OHIO
CERTIFIED PUBLIC MANAGER®
PROGRAM

Management + Leadership = OCPM

PROGRAM HANDBOOK

Revised: April 2020

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I. INTRODUCTION & OVERVIEW

As of 2019, Cleveland State University's Maxine Goodman Levin College of Urban Affairs now 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 OR the Nonprofit Management Academy *(set to launch in Spring 2020)* 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.

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 through their commitment to public service. The program generates public value through innovative practices and experiential learning, while fostering personal and professional growth.

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 & maintain approval from and/or be nominated by his/her supervisor 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 the Maxine Goodman Levin College of Urban Affairs'

website (http://urban.csuohio.edu). In-person applications are available upon request, and must be returned to the Center for Public & Nonprofit Management at Levin (1717 Euclid Ave., Cleveland, OH 44115, UR 244, 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 Academy OR the Nonprofit Management Academy *(set to launch in Spring 2020)* AND Leadership Academy.

> *Option 1 (For public sector participants):*
> Public Management Academy + Leadership Academy = Ohio Certified Public Manager®
> *Option 2 (For nonprofit participants):*
> Nonprofit Management Academy + Leadership Academy = Ohio Certified Public Manager®

The three 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 19 customized workshops and a capstone project *(refer to section IV)*. Managers not only develop a public sector toolkit, but also complete real-world process improvement projects. 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: 219
Breakdown of hours:
- 19 Instructor-led workshops *(6.5 hours per workshop):* 123 hours
- Instructor-led pre/post-class assignments, readings, assessments, etc. *(2 hours per class):* 36 hours
- Capstone (process-improvement) project development hours: 60 hours

Tuition: $2,700 *(includes training, instructional materials, and light refreshments)*

*Pre-Class assignments are primarily housed on the Blackboard online learning platform. Participants will *receive a guest username and password upon enrolling in the academy, and will be granted access to the materials. Public Management Academy is segmented into trimesters, 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 process-improvements to class, and are encouraged to "workshop" them during class, tying in the session's theme.*

Public Management Academy: Trimester 1

Workshop	In-Class Hours	Pre/Post-Class Hours	TOTAL
Understanding Self & Others	6.5	2	8.5
Strategic Management	6.5	2	8.5
Developing & Leading Teams	6.5	2	8.5
Process Improvement Tools	6.5	2	8.5
HR Management/Customer Relations	6.5	2	8.5
Facilitation & Influence Skills	6.5	2	8.5
Total Trimester Hours	**39**	**12**	**51**

Public Management Academy: Trimester 2

Workshop	In-Class Hours	Pre/Post-Class Hours	TOTAL
Project Management – Day 1	6.5	2	8.5
Performance Management	6.5	2	8.5
Survey & Research Data Collection	6.5	2	8.5
Data-Based Decision Making	6.5	2	8.5
Public Sector Budgeting & Finance – Day 1	6.5	2	8.5
Public Sector Budgeting & Finance – Day 2	6.5	2	8.5
Total Trimester Hours	**39**	**12**	**51**

Public Management Academy: Trimester 3

Workshop	In-Class Hours	Pre/Post-Class Hours	TOTAL
Grants Management	6.5	2	8.5
Project Management – Day 2	6.5	2	8.5
Labor Relations	6.5	2	8.5
Employment Law & Public Information Law	6.5	2	8.5
Effective Presentations	6.5	2	8.5
Ethics & Integrity // Ohio Ethics Code	6.5	2	8.5
Project Presentations	6	n/a	6
Total Trimester Hours	**45**	**12**	**57**

B. Nonprofit Management Academy *(Spring 2020 Launch)*

This one-year, comprehensive program allows nonprofit managers to sharpen their supervisory & management skills. Participants will engage in 19 customized workshops and a capstone project *(refer to section IV)*. Managers not only develop a nonprofit toolkit, but also complete real-world process improvement projects. Nonprofit Management Academy is specifically designed for nonprofit personnel. The program features workshops equipping nonprofit practitioners with the necessary management tools to achieve success, sustain their organizations, better serve their clients and positively affect change in the community. The program content draws upon the curricular guidelines developed by the Nonprofit Academic Centers Council (NACC). Grounded in academic research and best practices, the instructional design delivers concepts, applications and methods illustrating the broad array of expertise vital to managing a sustainable operation, while adhering to the nonprofit's mission.

Total Hours: 219
Breakdown of hours:
- 19 Instructor-led workshops *(6.5 hours per workshop):* 123 hours
- Instructor-led pre/post-class assignments, readings, assessments, etc. *(2 hours per class):* 36 hours
- Capstone (process-improvement) project development hours: 60 hours

Tuition: $2,700 *(includes training, instructional materials, and light refreshments)*

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

Nonprofit Management Academy: Trimester 1

(Focusing on self-growth + leadership + change management)

Workshop	In-Class Hours	Pre/Post-Class Hours	TOTAL
Understanding the Sector, Self, & Others	6.5	2	8.5
Effective Strategic Planning	6.5	2	8.5
Board Governance	6.5	2	8.5
HR Management	6.5	2	8.5
Volunteer Management	6.5	2	8.5
Project Workshop – Day 1	6.5	2	8.5
Total Trimester Hours	**39**	**12**	**51**

Nonprofit Management Academy: Trimester 2

(Focusing on strategic & financial management)

Workshop	In-Class Hours	Pre/Post-Class Hours	TOTAL
Social Entrepreneurship	6.5	2	8.5
Budgeting & Financial Management	6.5	2	8.5
Nonprofit Accounting	6.5	2	8.5
Fundraising Tools & Techniques	6.5	2	8.5
Grant Writing, Development, & Management	6.5	2	8.5
Managing Individual Giving/Donor Relations	6.5	2	8.5
Total Trimester Hours	**39**	**12**	**51**

Nonprofit Management Academy: Trimester 3

(Execution & evaluation)

Workshop	In-Class Hours	Pre/Post-Class Hours	TOTAL
Project Workshop – Day 2	6.5	2	8.5
Assessment, Evaluation, & Data-Based Decision Making	6.5	2	8.5
Innovation through Technology // Communication & Marketing	6.5	2	8.5
Advocacy, Social Change, & Community Engagement	6.5	2	8.5
Effective Presentations/Executive Presence	6.5	2	8.5
Law, Ethics, & Social Responsibility	6.5	2	8.5
Project Presentations	6	n/a	6
Total Trimester Hours	**45**	**12**	**57**

C. 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 & 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 600 graduates, representing major government & nonprofit organizations throughout Northeast Ohio. Throughout the academy, the cohort creates, develops, and implements a community engagement capstone project benefitting an organization or local outreach initiative.

Total Hours: 148
Breakdown of hours:
- 12 Instructor-led workshops *(6.5 hours per workshop):* 78 hours
- Instructor-led pre/post-class assignments, readings, assessments, etc. *(3 hours per 10 classes):* 30 hours
- Capstone (community engagement) development hours: 40 hours

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

Leadership Academy

Workshop	In-Class Hours	Pre/Post-Class Hours	TOTAL
Immersion Retreat Day 1	6.5	n/a	6.5
Immersion Retreat Day 2	6.5	3	9.5
Leadership Styles	6.5	3	9.5
Change Management	6.5	3	9.5
Generations/Workplace	6.5	3	9.5
Race, Equity, and Inclusion	6.5	3	9.5
Strategic Planning	6.5	3	9.5
Knowledge Transfer	6.5	3	9.5
Crisis Communications	6.5	3	9.5
Data- Driven Decision Making	6.5	3	9.5
Power & Persuasion	6.5	3	9.5
Capstone/Commencement	6.5	n/a	6.5
Total In-Class Hours	**78**	**30**	**108**

VI. CAPSTONE PROJECTS

A. Process-Improvement Projects *(Public & Nonprofit Management Academies)*

Public or Nonprofit 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 trimester, 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.

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:

- Executive summary
- Project description
- Expected purpose and goal
- Action plan & execution
- Information gathering & analysis
- Project measurable results
- Agency benefits
- How did you apply what learned?
- Workshop knowledge/theories/and techniques

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 during session #5. 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 in-class sessions, assignments, and capstone projects will be awarded certificates of completion for each academy her/she completes.

When a participant completes Public or Nonprofit 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 Maxine Goodman Levin College 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 CSU Levin College of Urban Affairs 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.

Note if the administrator of Continuing Education (CE) believes an exception should be made due to special circumstances, she or he must submit details The Division of Continuing and Extended Education for exception approval prior to processing the refund request.

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.

For each class canceled later than 5-days the CE administrator for the college or school must submit email explanation of circumstances for the late cancellation to the Division of Continuing and Extended Education for our records at conted@csuohio.edu.

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, 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 CMP 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 makeup session;
- If a participant has a scheduled event on the same day, that the participant must arrive or leave no more than two hours, after the session has started or before the session is scheduled to finish. If the participant is more than two hours late or needs to leave more than two hours before the session is over, they should plan to skip the class and make it up;
- The participant may receive full credit for the session as long as they have not missed more than two hours of a session;
- The participant may receive full credit for the program so long that they have no more than two partial sessions in a full program cycle;
- Credit for any partial attendance will decided on a case-by-case basis.

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 the Maxine Goodman Levin College of Urban Affairs' Center for Public & Nonprofit Management.

Center for Public & Nonprofit Management Staff

The Center staff consists of a director (Rob Ziol), program manager (Alexandra Higl), 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 everchanging 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 Maxine Goodman Levin College of Urban 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. If unresolved, the written appeal may be submitted to the dean of the Levin College.

XIV. CONTACT INFORMATION

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