



THE OHIO STATE UNIVERSITY
JOHN GLENN COLLEGE OF PUBLIC AFFAIRS

Certificate in Public and Nonprofit Leadership COURSEWORK OVERVIEW

The John Glenn College of Public Affairs Certificate in Public and Nonprofit Leadership is designed for mid-career professionals in public and nonprofit organizations who want to gain practical management skills and become more effective leaders. The 12-week certificate program includes two graduate-level Glenn College public affairs courses, described below. Completing the program earns you a respected certificate and graduate credit that can be applied to a graduate program at OSU or another university.

PA 5060: Managing People in Public and Nonprofit Organizations

Public Affairs 5060 includes a blend of theoretical knowledge and practical skills with approximately 35 percent lecture and 65 percent group problem solving exercises and activities, including scenario and case discussion. The course includes 42 contact hours that require another 126 hours of independent study. Student reading assignments, exercises, and additional content to complement in-class learning will be online to optimize class time for application and problem solving.

The course has two subcomponents. The first is focused on increasing self-awareness and being open to feedback, both critical to becoming a more effective leader. Through assessments, feedback, personal reflection, readings, discussion, and written assignments; students will explore where they are in their leadership development and where they would like to be. Each student will be required to complete a 360-degree assessment, weekly reflections, and an individual leadership development plan, setting out goals, priorities, and specific actions to ensure his or her continued learning and development.

The second subcomponent emphasizes immediate needs that supervisors have regarding personnel or human resource management. Students will learn about the best practices of human resource management (HRM) and develop analytical skills necessary to effectively manage workers. Given the applied nature of the course, students will rely extensively on case studies, videos, and individual/group exercises in addition to reading about best practices of human resource management.

PA 5062: Leadership Development Application

Public Affairs 5062 is designed to help public managers develop the leadership skills and competencies necessary to successfully direct their workgroup/organization to achieving its public service goals. PA 5062 focuses on aspirational objectives as a complement to the focus on practical skills in PA 5060. The course includes 42 contact hours that require another 126 hours of independent study.

The course has two subcomponents. The first is focused on learning about effective leadership practices and developing analytical and interpersonal skills necessary to effectively use these practices in various work situations. Given the applied nature of this course, instructors and students will rely extensively on case studies, videos, and individual/group exercises in addition to reading about effective leadership practices and skills. Additional content to complement in-class learning will be posted online to optimize class time for application and problem solving.

The second subcomponent is designed to hone and demonstrate students' accumulated leadership knowledge and skills through an intervention exercise. Students will be asked to identify an opportunity within their public or nonprofit organization to integrate and apply leadership concepts, diagnose, analyze, and solve a specific personnel and/or organizational problem, and to explore personal styles of leadership. Students will be required to reflect on outcomes and the application of their leadership abilities.

Learning Objectives:

By the end of the certificate program, students will be able to:

- Explain the importance of self-awareness, and self-reflection to effective leadership.
- Articulate personal values, assumptions, and beliefs about leadership.
- Identify individual strengths, talents, areas for improvement, and development goals.
- Understand how leadership theory informs practice.
- Understand management theory and its application to practice.
- Recognize challenges in managing a public or nonprofit organization.
- Develop skills in analyzing, synthesizing, critical thinking, problem solving, and decision making that are relevant for managers in public and nonprofit organizations.
- Develop skills for coaching, developing, and leading cross-functional teams.
- Develop skills for leading during times of crisis and change.
- Develop skills to resolve ethical dilemmas and value conflicts, and lead teams ethically.
- Communicate effectively with a diverse and changing workforce and citizenry.
- Articulate and apply a public service perspective.
- Demonstrate accumulated leadership and management skills.