



## THE LONGEST RUNNING LEADERSHIP PROGRAM OF ITS KIND IN THE STATE

**DATES:** Mondays, January 15 - April 8, 2024  
**TIME:** 5:30 p.m. - 7:00 p.m.  
**PLACE:** 300 Madison Avenue in downtown Toledo,  
8th Floor Conference Rooms 807/809  
**COST:** \$549 per person

We believe that effective leadership in the public and private sectors is as important as ever. Leaders must have a strong foundation and the tools necessary to adapt to constant changes and support resilient organizations. The Institute for Leadership & Advocacy is a professional development program designed to help build and strengthen the foundation of our region's leaders to work with public officials and impact our communities. Discussions are led by highly-experienced professionals and regional leaders. The program also includes no-cost participation in the following opportunities:

- Institute Series – An extension of the Institute program that includes additional sessions through the remainder of the year focused on issues of major business importance to the Toledo region.
- Morning Access legislative breakfast (February) – An opportunity to join Chamber members and network and connect directly with state legislators, county commissioners, mayors, council members and other elected officials.

*“I found the Institute helpful in both my professional and personal growth. During our sessions we interacted with influential leaders and gained extensive knowledge of both business and government sectors. I found the Institute valuable in my own professional endeavors and would recommend the program to any individual or organization interested in leadership development.”*  
– Andrea Flowers, Palmer Energy, 2021 graduate

*Begun in partnership with The Ohio State University Extension and the Ohio Sea Grant College Program, the Institute for Leadership & Advocacy will begin its 24th year in 2024.*

**Space is limited! Register at [www.toledochamber.com/ila](http://www.toledochamber.com/ila)**

### QUESTIONS?

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**A PROGRAM OF**

**The Leadership  
★ ★ ★ Fund**

**TOLEDO REGIONAL  
CHAMBER of COMMERCE**

# SESSION OVERVIEW

## January 15: Introduction & Kick-off

Participants will receive an introduction on what to expect from the course. Participants are invited to network and begin to build connections with the rest of their cohort.

## January 22: Public Service / Conducting Public Meetings

*Joseph Lucente, Associate Professor, Community Development, O.S.U. Extension/Sea Grant College Program*

A two part discussion about the basic requirements associated with public service, and the principles for conducting public meetings. Topics covered in part one include the responsibilities of public officials and standards of conduct. Part two covers types of public meetings and meeting procedures.

## January 29: Leadership Styles & Skills

*Sara Best, Principal, Real Good Ventures*

A discussion about your qualities and characteristics as a leader. Topics include identifying and matching ideal roles based on personality types and communication styles, and understanding your best fit toward achieving satisfaction within an organization.

## February 5: Roles in Local Government

*Bob Vazquez, Board Member, Toledo Public Schools Board of Education*

*Robert Mack, Trustee, Perrysburg Township Board of Trustees*

*Tonia Saunders, Director, Lucas County Department of Planning & Development*

A panel discussion with public officials about seeking and serving in local government roles. Topics include considerations before seeking a role, necessary background and experience, potential for impact, and challenges to prepare for.

## February 12: Ethics in Public Service

*Mark Wagoner, Partner, Shumaker, Loop & Kendrick, LLP*

A discussion about understanding and using ethical behavior in public service. Topics include the importance of ethical behavior, Ohio ethics laws, conflicts of interest, public contracts, and conduct following public employment.

## February 19: Government Finance

*Betsy Bashore, Deputy Director, Strategic Support, Ohio Performance Team, Office of the Ohio Auditor of State*

A discussion about how government finance works and best practices. Topics include budgeting approaches, benchmarking, getting returns on investment, and achieving results that are impactful.

## NEW! February 26: Inclusive Leadership

*Bill Keiffer, President & Chief Advisor, Kieffer & Associates*  
*Brittany Ford, Client Principal & Co-Owner, Language Equity & Access Partners*

*Jacob Karnes, NW Ohio Employer Services Manager, Opportunities for Ohioans with Disabilities*  
*Judge James Knepp, U.S. District Judge*

A panel discussion on how to engage and serve underrepresented groups, such as justice involved individuals and Veterans.

## March 4: Economic Development

*A Representative from Bricker Graydon LLP*

A discussion about the principles and practices associated with fostering economic development. Topics include financing mechanisms, creation and use of special districts, and case studies of economic development successes and challenges.

## NEW! March 11: Regional Development

*Sandy Spang, President, TMACOG*

*Doug Born, Director of Business Development, Nooter Toledo*

*Chris Singerling, Executive Director, Ottawa County Improvement Corporation*

A panel discussion on regional development where experts will highlight the role the community plays in economic development, with special attention to comprehensive economic development strategies.

## NEW! March 18: Higher Education's Role in the Community

*Representatives from Owens Community College, the University of Toledo, & Bowling Green State University*

A panel discussion about the role higher educational institutions play in our region, aside from simply educating. Discussion will include partnerships and initiatives within the community.

## March 25: Public-Private & Public-Public Partnerships

*Laura Koprowski, CEO, TARTA*

*Mike Pniewski, County Engineer, Lucas County*

A panel discussion about how public-private and public-public partnerships are being used for the improvement of our region. Topics include combining private and public sector expertise toward promoting development, addressing challenges, and providing for community needs.

## April 1: Graduation

*Keynote speaker to be announced*