

# **TEXAS CPM PROGRAM POLICIES & PROCEDURES MANUAL**

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**OFFERED BY:**

**TEXAS STATE UNIVERSITY'S**

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**THE TEXAS CERTIFIED PUBLIC MANAGER® (CPM) PROGRAM**  
**OFFERED BY TEXAS STATE UNIVERSITY'S**  
**WILLIAM P. HOBBY CENTER FOR PUBLIC SERVICE**

### **Introduction and History**

In July 1995, The Public Service Academy, a division of the Continuing Education Program at Texas State University began offering the Texas Certified Public Manager® (CPM) Program for Texas' state/local government and non-profit sector employees.

Texas State University began offering the Texas CPM Program for Texas after receiving authorization in April 1995 from the National Certified® Public Manager's (CPM) Consortium. The CPM Consortium approved the Texas State University Public Service Academy as the delivery mechanism for the Texas CPM Program in at the Consortium's 1995 annual conference which was held in Little Rock Arkansas. The National CPM Consortium, which began in Georgia in 1979 has been in operation for 40+ years, authorizes only one lead organization per state/jurisdiction to deliver the National CPM Program.

On May 18, 1996, the CPM Program for Texas received full accreditation at the 1996 annual meeting of the National Certified Public Manager® Consortium. The meeting was held in Lexington, KY. Accreditation came after a report recommending accreditation was made by an accreditation team which visited Texas State University in March 1996.

On April 30, 1998, Texas State University's Public Service Academy received a \$1 million endowment from former Texas Lt. Governor, William P. Hobby. The name of the Public Service Academy was changed to the William P. Hobby Center for Public Service. In addition to providing support for the Center's operation, the endowment established a professorship in Governor Hobby's name. The current holder of the professorship is Dr. Howard R. Balanoff, who also serves as the Director of the William P. Hobby Center for Public Service and Texas CPM Program.

### **Continuing Education and CPM Program Credit**

The CPM Program has been approved for Continuing Education Credit for a number of public and not for profit sector organizations at the State and Local Government Level. For information about CEU's contact either the Director of the William P. Hobby Center for Public Service, the Director of the CPM Program at your local location or your association's personnel department.

CPM courses can be taken in any order or sequence. Participants receive a Certificate of Continuing Education Credit (CEU's) for management training & education from Texas State University. In addition, academic course credit may be received for CPM courses offered in the San Marcos & Round Rock, Texas locations. Please contact the Director of the CPM Program for information about registering for academic credit for CPM courses.

### **The Texas CPM Program: Two Formats**

**One Day a Month for 21 Months**  
**One & a Half Days a Month for 14 Months**

The Texas CPM Program, offered by Texas State University, described in the following pages is established in accordance with the Constitution and Bylaws of the CPM Consortium.

In order to meet the needs of working students, as well as those students commuting from long distances, CPM courses are offered in 2 formats, a 1½ day a month format which is offered on Thursday & Friday and a one day a month format which is normally offered one Friday per month.

The CPM Program for Texas, developed by Texas State University, divides the CPM Program into 7 tracks (courses). Each course consists of 3 days of public management training and education. Completion of the entire Texas CPM Program leading to the nationally recognized CPM Certification takes a minimum of 14 months for a 1 & ½ day program and 21 months for a 1 day a month program.

### **Texas CPM Program Mission**

The Mission of the Texas CPM Program is to train public and nonprofit managers in the ethical values and technical competencies associated with outstanding public service.

### **CPM Curriculum**

The Texas CPM Program is offered through the William P. Hobby Center for Public Service. The Texas CPM Program offers seminars, workshops and a variety of applied projects. The CPM Program is designed to enhance the skills and abilities that participants need to deal with "real world" problems and situations.

One of the major features of the Texas CPM Program is the completion of at least one major applied project which deals with real world situations. All participants are required to complete a major applied project in Track 7, which is the "Capstone" of the CPM Program.

Track 7 requires the preparation and presentation of a major applied project, through which the student demonstrates the management skills, knowledge, and abilities, learned in previous CPM tracks. Completion of the Applied Project is required prior to graduation from the Texas CPM Program.

### **Individual Management Mentoring (IMM)**

In addition to taking the 7-track sequence, participants receive informal mentoring that includes discussions about membership in public management professional organizations and associations such as the American Society for Public Administration (ASPA) and the International City/County Management Association (ICMA).

Over the length of the Program, students meet with CPM faculty advisor and discuss strengths and weaknesses of their management styles. CPM faculty suggest ways in which the student can improve their weaknesses through a program of attending professional conferences and using print and web-based resources which are made available through the Texas CPM Program.

### **Take-Home Exams & Professional Assignments**

In addition to the regular classroom sessions which total approximately 20 classroom contact hours per CPM course (140 hours total for 7 tracks), CPM participants are assigned take-home exams for each day of work in the CPM Program. At least 25 hours of outside work per course (which is graded by a CPM Director/Coordinator) is assigned for each CPM Course. The amount of outside instruction is at least 175 hours for the 7 track CPM Program. Total instruction 140 classroom + 175 outside work = 315 total hours for the CPM Program.

Participants desiring CPM Certification will be given information about membership in organizations such as the American Society for Public Administration (ASPA) and/or the International City/County Management Association (ICMA). If they decide to join then they receive ASPA and or ICMA publications such as PA Times and Public Administration Review (PAR) and the Public Manager.

As a part of the Individual Management Mentoring, participants in the CPM Program are encouraged to focus on their independent development which can include internet studies, regular academic classes, workshops and seminars put on by state and local professional associations such as the Texas Professional Educators Association, the Texas Municipal League and the Texas Association of Counties. Video training, web-based training and other forms of electronic instruction can also count toward CPM training requirements.

### **CPM Projects**

CPM students are required to complete a series of professional projects in several of the CPM tracks. For example, in Track 4: Finance & Budgeting CPM students are asked to evaluate their organization or department's budget; in track 7 CPM students are asked to prepare are required to do a capstone project which incorporates a completed survey or conduct a focus group. In addition, students must do a 15-minute Power Point presentation about their Project(s) to the class.

### **No Elective Credit Option**

At this time, there is NO provision for substitution of electives for any of the 7 CPM core courses (tracks).

### **Confidentiality & Privacy Rights of CPM Participants**

CPM students can be assured that the privacy rules that apply to Texas State University will apply to CPM participants. All work (exams, projects etc.) prepared by CPM students is considered confidential and private and will NOT be released to any 3<sup>rd</sup> party without the express permission of the individual CPM participant.

### **Graduation from the Texas CPM Program**

After successfully completing the 7-course sequence, and receiving individual management mentoring, participants receive the designation of "Certified Public Manager®." A graduation ceremony is held twice each year, in June and December at the Texas State Capitol. The graduation is a very prestigious event which features an outstanding graduation speaker. Two Governors of Texas, A United States Congressman and other dignitaries have been among the graduation speakers over the last 25 years. It should be noted that since the first CPM graduation was held in 1996 over 1900 participants have graduated from the Texas CPM Program. Another special feature of the Texas CPM Program graduations is that a number of CPM graduates have gone on to have distinguished careers and have returned to be featured speakers at our CPM Graduations.

### **Admission to the CPM Program**

Students are able to begin the CPM course of study with any of the CPM tracks with the exception of Track 7. Participants can seek admission to the CPM Program at any time throughout the year. They can take as few as one course per year. It is recommended that those enrolled in the CPM Program take at least 3 tracks per year. There is normally a 5-year time limit for the completion of all 7 tracks.

Students receive certificates of completion and continuing education units (CEU's) after completing each track. To receive the national CPM Certification students must complete the requirements for all 7 tracks.

Participants are able to take CPM courses for continuing education credits (CEU's). In addition, CPM courses offered at the San Marcos, & Round Rock locations can be taken for academic credit. Students seeking admission to the Texas CPM Program should be in the public sector or not for profit sector jobs. They should have approximately one year of working experience in the public or non-profit sector. Persons without a year of experience should contact the Director of the CPM Program concerning admission procedures. In some cases, persons in the private sector that are seeking to learn more about public management can be admitted to the CPM Program on a space available basis.

Persons without a college degree can be accepted into the Texas CPM Program. CPM courses can be used for academic credit toward a Bachelor or a Masters' degree. To obtain academic credit at Texas State University students must follow the procedures of the Office of Distance and Extended Learning (ODEL) and must also meet the State of Texas requirements for receiving academic credit from a Texas University. Students must also meet the requirements of the Texas State University undergraduate and graduate catalogs which can be found on the University's website at [www.txstate.edu](http://www.txstate.edu)

Persons wishing to use academic credit for CPM courses toward degree programs at other universities must gain approval for these courses from their academic advisor. Academic credit is available only at the CPM locations in Round Rock and San Marcos, Texas.

### **The 2020/2021 Texas CPM Program Schedule**

The list of courses for the 2020/2021 years are available (by location) at the Texas CPM website which is [www.txstate.edu/cpm](http://www.txstate.edu/cpm) Contact information for CPM Coordinators and registration information is also available at this website.

Courses meet at Texas State University and at the cities of Round Rock, Houston, Arlington, Nacogdoches, Edinburg, and Lubbock, Texas. Although the schedule is firm, Texas State University and participating universities may alter the schedule to meet unforeseen contingencies or conflicts. Students will be notified as soon as possible about any schedule changes.

### **Cooperative Agreements with other Texas State Universities**

The Texas CPM Program is run under the auspices of Texas State University. The license to offer the Program in Texas was granted initially in 1995 by the National Certified Public Manager® (CPM) Consortium. In order to deliver the CPM Program throughout Texas, Texas State University has entered into a series of Inter-University Contracts with universities across Texas. Current university partners include the following:

Texas Tech University  
Stephen F. Austin State University  
The University of Texas at Rio-Grande Valley  
The University of Houston  
Texas A&M International University (TAMIU)

Each of these universities is given a license to offer the CPM Program in Texas under the auspices of Texas State University. Texas State University provides the curriculum, and technical assistance necessary to begin a CPM Program. Texas State University also conducts the CPM Graduations at the Texas Capitol. In exchange, university partners provide an agreed upon "overhead" back to Texas State University.

### **CPM Program Faculty**

Each of the CPM courses is team taught by a combination of academic and practitioner faculty. Many of the academic faculty are regular or adjunct faculty of Texas State University, Texas Tech, the University of Houston and other Texas universities. Practitioners include city/county managers, state agency department heads, school district administrators etc. and come from a variety of positions in city, county, school districts, state and federal government. Practitioner faculties are also drawn from the non-profit and private sectors.

### **The CPM Program Cycle Coordinator (By Location)**

All CPM locations will have a CPM Cycle Coordinator that is responsible for all 7 tracks at a specific location. The Cycle Coordinator is usually a university faculty member with faculty status. That

person is responsible for organizing and coordinating each of the 7 courses in a CPM Cycle of Courses. The CPM Cycle Coordinator is responsible for designing and implementing the delivery of the CPM Courses at a particular location. The CPM Cycle Coordinator is the main point of contact with the students and the other faculty in the CPM Program. The Cycle Coordinator also designs and grades the take-home exams and Capstone Projects for their location.

The CPM Cycle Coordinator is responsible for choosing and scheduling additional academic and practitioner faculty assigned to develop and deliver each track. It should be noted that practitioner faculty have significant input into the design of and delivery of all courses in the Texas CPM curriculum.

### **Tuition, Fees, Reimbursements and Payment Options**

Registration fees for each CPM track are normally \$695.00. This includes all textbooks and training materials. The cost for the entire 7 track program is \$4865. Since CPM tracks are often treated as short courses, which are directly related to an individual's professional development, the courses are often paid for by the participant's organization. Participants in CPM courses may also be eligible for tuition reimbursement from their organization. In addition, participants enrolled in degree programs at Texas universities, may qualify for financial aid. If an individual registers to receive undergraduate or graduate academic credit for a CPM course then additional fees for academic credit will apply. (See CPM website for current fee schedule for academic credit).

### **Academic Credit at San Marcos and Round Rock Locations**

CPM participants may enroll in CPM courses for academic credit at the Round Rock & San Marcos locations. Students wishing to register for academic credit must register through the Texas State University Banner Registration System. Students seeking graduate credit can earn up to 12 hours of graduate credit for the CPM Program. Students seeking undergraduate credit can earn up to 21 hours of undergraduate credit for the CPM Program. For information about fees and registration requirements please contact the Office of Distance & Extended Learning (ODEL) at 512/245-2507.

Before academic course credit can be applied to any Texas State University academic degree program, the student must first be admitted to that degree program by the university and meet the admission requirements listed in the Undergraduate and Graduate Catalogs.

In accordance with the Texas State University Graduate School Catalog, only 12 hours of graduate extension credit may be counted toward a graduate academic degree program at Texas State University. In accordance with the undergraduate catalog, not more than 30 hours of a combination of extension and correspondence courses academic credit may be counted toward a Texas State University undergraduate degree. Also, according to the undergraduate catalog, not more than 18 hours can be earned through correspondence. Students seeking to apply academic credit toward universities other than Texas State University must meet the academic transfer rules and regulations of the university in which they are enrolled.

#### **Texas State University Degree Programs:**

**Master of Science: Interdisciplinary Studies (MSIS)**

**Master of Public Administration (MPA)**

**Bachelor of Applied Arts and Sciences (BAAS)**

The 7 CPM courses (21 academic hours) are designed to fit into several degree programs currently offered at Texas State. These programs include the Master of Science, Interdisciplinary Studies, the Master of Public Administration and the Bachelor of Applied Arts and Sciences.

**Master of Science: Interdisciplinary Studies (MSIS)**, is a 39-hour degree program. Texas State advisors work to assist CPM students that live in the Central Texas area to meet the requirements for

completing this degree. Normally 12 credit hours (4 CPM courses) can be counted toward the MSIS Program.

**The Master of Public Administration (MPA)**, is a 39-hour degree program which is nationally accredited by the National Association of Schools of Public Affairs and Administration. With the permission of the MPA Director up to 6 credit hours (2 CPM courses) can be counted toward courses in the MPA Program.

**The Bachelor of Arts and Sciences (BAAS)** is a 128-hour degree program that is designed for adult learners who need individualized academic programs that award credit for nontraditional forms of learning. Up to 24 hours may be awarded for an individual's work life experience. The BAAS degree requires the completion of a 24-hour professional development module. The CPM courses are designed to meet the requirements of the degree's professional development module. Up to 21 credit hours (7 CPM courses) can be counted toward the BAAS Degree.

#### **CPM Program Linkages to National and State Associations**

The Texas CPM Program has been designed to conform to the skills, knowledge and abilities that are specified by the National Certified Public Manager® Consortium and the International City/County Management Association (ICMA).

The Texas CPM Program has been designed to link with and complement other established public sector Texas associations and organizations such as the Texas Municipal League and the Texas City Management Association (TCMA). Linkages have also been established with the American Society for Public Administration (ASPA) and the International City/County Management Association (ICMA).

#### **The American Society for Public Administration (ASPA)**

The National CPM Program for Texas is endorsed by the Centex Chapter of the American Society for Public Administration (ASPA) and linked in several ways to the national organization of American Society for Public Administration. The local (CENTEX) ASPA Chapter and the Texas CPM Program hold joint meetings and programs. The home page of the National Office of ASPA is <http://www.aspanet.org> The home page of the CENTEX chapter of ASPA is <http://www.centexaspa.org/>

#### **The International City/County Management Association (ICMA)**

The CPM Program for Texas has been developed to meet the professional development and education standards of the International City/County Management Association (ICMA). CPM courses for Texas are developed that meet the 8 essential training areas identified by ICMA. These areas are: Staff Effectiveness, Policy Facilitation, Service Delivery Management, Strategic Leadership, Democratic Responsiveness, Organizational Planning and Management, Communication and Integrity. Membership in ICMA may be provided to local government students in the Texas CPM Program. **The home page of ICMA is <http://www.icma.org>**

#### **The Texas Municipal League & Texas City Management Association**

The Texas CPM Program closely coordinates its training with the Texas Municipal League and its affiliates such as the Texas City Manager Association (TCMA), and the Texas Municipal Human Resources Association (TMHRA). On several occasions, Texas CPM scholarships have been awarded to members of these organizations. The home page for TML is [www.tml.org](http://www.tml.org) The home page for the Texas City Management Association is [www.tcma.org](http://www.tcma.org)

## **Texas Society of Certified Public Managers®**

In July 1997 Texas established a Society of Certified Public Managers® that is made up of graduates of the Texas CPM Program. The Society was linked to Certified Public Manager® Societies in other States through the American Academy of Certified Public Managers®. Participants who completed the 7 tracks are considered alumni of the CPM Program and were automatically eligible for membership in the Texas CPM Society. Information about the American Academy of Certified Public Managers can be found by going to their website which is [www.cpmconsortium.org](http://www.cpmconsortium.org)

It should be noted that the Texas CPM Program maintains a database of all 1900+ Texas CPM Graduates and all CPM alumni are notified and invited to CPM alumni events such as the Annual Texas CPM Conference & William P. Hobby Distinguished Lecture.

## **The National Certified Public Manager® Consortium 7 Competencies**

The Texas CPM Program has been designed to satisfy the 7 essential competency clusters which are identified by the National CPM Consortium. These competencies are listed below.

### **Personal and Organizational Integrity (Addressed in Tracks 1 & 3)**

Increasing awareness, building skills and modeling behaviors related to identifying potential ethical problems and conflicts of interest; appropriate workplace behavior; and legal and policy compliance.

### **Managing Work (Addressed in Tracks 2, 4, & 5)**

Meeting organizational goals through effective planning, prioritizing, organizing and aligning human, financial, material and information resources. Empowering others by delegating clear job expectations; providing meaningful feedback and coaching; creating a motivational environment and measuring performance. Monitoring workloads and documenting performance. Dealing effectively with performance problems.

### **Leading People (Addressed in Tracks 2 & 3)**

Inspiring others to positive action through a clear vision; promotes a diverse workforce. Encouraging and facilitating cooperation, pride, trust and group identity; fostering commitment and team spirit. Articulating a vision, ideas and facts in a clear and organized way; effectively managing emotions and impulses.

### **Developing Self (Addressed in Tracks 1, 2 & 5)**

Demonstrating commitment to continuous learning, self-awareness and individual performance planning through feedback, study and analysis.

### **Systemic Integration (Addressed in Tracks 1 & 3)**

Approaching planning, decision-making and implementation from an enterprise perspective; understanding internal and external relationships that impact the organization.

### **Public Service Focus (Addressed in Tracks 1, 2 & 4)**

Delivering superior services to the public and internal and external recipients; including customer/client identification, expectations, needs and developing and implementing paradigms, processes and procedures that exude positive spirit and climate; demonstrating agency and personal commitment to quality service.

### **Change Leadership (Addressed in Tracks 1, 3 & 5)**

Acting as a change agent; initiating and supporting change within the organization by implementing strategies to help others adapt to changes in the work environment, including personal reactions to change; emphasizing and fostering creativity and innovation; being proactive.

### **Additional Features of the Texas CPM Program**

- 1. Individualized Assessment**--An assessment of the participants' individual supervisory and management skills will be conducted. Diagnostic tools such as the Myers Briggs, multi-rater feedback instruments etc. which allow managers compare themselves with other managers may be used during the Program.
- 2. University Benefits**--Texas CPM Members are eligible for Texas State University Benefits such as library cards and Texas State University Guest Net ID's which allow them to access university library resources and databases. Texas CPM graduates are also considered as University Program alumni and are entitled to many of the same rights and privileges of the alumni of academic degree programs.
- 3. National CPM Association Linkages**--Membership in the Texas CPM Program can lead to membership in CPM alumni organizations. Texas CPM graduates are eligible upon graduation to join the American Academy of Certified Public Managers (AACPM).

### **For Additional Information about the Texas CPM Program Contact:**

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Director, William P. Hobby Center for Public Service  
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Webpage: [www.txstate.edu/cpm](http://www.txstate.edu/cpm)

## **CPM COURSE DESCRIPTIONS**

### **Track 1: Public Personnel Administration**

The purpose of this course is to provide essential information concerning personnel and labor relations to public administrators. Examples of topics covered include recruitment/selection, equal employment opportunity/affirmative action, performance evaluation, discipline/termination, health/safety, collective bargaining, classification, compensation and employee benefits.

### **Track 2: Managing for Quality**

The purpose of this course is to provide essential information concerning the practice of building quality into public and non-profit organizations. The principle and practice of Total Quality Management (TQM) and strategic planning is explored in this course. The course will also focus on how a system's thinking approach can help public administrators to understand the way in which organizations can improve their operations.

### **Track 3: Organizational Communication**

The purpose of this course is to provide essential information concerning the flow of communication within the organization. Topics include communicating with governing and oversight bodies, barriers to effective communication and dealing with disagreement, conflict and groupthink. Improving oral and written skills is also covered in this track.

### **Track 4: Public Finance & Budgeting**

The purpose of this course is to provide essential information concerning the practice of public finance and budgeting. The practice of finance, budgeting and public sector accounting, debt management, and public finance policy issues are explored in detail.

### **Track 5: Productivity and Program Evaluation**

The purpose of this course is to provide essential information how to analyze public policy & program evaluation issues. The tools and techniques of public administration survey research, benchmarking and strategic planning are explored.

### **Track 6: Information Systems for Managers**

The purpose of this course is to provide essential information about management information systems used by public sector and non-profit sector managers. Tools and systems such as social media and on-line data bases such as geographic information systems (GIS) will be identified and discussed in detail. Use and abuse of social media (i.e. Facebook, Twitter, etc.) by public sector personnel is emphasized.

### **Track 7: Applied Projects Practicum**

The purpose of this course is to provide students with the opportunity and tools necessary to prepare a major applied research project related to their organization or area of interest. This track is considered to be the "capstone" of the CPM Program and incorporates lessons and information provided in the 6 other CPM tracks.

## **CPM CURRICULUM OBJECTIVES**

### **Required Courses**

All CPM candidates must complete the following workshops, tests, exercises and projects from the following seven (7) course sequence and participate in the Individual Management Mentoring Sessions.

Track 1:	Public Personnel Administration
Track 2:	Managing for Quality
Track 3:	Organizational Communication
Track 4:	Public Finance, Accounting & Budgeting
Track 5:	Policy and Planning
Track 6:	Information Systems for Managers
Track 7	Applied Projects Practicum Individual Management Mentoring (IMM)

### **CPM Course Objectives**

Each of the 7 core tracks (courses) have a list of objectives that are required to be mastered by each of the CPM participants. Examples of course objectives for each of the core courses are listed below. The information in brackets identifies which general areas of the core curriculum in the CPM bylaws are addressed.

#### **Track One - Objectives for Personnel Administration**

1. Participants will develop an in-depth knowledge of the laws related to public administration in general and personnel management in particular. Examples of such laws are the Americans for Disabilities Act and the Civil Rights Act of 1991.
2. Participants will develop skills in the use of performance evaluation instruments. The importance of these instruments for employee improvement will be stressed.
3. Participants will develop an understanding of grievance procedures and systems. The differences between the public and private sectors will be explored.
4. Participants will understand the impact of administrative and statutory laws on personal and organizational liability. Techniques on protecting public managers from litigation will be discussed in detail.
5. Participants will understand the principles behind the development of pay and benefit systems and the importance of internal and external equity to good labor and management relations.

#### **Track Two - Objectives for Managing for Quality**

1. Participants will understand the major principles in the field of public management and understand how to apply these principles to their workplaces. Special emphasis will be placed on understanding the principles of building and maintaining a high quality organization.
2. Participants will understand the role of ethics in the public sector. National and state laws will be explored, and ethical principles will be explained through the use of ethics simulations and role play.

3. Participants will demonstrate mastery of the variety of leadership styles necessary to operate in both traditional organizations and the new environments characterized by reduced resources and downsizing.
4. Participants will have the ability to use a variety of management and planning models such as systems management and strategic planning. They will also understand how to apply these models to their organizations.
5. Participants will understand the principles of how to operate in teams and work groups. Participants will be asked to develop skills that promote teamwork.

### **Track Three - Objectives for Organizational Communication**

1. Participants will understand the tools of communications analysis and how to apply these tools to public sector organizations.
2. Participants will learn techniques that will improve their oral and written communications skills.
3. Participants will understand the importance of the principles of organizational communication and how these principles improve managerial skills.
4. Participants will understand the importance of receiving adequate feedback from employees. Communications tools that aid in improving feedback will be explored.
5. Participants will understand how conflict affects a public sector organization. Techniques on how to minimize conflict will be explored. Also, participants will learn how too much consensus (groupthink) can negatively impact their organization.

### **Track Four - Objectives for Public Finance and Budgeting**

1. Participants will understand the principles of budgeting in the public sector they will also understand the differences between the public and the private sector. Participants must successfully complete exercises in public sector budgeting.
2. Participants will understand the principles of governmental accounting in the public sector. Exercises in public sector accounting must be successfully mastered by the participants.
3. Participants will understand major strategies of "downsizing" and learn how to apply the techniques of "cut-back" management to their organizations.
4. Budgeting systems used in local, state and federal jurisdictions must be understood by participants.
5. Participants will understand revenue and expenditure concepts and how they relate to local, state and federal governments.

### **Track Five - Objectives for Research, Productivity, Program Evaluation**

1. Principles of evaluation and change such as benchmarking and strategic planning will be understood by the participants. They will learn how to apply these principles to their organizations.
2. Productivity measures such as benchmarking will be explored. Participants will understand how to apply these measures to their public sector organizations.

3. Participants will understand basic principles of research and how to apply these principles to problems within their own public sector organizations.

4. Participants will acquire skills in developing and using questionnaires to improve their capabilities to satisfy citizens. Participants will also develop skills in interviewing citizens to assess future trends and improve citizen satisfaction.

#### **Track Six - Objectives for Information Systems for Managers**

1. Participants will understand and display a basic knowledge of the capabilities, limitations and uses of social media.

2. Participants will develop the skill necessary to download basic public administration information from the internet. Information on how to do internet survey research be provided.

4. Participants will gain an understanding of a variety of federal, state and local governmental and non-governmental data bases. They will understand how these data bases can be useful to their organizations.

5. Research design tools of analysis such as basic statistics will be understood. Participants must be able to use these tools in practical projects related to their organizations. Computer software for statistical analysis will be used by the participants.

#### **Track Seven - Objectives for Applied Projects Practicum**

1. Participants will understand the tools of quantitative and qualitative analysis that are used to develop applied projects.

2. Tools of planning and analysis will be understood by participants. Participants must also be able to apply these tools in their organizational settings.

3. Participants must be able to demonstrate the ability to apply skills, knowledge and abilities learned in the entire CPM Program to a major applied project.

4. Research design tools of analysis such as statistics and regression analysis will be applied to a major research project.

5. Participants will apply the skills learned in developing and using questionnaires to a major applied research project.

#### **Additional Item - Individual Management Mentoring**

1. Participants will hold discussions with the CPM faculty advisors that will help them to overcome any perceived weaknesses. The student is encouraged to improve their weakness through a program of attending professional conferences and using print and web-based resources which are made available through the Texas CPM Program

2. Participants will become involved with one or more major public administration professional organizations (i.e. American Society for Public Administration, Texas City Management Association, and American Planning Association etc.)

3. Participants may review on a monthly basis, publications from major public administration associations which are identified in number 1 above. Examples of publications to be reviewed are Public

Administration Review (PAR), The Public Manager, Public Administration Times, Public Management and Texas Town and City.

4. Participants will become familiar with the National and Texas CPM Organizations and are encouraged to participate in local and state meetings such as the Texas Certified Public Manager Annual Conference. As CPM graduates, they are encouraged to join the Texas City Management Association, The International City/County Management Association, the American Society for Public Administration and the American Academy of Certified Public Managers (AACPM).

**EXAMPLE OF CPM REGISTRATION FORM**  
**REGISTRATION FORM FOR THE TEXAS CERTIFIED PUBLIC MANAGER® (CPM)**  
**PROGRAM**

**ONLINE REGISTRATION & PAYMENT FOR THE CPM PROGRAM AVAILABLE AT**  
**WWW.TXSTATE.EDU/CPM**

Course (Track) # \_\_\_\_\_

Title \_\_\_\_\_

Location: \_\_\_\_\_

The registration fee of \$695.00 per person per track (\$4865 total) includes admission to the CPM Courses and all textbooks and training materials. The fees **do not** include lunch or hotel accommodations.

**Registration forms for each track need to be received at least 7 days prior to the start of each track.** After that date you must call Dr. Howard R. Balanoff at 512/245-3453. **Since registration for each CPM track is limited to 30 participants, persons desiring admission are urged to register early.** It should also be noted that participants enrolled in the entire CPM Program will be guaranteed a slot for each course.

For each track you must complete a course registration form, and enclose a check or purchase order for **\$695.00**, payable to Texas State University's CPM Program. Mail both the check and registration form to: Dr. Howard R. Balanoff, Director, William P. Hobby Center for Public Service, Texas State University, 601 University Drive, San Marcos, Texas 78666. **TELEPHONE:** 512/245-3453; **FAX** 512/245-7815. E-mail is [hb02@txstate.edu](mailto:hb02@txstate.edu) Online registration & payment is also available on the CPM website which is [www.txstate.edu/cpm](http://www.txstate.edu/cpm)

The Texas State University refund policy is to provide persons who register with an 100% refund prior to the start of each course. To receive a refund, requests must be received in writing prior to the start of the course. No refund will be given after the start of each course. In the event of insufficient registration, The University reserves the right to cancel the course; a 100% refund will be made to the registrants.

Name \_\_\_\_\_

Job Title \_\_\_\_\_

Organization \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Telephone(s) \_\_\_\_\_ Office; \_\_\_\_\_ Home

Fax \_\_\_\_\_; E-mail address \_\_\_\_\_

Total Fees Enclosed \_\_\_\_\_

Purchase Order # \_\_\_\_\_

**EXAMPLE OF GUIDELINES FOR  
THE TRACK 7 APPLIED PROJECT**

**MEMORANDUM**

From: Howard Balanoff  
To: Students Enrolled in Track 7  
Subject: Applied Project Guidelines

Participants enrolling in Track 7: Applied Project should be prepared to choose and do a report on a topic in public administration. CPM Track 7 students can pick a topic related to their job. Students are required to do a literature review and some primary research (survey, interview etc.) on the topic of their choice.

On the first month of Track 7 students will work with their CPM Director/Coordinator who will and ask everyone to identify a topic that they plan to do their research project on. By the second class, which will be held in about one month will require each student to have developed a survey and a database which can be analyzed with spreadsheet or other survey research software.

During the second month each student should be prepared to share their research by doing about a 10-15-minute briefing to the other Track 7 participants in the course.

The purpose for the Track 7 oral reports is for students to provide constructive and positive feedback to each other. After the sessions are over, students will continue to work on their projects until they are completed.

It is anticipated that students in Track 7 will graduate in June or December. For students graduating in June all projects should be completed no later than May 30<sup>th</sup> which is about 2 weeks prior to the CPM graduation which is scheduled for the first or second week of June at the Texas Capitol. If students are not ready to graduate in June, then students can complete their work by November 30<sup>th</sup> and graduate in December.

CPM Graduations are held at the Texas Capitol in Austin, in the Capitol Auditorium. Graduations normally begin at 2:00 p.m. with a reception following at the Legislative Conference Center at about 3:00 p.m.

## **CPM TRACK 7 GUIDELINES FOR APPLIED PROJECT**

Pick a topic in the area of public and/or non-profit administration and management. Do about a 15-page paper. For footnotes bibliography, etc. please use a recognized documentation style (i.e. APA, MLA etc.) Information about footnoting styles will be provided to students at the first-class meetings in September.

Prior to completing the CPM project, students should also be prepared to do a 10-15-minute oral presentation on their project when class meets for Track 7 on November 22, 2019. To ensure graduation in December 2019 the completed written paper/project should be turned in no later than November 30<sup>th</sup> for students taking CPM for Certification. Students taking Track 7 for academic credit must also complete their track 7 paper by November 30, 2019.

It is suggested that your paper/project follow the following below.

### **CPM TRACK 7 FORMAT**

#### **INTRODUCTION (1-3 pages)**

Give a brief introduction to your project. What is it about? What is its value to the organization?

#### **REVIEW OF THE LITERATURE (5-8 pages)**

This is one of the main sections and should include literature from articles, governmental documents, the Internet etc. The information should be general and inform the reader about your topic area. This section should be at least 5 pages in length and should contain at least 10 separate references. One suggestion is to begin the process by doing about 10 abstracts (of at least ½ page each) on your topic

#### **RESEARCH (4-5 pages)**

This is the research on the project or paper that you are doing. It can be primary research, which means that you can collect information from interviews, questionnaires, and focus groups or from documents, which specifically apply, to your topic. This section should be at least 5 pages in length. You can describe what you find or you can do some statistical analysis. You can use the Survey Monkey questionnaire system which was taught by Sue Breland. You can begin the process by designing and administering a survey of about 10 questions. What does the survey tell you? Or you can put a group of people around a table and ask them questions on your topic. This is known as a focus group.

#### **METHODOLOGY (1-3 pages)**

This is the section which you explain what techniques you used to conduct your research/project. Did you use surveys, interviews, focus groups etc. Define and discuss the techniques that you used.

#### **CONCLUSION & RECOMMENDATIONS (1-2 pages)**

What did you find? Did your findings agree or disagree with the general literature? What is the significance of your findings? What are your recommendations to the reader?

### **OFFICE HOURS & MEETINGS WITH STUDENTS**

No regular office hours are scheduled with the professor; however, students may meet in person with the course professor to assess their progress and to evaluate the course. Please email or call me if you wish to schedule a meeting. Meetings may be conducted individually or in small groups. I will respond in a timely fashion to all student emails and telephone calls.

### **ADA STATEMENT (FROM TEXAS STATE UNIVERSITY)**

Students with special needs (as documented by the Office of Disability Services) should identify themselves at the beginning of the term. Texas State University is dedicated to providing these students with necessary academic adjustments and auxiliary aids to facilitate their participation and performance in the classroom.

## **ACADEMIC HONESTY STATEMENT (FROM TEXAS STATE UNIVERSITY)**

Plagiarism and other forms of academic dishonesty undermine the very purpose of the university and diminish the value of an education. Simply put, this means you, as a Texas State University student, are expected to do your own work and properly cite those works which are someone else's when you use those works in your assignments.

### **Texas State University Honor Code**

As members of a community dedicated to learning, inquiry, and creation, the students, faculty, and administration of our University live by the principles in this Honor Code. These principles require all members of this community to be conscientious, respectful, and honest.

#### **We Are Conscientious:**

We complete our work on time and make every effort to do it right. We come to class and meetings prepared and are willing to demonstrate it. We hold ourselves to doing what is required, embrace rigor, and shun mediocrity special requests, and excuses.

#### **We Are Respectful:**

We act civilly toward one another, and we cooperate with each other. We will strive to create an environment in which people respect and listen to one another, speaking when appropriate, and permitting other people to participate and express their views.

#### **We Are Honest:**

We do our own work and are honest with one another in all matters. We understand how various acts of dishonesty, like plagiarizing, falsifying data, and giving or receiving assistance to which one is not entitled, conflict as much with academic achievement as with the values of honesty and integrity.

#### **The Pledge for Students:**

Students at our University recognize that, to insure honest conduct, more is needed than an expectation of academic honesty, and we therefore adopt the practice of affixing the following pledge of honesty to the work we submit for evaluation: I pledge to uphold the principles of honesty and responsibility at our University.