

Ohio Local Government Officials Leadership Training

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NACDEP

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THE OHIO STATE UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL,
AND ENVIRONMENTAL SCIENCES

Brief Session Objectives

1. Describe the various academy components and how they have been identified.
2. Discuss how we have expanded the academies via new partnerships.
3. Outline how academies have been delivered and evaluated.
4. Identify challenges we have experienced with this approach.



Ohio Township Association

- Over 1300 Townships in Ohio; 5,200 active members (including fiscal officers)
- Townships encompass the unincorporated area of Ohio; they serve approximately 35 percent of Ohio's population.
- The largest population has 60,958 residents while the smallest population with 86 people.
- Townships maintain more road miles than any other branch of government with 41,000 miles.
- 3 elected Township Trustees
- State law does not require formal training



Ohio Township Association

Created 2001 (OTALA)

- OSU Extension presented a proposal to State Association Leaders to create a Leadership Academy program. The Academy is designed for elected officials, township employees and individuals who serve on township committees, boards or taskforces.
- The purpose of the Academy is to provide useful programs that will enhance leadership and decision-making skills of the township leadership team

Ohio Township Association

Created 2001

- Workshops are 1.25 hours in length (to fit conference time slots) and are offered at the OTA's Winter conference.
- There is no cost to attend classes beyond the registration fee for conference. Participants are required to pay costs associated with the federal component.
- Participants that successfully complete the Academy are recognized at a conference with a certificate, engraved pen and a press release.

Ohio Township Association

Requirements

- For successful completion, participants must: (1) attend the General Workshop, (2) attend six of ten elective workshops and (3) successfully complete the Ohio Institute as part of the National Association of Towns and Townships conference. Participants have three years to successfully complete all requirements.
- Participants are required to sign in at each class (except in Washington, DC) and are given credit only if they stay for the entire class and legibly sign in.
- Workshop topics include: General Workshop (required), Conducting Effective Meetings, Building Sustainable Communities, Communicating & Working with the Media, Communicating & Working with Citizens, Team Building, Conflict Management and Dispute Resolution, Leadership Skills and Styles, Effective Decision-Making, Intergovernmental Relations and Technology in Local Government.

Ohio Township Association

Implemented 2003

- The Academy was officially announced in the November/December 2002 issue of the Ohio Township News.
- The Leadership Academy was unveiled at the 2003 Winter Conference. A limited number of classes were offered as part of the regular workshop offerings.
- Based on participation in 2003, additional classes were offered at subsequent conferences where space was available.

Ohio Township Association

Speakers

- The OTA dedicates at least two sessions at each time slot to OTALA for the Winter Conference.
- The General Workshop is always offered at the OTA Winter Conference. Elective topics as much as possible. OSU Extension and CPMRA are the primary speakers for the Academy.

Ohio Township Association

Database

- Each participant in OTALA is asked to fill out a registration form. This information is subsequently entered in a database that keeps track of OTALA participants.
- Sign-in sheets from the conferences are used to track attendance at classes and Ohio Institute completion.
- At present, an Excel sheet is maintained by Director of Governmental After each conference/class, the participants are entered in both databases.

Ohio Township Association

Graduation

- At each conference, if graduates are available and willing, the OTA recognizes OTALA graduates at the Thursday morning general session. Graduates receive a diploma, signed personally by the OTA President and Executive Director, and a small gift. (In the past this has been a key chain or engraved pen.)
- The Executive Director reads the names of the graduates and the President hands each graduate the certificate and gift. A picture is taken of the graduate receiving the diploma. Following the general session, all OTALA graduates will take a picture with the OTA President and Executive Director. This group picture will appear in the next magazine with a list of those that graduated.

Ohio Township Association

Statistics

- 339 graduates since inception
- 1,518 have taken at least one class
- 22.33% of those that have taken a class have graduated
- 785 of the 1,518 have taken the General Workshop
- Communicating & Working with Citizens is the most popular elective with 680 participants since 2005

OHIO SEA GRANT AND STONE LABORATORY

The Ohio Local Government Leadership Academy

Prepared by: Joe Lucente
OSU Extension-
Community Development/
Ohio Sea Grant College Program



Background

- ✓ **Established partnership in 2002**
- ✓ **Longest running program in Ohio- 13 years and counting – over 350 graduates**
- ✓ **Diverse mix of elected and appointed officials as well as those seeking to run for office and those who serve on boards, task forces and local government commissions**

Program Focus

- ✓ **Establish Partnership**
- ✓ **Develop Curriculum**
- ✓ **Marketing Your Program**
- ✓ **Class Facilitation**
- ✓ **Measuring Impact Through Evaluation**

Building A Working Partnership

- **Toledo Area Chamber of Commerce (sponsor)**
- **The Leadership Fund of Toledo (chamber)**
- **The Ohio State University Extension (sponsor)**
- **The Ohio Sea Grant College Program (sponsor)**
- **Presenters (local and state)**

Planning and Communicating

- **Who, what, where, when, why?**
- **Establish local contact people- significant time commitment**
- **Class sessions- how many how long?**
- **Curriculum- what topics will be covered?**

Planning and Communicating

- **Costs- class, reimbursements for speakers, marketing, handouts, certificates, etc.**
- **Facilities- comfort and accessibility.**

Curriculum Development

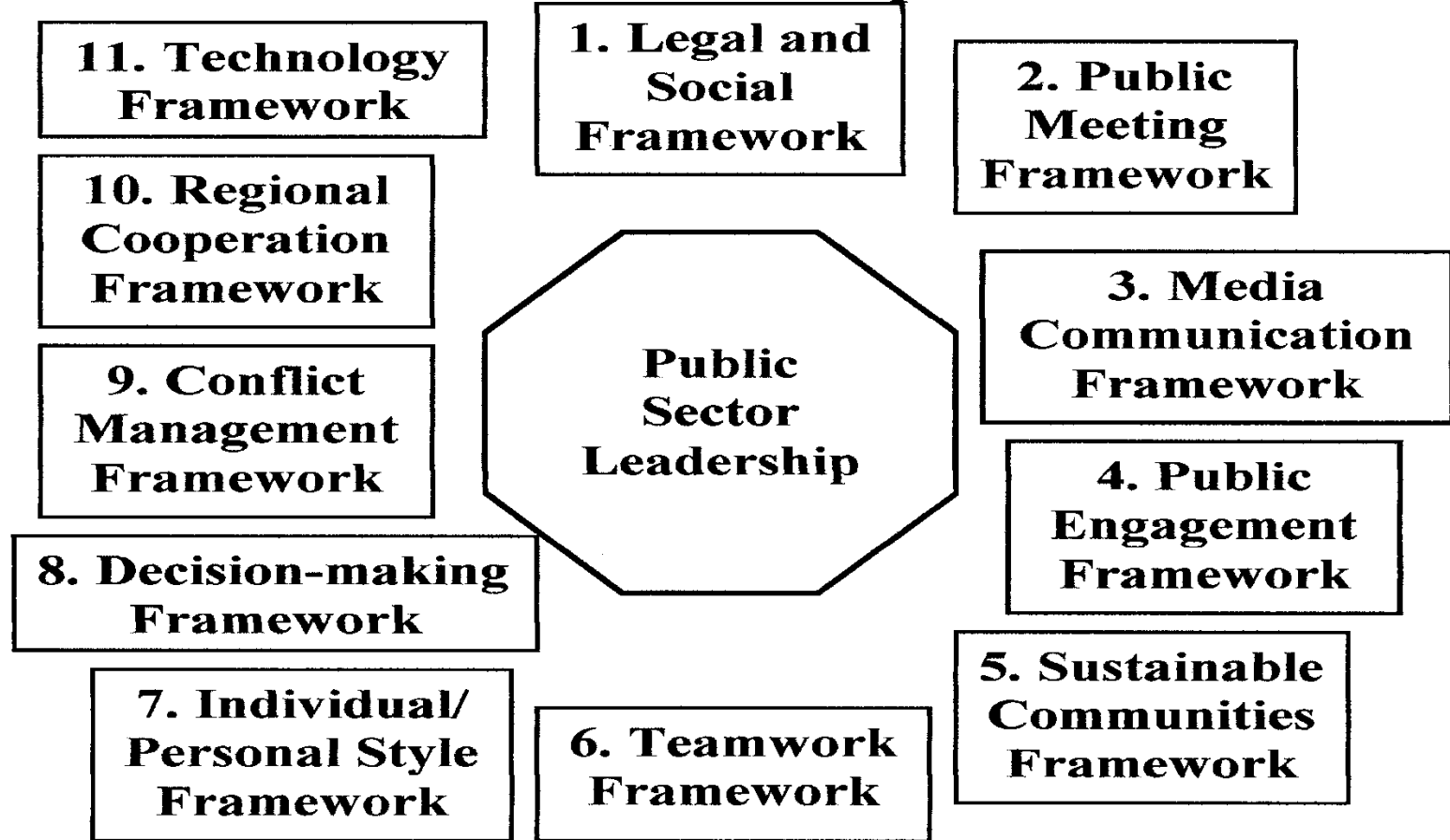
Define your organization's needs:

- **What do you want to accomplish?**
- **Which sessions would benefit your students the most?**
- **What would motivate someone to take the course?**

The Mission

- ✓ The **purpose** of the Academy is to “encourage, support and promote good government through a curriculum geared towards leadership and decision making skills as it relates to interaction in the public sector.”

The Contextual Framework of Public Sector Leadership



The practice of leadership in the public sector occurs within the context of a variety of defined and constraining frameworks that require each public official to understand and operate with the parameters unique to his/her specific community. The Ohio Local Government Leadership Academy was designed to allow public officials to explore the variety of important dimensions that provide a framework for their actions. Each public official is exposed to the defined parameters that are associated with each of the eleven dimensions in the Academy curriculum. Each dimension explores legal and social constraints, conventional wisdom, best practices, and the insights provided by others who are experienced in each dimension of the curriculum.

Intended Outcome

- ✓ **To create a “Leadership Network” of individuals in the Toledo Metro Area to share ideas, meet and discuss issues in a non-formal atmosphere, learn from each other, and work to foster regional collaboration in the local government decision making process.**

Marketing Your Program

- **Who Are You Trying To Reach?**
- **Local Elected and Appointed Officials**
- **Those seeking to run for elected office**
- **People who serve on boards or commissions**

How Do We Market?

- ✓ **News releases, media outlets**
- **Local Daily News, Weekly Press**
- **PSA's- If you can get them**
- **Local TV News Station**
- **Internet- County Comm. Assoc. of Ohio, Chamber Web Site, Extension Web Site, County, City and Township Web Sites, etc.**

Marketing

✓ **Be responsive to public inquiry**

✓ **Sell your program!!**

➤ **Advertise:**

➤ **Cost**

➤ **Dates**

➤ **Times**

➤ **Exactly what you get**

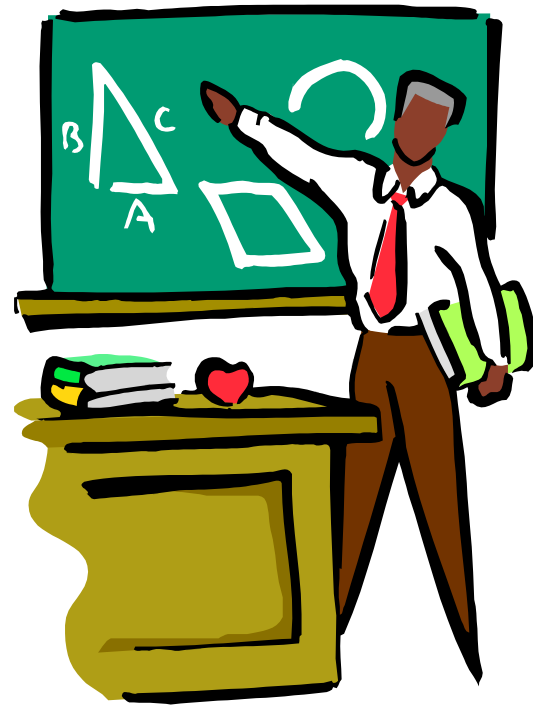
Class Facilitation

- **Communicate with speakers ahead of time**
- **Secure necessary A/V equipment**
- **Rotate participants every week- provides greater networking**



Class Facilitation

- ✓ **Make sure absentees get previous week's handouts**
- ✓ **Hand out and collect class surveys**
- ✓ **Make yourself available for questions**
- ✓ **Send thank you letters to all**



Graduation Ceremony

- Nice affair with a keynote speaker, class comments
- Social dinner, drinks, etc.
NETWORKING
- Hand out certificates of completion and take class picture



Measuring Impact

- ✓ **Pre/Post Tests were utilized to measure:**
- ✓ **Knowledge held before the presented subject**
- ✓ **Knowledge gained after the presented subject**

Ohio Local Government Leadership Academy Program Survey

Please rank your level of understanding by circling one of the following using a scale of 1-4, with **1 being poor** and **4 being good**.

Leadership Topic: Leadership Skills and Styles

<u>before</u> today's presentation	My level of understanding of the following	<u>after</u> today's presentation
1 2 3 4	1. Establishing your leadership style.	1 2 3 4
1 2 3 4	2. Interpretation and understanding of different leadership styles.	1 2 3 4
1 2 3 4	3. Understanding different roles and types of leaders- opportunistic, situational, consensus builder, facilitator, empowerer, transactional and transformational.	1 2 3 4
1 2 3 4	4. Leadership application roles and styles in local government.	1 2 3 4

If necessary, what could have been done better or included to enhance your understanding of this session? (Use back if necessary).

Please turn in at end of session. Thank you for your cooperation.

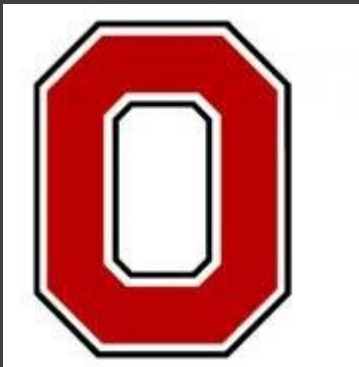
Measuring Impact

- **Over 350 Participants were educated and received certificates of completion from this annual ten-week course. As a direct result, surveys from 2002-2015 indicated participants increased their overall knowledge in local government by 77%.**

Contact Information

- **If you would like more information in getting this program started in your community, please contact Joe Lucente, OSU Extension at (419) 213-2028 or by e-mail at lucente.6@osu.edu**

Ohio Federation of Soil and Water Conservation District (OFSWCD)



Leadership Academy

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Ohio Soil Water Conservation District

- 88 county Soil & Water offices
- Governed by a board of five locally elected officials
- 440 supervisors
- Supervisors serve a two year term



Ohio Soil Water Conservation District

Provide assistance to urban & agricultural land users:

- Soil erosion prevention
- Water management



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Ohio Soil Water Conservation District

Services include:

- Survey & design of grassed waterways, erosion control structures, surfaces and subsurface drainage, farm ponds, windbreaks and livestock water management facilities
- Sponsor educational programs
- Non-profit organization



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Ohio Soil Water Conservation District

Leadership Academy:

- Established in 2009
- Purpose to provide leadership training for supervisors
- Expanded to all employees
- Over 300 new/unique participants
- Over 700 participants



Ohio Soil Water Conservation District

Leadership trainings:

- 17 one-hour leadership sessions taught
- Sample Topics: Change, Systems Thinking, Customer Service, Problem Solving, Public Speaking, Leadership Styles, Outcome-based Team Dev., Coaching & Mentoring, etc.
- 77 counties employees have participated
- Evaluations: retro, pre, post



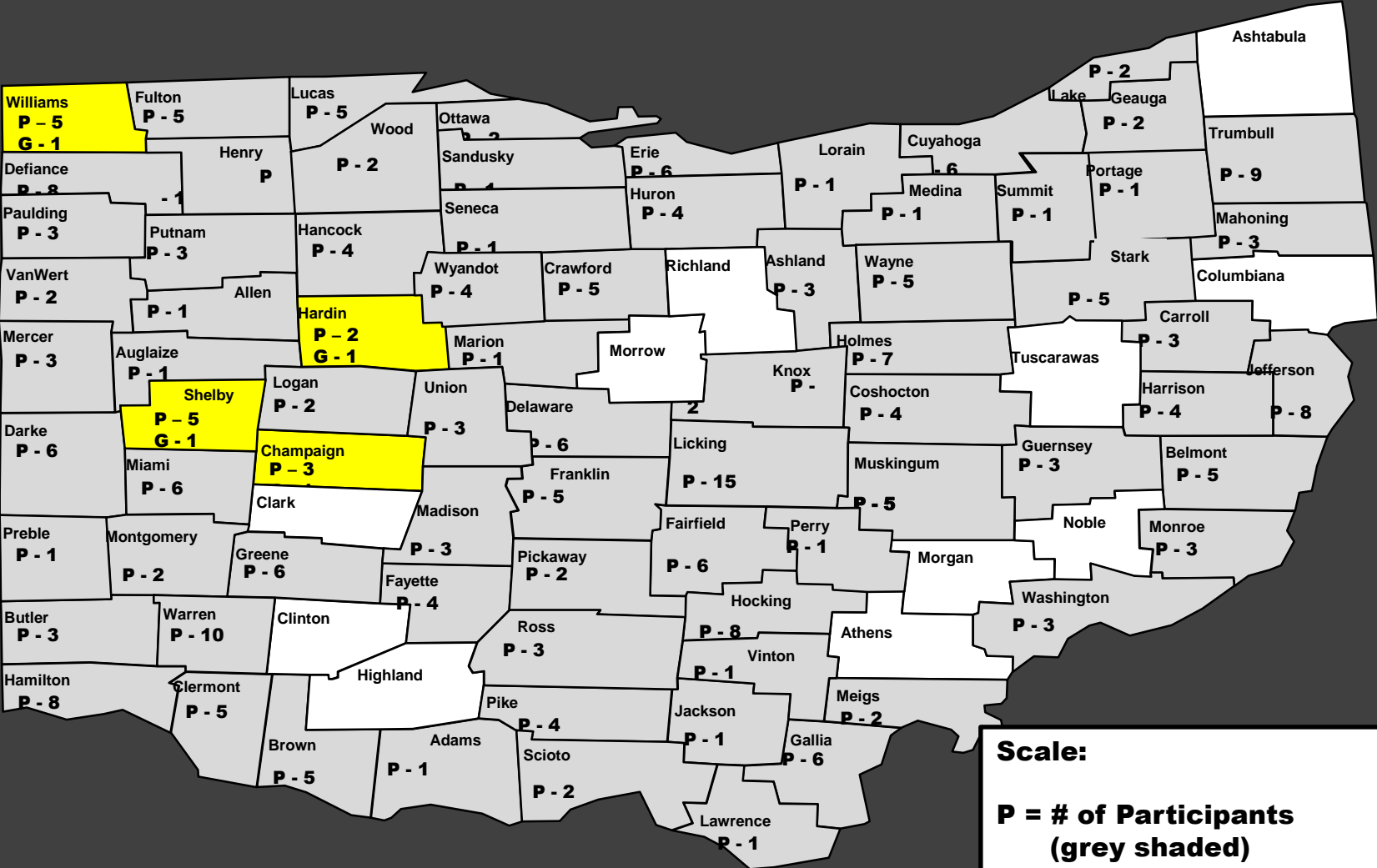
Ohio Soil Water Conservation District

Leadership Academy Graduation:

- Must participate in 10 leadership sessions
- 4 Graduates
- 2 more will graduate next year
- Graduation Ceremony
- Receive a clock plaque from OSU



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Scale:
P = # of Participants (grey shaded)
G = # of Graduates (yellow shaded)



*For additional information
contact:*

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