



## COURSE DESCRIPTIONS

*Participants will complete one of the following courses each month of the program.*

### Leadership v. Management

Often, good leadership is mistakenly associated with good management, but there are fundamental differences between the two, and both are critical to a project, team, and organization success. This session will outline misconceptions about the two and share examples of each in practice. It will also challenge participants to practice managerial and leadership scenarios to develop the critical thinking skills necessary to adapt to complex challenges of each.

### Fiscal & Budget Management

There is increasing scrutiny of spending practices of government at all levels. Data drives discussions regarding funding and expenditures. While budget analysts may focus primarily on debits and credits, financial managers must understand the economy as a whole and be able to read trends, forecast challenges, and navigate legislation pertaining to the community. This course will provide you with an understanding of both fiscal and budget management so that you can effectively provide the necessary services to your residents. Included will be an overview of the potential revenue streams for a township and a review of a township's taxing authority per the Ohio Revised Code.

### Analyzing Data to Make Decisions

Data analysis is the act of gathering important information to guide decision-making. This evaluation tool turns numerical data into accessible information that can help you determine the best way to proceed with a project or process. By learning how to properly gather and analyze data, you can improve your decision-making skills in the workplace. This course will explore the different types of data analysis and how to use them to make more informed decisions.

### Innovative Technology in Government

Local governments have routinely found themselves behind the eight ball with respect to the use of technology in service delivery. From forms that must be printed and mailed; to payments taken only in cash or check, this experience clashes with what residents have been trained to expect from the private business world. Thus, it's a missed opportunity for governments to not only improve service delivery but demonstrate their value and improve the lives of the people they serve. This module will help you to better understand how to use technology and a customer-focused mind-set to innovate and better serve citizens. You will be challenged to truly understand the needs of your constituents before designing solutions or making recommendations.

### Land Use: Defining Your Township

Learn the ins and outs of building a great planning & zoning team and discuss how your actions impact your community. This course will help you identify the basic purposes of planning to help you determine what you wish to accomplish. Learn how your township's comprehensive plan can help define the future of your community. You will also be introduced to the emerging trends and strategies for practical application in your township.

### Creative Problem Solving

Bring a real challenge and leave with research-based insights and methods for transforming yourself and your township into being more curious, fearless, and innovative. Through engaging course discussions and practical, challenge-driven exercises, you will learn conceptual frameworks and behavioral habits for cultivating an inquiry-driven approach to leadership and life.

### Utilizing Strategic Planning

Strategic planning is critical for any organization that wishes to achieve its mission. An effective process also provides opportunity for critical team/organizational alignment. Good strategic planning can move an organization toward its desired future. But the most valuable part of strategic planning can be the actual process itself. This session will explore key questions a leader must consider in advance of beginning the process. It will include discussions on how to identify a process that will be effective, and how the final plan can be used to direct work assignments and budgets so that your organization can achieve its goals and objectives and ultimate public service mission.

### Leading Change & Leading in a Crisis

Most leaders accept that crisis management can become a part of their job without warning. And similar to crisis situations, significant organizational change can be challenging and also requires deliberate communication and cooperation. Developing a structured approach to crises and change is critical to mitigate disruption, particularly in the provision of critical government services. This module will explore the different ways to lead through crises and change, including practice scenarios using the methods of change management and transition management.

### Cyber Security

As townships increasingly rely on digital platforms to deliver essential services, communicate with constituents, and manage sensitive data, the need for robust cybersecurity practices has never been more evident. This course examines the multifaceted landscape of cyber threats, from data breaches and ransomware attacks to phishing scams and insider threats, highlighting the potential ramifications for local governance and the broader community. Enabling participants to safeguard township operations, protect citizen data, and contribute to the overall resilience and success of their communities.