

**The National Certified Public Manager® (CPM) Program : A Model for Public and Nonprofit
Leaders and Managers around the World**

**By: Dr. Howard R. Balanoff, Professor & Director
The William P. Hobby Center for Public Service
Texas State University
San Marcos, Texas 78666
512/245-3453
hb02@txstate.edu**

and

**Ms. Marilyn K. Balanoff, Program Faculty
Office of Distance & Extended Learning (ODEL)
Texas State University
San Marcos, Texas 78666
512/245-2507
mb39@txstate.edu**

**ABSTRACT
PREPARED FOR THE 2015 CONFERENCE OF THE
INTERNATIONAL ASSOCIATION OF SCHOOLS AND INSTITUTES OF ADMINISTRATION
(IASIA)
WORKING GROUP 1: EDUCATION AND TRAINING PROGRAMME:
PARIS, FRANCE**

JULY 6 – 10, 2015

This abstract builds on a series of papers about the Certified Public Manager® (CPM) Program that were delivered at previous IASIA Conferences in Lake Como Italy, Warsaw Poland & Rome Italy. These papers generated significant interest in how public management certification programs could provide a vehicle for the professional development and education of the public sector and nonprofit sector workforces around the world.

Now that the American Society for Public Administration (ASPA) has created a new Section called the American Academy of Certified Public Managers® (CPM) Program (AACPM) and that Section has begun a collaboration with ASPA's International Chapter and ASPA's Section for Public Management Practice (SPMP) the mechanisms are in place for Certified Public Manager® (CPM) Programs to be established in a number of countries around the world. One of the goals of the authors of this paper is to review the potential of the National Certified Public Manager® (CPM) Consortium and ASPA's AACPM & SPMP Sections and ASPA's International Chapter to link together to provide high quality professional development and educational services (using CPM Programs) for ASPA's international practitioner and academic members.

One of the objectives of this paper is to **discuss the activities of a current pilot project in Europe in which public managers & educators from Romania, France, Lithuania & Latvia are participating in an online CPM Program which is being administered by Texas State University.** In June 2014 Texas State University's William P. Hobby Center for Public Service began to deliver a "pilot" CPM Program to a group of public managers & educators in 4 European countries to find out which parts of the US Texas CPM Program are applicable to countries in Europe and which would need to be augmented by European Union and other public management resources. That pilot program is scheduled to be completed in December 2015. This paper will review the lessons learned to date from that pilot project and discuss how this effort may lead to the establishment of additional CPM Programs around the world.

Another CPM project is likely to be initiated in the near future is by Leiden University in the Netherlands. Discussions are currently ongoing between Leiden University and the National Certified Public

Manager® (CPM) Consortium for Leiden University to begin to offer the first officially accredited European Certified Public Manager® (CPM) Program that would be delivered outside the United States. The paper and the presentation at the Conference will provide an update on those discussions.

In addition to the objectives mentioned in the preceding paragraphs, the authors will **examine the concepts and the curriculum of the Certified Public Manager® (CPM) Program throughout the US with a focus on the Texas CPM Program**. An additional objective is to **identify and discuss the major organizational components of CPM such as the National Certified Public Manager® Consortium and the American Academy of Certified Public Managers® (AACPM) which is currently a Section of the American Society for Public Administration (ASPA)**.

Additional information about the Certified Public Manager® (CPM) Program & related ASPA Chapters & Sections is available at the following websites.

The National Certified Public Manager® (CPM) Consortium
www.cpmconsortium.org/

The American Academy of Certified Public Manager® (AACPM): An ASPA Section
www.cpmacademy.org

The Texas Certified Public Manager® (CPM) Program
www.txstate.edu/cpm

ASPA's Section for Public Management Practice (SPMP) and ASPA's International Chapter
www.aspaonline.org/global/index.html.

HISTORY OF THE CERTIFIED PUBLIC MANAGER® (CPM) PROGRAM IN THE UNITED STATES

The National Certified Public Manager® (CPM) Program has been operating in the United States for over 35 years. The Program began in 1979 in Georgia as a certification program for public managers in Georgia's State Government Office of Personnel Management. Gradually it spread throughout the Southern States (i.e. Louisiana, Mississippi, Arkansas etc.) in the US.

By 1995 the CPM Program had not only expanded throughout the US (i.e. New Jersey, Texas, Arizona, Washington DC, etc.) but it also encompassed local, federal and not-for profit (NGO) employees. By 1996, the Graduate School of the US Department of Agriculture (USDA) was delivering a CPM Program to federal employees and the Texas CPM Program was training significant numbers of local government employees, in addition to serving state, federal and not-for-profit employees. By 2015 thirty eight (38) CPM Programs were a part of the National CPM Consortium in the United States. In addition several pilot CPM Programs were being conducted around the world.

THE NATIONAL CERTIFIED PUBLIC MANAGER® (CPM) PROGRAM

The Certified Public Manager® (CPM) Program today in the United States is a nationally recognized professional development program for supervisors and managers in federal, state, and local government. The skills, knowledge and competencies taught through the CPM Program also apply for managers and supervisors in the "Not for Profit" Sector. The CPM Program is a 300 hour instructor facilitated comprehensive course of study by which public managers can acquire and apply the best practices and

theory to their management behaviors and strategies using prescribed sets of professional standards in accordance with accepted competencies. The curriculum uses theory as the foundation and applies it to practical problems facing the participant, their agency/department, and citizens. Those who complete the professional development and education program earn a national trademark designation of Certified Public Manager® (CPM).

THE NATIONAL CERTIFIED PUBLIC MANAGER CONSORTIUM

Certified Public Manager® Programs in the United States operate under the umbrella of the National Certified Public Manager® (CPM) Consortium. Formed in 1979, the National Certified Public Manager® Consortium establishes and preserves standards for the Certified Public Manager® designation. The National Certified Public Manager Consortium also monitors and accredits all CPM programs in the US. Only accredited programs are authorized to award the CPM designation which is trademarked to the National CPM Consortium and its member Programs.

The purpose of the National CPM Consortium is to promote CPM programs by providing and monitoring accreditation standards, facilitating program development and encouraging innovation and developing linkages with programs and organizations with similar goals & objectives.

The National CPM Consortium Council is currently made up of about 38 persons. Each state CPM program designates one voting representative to the CPM Consortium Council. The voting representatives is usually the Director of the CPM Program. The CPM Program Director normally designates a second representative from his/her CPM Program to be an alternate member of the National CPM Consortium Council.

Each year at the Annual National CPM Conference, an election is held by CPM Council members and officers (Chair, Vice-Chair, Secretary, Treasurer and 5 at large Board Members) are elected to serve on the CPM Executive Board which is the governing body for the Consortium. The Consortium has a staff person which operates as the CPM Administrator.

For additional information about the CPM Consortium including officers, standards, accreditation proceedings etc. go to the CPM website which is www.cpmconsortium.org

THE TEXAS CERTIFIED PUBLIC MANAGER® (CPM) PROGRAM

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. The Texas CPM Program also accepted members of the federal government and in some cases persons from the private sector into its CPM courses.

Texas State University began offering the Texas CPM Program for Texas after receiving authorization in April 1995 from the National Certified Public Manager® (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. Approval was granted when a delegation from Texas State University brought a signed letter from the Governor of Texas authorizing Texas State University to serve as the lead CPM delivery organization in Texas. The National CPM Consortium, which has been in operation for over 35 years, authorizes only one lead organization in each state to deliver the national CPM Program within its jurisdiction.

On May 18, 1996, the CPM Program for Texas received full accreditation at the 1996 annual meeting of the National Consortium of Certified Public Managers. 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.

The Texas CPM Program was reaccredited by the CPM Consortium in 2001, 2006, and 2011. All CPM Programs in the US must be reaccredited every 5 years.

Course Organization

The Texas CPM Program is offered as a series of 7 courses which can be taken in any order of sequence. These courses are: (1) Personnel and Human Resources Administration (2) Managing for Quality (3) Organizational Communication (4) Public Finance and Budgeting (5) Productivity and Program Evaluation (6) Information Systems for Managers (7) Applied Project Practicum

CPM Courses can be taken in any order or sequence. After completing each course, participants receive a Certificate of Continuing Education Credit (CEU's) for management training & education from Texas State University. In addition, academic course credit, at no additional cost, may be granted to those students who register for CPM courses and are eligible to receive academic credit.

The Texas CPM Program: Delivery Formats

One & a Half Days a Month for 14 Months

One Day a Month for 21 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 National Certified Public Manager 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 1 & ½ day a month format which is offered on Thursday & Friday and a one day a month format which is normally offered one Friday a 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 Public Manager's Certification takes a minimum of 14 months for a 1 & ½ day a month program and 21 months for a 1 day a month program.

CPM Open and Closed Enrollment Cycles

CPM Courses operate in a "Cycle of Courses" at each location normally beginning with track 1 and ending in track 7. After track 7 is completed the rotation begins again with track 1. Some CPM "Course Cycles" are "Open Enrollment Cycles" that is to say that the enrollment is open to all participants from the public and not for profit sector. Some Cycles are "Closed Enrollment Cycles" which means that Texas State University has a direct contract with a city or public sector organization to deliver the CPM Program to that organization's managers. A CPM course consists of somewhere between 20-30 managers per class.

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 field based 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 several applied projects which deal with real world situations. Prior to graduation, all CPM 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.

Linkages to Professional Associations

In addition to taking the 7 track sequence, students signing up for CPM Certification are encouraged to join a professional public administration society such as the American Society for Public Administration (ASPA) and the International City/County Management Association (ICMA). In some cases the CPM participants' membership fees to ASPA or ICMA may be paid for by the Texas CPM Program. CPM participants are also encouraged to attend professional conferences and use print and web based resources which are made available to them through the Texas CPM Program.

Professional Assignments & Take-Home Exams

In addition to the regular classroom sessions, CPM participants are assigned take-home exams for each day of work in the CPM Program. At least 30 hours of outside work per course (which is graded by the CPM "Cycle Coordinator") is assigned for each CPM Course. The total amount of instruction under the direction of the "Coordinator" is at least 300 hours total for the entire 7 track CPM Program.

As a part of their professional growth & development CPM participants are encouraged to focus on their independent studies 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 and web based training and other forms of electronic instruction are also encouraged.

Graduation from the Texas CPM Program

After successfully completing the 7 course sequence CPM 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, the City Manager of San Antonio, The Chancellor of the Texas State University System and other dignitaries have been among the graduation speakers over the last 20 years. Since the class graduated in 1995 over 1500 public and nonprofit managers and supervisors have graduated from the CPM Program in Texas.

Admission to the CPM Program

Students can begin the CPM course of study with any of the CPM tracks (except track #7). Participants can seek admission to the CPM Program at any time throughout the year. It is not necessary for a student to take all 7 CPM tracks in a 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 will receive certificates of completion and continuing education units (CEU's) after completing each track. To receive the national CPM Certification, however, students must complete the attendance & written requirements for all 7 tracks.

Persons can take CPM courses for continuing education, (CEU's), CPM and at the San Marcos, Round Rock & San Antonio locations academic credit. Students seeking admission to the Texas CPM Program should be in

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 are required to 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.

Since the CPM Program is offered through the Texas State University Office of Distance & Extended Education (ODEL), persons without a college degree may be accepted into the Texas CPM Program. At the San Marcos, Round Rock & San Antonio locations CPM courses can also be taken for academic credit toward a Bachelor's degree or a Master's degree. To obtain academic credit at Texas State University CPM participants must follow the procedures of the University 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

Persons wishing to use academic credit for CPM courses toward degree programs at universities other than Texas State University must gain approval for these courses from their respective academic advisors.

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 CPM 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
The University of Houston
Sam Houston State University
Stephen F. Austin State University
The University of Texas at Pan American

Each of these university partners is given a permission by Texas State University 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 all CPM Graduations at the Texas Capitol. In exchange for services provided by Texas State University, the 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 operating under the direction of the "CPM Cycle Coordinator" Many of the academic faculty are regular or adjunct faculty of Texas State University, University of Texas at Pan American, Texas Tech, the University of Houston, Sam Houston State University and Stephen F. Austin State University. 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. In addition, private professional development and training consultants are part of the faculty mix.

The CPM Program Cycle Coordinator (For Each Location)

All CPM locations will have a CPM "Cycle Coordinator" that is responsible for all 7 tracks at a specific location. Most of the time, the "Cycle Coordinator" is a university faculty member with at least adjunct faculty status. He or she is responsible for organizing and coordinating each of the 7 courses that make up 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. He or she is the main point of contact with the CPM participants and the other faculty in the CPM Program. The "Coordinator" also designs and grades the assignments, projects & exams for their respective CPM Program location.

Additional responsibilities of the CPM Cycle Coordinator include the responsibility for choosing and scheduling the additional academic and practitioner faculty that are assigned to develop and conduct presentations for each track.

Registration, Fees, Reimbursements and Payment Options

The registration fees for each CPM course (track) are normally \$595.00. This includes all textbooks and training materials. It does not include any lodging or per-diem costs. The cost for the entire 7 track program is \$4165. 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 university financial aid.

Academic Credit

In addition to acquiring continuing education and certification credit, CPM participants can also take the courses for undergraduate or graduate academic credit. Students taking CPM courses for academic credit will be assessed additional fees to receive undergraduate and graduate academic credit. Academic credit is only available for CPM courses that are offered directly by Texas State University at its San Marcos, Round Rock & San Antonio, Texas locations.

Students seeking academic credit through extension at Texas State University can do so without being admitted to an academic degree program. However, 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. 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 University. 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 University advisors will work to assist CPM students that live both inside and outside of the Central Texas area, to meet the requirements for completing this degree. Twelve credit hours (4 CPM courses) can be counted toward degree requirements of 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. Normally six credit hours (2 CPM courses) can be counted toward electives 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. 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 7 undergraduate courses (21 credit hours) can be counted toward the BAAS Degree.

EUROPEAN UNION (EU) CPM PILOT PROJECT

In July 2014, the Texas CPM Program initiated a pilot CPM Program with 12 managers and educators in Europe. The entire Program is being delivered over the Internet using the TRACS Internet Platform of Texas State University. Participants in the EU CPM Pilot Project are being given online assignments every two weeks. At the end of each two week period the CPM participants place their completed assignments in a Drop Box on TRACS Internet platform. At the present time only 4 participants remain in the European Pilot Project. The major difficulty has been for the CPM participants to find the time to complete the required assignments. It is expected that all 4 participants remaining in the CPM Program will complete the Program and graduate with the CPM Designation at the December 2015 graduation which is scheduled for the Texas State Capitol in Austin, Texas.

PREVIOUS EUROPEAN PILOT PROJECT

SWEDISH NATIONAL DEFENSE COLLEGE (SNDC) CPM PILOT PROJECT

The Texas CPM Program initiated a pilot CPM Program with 8 managers and supervisors associated with the Swedish National Defense College in January 2010. Much of the Program was delivered over the Internet. In addition to Internet training three conferences lasting 2 days each were scheduled in Stockholm over a 1 year period. The Internet portion of the program was placed on the Texas State University Internet platform which is known as TRACS. Participants in the Swedish National Defense CPM Program were given online assignments every two weeks. At the end of each two week period the CPM participants placed their completed assignments in the TRACS Dropbox on Texas State University Internet platform. In addition to completing regular assignments and receiving “face to face” training in the on site seminars SNDC CPM participants were also required to complete a “capstone project” related to their work. Adobe Connect software was used to hold some online conferences in “real time” between the instructors and the SNDC CPM participants.

SNDC CPM participants received a membership in the American Society for Public Administration (ASPA) and were also given a membership in ASPA’s Section for Certified Public Management and ASPA’s International Chapter. It was anticipated that SNDC CPM participants would take advantage of these memberships to participate in the various activities of ASPA.

Over the one year period of the project it was determined that the most successful part of the training was the “face to face” seminars and workshops that were held in Stockholm, Sweden. As a rule, SNDC CPM participants tended to fall behind on their regular Internet assignments. Swedish CPM participants were awarded an “Honorary” CPM Certification upon completion of the Pilot Project.

THE AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS (AACPM)

A companion organization to the National CPM Consortium is the American Academy of Certified Public Managers® (AACPM) which is an organization made up of the alumni (graduates) of CPM Programs throughout the country. CPM alumni also belong to individual CPM Program Societies.

Each year, the AACPM holds an annual conference which is attended not only by CPM alumni but also by the Directors of the CPM Programs throughout the country. The National CPM Consortium Meeting is always held at the annual AACPM Conference.

For additional information about the American Academy of Certified Public Managers® and the Annual CPM Conference, please go to their website which is <http://www.cpmacademy.org/>

CPM Program Linkages to National and State Associations

The Texas CPM Program has been designed to conform to the skills, knowledge, abilities and competencies that are specified by the National CPM 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, the Texas Association of Counties, and the Texas Municipal Human Resources Association.

ORGANIZATIONS LINKED WITH CERTIFIED PUBLIC MANAGER PROGRAMS

The American Society for Public Administration (ASPA)

The Texas CPM Program is endorsed by the Centex Chapter of the American Society for Public Administration (ASPA) and linked in several ways to the national American Society for Public Administration (ASPA). For example the Texas Chapters of ASPA and the Texas CPM Program hold an annual joint Texas CPM & ASPA Conference each year. This Conference is one of the largest regional ASPA Conferences in the US.

The website for the National Office of ASPA is [http:// www.aspanet.org](http://www.aspanet.org)

The website for the Central Texas (CENTEX) chapter of ASPA is www.centexaspa.com

The website for ASPA's Section for Public Management is <http://www.aspaonline.org/global/index.html>

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. Texas CPM participants may be provided student membership in ICMA.

The 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 Personnel Association (TMPA). Two CPM scholarships are awarded annually to members of TCMA.

The website for TML is www.tml.org

The website for the Texas City Management Association is www.tcma.org

Additional Features of the Texas CPM Program

1. Individualized Assessment--An assessment of the participants' individual supervisory and management skills is conducted. Diagnostic tools used include the Myers Briggs. Assessment instruments are multi-rater feedback instruments which allow managers compare themselves with other managers. .

2. University Benefits--Texas CPM Members are eligible for Texas State University Benefits such as library cards and computer accounts on the Texas State University mainframe. Texas CPM graduates are also considered as Texas State University CPM Program alumni and are entitled to all rights and privileges of alumni.

3. National CPM Association Linkages--Membership in the Texas CPM Program ties a participant into membership in several related CPM organizations. The Texas Society for Certified Public managers was

created in 1997. The Association holds a statewide conference in cooperation with the American Society for Public Administration (ASPA) at least once per year.

POTENTIAL FOR THE INTERNATIONAL CERTIFICATION OF PUBLIC MANAGERS

The Certified Public Manager® (CPM) Program continues to grow and expand throughout the US. Throughout its history CPM has served as a valuable companion program to the traditional Master's in Public Administration (MPA) Program.

The focus of CPM is more applied and less theoretical than the MPA Program. CPM is designed for persons that are either not interested in completing the MPA but are interested in acquiring the skills, knowledge and abilities necessary to become outstanding public servants. CPM can also be of value to persons that have completed a traditional MPA degree several years ago and wish to update their practical skills.

CPM also focuses on values such as improving ethics in the public service. It also sets up a continuing education network of federal, state and local civil servants that can work together to improve the quality and the image of the public service.

In the authors' opinion, a logical next step is to continue to pilot new International CPM Programs. CPM Programs around the US have shown interest in partnering with other countries with which they already have public administration linkages. These programs could be linked with international public administration associations such as IASIA and perhaps the United Nations. Hopefully as new pilot projects emerge the concept of CPM will take root in a number of countries around the world.

CPM COOPERATION WITH LEIDEN UNIVERSITY

Recently Leiden University in the Netherlands has begun a relationship with the National CPM Consortium that could lead to the first international organization to be accredited to deliver a CPM Program in Europe. Leiden University has prepared and submitted to the CPM Consortium a draft of a CPM Program offered by Leiden University that could be delivered throughout Europe. The Leiden CPM Program is based on the competencies of the CPM Program in the US but is tailored to meet the needs of European Public Administrators. The Leiden Proposal is currently being reviewed by staff and officers of the National CPM Consortium. Recommendations to Leiden University by the CPM Consortium will be made shortly.

For additional information about the Leiden University CPM Program Proposal please contact Nikol Hopman of Leiden University at nhopman@campusdenhaag.nl

Additional Contact Information for National and Texas CPM Programs is Provided Below

The National Certified Public Manager® Consortium Chair

Mary Hamilton, Senior Executive in Residence
School of Public Administration
University of Nebraska Omaha
6001 Dodge Street
Omaha, NE 68182-0276
mary.hamilton@cox.net
402) 315-9509 (phone)

The National Certified Public Manager® Consortium Administrator

Peggy Stewart, Administrator
National CPM® Consortium
P. O. Box 270772
San Diego, CA 92198-0772

peggy@cpmconsortium.org

(858) 231-0048

The American Academy of Certified Public Managers®

Mitchell Stern, Chair

American Academy of Certified Public Management

msternnj@gmail.com

(973) 219-0422

The Texas Certified Public Manager® (CPM) Program

Dr. Howard R. Balanoff, Professor & Director

William P. Hobby Center for Public Service

Texas State University

601 University Drive

San Marcos, Texas 78666

hb02@txstate.edu

512/245-3453

Ms. Marilyn K. Balanoff, Program Faculty

Department of Continuing Education

Texas State University

601 University Drive

San Marcos, Texas

Mb39@txstate.edu

512/245-3453

APPENDIX A

NATIONAL CPM CORE COMPETENCIES

1. Personal and Organizational Integrity

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.

2. Managing Work

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.

3. Leading People

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.

4. Developing Self

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

5. Systemic Integration

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

6. Public Service Focus

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.

7. Change Leadership

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.

APPENDIX B

TEXAS CPM SHORT COURSE DESCRIPTIONS

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.

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 practice of Total Quality Management (TQM), Project Management and strategic planning is explored in detail. The course also focuses on how a systems thinking approach can help public administrators to understand the way in which organizations can improve their operations.

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.

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.

5. Productivity and Program Evaluation

The purpose of this course is to provide essential information how to analyze public policy & planning issues.. The tools and techniques of public administration survey research, benchmarking and strategic planning are explored. In addition the basic principles of legal research will be covered in this course.

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 the Internet and on-line data bases will be identified and discussed in detail.

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 will incorporate lessons and information provided in the other CPM tracks.

APPENDIX C

TEXAS CPM CURRICULUM OBJECTIVES

Required Courses

All CPM participants must complete workshops, tests, exercises and projects from the following seven (7) course sequence.

Track 1 Public Personnel Administration

Track 2 Managing for Quality,

Track 3 Organizational Communication

Track 4 Public Finance, Accounting & Budgeting

Track 5 Research, Productivity and Program Evaluation

Track 6 Information Systems for Managers

Track 7 Applied Projects Practicum,

CPM Course Competencies

Each of the 7 core tracks (courses) have a list of competencies 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 - Competencies 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 - Competencies 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.
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 - Competencies 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. Participants will gain experience in the use of communications tools that aid in improving feedback.
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 - Competencies for Research, Productivity, Program Evaluation

1. Principles of program 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 legal 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 - Competencies for Information Systems for Managers

1. Participants will understand and display knowledge of the capabilities, limitations and uses of computers and the Internet. Proficiency in utilizing analysis software such as "SPSS" will be displayed on computer terminals.
2. Participants will develop a working knowledge of the Internet. They will develop the skill necessary to download basic public administration information from the net. Information on how to research web pages will also 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 computer based survey technique for practical projects related to their organizations. Proficiency in the use of online surveys should be demonstrated.

Track Seven - Competencies 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.