy:

Public Management Academy (183 hours) + Leadership Academy (124 hours)
= Ohio Certified Public Manager® (307 total hours)

Participants must complete all 307 hours of coursework to receive the credential.

The two academies are as follows:

A. Public Management Academy

This one-year, comprehensive program allows public managers to sharpen their supervisory & management skills. Participants will engage in 22 customized workshops and a project *(refer to section IV)*. Course offerings employ managers with the ability and knowledge to understand budgeting procedures, interpret data, utilize process improvement tools, manage grants and more. The Academy provides education for public managers, collaboration across communities, and innovation through project results.

Total Hours: 183
Breakdown of hours:
- Orientation: 1 hour
- 22 Instructor-led workshops *(4 hours per virtual workshop):* 88 hours
- Assignments, readings, assessments, etc.: 34 hours
- Project development hours *(including project creation, development, implementation, prepping for the presentation, and composing the written report)*: 60 hours

Tuition: $2,750 (*includes training, instructional materials, and access to Blackboard)*

*****Assignments are primarily housed on Blackboard – an online learning platform. Participants will receive a guest username and password upon enrolling in the academy, and will be granted access to the materials.*

Workshops
Public Management Academy is segmented into quarters, beginning with a high-level approach, then delving deeper into specific topics. In addition to class lectures, group discussions, and activities, instructors require the participants to bring their projects to the session, and are encouraged to "workshop" them during class, tying in the session's theme. Classes are held on Zoom. Participants must complete all 88 hours to qualify for the credential.

Workshops

Quarter 1

Workshop	Session Hours
Understanding Self & Others	4
Strategic Management	4
Developing & Leading Teams	4
HR Management / Customer Relations	4
Performance Management	4
Total Quarterly Workshop Hours	**20**

Quarter 2

Workshop	Session Hours
Facilitation & Influence Skills	4
Program Work Day 1	4
Project Management – Day 1	4
Process Improvement Tools	4
Survey & Research Data Collection	4
Total Quarterly Workshop Hours	**20**

Quarter 3

Workshop	Session Hours
Data-Based Decision Making	4
Grants Management	4
Public Sector Budgeting	4
Program Work Day 2	4
Project Management – Day 2	4
Total Quarterly Workshop Hours	**20**

Quarter 4

Workshop	Session Hours
Labor Relations	4
Employment Law & Public Information Law	4
Effective Presentations	4
Ethics & Integrity / Ohio Ethics Code	4
Program Work Day 3	4
Project Presentations – Day 1*	4
Project Presentations – Day 2*	4
Total Quarterly Workshop Hours	**28**

Participants are required to attend two project presentation days. If there are three presentation days scheduled for that specific cohort, the participant can choose two of the three days to attend to meet the minimum number of hours.

Assignments
In addition to attending class, participants are required to complete 12 asynchronous assignments for a total of 34 hours. The assignments are housed on Blackboard – an online learning platform. The syllabus detailing the work is as follows:

Public Management Academy Syllabus

Assignment 1 *(3 hours)*

After orientation, please take some time to complete the following. This will help you navigate Blackboard and prepare you for our first session's discussion.

Part 1:

- Watch the Welcome Video
- Watch the Blackboard Tutorial Video
- Review the PMA Toolkit online addition or the hard copy you should have received in the mail.

Part 2:

- **16 Personalities**
    - View the "16 Personalities" video
    - Complete the "16 Personalities" online assessment

    Character Strengths:
    - View the "Character Strengths" video
    - Complete the "Character Strengths" online assessment

Assignment 2 *(4 hours)*

Part 1:

Navigate to the "project" tab on Blackboard for info about the project. There you will find project descriptions and video presentations. You can view past projects here. Next, use the designated space on the Blackboard discussion board to let our team know:

- What you're considering working on for your project;
- Questions you have for the Center and/or for your fellow cohort members.
- Please read/respond to ***at least*** two of your classmates' posts, and provide feedback.

Part 2:

- Watch this tutorial video
- Create a graphic *(in PNG format)* on Canva. Include your picture and any information you'd like to include about yourself (i.e. title, organization, fun fact, etc.). Have fun with this, and be creative!
- Download your graphic and upload it to the appropriate discussion board thread

**Please refer to the example from the previous cohort*

Assignment 3 *(3 hours)*

Part 1:

- Read Chapter 1 of *Becoming a Resonant Leader.*
- Read this article, and identify 3-5 tools that you will use to promote collaboration and teamwork when developing your project. Briefly write about how you will use the tools via the designated Blackboard Discussion board thread.

Part 2:

- It is time to work on your project approval cover sheet. Your supervisor will need to sign off on your idea. We will provide more information in class. When it is complete, please upload it to the designated area on the blackboard discussion board. *Please do not email it to the team*. You can view past projects here.

Assignment 4 *(4 hours)*

- Create a slide via PowerPoint, Canva, or Prezi using the parameter below:
  - Pretend you need to influence others to buy into your project.
  - You have 30-60 seconds to do so.
  - Create a visually appealing slide that conveys the basic concepts of the pitch.
  - Upload your creation to Blackboard.
- Create four slides via PowerPoint, Canva, or Prezi using the parameters below
  - Three SMART Goals/Objectives (Toolkit pages 31-32)
  - A SWOT (Toolkit p.44), PEST, (Toolkit p.52), or Seven S (7-S) Analysis (Toolkit p. 53) for your project *(choose 1)*
  - An Action Plan (refer to your project approval sheet) for your project *(in 1-3 sentences)*
  - A brief update on your project *(in 3-5 sentences)*

Assignment 5 *(2 hours)*

Project Work: In preparation for your written report, begin to write a draft of your **"Project Description"** section by following the prompts below. Please upload a draft on Blackboard.

Project Description:

- Introduce your project. Think back to your project pitch.
- State the "5 W's" *(**Who** is involved, what is the project, **what** is the project about, **where** is the project taking place, **when** did this project take place, **why** is this project important.)*
- Set the scene: What are you going to talk about in your paper?

Assignment 6 *(3 hours)*

- Watch "The Fable of Complexity": https://www.youtube.com/watch?v=TrhBPn-YZ54 (9:56)
- Watch "Meals Per Hour": https://www.toyota.com/usa/toyota-effect/meals-per-hour.html (6:21)
- Access the "LeanOhio Resources" page here: https://lean.ohio.gov/resources.aspx

    - Read and review the "Innovate Before You Automate" : https://das.ohio.gov/static/employee-relations/LeanOhio/Resources/LeanOhio_Innovate_Before_You_Automate_July2015.pdf
    - Read and review the "Process Mapping Guide": https://das.ohio.gov/static/employee-relations/LeanOhio/Resources/process_mapping_guide.pdf
    - Read and review the "Project Charter Template"
- Visit the LeanOhio homepage and browse around to learn more about Lean Ohio and the free resources available to you: https://lean.ohio.gov/
- Write 1-2 paragraphs after reviewing the information above.
    - What did you learn?
    - How will this information be useful at your workplace or for your project?
    - Submit it on Blackboard.

Assignment 7 *(3 hours)*

Project Work: Continue working on your written report. Write a draft explaining your **"Timeline"** following the prompts below. Please upload a draft on Blackboard

Timeline (Tell us more about the **when)**

- When did this project start?
- Walk us through your journey.
- Where are you now?
- Where will you go?
- What's the next step of your project journey?

Assignment 8 *(2 hours)*

Project Work: Peer Review. Please arrange a time to meet (virtually or in-person) with your buddy. Share updates, victories, challenges, and ask your partner for feedback. Please share highlights from your meeting on Blackboard.

Assignment 9 *(2 hours)*

Project Work: Design a slide (or slides) on PowerPoint or Canva for a **brief (60 second)** presentation including:

- Your Project Title
- A 2-5 Sentence Overview
- A 2-3 Sentence Update (only if there have been recent changes made to your project)
- 3-5 bullet points outlining your projected outcomes/deliverables upon project completion.
- Please make the slides clear, concise, and easy to read. This is great practice for preparing for your project presentation
- Post your slides to Blackboard and bring them with you to class.

Assignment 10 *(3 hours)*

Project Work: Continue working on your written report. Write a draft discussing your "**Anticipated Impact"** following the prompts below. Please upload a draft on Blackboard.

Anticipated Impact (Tell us more about the **why)**

- Why is this project needed?
- Why is this valuable?
- Why will it fill certain gaps within your organization?

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Assignment 11 ***(1 hour)***

Project work: Prepare and post a 60 second update regarding your project (This can be a PowerPoint, Canva, or Prezi slide.)

Assignment 12 ***(4 hours)***

- Video**:** Watch this video explanation regarding the project presentations.
- Complete the Ohio Ethics Law E-Course here. *Upload your certificate on Blackboard.*
- **Project Work:** Peer Review *(Written Report)*: Email a draft of your written report to your peer review partner(s). Read the report (so far), and provide feedback in person or virtually. In addition, if you haven't already, please sign up for a practice presentation session with the Center's team.

****Syllabus ends here. All assignments are subject to change.***

Deliverables
At the end of the Public Management Academy, participants will have produced 12 assignments, an individual or group project, a project presentation, and a written report summarizing their project.

B. Leadership Academy

Established in 1993, Leadership Academy is the region's premier public sector leadership development program, and a great fit for elected officials, public and nonprofit administrators, and other regional leaders. The 12 all-day sessions focus on a wide range of topics such as leadership styles, change management, generations in the workplace, power & persuasion, knowledge transfer, crisis communications, and more. The program has over 700 graduates, representing major government and nonprofit organizations throughout Ohio. Throughout the academy, the cohort creates, develops, and implements a community engagement capstone project benefitting an organization or local outreach initiative.

Total Hours: 124
Breakdown of hours:
- 12 Instructor-led workshops *(7 hours per workshop):* 84 hours
- Capstone *(community engagement)* development hours: 40 hours

Tuition: $3,200 *(includes training, instructional materials, breakfast, and lunch)*

Workshop	In-Class & Virtual Session Hours
Immersion Retreat Day 1	7
Immersion Retreat Day 2	7
Leadership Styles	7
Change Management	7
Generations/Workplace	7
Race, Equity, and Inclusion	7
Strategic Planning	7
Knowledge Transfer	7
Crisis Communications	7
Data- Driven Decision Making	7
Power & Persuasion	7
Capstone/Commencement	7
Total In-Class Hours	**84**

VI. CAPSTONE PROJECTS

A. Public Management Academy Projects

Public Management Academy participants are required to create, develop, and implement a process-improvement project throughout the academy. Participants are encouraged to utilize the tips, tools, and techniques provided during each session, incorporating in/applying them in their projects.

During the first quarter, students must complete a project approval sheet, indicating the scope of the project, team members associated and their roles (if applicable), the timeline, goals, and deliverables. The project must be approved in writing by the student's supervisor/organization and the Center for Public & Nonprofit Management staff.

Projects can be completed individually or with a group comprised of employees affiliated with the same organization. If students choose to complete a group project, roles must be preassigned, and each participant must address the value he/she added to the project.

Additionally, participants are paired with a peer reviewer (another cohort member). They are required to meet/correspond with their peer review partner throughout the academy to share project progress, solicit feedback, etc.

In addition to attending all workshops and completing the pre/post-class assignments, participants must successfully present and defend their capstone projects.

The presentation must include:

- The project scope/overview
- Goals
- Explanation of alignment with the organization's strategic plan
- Process/method
- Action plan/recommendations
- Next steps/anticipated challenges

- Summary

All participants must submit a written paper upon completion of the project. The paper will be reviewed and evaluated by the panel of reviewers affiliated with the Ohio Certified Public Manager® Program.

The written paper must include the following information:

- Project Description
- Timeline
- Anticipated Impact
- Outcomes
- Conclusion + Lessons Learned

B. Community Engagement Projects *(Leadership Academy)*

Each Leadership Academy cohort must create, develop, and implement a community engagement project as a team. Cohort members pitch ideas to the group. The cohort then selects the project that is the most realistic and impactful given their resources, timeline, and ability. The cohort must select roles and responsibilities for each member. Upon completion of the program, the class must clearly demonstrate that the project positively impacted the community. Additionally, the team is tasked with developing and implementing a sustainability plan to continue the project upon graduation of the Academy. The cohort project will then be evaluated by the Ohio Certified Public Manager® Program.

VII. CERTIFICATES & CREDENTIALS

Ohio Certified Public Manger® Program participants who successfully complete the sessions, assignments, and projects will be awarded certificates of completion for each academy her/she completes.

When a participant completes Public Management Academy AND Leadership Academy, her/she will receive the Ohio Certified Public Manger® credential.

VIII. ACADEMIC CREDIT

As an additional service, participants in the Ohio Certified Public Manager® may now earn academic credit at the School of Urban Affairs that builds on their Academy experience. In addition to completing the projects, assignments, and workshops, participants will have rigorously analyzed problems and situations, engaged in intensive discussion, and shared information and insights with other participants. The length, depth, quality and standards of the OCPM curriculum meet the expectations of academic course work. **Participants must complete all of the workshops to qualify for the academic credit**.

The Maxine Goodman Levin College of Public Affairs and Education staff will work individually with each participant to assist him or her in achieving their academic goals, whether that is the completion of one of the College's certificate programs or enrollment in a degree program.

IX. SUBSTITUTION OF PRIOR TRAINING

CPM participants must fulfill program requirements by attending the Ohio CPM training sessions. No substitution of prior training in other programs will be permitted.

X. CANCELLATION & REFUNDS

In the event that a CPM participant cancels his/her participation in the program, upon return of all materials, the program fee will be refunded as follows:

Refund to original payment is made at 100% when a registrant cancels attendance at least seven business days prior to the start of the first class. Alternatively, registrants can choose to transfer paid tuition to a later, equivalent course of their choosing within the same college or school at no additional cost. Refunds may take up to ten business days to receive.

A cancellation and refund request after seven business days up until the first day of class will be refunded minus a $25 late cancellation fee. No refund will be issued after the first day of a class. Students canceling after the first day of class can choose to transfer paid tuition to a later, equivalent course of their choosing within the same college or school, by paying a late administrative change fee of $50.00.

Refunds are paid at 100% when a college or school cancels a continuing education course.
Low attendance cancellation decisions and notification to students is required 5-business days in advance of the first scheduled day of class unless extenuating circumstances prevent it.

XI. ATTENDANCE POLICY

The CPM Program trusts that the participants will attend the sessions to attain the proper credits. These classes are highly interactive, with face-to-face in class activities, virtual sessions, case study projects and group work. Knowing this, a full day of participation is needed for the desired credits.

The cohort of participants is given an advanced notice on what the schedule will be for the up and coming CPM Program. For this reason, opportunities are provided for participants to make up any missed sessions, with the other CPM cohorts if needed. With that being said, we do understand that life may not allow a full day of participation. For this reason, we have instituted the partially missed absences policies for the entirety of the CPM program. These polices include:

- Participants are expected to attend all sessions for the full day or make up any missed sessions with a make-up session;
- For full day sessions *(i.e. Leadership Academy):* If a participant has a scheduled event on the same day, the participant must arrive or leave no more than two hours after the session has started or before the session is scheduled to finish.
- For half day sessions *(i.e. Public Management Academy):* If a participant has a scheduled event on the same day, the participant must arrive or leave no more than one hour after the session has started or before the session is scheduled to finish.

XII. CONFIDENTIALITY OF PROGRAM RECORDS

Records pertaining to CPM participants is protected from disclosure according to the Family Education Rights and Privacy Act (FERPA), (20, U.S.C. § 1232g; 34 CFR Part 99) and/or applicable Ohio law.

XIII. PROGRAM GOVERNANCE

The Ohio Certified Pubic Manager® Program is a primary offering housed in Center for Public & Nonprofit Management at Levin.

Center for Public & Nonprofit Management Staff

The Center staff consists of a director *(Rob Ziol),* assistant director *(Alexandra Higl-Timms),* program coordinator *(Kat Hollo),* and administrative coordinator *(Nina Antonik).* All staff members coordinate various facets of the day-to-day operations. Facilitator contracts are extended to subject-matter (academic and practitioner) experts.

Advisory Board

The Center for Public & Nonprofit Management has convened an advisory board. The board consists of a diverse set of local, state, higher education, and elected officials who are instrumental in creating, shaping, and steering programming based off the ever-changing needs of the public sector.

Program Policies

Operation of the Ohio Certified Public Manager® Program is guided by the policies contained within this handbook and other applicable policies dictated by the College of Education and Public Affairs .

Appeals

Any Ohio CPM participant who disagrees with a decision of the Ohio CPM staff may appeal the decision. The appeal must be first submitted in writing to Rob Ziol *(r.ziol@csuohio.edu)*. If unresolved, the written appeal may be submitted to the OCPM Advisory Board.

XIV. CONTACT INFORMATION

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