**CPM ANNUAL REPORT & PROGRAM SURVEY - 2019 PROGRAM YEAR**

**Results**

***Published: 10/27/2020***

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70. Does your program offer instruction in the following formats? 82

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75. Are program participants able to earn the following by completing the CPM program: 84

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93. How effective are Conference/Vendor Exhibits? 95

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95. How effective is Word of Mouth? 95

96. How effective is (Other)? 96

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Section - CPM TRAINING 98

Instructions Provided To Respondents 98

99. Does the CPM program have any of the following eligibility requirements? Please select all that apply. 98

100. How do individuals apply to your CPM program? (Please select all that apply) 98

101. Is the CPM offered in the following formats? 99

102. If you would like to provide more information about how the program is offered, please do below. 99

103. How many training days did your program offer during the past / calendar year? Enter whole number of days 99

104. If you would like to provide additional information about the number of sessions, / please do so below 101

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122. Do you use the following program evaluation methods? (select all that apply) 124

123. Which of the following techniques does the program use to assess the level of knowledge or skills gained by the participant? Select all that apply. 124

124. How do you assess the participants’ application of knowledge or skills in the workplace? Select all that apply 125

125. Which of the following techniques does the program use to assess the level of knowledge or skills gained by the participant? Select all that apply: 125

126. Where do participants get their capstone project ideas? Select all that apply 126

127. What method(s) do you use to evaluate the impact of the participants’ capstone project on his or her organization? 126

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# Survey Results

The following is a tabular depiction of the responses to each survey question. Additional comments provided by respondents, if any, are included after each table.

### Section - PROGRAM ADMINISTRATION

#### 1. Admin Agency Name

Agency of Administration - Department of Human Resources - Workforce Development Division (State of Vermont, Brian Remer)

Arkansas Public Administration Consortium (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

Auburn University at Montgomery, Office of Continuing Education and Community Engagement (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

Bob Ramsey Executive Education

School of Public Affairs

Watts College of Public Service & Community Solutions

Arizona State University (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

Bowen Center for Public Affairs (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

Bridgewater State University, College of Graduate Studies, College of Continuing Studies, and the Political Science Department (Bridgewater State University, Jodie Kluver)

Carl Vinson Institute of Government (Georgia CPM, Walt McBride)

Centre for Professional Learning of Leiden University (Leiden University - Centre for Professional Learning, Nikol Hopman)

DC Department of Human Resources (District of Columbia Department of Human Resources, Melinda Coles)

Florida State University (FCPM Florida State University, Daniel Vicker)

George Mason University

Schar School of Policy and Government

Executive Education (George Mason University - Schar School of Policy and Government, Tonya Neaves)

Iowa Department of Administrative Services-Human Resources Enterprise (State of Iowa, Kim Hanson)

Laramie County Community College (Laramie County Community College, Rhonda Priest)

Millersville University (Millersville University, Hope Schmids)

Mississippi State Personnel Board (Mississippi State Personnel Board, Shondra Houseworth)

Naifeh Center for Effective Leadership (Naifeh Center for Effective Leadership, Trent Clagg)

New Hampshire Department of Administrative Services/NH Bureau of Education and Training (Bureau of Education and Training, Frank Nugent)

New Mexico State University Cooperative Extension Service (NMSU CES NM EDGE, Mary DeLorenzo)

NJ Civil Service Commission in partnership with Rutgers University, School of Public Affairs and Administration (NJ Civil Service Commission, LaVida Stalsworth)

Office of Management and Enterprise Services (OMES, Tenysha Haynes)

Office of Professional Development (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

SC Department of Administration (SC Department of Administration, Stephanie Duncan)

Schaefer Center for Public Policy (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

School of Public Affairs Institute, School of Public Affairs, University of Colorado Denver (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

State of Idaho- Division of Human Resources (State of Idaho Division of Human Resources, Jana Huffaker)

State of Nevada Division of Human Resource Management (State of Nevada, Robert Horgan)

Talent Management Division, Office of State Human Resources (Office State Human Resources, State of NC, Reed Altman)

Texas State University (Texas State University, Howard Balanoff)

The Centre for Organization Effectiveness (California, Sommer Kehrli)

The Metropolitan Washington Council of Governments (COG) in partnership with the,

The George Washington University Center for Excellence in Public Leadership. (MWCOG, Larissa Fitzhugh)

The University of Kansas, The School of Public Affairs and Administration, The Public Management Center (University of Kansas Public Management Center, Cindy Jacobson)

University of Nebraska Omaha - School of Public Administration (University of Nebraska Omaha, Ellen Freeman-Wakefield)

University of the Virgin Islands (University of the Virgin Islands, Dannica Thomas)

University of Wisconsin-Madison (University of Wisconsin-Madison, Chrystyna Mursky)

Utah Valley University Executive Education (Utah Valley University, Ethan Christensen)

UW Tacoma Professional Development Center (UW Tacoma Professional Development Center, Saralyn Smith)

#### 2. Agency Type

63.89% 23 University

25.00% 9 State Agency

5.56% 2 Other Type of Agency

2.78% 1 Community College

2.78% 1 Mixed - More than one type of entity

#### 3. Program Director

Ben Green (FCPM Florida State University, Daniel Vicker)

Brian Remer (State of Vermont, Brian Remer)

Carolyn Russell (Bureau of Education and Training, Frank Nugent)

Catherine Denise Cawley (Utah Valley University, Ethan Christensen)

Charles Taylor (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

Chrystyna Mursky (University of Wisconsin-Madison, Chrystyna Mursky)

Director - Tonya Thornton Neaves (George Mason University - Schar School of Policy and Government, Tonya Neaves)

Dr. Ann Cotten (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

Dr. Howard Balanoff (Texas State University, Howard Balanoff)

Dr. Macel Ely (Naifeh Center for Effective Leadership, Trent Clagg)

Ellen Freeman Wakefield (University of Nebraska Omaha, Ellen Freeman-Wakefield)

Haldane Davies, Ph.D. (University of the Virgin Islands, Dannica Thomas)

Hector Zelaya (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

Hope Schmids (Millersville University, Hope Schmids)

James Robinson (District of Columbia Department of Human Resources, Melinda Coles)

Jana Huffaker (State of Idaho Division of Human Resources, Jana Huffaker)

Jessica Lingo (State of Iowa, Kim Hanson)

LaVida Stalsworth (NJ Civil Service Commission, LaVida Stalsworth)

Lisa Reeves (UW Tacoma Professional Development Center, Saralyn Smith)

Marie Lindquist (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

Mary DeLorenzo (NMSU CES NM EDGE, Mary DeLorenzo)

Neal Kelley (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

Nikol Hopman (Leiden University - Centre for Professional Learning, Nikol Hopman)

Prof. Jodie Drapal Koretski (Bridgewater State University, Jodie Kluver)

Program Director: Imelda Roberts

Director

Office of Human Resources Management

The Metropolitan Washington Council of Governments

Academic Coordinator: Dr. Natalie K. Houghtby-Haddon

Associate Director

The George Washington University

Center for Excellence in Public Leadership (MWCOG, Larissa Fitzhugh)

Randy Harrison (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

Rebecca Kennard (State of Nevada, Robert Horgan)

Reed Altman, Ed.D. (Office State Human Resources, State of NC, Reed Altman)

Rhonda Priest (Laramie County Community College, Rhonda Priest)

Shondra Houseworth, MBA, CPM (Mississippi State Personnel Board, Shondra Houseworth)

Sommer Kehrli (California, Sommer Kehrli)

Stephanie G Duncan (SC Department of Administration, Stephanie Duncan)

Susan Brasseur (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

Tenysha Haynes (OMES, Tenysha Haynes)

Terri Callahan (University of Kansas Public Management Center, Cindy Jacobson)

Walt McBride (Georgia CPM, Walt McBride)

#### 4. Director Title

APAC Executive Director (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

Chief Executive Officer (California, Sommer Kehrli)

Director (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

Director (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

Director (FCPM Florida State University, Daniel Vicker)

Director - Assistant Professor and Director of Grants (George Mason University - Schar School of Policy and Government, Tonya Neaves)

Director Centre for Professional Learning (Leiden University - Centre for Professional Learning, Nikol Hopman)

Director of Continuing Education and Workforce Development (Millersville University, Hope Schmids)

Director of Human Resources, MWCOG

Associate Director, GWU (MWCOG, Larissa Fitzhugh)

Director of Professional Programs (University of Nebraska Omaha, Ellen Freeman-Wakefield)

Director, Bob Ramsey Executive Education (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

Director, Center for Adult Learning (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

Director, Executive Education (Utah Valley University, Ethan Christensen)

Education Program Manager (University of Kansas Public Management Center, Cindy Jacobson)

Executive Director (Naifeh Center for Effective Leadership, Trent Clagg)

Executive Director (District of Columbia Department of Human Resources, Melinda Coles)

Executive Director, Educational Outreach (UW Tacoma Professional Development Center, Saralyn Smith)

Leadership & Training Programs Manager (OMES, Tenysha Haynes)

Manager of Training and NJ CPM Program Director (NJ Civil Service Commission, LaVida Stalsworth)

Managing Director (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

MCPM Program Director/Director of Management/Supervisory Training Programs (Mississippi State Personnel Board, Shondra Houseworth)

NC CPM Director (Office State Human Resources, State of NC, Reed Altman)

NVCPM Program Administrator/Training Officer (State of Nevada, Robert Horgan)

Outreach Program Manager II (University of Wisconsin-Madison, Chrystyna Mursky)

Professor & Director, Texas CPM Program (Texas State University, Howard Balanoff)

Program Director (NMSU CES NM EDGE, Mary DeLorenzo)

Program Director (Bridgewater State University, Jodie Kluver)

Program Manager (Laramie County Community College, Rhonda Priest)

Risk and Benefits Bureau Chief (State of Iowa, Kim Hanson)

Senior Operations Analyst (Bureau of Education and Training, Frank Nugent)

Senior Public Service Associate (Georgia CPM, Walt McBride)

Senior Training Consultant (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

State Director of Training and Development (SC Department of Administration, Stephanie Duncan)

Training and Engagement Specialist III (State of Vermont, Brian Remer)

Training Manager (State of Idaho Division of Human Resources, Jana Huffaker)

Vice President, Business Development and Innovation (University of the Virgin Islands, Dannica Thomas)

#### 5. Co-director

Ashleigh Lopez (State of Idaho Division of Human Resources, Jana Huffaker)

Biranda Lumpkin (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

Brian Beamish (California, Sommer Kehrli)

Co-Director - Sisi Jou (George Mason University - Schar School of Policy and Government, Tonya Neaves)

Dayna Clendinen (University of the Virgin Islands, Dannica Thomas)

Dr. Melinda Tarsi (Bridgewater State University, Jodie Kluver)

Jane Sharp (NJ Civil Service Commission, LaVida Stalsworth)

Kim Hanson (State of Iowa, Kim Hanson)

Lisa VanRaemdonck (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

Marci Campbell (Georgia CPM, Walt McBride)

Melinda Coles (District of Columbia Department of Human Resources, Melinda Coles)

N/A (State of Vermont, Brian Remer)

N/A (Mississippi State Personnel Board, Shondra Houseworth)

N/A (Laramie County Community College, Rhonda Priest)

N/A (Bureau of Education and Training, Frank Nugent)

NA (Leiden University - Centre for Professional Learning, Nikol Hopman)

NA (University of Nebraska Omaha, Ellen Freeman-Wakefield)

None (Texas State University, Howard Balanoff)

Serphia Curry (SC Department of Administration, Stephanie Duncan)

There is not a designated co-director, but Cindy Jacobson acts as the CPM Program Coordinator. (University of Kansas Public Management Center, Cindy Jacobson)

Trent Clagg (Naifeh Center for Effective Leadership, Trent Clagg)

#### 7. Year joined NCPMC

1976, reinstated 2016 (Georgia CPM, Walt McBride)

1979 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

1979 (FCPM Florida State University, Daniel Vicker)

1981 (Office State Human Resources, State of NC, Reed Altman)

1984 (NJ Civil Service Commission, LaVida Stalsworth)

1984 (State of Vermont, Brian Remer)

1984 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

1986 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

1986 (OMES, Tenysha Haynes)

1989 (Mississippi State Personnel Board, Shondra Houseworth)

1990 (University of Wisconsin-Madison, Chrystyna Mursky)

1993 (University of Kansas Public Management Center, Cindy Jacobson)

1995 (Texas State University, Howard Balanoff)

1996 (Bureau of Education and Training, Frank Nugent)

1996 (SC Department of Administration, Stephanie Duncan)

1997 (District of Columbia Department of Human Resources, Melinda Coles)

2001 (State of Idaho Division of Human Resources, Jana Huffaker)

2001 (MWCOG, Larissa Fitzhugh)

2002 (State of Iowa, Kim Hanson)

2004 (State of Nevada, Robert Horgan)

2005 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

2006 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

2007 (California, Sommer Kehrli)

2007 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

2008 (NMSU CES NM EDGE, Mary DeLorenzo)

2008 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

2009 (Laramie County Community College, Rhonda Priest)

2010 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

2010 (Millersville University, Hope Schmids)

2013 (UW Tacoma Professional Development Center, Saralyn Smith)

2013 (University of the Virgin Islands, Dannica Thomas)

2014 (Naifeh Center for Effective Leadership, Trent Clagg)

2014 (Bridgewater State University, Jodie Kluver)

2015 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

2016 active status

2018 accredited status (Leiden University - Centre for Professional Learning, Nikol Hopman)

2019 (Utah Valley University, Ethan Christensen)

#### 8. Initial Accreditation Year

1976 (Georgia CPM, Walt McBride)

1979 (FCPM Florida State University, Daniel Vicker)

1981 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

1984 (NJ Civil Service Commission, LaVida Stalsworth)

1987 or 88 (Office State Human Resources, State of NC, Reed Altman)

1988 (OMES, Tenysha Haynes)

1989 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

1991 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

1993 (Mississippi State Personnel Board, Shondra Houseworth)

1993 (University of Wisconsin-Madison, Chrystyna Mursky)

1993 (University of Kansas Public Management Center, Cindy Jacobson)

1996 (SC Department of Administration, Stephanie Duncan)

1996 (Texas State University, Howard Balanoff)

1996 (Bureau of Education and Training, Frank Nugent)

1998 (District of Columbia Department of Human Resources, Melinda Coles)

2003 (State of Idaho Division of Human Resources, Jana Huffaker)

2003 (State of Iowa, Kim Hanson)

2003 (MWCOG, Larissa Fitzhugh)

2005 (State of Nevada, Robert Horgan)

2007 (California, Sommer Kehrli)

2008 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

2008 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

2010 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

2010 (Laramie County Community College, Rhonda Priest)

2011 (NMSU CES NM EDGE, Mary DeLorenzo)

2011 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

2012 (Millersville University, Hope Schmids)

2013 (State of Vermont, Brian Remer)

2013 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

2014 (UW Tacoma Professional Development Center, Saralyn Smith)

2014 (University of the Virgin Islands, Dannica Thomas)

2016 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

2018 (Leiden University - Centre for Professional Learning, Nikol Hopman)

2018 (Naifeh Center for Effective Leadership, Trent Clagg)

2018 (Bridgewater State University, Jodie Kluver)

NA (Utah Valley University, Ethan Christensen)

#### 9. Recent Accreditation Year

2013 (State of Vermont, Brian Remer)

2014 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

2015 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

2015 (NJ Civil Service Commission, LaVida Stalsworth)

2015 (State of Nevada, Robert Horgan)

2015 (Laramie County Community College, Rhonda Priest)

2015 (FCPM Florida State University, Daniel Vicker)

2016 (Georgia CPM, Walt McBride)

2016 (SC Department of Administration, Stephanie Duncan)

2016 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

2016 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

2016 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

2017 (California, Sommer Kehrli)

2017 (University of Wisconsin-Madison, Chrystyna Mursky)

2017 (State of Idaho Division of Human Resources, Jana Huffaker)

2017 (NMSU CES NM EDGE, Mary DeLorenzo)

2017 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

2017 (Office State Human Resources, State of NC, Reed Altman)

2018 (Bureau of Education and Training, Frank Nugent)

2018 (Naifeh Center for Effective Leadership, Trent Clagg)

2018 (State of Iowa, Kim Hanson)

2018 (Mississippi State Personnel Board, Shondra Houseworth)

2018 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

2018 (Millersville University, Hope Schmids)

2018 (Bridgewater State University, Jodie Kluver)

2019 (District of Columbia Department of Human Resources, Melinda Coles)

2019 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

2019 (University of Kansas Public Management Center, Cindy Jacobson)

2019 (University of the Virgin Islands, Dannica Thomas)

2019 (OMES, Tenysha Haynes)

2020 (UW Tacoma Professional Development Center, Saralyn Smith)

2020 (MWCOG, Larissa Fitzhugh)

2020 (Texas State University, Howard Balanoff)

2021 - upcoming (George Mason University - Schar School of Policy and Government, Tonya Neaves)

NA (Leiden University - Centre for Professional Learning, Nikol Hopman)

NA (Utah Valley University, Ethan Christensen)

#### 10. Formal Authorization

80.56% 29 Yes

19.44% 7 No

#### 11. Source of Authorization

Arizona State University (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

Associate Provost, Community Outreach and Economic Development, Utah Valley University (Utah Valley University, Ethan Christensen)

Authorized under the NH Division of Personnel RSA 21-I:42 XVII(a)(3) (Bureau of Education and Training, Frank Nugent)

Bridgewater State University (Bridgewater State University, Jodie Kluver)

COG Resolution No. R32-00, Resolution to Adopt The Council of Governments

Regional Executive Development Program, July 12, 2000. (MWCOG, Larissa Fitzhugh)

Executive Order 28 was issued by former Governor Thomas H. Kean in January 1983 authorizing the creation of a management development program. (NJ Civil Service Commission, LaVida Stalsworth)

Governor Butch Otter Executive Order 2011.13 (State of Idaho Division of Human Resources, Jana Huffaker)

Governor letter (University of Wisconsin-Madison, Chrystyna Mursky)

Governor of Texas (Texas State University, Howard Balanoff)

Legislation - Oklahoma Personnel Act Title 74-840.3.15 (OMES, Tenysha Haynes)

Letter from Jo Ann Gora, then-President of Ball State University (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

Mississippi State Legislature (Mississippi State Personnel Board, Shondra Houseworth)

MOU (NMSU CES NM EDGE, Mary DeLorenzo)

National Certified Public Manager Consortium (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

National Certified Public Manager Consortium (University of the Virgin Islands, Dannica Thomas)

National Consortium President Cheryl Robertson (Naifeh Center for Effective Leadership, Trent Clagg)

National CPM Consortium & Saginaw Valley State University (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

NC Administrative Code and established in the State Office of Human Resources (Office State Human Resources, State of NC, Reed Altman)

NCPMC (Leiden University - Centre for Professional Learning, Nikol Hopman)

NCPMP via

George Mason University

Schar School of Policy and Government (George Mason University - Schar School of Policy and Government, Tonya Neaves)

Program established in teh State Department of Human Resources (State of Vermont, Brian Remer)

Program is established within DAS (State of Iowa, Kim Hanson)

Sponsored by DC Department of Human Resources (District of Columbia Department of Human Resources, Melinda Coles)

State administration policy, funded by the State Legislature (State of Nevada, Robert Horgan)

The CPM Program was initially endorsed by the Governor under the supervision of the Alabama's Department of Finance and the CPM Advisory Board. (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

The program was established in 2007 with support from the President, at that time, J.B.Miliken. As the University system transitions to a new President this year, there is no reason to not to believe the support will continue to be strong and consistent. (University of Nebraska Omaha, Ellen Freeman-Wakefield)

University of Georgia (Georgia CPM, Walt McBride)

UW Tacoma Chancellor, Debra Friedman (UW Tacoma Professional Development Center, Saralyn Smith)

### Section - CPM FUNDS DETAIL

#### 12. Percentage of funds - Program Fees

0 (State of Nevada, Robert Horgan)

0 (District of Columbia Department of Human Resources, Melinda Coles)

0 (Mississippi State Personnel Board, Shondra Houseworth)

0 (MWCOG, Larissa Fitzhugh)

0 (University of the Virgin Islands, Dannica Thomas)

0 (Bridgewater State University, Jodie Kluver)

0 (Office State Human Resources, State of NC, Reed Altman)

100 (Naifeh Center for Effective Leadership, Trent Clagg)

100 (UW Tacoma Professional Development Center, Saralyn Smith)

100 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

100 (NJ Civil Service Commission, LaVida Stalsworth)

100 (Millersville University, Hope Schmids)

100 (FCPM Florida State University, Daniel Vicker)

100 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

100

(State of Vermont, Brian Remer)

100% (Georgia CPM, Walt McBride)

100% (Leiden University - Centre for Professional Learning, Nikol Hopman)

100% (California, Sommer Kehrli)

100% (Utah Valley University, Ethan Christensen)

100% (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

100% (State of Iowa, Kim Hanson)

100% (SC Department of Administration, Stephanie Duncan)

100% (Laramie County Community College, Rhonda Priest)

100% (University of Kansas Public Management Center, Cindy Jacobson)

100% (Bureau of Education and Training, Frank Nugent)

44 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

50% (University of Nebraska Omaha, Ellen Freeman-Wakefield)

68% (University of Wisconsin-Madison, Chrystyna Mursky)

72 (NMSU CES NM EDGE, Mary DeLorenzo)

75 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

75 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

75% (George Mason University - Schar School of Policy and Government, Tonya Neaves)

80% (State of Idaho Division of Human Resources, Jana Huffaker)

90 (OMES, Tenysha Haynes)

90% (Texas State University, Howard Balanoff)

95% (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

#### 13. Percentage of funds - Appropriations

0 (Georgia CPM, Walt McBride)

0 (NJ Civil Service Commission, LaVida Stalsworth)

0 (California, Sommer Kehrli)

0 (State of Vermont, Brian Remer)

0 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

0 (Bureau of Education and Training, Frank Nugent)

0 (State of Idaho Division of Human Resources, Jana Huffaker)

0 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

0 (Naifeh Center for Effective Leadership, Trent Clagg)

0 (State of Iowa, Kim Hanson)

0 (UW Tacoma Professional Development Center, Saralyn Smith)

0 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

0 (District of Columbia Department of Human Resources, Melinda Coles)

0 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

0 (NMSU CES NM EDGE, Mary DeLorenzo)

0 (MWCOG, Larissa Fitzhugh)

0 (Millersville University, Hope Schmids)

0 (FCPM Florida State University, Daniel Vicker)

0 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

0 (Bridgewater State University, Jodie Kluver)

0 (OMES, Tenysha Haynes)

0 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

0% (Leiden University - Centre for Professional Learning, Nikol Hopman)

0% (University of Nebraska Omaha, Ellen Freeman-Wakefield)

0% (Utah Valley University, Ethan Christensen)

0% (Laramie County Community College, Rhonda Priest)

0% (University of Kansas Public Management Center, Cindy Jacobson)

0% (Texas State University, Howard Balanoff)

0% (George Mason University - Schar School of Policy and Government, Tonya Neaves)

100 (State of Nevada, Robert Horgan)

100 (University of the Virgin Islands, Dannica Thomas)

100 (Office State Human Resources, State of NC, Reed Altman)

100% (Mississippi State Personnel Board, Shondra Houseworth)

18% (University of Wisconsin-Madison, Chrystyna Mursky)

56 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

N/A (SC Department of Administration, Stephanie Duncan)

#### 14. Percentage of funds - Donations or Grants

0 (Georgia CPM, Walt McBride)

0 (State of Nevada, Robert Horgan)

0 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

0 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

0 (State of Idaho Division of Human Resources, Jana Huffaker)

0 (Naifeh Center for Effective Leadership, Trent Clagg)

0 (State of Iowa, Kim Hanson)

0 (UW Tacoma Professional Development Center, Saralyn Smith)

0 (District of Columbia Department of Human Resources, Melinda Coles)

0 (Mississippi State Personnel Board, Shondra Houseworth)

0 (California, Sommer Kehrli)

0 (NJ Civil Service Commission, LaVida Stalsworth)

0 (State of Vermont, Brian Remer)

0 (NMSU CES NM EDGE, Mary DeLorenzo)

0 (MWCOG, Larissa Fitzhugh)

0 (University of the Virgin Islands, Dannica Thomas)

0 (Millersville University, Hope Schmids)

0 (Bureau of Education and Training, Frank Nugent)

0 (FCPM Florida State University, Daniel Vicker)

0 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

0 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

0 (Bridgewater State University, Jodie Kluver)

0 (OMES, Tenysha Haynes)

0 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

0 (Office State Human Resources, State of NC, Reed Altman)

0% (Leiden University - Centre for Professional Learning, Nikol Hopman)

0% (University of Nebraska Omaha, Ellen Freeman-Wakefield)

0% (Utah Valley University, Ethan Christensen)

0% (University of Wisconsin-Madison, Chrystyna Mursky)

0% (Laramie County Community College, Rhonda Priest)

0% (University of Kansas Public Management Center, Cindy Jacobson)

0% (Texas State University, Howard Balanoff)

0% (George Mason University - Schar School of Policy and Government, Tonya Neaves)

1 (scholarship funding from local chapter) (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

N/A (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

N/A (SC Department of Administration, Stephanie Duncan)

#### 15. Percentage of funds - Funding from Your Organization

0 (Georgia CPM, Walt McBride)

0 (State of Nevada, Robert Horgan)

0 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

0 (California, Sommer Kehrli)

0 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

0 (Naifeh Center for Effective Leadership, Trent Clagg)

0 (State of Iowa, Kim Hanson)

0 (UW Tacoma Professional Development Center, Saralyn Smith)

0 (Mississippi State Personnel Board, Shondra Houseworth)

0 (NJ Civil Service Commission, LaVida Stalsworth)

0 (University of the Virgin Islands, Dannica Thomas)

0 (Millersville University, Hope Schmids)

0 (FCPM Florida State University, Daniel Vicker)

0 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

0 (Office State Human Resources, State of NC, Reed Altman)

0% (Utah Valley University, Ethan Christensen)

0% (Laramie County Community College, Rhonda Priest)

0% (University of Kansas Public Management Center, Cindy Jacobson)

0%

(in-kind) (Leiden University - Centre for Professional Learning, Nikol Hopman)

10 (OMES, Tenysha Haynes)

100 (District of Columbia Department of Human Resources, Melinda Coles)

100 (Bridgewater State University, Jodie Kluver)

14% (University of Wisconsin-Madison, Chrystyna Mursky)

20% (State of Idaho Division of Human Resources, Jana Huffaker)

25 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

25 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

25% - In king salary for Director and Co-Director along with GRA support (George Mason University - Schar School of Policy and Government, Tonya Neaves)

28 (NMSU CES NM EDGE, Mary DeLorenzo)

30% (MWCOG, Larissa Fitzhugh)

5% (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

50% (University of Nebraska Omaha, Ellen Freeman-Wakefield)

In kind (office space, etc.) (Texas State University, Howard Balanoff)

N/A (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

N/A (SC Department of Administration, Stephanie Duncan)

#### 16. Percentage of funds - Other

0 (Georgia CPM, Walt McBride)

0 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

0 (Bridgewater State University, Jodie Kluver)

0 (State of Nevada, Robert Horgan)

0 (State of Vermont, Brian Remer)

0 (State of Idaho Division of Human Resources, Jana Huffaker)

0 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

0 (Naifeh Center for Effective Leadership, Trent Clagg)

0 (State of Iowa, Kim Hanson)

0 (UW Tacoma Professional Development Center, Saralyn Smith)

0 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

0 (District of Columbia Department of Human Resources, Melinda Coles)

0 (Mississippi State Personnel Board, Shondra Houseworth)

0 (California, Sommer Kehrli)

0 (NJ Civil Service Commission, LaVida Stalsworth)

0 (NMSU CES NM EDGE, Mary DeLorenzo)

0 (MWCOG, Larissa Fitzhugh)

0 (University of the Virgin Islands, Dannica Thomas)

0 (Millersville University, Hope Schmids)

0 (FCPM Florida State University, Daniel Vicker)

0 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

0 (OMES, Tenysha Haynes)

0 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

0 (Office State Human Resources, State of NC, Reed Altman)

0% (University of Nebraska Omaha, Ellen Freeman-Wakefield)

0% (Utah Valley University, Ethan Christensen)

0% (University of Wisconsin-Madison, Chrystyna Mursky)

0% (Laramie County Community College, Rhonda Priest)

0% (University of Kansas Public Management Center, Cindy Jacobson)

0% (George Mason University - Schar School of Policy and Government, Tonya Neaves)

10% (Texas State University, Howard Balanoff)

N/A (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

N/A (SC Department of Administration, Stephanie Duncan)

NA (Leiden University - Centre for Professional Learning, Nikol Hopman)

No change (Bureau of Education and Training, Frank Nugent)

### Section - CPM FUNDS - CHANGE BY SOURCE OF FUNDS RECEIVED

#### 17. Change in 2017 - Program Fees

80.56% 29 No Change

16.67% 6 Increased

2.78% 1 Decreased

#### 18. Change in 2017 - Appropriations

97.22% 35 No Change

2.78% 1 Decreased

#### 19. Change in 2017 - Donations or Grants

100.00% 36 No Change

#### 20. Change in 2017 - Funding from Your Organization

86.11% 31 No Change

11.11% 4 Decreased

2.78% 1 Increased

#### 21. Change in 2017 - Other

100.00% 35 No Change

### Section - CPM PROGRAM ENROLLMENT PRICING OPTIONS

#### 22. Pricing Options

51.06% 24 Cohort Enrollment - Fixed Price per person

40.43% 19 Open Enrollment - Fixed Price per person

8.51% 4 Cohort Enrollment - Fixed Price per group

#### 23. Unit price per person - Open enrollment

$1400 (Office State Human Resources, State of NC, Reed Altman)

$1750 Level I, $1750 Level II (Bureau of Education and Training, Frank Nugent)

$2,250 (Utah Valley University, Ethan Christensen)

$3,000 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

$3,300 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

$3,300 (early bird) $3,500 (full price) and then $2,800 (early bird price for State employees) or $3,000 (full price for State employees) (University of Kansas Public Management Center, Cindy Jacobson)

$3250 (Millersville University, Hope Schmids)

$3300 - Arizona Resident

$3400 - non Arizona Resident (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

$3500 (Georgia CPM, Walt McBride)

$3500 (Naifeh Center for Effective Leadership, Trent Clagg)

$3775 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

$4,000 (MWCOG, Larissa Fitzhugh)

$4,005 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

$5,048 (California, Sommer Kehrli)

$5435 (University of Wisconsin-Madison, Chrystyna Mursky)

$695 per course X 7 courses = $4865 per person. (Texas State University, Howard Balanoff)

0 (District of Columbia Department of Human Resources, Melinda Coles)

0 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

3500-3850 (FCPM Florida State University, Daniel Vicker)

3700 (NJ Civil Service Commission, LaVida Stalsworth)

EUR 15.000

(discount possible if more than 1 person from same organisation) (Leiden University - Centre for Professional Learning, Nikol Hopman)

N/A (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

N/A (Laramie County Community College, Rhonda Priest)

NA (State of Nevada, Robert Horgan)

Open Enrollment - Fixed Price Per Person (Bridgewater State University, Jodie Kluver)

The New Mexico CPM program does not have a "fixed price" because the classes are taken and purchased a la carte. Most graduates spend $3500, though there are additional classes that could be taken after graduation. (NMSU CES NM EDGE, Mary DeLorenzo)

Zero. There is no cost for our training. (Mississippi State Personnel Board, Shondra Houseworth)

#### 24. Unit price per person - Cohort enrollment fixed price per person

$1950 (State of Vermont, Brian Remer)

$2,500 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

$2,500 with minimum of 10 people (George Mason University - Schar School of Policy and Government, Tonya Neaves)

$2,995.00 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

$2150 (SC Department of Administration, Stephanie Duncan)

$3,500 (State of Iowa, Kim Hanson)

$3,500 for governmental agencies and non-profit organizations

$4,200 private sector (University of the Virgin Islands, Dannica Thomas)

$3250 (Millersville University, Hope Schmids)

$3299 (Laramie County Community College, Rhonda Priest)

$3500 (Georgia CPM, Walt McBride)

$3500 (Naifeh Center for Effective Leadership, Trent Clagg)

$4200 (University of Wisconsin-Madison, Chrystyna Mursky)

$5,048 (California, Sommer Kehrli)

$6,500 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

1300 (OMES, Tenysha Haynes)

2800 (FCPM Florida State University, Daniel Vicker)

3690 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

4200 (Bridgewater State University, Jodie Kluver)

5397 (UW Tacoma Professional Development Center, Saralyn Smith)

Funding for State employees to participate comes from a general HR assessment that agencies pay to the State Department of Administration. Non-State employees who participate in the program pay a fee of $500. (State of Nevada, Robert Horgan)

N/A (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

n/a (MWCOG, Larissa Fitzhugh)

N/A (Texas State University, Howard Balanoff)

NA (Leiden University - Centre for Professional Learning, Nikol Hopman)

Starts at $3,300. Some discounts available based on cohort size. (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

Total $2375 or $475 at each level (5) of program. (State of Idaho Division of Human Resources, Jana Huffaker)

#### 25. Unit price per person - Cohort enrollment fixed price per group

$1,500 with minimum of 15 people (George Mason University - Schar School of Policy and Government, Tonya Neaves)

$3500 (Naifeh Center for Effective Leadership, Trent Clagg)

$4000 (University of Wisconsin-Madison, Chrystyna Mursky)

$5,000 (California, Sommer Kehrli)

0 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

10,128.13 (District of Columbia Department of Human Resources, Melinda Coles)

2560 (FCPM Florida State University, Daniel Vicker)

N/A (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

N/A (Laramie County Community College, Rhonda Priest)

n/a (MWCOG, Larissa Fitzhugh)

N/A (Texas State University, Howard Balanoff)

N/A (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

NA (State of Nevada, Robert Horgan)

NA (Leiden University - Centre for Professional Learning, Nikol Hopman)

NA (University of Nebraska Omaha, Ellen Freeman-Wakefield)

NA (Bridgewater State University, Jodie Kluver)

#### 26. Other price per person pricing structure

$300 per 2-day course for attendees not seeking the full certificate (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

0 (District of Columbia Department of Human Resources, Melinda Coles)

0 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

Alabama's CPM Program is divided into two, nine month segments:

CPM I and CPM II

CPM I: $1,800

CPM II: $2,205 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

Discount for single training opportunities (Professional Development Opportunities) to Arkansas CPM Alumni. They may attend for half off. (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

Due to a four year agreement with the second largest county in the Omaha area we are providing them with a discount for a guaranteed number of participants. (University of Nebraska Omaha, Ellen Freeman-Wakefield)

For different parts of the state, the tuition varies slightly to account for travel expenses for speakers. (California, Sommer Kehrli)

Leiden CPM Program has participants from different countries. With partners in other countries, we are looking into possiblities and limitations to make it possible to use flexible fees per country. (Leiden University - Centre for Professional Learning, Nikol Hopman)

N/A (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

N/A (State of Idaho Division of Human Resources, Jana Huffaker)

n/a (MWCOG, Larissa Fitzhugh)

N/A (Texas State University, Howard Balanoff)

N/A (George Mason University - Schar School of Policy and Government, Tonya Neaves)

NA (State of Nevada, Robert Horgan)

Non-state employee participants pay 1600 per person to enroll in the program. (OMES, Tenysha Haynes)

The unit price per person to complete the program - open enrollment - non degree status is $4200

The unit price per person to complete the program - open enrollment - graduate credit status is not fixed and depends on the current academic year cost per one graduate course x number of course credits taken in the given academic year.

Please note that our program is in the process of offering the program through the cohort model. We will be establishing cohort enrollment costs at a later date - projected start date January 2021. (Bridgewater State University, Jodie Kluver)

There is no cost for our training. (Mississippi State Personnel Board, Shondra Houseworth)

Typically paid in three parts ($1799 each) (UW Tacoma Professional Development Center, Saralyn Smith)

We have offered a 10% discount to Federal Employees but will discontinue that after this year. (University of Kansas Public Management Center, Cindy Jacobson)

We offer a 10% discount to agencies enrolling two or more participants in the same cohort. (Laramie County Community College, Rhonda Priest)

### Section - CPM PROGRAM FEE STRUCTURE

#### 27. Percent of enrollment fee typically paid by the Organization

0 (Mississippi State Personnel Board, Shondra Houseworth)

0 (Millersville University, Hope Schmids)

0 (Bridgewater State University, Jodie Kluver)

100 (State of Nevada, Robert Horgan)

100 (District of Columbia Department of Human Resources, Melinda Coles)

100 (NMSU CES NM EDGE, Mary DeLorenzo)

100 (OMES, Tenysha Haynes)

100 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

100 (Office State Human Resources, State of NC, Reed Altman)

100% (Leiden University - Centre for Professional Learning, Nikol Hopman)

100% (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

100% (Georgia CPM, Walt McBride)

100% (University of Wisconsin-Madison, Chrystyna Mursky)

100% (Utah Valley University, Ethan Christensen)

100% (SC Department of Administration, Stephanie Duncan)

100% (Laramie County Community College, Rhonda Priest)

100% (MWCOG, Larissa Fitzhugh)

100% (University of Kansas Public Management Center, Cindy Jacobson)

100% (Texas State University, Howard Balanoff)

100% (Bureau of Education and Training, Frank Nugent)

100% paid by participant's organization (State of Vermont, Brian Remer)

100% paid by the participating agency (State of Idaho Division of Human Resources, Jana Huffaker)

50% (University of Nebraska Omaha, Ellen Freeman-Wakefield)

75% (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

75% (George Mason University - Schar School of Policy and Government, Tonya Neaves)

87 (Naifeh Center for Effective Leadership, Trent Clagg)

95 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

95 (NJ Civil Service Commission, LaVida Stalsworth)

95 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

95% (California, Sommer Kehrli)

98% (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

98% (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

99 (FCPM Florida State University, Daniel Vicker)

99% (State of Iowa, Kim Hanson)

#### 28. Percent of enrollment fee typically paid by the Participant

0 (State of Nevada, Robert Horgan)

0 (Bureau of Education and Training, Frank Nugent)

0 (State of Idaho Division of Human Resources, Jana Huffaker)

0 (District of Columbia Department of Human Resources, Melinda Coles)

0 (Mississippi State Personnel Board, Shondra Houseworth)

0 (State of Vermont, Brian Remer)

0 (Laramie County Community College, Rhonda Priest)

0 (NMSU CES NM EDGE, Mary DeLorenzo)

0 (OMES, Tenysha Haynes)

0 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

0 (Office State Human Resources, State of NC, Reed Altman)

0% (Leiden University - Centre for Professional Learning, Nikol Hopman)

0% (University of Wisconsin-Madison, Chrystyna Mursky)

0% (Utah Valley University, Ethan Christensen)

0% (University of Kansas Public Management Center, Cindy Jacobson)

1 (FCPM Florida State University, Daniel Vicker)

1% (State of Iowa, Kim Hanson)

10 (UW Tacoma Professional Development Center, Saralyn Smith)

100 (Bridgewater State University, Jodie Kluver)

100 percent for non-profit organizations and the private sector (University of the Virgin Islands, Dannica Thomas)

100, including employer payment. (Millersville University, Hope Schmids)

100% (Texas State University, Howard Balanoff)

12 (Naifeh Center for Effective Leadership, Trent Clagg)

2% (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

2% (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

25% (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

25% (George Mason University - Schar School of Policy and Government, Tonya Neaves)

5 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

5 (NJ Civil Service Commission, LaVida Stalsworth)

5 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

5% (California, Sommer Kehrli)

50% (University of Nebraska Omaha, Ellen Freeman-Wakefield)

if the jurisdiction doesn't pay the enrollment fee, then the participant pay 100% (MWCOG, Larissa Fitzhugh)

#### 29. Percent of enrollment fee typically paid by a Third Party (e.g., state personnel office)

0 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

0 (State of Nevada, Robert Horgan)

0 (California, Sommer Kehrli)

0 (State of Idaho Division of Human Resources, Jana Huffaker)

0 (State of Iowa, Kim Hanson)

0 (District of Columbia Department of Human Resources, Melinda Coles)

0 (Mississippi State Personnel Board, Shondra Houseworth)

0 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

0 (State of Vermont, Brian Remer)

0 (Laramie County Community College, Rhonda Priest)

0 (NMSU CES NM EDGE, Mary DeLorenzo)

0 (Millersville University, Hope Schmids)

0 (Bureau of Education and Training, Frank Nugent)

0 (FCPM Florida State University, Daniel Vicker)

0 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

0 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

0 (Bridgewater State University, Jodie Kluver)

0 (OMES, Tenysha Haynes)

0 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

0 (Office State Human Resources, State of NC, Reed Altman)

0% (Leiden University - Centre for Professional Learning, Nikol Hopman)

0% (University of Wisconsin-Madison, Chrystyna Mursky)

0% (University of Nebraska Omaha, Ellen Freeman-Wakefield)

0% (Utah Valley University, Ethan Christensen)

0% (University of Kansas Public Management Center, Cindy Jacobson)

0% (George Mason University - Schar School of Policy and Government, Tonya Neaves)

100 percent for governmental agency employees

0 percent for non-profit organizations and the private sector (University of the Virgin Islands, Dannica Thomas)

90 (UW Tacoma Professional Development Center, Saralyn Smith)

n/a (MWCOG, Larissa Fitzhugh)

N/A (Texas State University, Howard Balanoff)

#### 30. Percent of enrollment fee typically paid by Scholarship

0 (State of Nevada, Robert Horgan)

0 (Bureau of Education and Training, Frank Nugent)

0 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

0 (State of Idaho Division of Human Resources, Jana Huffaker)

0 (State of Iowa, Kim Hanson)

0 (District of Columbia Department of Human Resources, Melinda Coles)

0 (Mississippi State Personnel Board, Shondra Houseworth)

0 (California, Sommer Kehrli)

0 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

0 (State of Vermont, Brian Remer)

0 (Laramie County Community College, Rhonda Priest)

0 (NMSU CES NM EDGE, Mary DeLorenzo)

0 (Millersville University, Hope Schmids)

0 (FCPM Florida State University, Daniel Vicker)

0 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

0 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

0 (Bridgewater State University, Jodie Kluver)

0 (OMES, Tenysha Haynes)

0 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

0 (Office State Human Resources, State of NC, Reed Altman)

0% (University of Nebraska Omaha, Ellen Freeman-Wakefield)

0% (Leiden University - Centre for Professional Learning, Nikol Hopman)

0% (University of Wisconsin-Madison, Chrystyna Mursky)

0% (Utah Valley University, Ethan Christensen)

0% (University of Kansas Public Management Center, Cindy Jacobson)

0% (George Mason University - Schar School of Policy and Government, Tonya Neaves)

1 (Naifeh Center for Effective Leadership, Trent Clagg)

100% if a scholarship is awarded. (Texas State University, Howard Balanoff)

5 (NJ Civil Service Commission, LaVida Stalsworth)

n/a (MWCOG, Larissa Fitzhugh)

### Section - PROGRAM STAFF

#### 31. # of Program Staff assigned to the Administrative Staff- Full Time Staff

0 (State of Nevada, Robert Horgan)

0 (Georgia CPM, Walt McBride)

0 (UW Tacoma Professional Development Center, Saralyn Smith)

0 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

0 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

0 (State of Vermont, Brian Remer)

0 (Laramie County Community College, Rhonda Priest)

0 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

0 (Bridgewater State University, Jodie Kluver)

0 (Office State Human Resources, State of NC, Reed Altman)

1 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

1 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

1 (State of Idaho Division of Human Resources, Jana Huffaker)

1 (District of Columbia Department of Human Resources, Melinda Coles)

1 (NJ Civil Service Commission, LaVida Stalsworth)

1 (University of Wisconsin-Madison, Chrystyna Mursky)

1 (University of the Virgin Islands, Dannica Thomas)

1 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

1 (Millersville University, Hope Schmids)

1 (OMES, Tenysha Haynes)

1 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

2 (California, Sommer Kehrli)

2 (Naifeh Center for Effective Leadership, Trent Clagg)

2 (Utah Valley University, Ethan Christensen)

2 (Bureau of Education and Training, Frank Nugent)

2 (MWCOG, Larissa Fitzhugh)

2 (Texas State University, Howard Balanoff)

3 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

3 (Mississippi State Personnel Board, Shondra Houseworth)

3 (University of Kansas Public Management Center, Cindy Jacobson)

4 (SC Department of Administration, Stephanie Duncan)

4 (NMSU CES NM EDGE, Mary DeLorenzo)

4 (FCPM Florida State University, Daniel Vicker)

4 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

#### 32. # of Program Staff assigned to the Administrative Staff- Part Time Staff

0 (State of Vermont, Brian Remer)

0 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

0 (Laramie County Community College, Rhonda Priest)

0 (Millersville University, Hope Schmids)

0 (Bridgewater State University, Jodie Kluver)

0 (Bureau of Education and Training, Frank Nugent)

0 (Office State Human Resources, State of NC, Reed Altman)

1 (State of Nevada, Robert Horgan)

1 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

1 (Naifeh Center for Effective Leadership, Trent Clagg)

1 (District of Columbia Department of Human Resources, Melinda Coles)

1 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

1 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

1 (Utah Valley University, Ethan Christensen)

1 (NMSU CES NM EDGE, Mary DeLorenzo)

1 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

1 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

1

(State of Idaho Division of Human Resources, Jana Huffaker)

2 (University of Wisconsin-Madison, Chrystyna Mursky)

2 (State of Iowa, Kim Hanson)

2 (UW Tacoma Professional Development Center, Saralyn Smith)

2 (University of Kansas Public Management Center, Cindy Jacobson)

2 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

2 pax: 0,4 FTE support office; 0,2 PR/communication dept. (Leiden University - Centre for Professional Learning, Nikol Hopman)

3 (Georgia CPM, Walt McBride)

3 (FCPM Florida State University, Daniel Vicker)

3 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

4 (NJ Civil Service Commission, LaVida Stalsworth)

4 (Texas State University, Howard Balanoff)

#### 33. # of Program Staff assigned to the Contract Staff - Full Time Staff

0 (State of Nevada, Robert Horgan)

0 (Georgia CPM, Walt McBride)

0 (Bureau of Education and Training, Frank Nugent)

0 (Naifeh Center for Effective Leadership, Trent Clagg)

0 (UW Tacoma Professional Development Center, Saralyn Smith)

0 (University of Wisconsin-Madison, Chrystyna Mursky)

0 (State of Vermont, Brian Remer)

0 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

0 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

0 (Utah Valley University, Ethan Christensen)

0 (Laramie County Community College, Rhonda Priest)

0 (NMSU CES NM EDGE, Mary DeLorenzo)

0 (Millersville University, Hope Schmids)

0 (Texas State University, Howard Balanoff)

0 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

0 (Office State Human Resources, State of NC, Reed Altman)

0 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

0

(State of Idaho Division of Human Resources, Jana Huffaker)

1 (District of Columbia Department of Human Resources, Melinda Coles)

1 (Bridgewater State University, Jodie Kluver)

16 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

2 (MWCOG, Larissa Fitzhugh)

3 (University of Kansas Public Management Center, Cindy Jacobson)

#### 34. # of Program Staff assigned to Contract Staff - Part Time Staff

0 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

0 (State of Nevada, Robert Horgan)

0 (University of Wisconsin-Madison, Chrystyna Mursky)

0 (State of Vermont, Brian Remer)

0 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

0 (Naifeh Center for Effective Leadership, Trent Clagg)

0 (UW Tacoma Professional Development Center, Saralyn Smith)

0 (District of Columbia Department of Human Resources, Melinda Coles)

0 (Georgia CPM, Walt McBride)

0 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

0 (Utah Valley University, Ethan Christensen)

0 (Laramie County Community College, Rhonda Priest)

0 (NMSU CES NM EDGE, Mary DeLorenzo)

0 (University of Kansas Public Management Center, Cindy Jacobson)

0 (Millersville University, Hope Schmids)

0 (Texas State University, Howard Balanoff)

0 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

0 (Office State Human Resources, State of NC, Reed Altman)

0

(State of Idaho Division of Human Resources, Jana Huffaker)

1 (State of Iowa, Kim Hanson)

1 (Bridgewater State University, Jodie Kluver)

1 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

4 (Bureau of Education and Training, Frank Nugent)

4 pax: program director, academic director, learning manager, personal coach/trainer (Leiden University - Centre for Professional Learning, Nikol Hopman)

#### 35. # of Program Staff assigned to Contract Trainers - Full Time Staff

0 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

0 (Georgia CPM, Walt McBride)

0 (Bureau of Education and Training, Frank Nugent)

0 (Naifeh Center for Effective Leadership, Trent Clagg)

0 (University of Wisconsin-Madison, Chrystyna Mursky)

0 (State of Vermont, Brian Remer)

0 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

0 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

0 (Laramie County Community College, Rhonda Priest)

0 (Millersville University, Hope Schmids)

0 (Texas State University, Howard Balanoff)

0 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

0 (Bridgewater State University, Jodie Kluver)

0 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

0

(State of Idaho Division of Human Resources, Jana Huffaker)

0 (Primary trainers are State employees) (State of Nevada, Robert Horgan)

1 (State of Iowa, Kim Hanson)

1 (UW Tacoma Professional Development Center, Saralyn Smith)

1 (NMSU CES NM EDGE, Mary DeLorenzo)

1 (MWCOG, Larissa Fitzhugh)

1 (Office State Human Resources, State of NC, Reed Altman)

14 (Mississippi State Personnel Board, Shondra Houseworth)

3 (University of Kansas Public Management Center, Cindy Jacobson)

5 (OMES, Tenysha Haynes)

7 (District of Columbia Department of Human Resources, Melinda Coles)

7 (Utah Valley University, Ethan Christensen)

#### 36. # of Program Staff assigned to Contract Trainers - Part Time Staff

0 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

0 (Naifeh Center for Effective Leadership, Trent Clagg)

0 (UW Tacoma Professional Development Center, Saralyn Smith)

0 (Georgia CPM, Walt McBride)

0 (NMSU CES NM EDGE, Mary DeLorenzo)

0 (University of Kansas Public Management Center, Cindy Jacobson)

0 (Millersville University, Hope Schmids)

0 (Texas State University, Howard Balanoff)

0 (Bridgewater State University, Jodie Kluver)

0 (Office State Human Resources, State of NC, Reed Altman)

0

(State of Idaho Division of Human Resources, Jana Huffaker)

1 (District of Columbia Department of Human Resources, Melinda Coles)

1 (Utah Valley University, Ethan Christensen)

1 (Laramie County Community College, Rhonda Priest)

1 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

1 staff member dedicated part-time to Admin tasks and working with University of Vermont administrators who provide instruction for the program. (State of Vermont, Brian Remer)

10-15 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

13 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

13 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

15 pax - lecturers, teachers and trainers (Leiden University - Centre for Professional Learning, Nikol Hopman)

18 (FCPM Florida State University, Daniel Vicker)

2 (Bureau of Education and Training, Frank Nugent)

28 (NJ Civil Service Commission, LaVida Stalsworth)

30 (University of Wisconsin-Madison, Chrystyna Mursky)

4 (State of Nevada, Robert Horgan)

8 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

8 (California, Sommer Kehrli)

#### 37. # of Program Staff assigned to Volunteers - Full Time Staff

0 (State of Nevada, Robert Horgan)

0 (Georgia CPM, Walt McBride)

0 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

0 (Naifeh Center for Effective Leadership, Trent Clagg)

0 (UW Tacoma Professional Development Center, Saralyn Smith)

0 (District of Columbia Department of Human Resources, Melinda Coles)

0 (University of Wisconsin-Madison, Chrystyna Mursky)

0 (State of Vermont, Brian Remer)

0 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

0 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

0 (Bureau of Education and Training, Frank Nugent)

0 (Laramie County Community College, Rhonda Priest)

0 (NMSU CES NM EDGE, Mary DeLorenzo)

0 (University of Kansas Public Management Center, Cindy Jacobson)

0 (Millersville University, Hope Schmids)

0 (Texas State University, Howard Balanoff)

0 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

0 (Bridgewater State University, Jodie Kluver)

0 (Office State Human Resources, State of NC, Reed Altman)

0 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

0

(State of Idaho Division of Human Resources, Jana Huffaker)

3 (Utah Valley University, Ethan Christensen)

#### 38. # of Program Staff assigned to Volunteers - PartTime Staff

0 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

0 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

0 (State of Nevada, Robert Horgan)

0 (University of Wisconsin-Madison, Chrystyna Mursky)

0 (State of Vermont, Brian Remer)

0 (Naifeh Center for Effective Leadership, Trent Clagg)

0 (UW Tacoma Professional Development Center, Saralyn Smith)

0 (District of Columbia Department of Human Resources, Melinda Coles)

0 (Georgia CPM, Walt McBride)

0 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

0 (Utah Valley University, Ethan Christensen)

0 (Laramie County Community College, Rhonda Priest)

0 (NMSU CES NM EDGE, Mary DeLorenzo)

0 (University of Kansas Public Management Center, Cindy Jacobson)

0 (Millersville University, Hope Schmids)

0 (Texas State University, Howard Balanoff)

0 (Bureau of Education and Training, Frank Nugent)

0 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

0 (Bridgewater State University, Jodie Kluver)

0 (Office State Human Resources, State of NC, Reed Altman)

0

(State of Idaho Division of Human Resources, Jana Huffaker)

1 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

1-3 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

### Section - ADMINISTRATIVE STRUCTURE

#### 39. Who is responsible for Program Administration

54.17% 26 University

25.00% 12 State/Government Agency

20.83% 10 Advisory Board

#### 40. Who is responsible for Curriculum Design

51.85% 28 University

25.93% 14 Advisory Board

22.22% 12 State/Government Agency

#### 41. Who is responsible for Evaluating the Program

47.46% 28 University

30.51% 18 Advisory Board

22.03% 13 State/Government Agency

#### 42. Who is responsible for Promoting the Program

37.68% 26 University

31.88% 22 Advisory Board

30.43% 21 State/Government Agency

#### 43. Who is responsible for Selecting Participants

44.68% 21 State/Government Agency

42.55% 20 University

6.38% 3 Advisory Board

6.38% 3 N/A

#### 44. Who is responsible for Selecting Scholarship Recipients

80.56% 29 N/A

13.89% 5 University

2.78% 1 Advisory Board

2.78% 1 State/Government Agency

#### 45. Who is responsible for Recruiting Instructors

63.04% 29 University

17.39% 8 Advisory Board

15.22% 7 State/Government Agency

4.35% 2 N/A

#### 46. Who is responsible for Securing Program Funding

56.10% 23 University

36.59% 15 State/Government Agency

4.88% 2 N/A

2.44% 1 Advisory Board

#### 47. Program Sturcture - Other Information

Direct costs funded through course fee.

Staff funded by Professional Development Center, a self-supported program.

(UW Tacoma Professional Development Center, Saralyn Smith)

N/A (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

The NJ Civil Service Commission (CSC) is the accredited member by the National CPM Consortium and the administrator of the program. Rutgers University, School of Public Affairs and Administration(SPAA) delivers the program under a Memorandum of Understanding (MOU) with the CSC, effective December 2017. (NJ Civil Service Commission, LaVida Stalsworth)

The part-time staff member is a student worker in the Center. Full-time staff members are full-time university employees, but not full-time in CPM (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

The School of Public Administration continues to provide support for the program with technology, office space, materials and minimal personnel. (University of Nebraska Omaha, Ellen Freeman-Wakefield)

We just redesigned our program to go 100% online. This was being done prior to the outbreak of COVID-19, so that our reach could be farther across the Commonwealth of Virginia, not just in Northern Virginia. This redesign was in consideration and input from the Virginia Association of Counties, the Virginia Municipal League, and the Virginia Local Government Managers Association. These relationships took a few years to build, especially with the passing of the Program's initial practitioner champion, Tony Griffin, officially retiring and the Program's lead faculty member, Paul Posner, passing away. Both were hard hits - a one, two punch - in getting it back up and running with a more effective and efficient operational design. So, we wrapped up our second in-person cohort earlier this year while we focused on the redesign the past year and a half. We also gave new consideration for the pandemic and how to make this opportunity engaging, informative, and inclusive of new opportunities and threats that many public and nonprofit sectors are now facing (crisis management, public health outbreaks, budget shortfalls, etc.). (George Mason University - Schar School of Policy and Government, Tonya Neaves)

### Section - 2019 SIGNIFICANT PROGRAM CHANGES

#### 48. Were there any program policy changes introduced during the last year?

80.56% 29 No

19.44% 7 Yes

#### 49. Were there any program design or curriculum changes introduced during the last year?

51.43% 18 No

48.57% 17 Yes

#### 50. Were there any program delivery changes introduced during the last year?

65.71% 23 No

34.29% 12 Yes

#### 51. Please summarize major policy changes during the last year.

After UVU Executive Education took over the administration of the program from the state, some revisions were made to the program policies but most were kept the same. Revisions include billing process (online registration) and participant evaluation which is now Pass/Fail. (Utah Valley University, Ethan Christensen)

N/A (State of Idaho Division of Human Resources, Jana Huffaker)

N/A (District of Columbia Department of Human Resources, Melinda Coles)

N/A (Laramie County Community College, Rhonda Priest)

N/A (NMSU CES NM EDGE, Mary DeLorenzo)

N/A (George Mason University - Schar School of Policy and Government, Tonya Neaves)

NA (University of Nebraska Omaha, Ellen Freeman-Wakefield)

NA (Leiden University - Centre for Professional Learning, Nikol Hopman)

The program transitioned from self paced to cohort based. All new courses, project design and portfolio requirement. (OMES, Tenysha Haynes)

The start time of the class was moved back 30 minutes to start at 9am. Additionally, we began marketing our program in Missouri due to the Consortium approving our proposal to serve the state of Missouri in 2018. The name of our program was formally changed to the Heartland Certified Public Manager Program to recognize that we are now serving both Kansas and Missouri. We also hired a new Program Director for the Law Enforcement cohort of the CPM program. (University of Kansas Public Management Center, Cindy Jacobson)

We are discontinuing the self-directed option for the program. We will ensure all candidates who are currently enrolled in this option can complete the program. But, we are not accepting any new candidates. (University of Wisconsin-Madison, Chrystyna Mursky)

We updated policies for the capstone, attendance, assignments, and emergency closings. (NJ Civil Service Commission, LaVida Stalsworth)

#### 52. Please summarize the program design or curriculum changes during the last year.

Added a media relations training in communications course. (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

ASU moved to Canvas as its student learning management system. Classroom curriculum changed to address customers and organizations' needs. New topics were added, current topics updated, and some topics were shifted from full day to half day instruction, or vice versa. (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

CPM exclusive courses were developed for cohort participants. (OMES, Tenysha Haynes)

Curriculum augmented by UVM faculty (State of Vermont, Brian Remer)

In addition to a 2-day Public Speaking Practicum to the curriculum that was contracted with a professor from the University of Nevada, Las Vegas, revisions were also made to the content of the program's other learning modules. (State of Nevada, Robert Horgan)

N/A (Laramie County Community College, Rhonda Priest)

N/A (NMSU CES NM EDGE, Mary DeLorenzo)

NA (University of Nebraska Omaha, Ellen Freeman-Wakefield)

No changes were made last year to the program. However, as mentioned, we have moved to a completely online and virtual environment for this year's cohort #3, which started in September 2020. This was planned prior to the pandemic, so we were able to make additional adjustments to account for the new working/learning environment during COVID-19. Most of these changes have been focused on utilizing a highly secure and organized DropBox account with encrypted documents, the Zoom virtual platform with automated recordings for further review, interactive assignments (by instructor and group oriented), pre-recordings, in person and group assignments, and, if and when, appropriate, socially distanced meetings with a virtual component if necessary. (George Mason University - Schar School of Policy and Government, Tonya Neaves)

Several course were updated to reflect feedback that was received from previous graduating class. (SC Department of Administration, Stephanie Duncan)

The Managing Technology course was updated, specifically the section on Cyber Security. (NJ Civil Service Commission, LaVida Stalsworth)

The overall module titles and descriptions were generally kept the same as with the previous curriculum of the state, with some modifications to cover updated concepts to be covered by new faculty. (Utah Valley University, Ethan Christensen)

This year, program participants use Moresteam online learning to supplement the in-class strategic project management sessions. The online sessions provide in-depth lessons on strategic project management tools. Assessments after each section evaluate participant retention of the lesson, and then the instructor reviews the online material in-class, particularly focusing on areas that most challenged the group. (District of Columbia Department of Human Resources, Melinda Coles)

Two new courses were added to the curriculum under the direction of Auburn University at Montgomery's Department Head of Political Science and Public Administration. (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

We continually update curriculum, videos, materials, and classroom activities. Specifically, we reviewed and updated the materials for our first four classes. (FCPM Florida State University, Daniel Vicker)

We have revised and improved the design based on the participants' evaluation and lessons learned from our 2018 cohort:

- We have added a module on 'Agenda for Change' with our Spanish partners in Madrid. Instead of module in Brussels;

- We have adjusted and improved the instructions for the CPM Capstone Projects and added additional one-to-one online sessions to monitor progress and support participants with their Capstones; more time for participants to work on their Capstones;

- we have added personal development and group dynamics sessions to the curriculum, starting in Module 1 and throughout the program;

- we have diminished the assignments after each of the modules, objective of the assignments is on preparatory work (pre-assignment) and work during the residentials;

(Leiden University - Centre for Professional Learning, Nikol Hopman)

We incorporated peer

learning circles to be a more consistent component of the program. A Peer learning circle is a peer

support group conversation where participants (or coaches) support a colleague (problem owner) to

solve a real-world problem that they are currently facing. Previously we were doing peer learning

sessions during lunch time when time allowed, which might change from month to month.

Currently, we are doing peer learning circles every Friday afternoon at a designated time, with two

facilitators. Moreover, to address the new trend of use of data in public sector service delivery, we

redesigned our decision-making module to be Data-Informed Decision-Making, which not only

includes decision-making models, but also how to collect and use data to support decisions. Lastly,

we added a session on The Use of Technology in Government, which takes advantage of alumni

resources. (MWCOG, Larissa Fitzhugh)

We regularly evaluate the curriculum and make changes to meet geography differences across the large state of California. (California, Sommer Kehrli)

#### 53. Please summarize program delivery changes during the last year.

At the end of the CPM Program, each participant presents, besides the Capstone Project, also his/her personal learning journey and reflects on lessons learned.

The amount of written assignments in between the modules diminished.

More one-to-one monitoring progress, both on Capstone Projects and Personal Learning. (Leiden University - Centre for Professional Learning, Nikol Hopman)

Based on feedback some of the courses delivered were rearranged to meet the learning needs of the participants. (SC Department of Administration, Stephanie Duncan)

Created a single agency cohort to be started January 2020. (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

Curriculum delivered by UVM faculty (State of Vermont, Brian Remer)

Each year we review the curriculum to assure accuracy and improve as needed to keep information fresh and contemporary and to incorporate new information as needed. (Bureau of Education and Training, Frank Nugent)

In 2019 all classes were face-to-face. However, we began designing one core class to be delivered in an asynchronous online format beginning mid-2020. (University of Wisconsin-Madison, Chrystyna Mursky)

increase use of micro-learning

expand program participation

recruit new instructors/faculty

review/revise program curriculum (California, Sommer Kehrli)

Introduced new facilitator from Idaho State University (State of Idaho Division of Human Resources, Jana Huffaker)

Last year we changed the time we offered the program. In past years, the classes have taken place on Friday's and Saturdays. Due to the agreement with the second largest county, in the Metropolitan area, we changed the days to Wednesday and Thursday so not to violate labor laws. (University of Nebraska Omaha, Ellen Freeman-Wakefield)

LCCC transitioned from D2L to Canvas during summer 2019 - halfway through the program. (Laramie County Community College, Rhonda Priest)

N/A (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

N/A (District of Columbia Department of Human Resources, Melinda Coles)

N/A (NMSU CES NM EDGE, Mary DeLorenzo)

N/A (George Mason University - Schar School of Policy and Government, Tonya Neaves)

The program in early 2020 was face-to-face and held at the UVU Lehi Campus. One module in Course 1 was fully online. Due to COVID-19, the final class meeting of Course 1 was held through Zoom and we used Canvas to facilitate learning. (Utah Valley University, Ethan Christensen)

The program switched from being delivered 2-3 days per month over 16 months, to being delivered in 5 one-week, in-person, non-residential retreats. In class instruction is supplemented with out of class assignments. (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

To accommodate the later class start time, there is now an hour of pre-work assigned for each class date. (University of Kansas Public Management Center, Cindy Jacobson)

We added a few adjunct instructors to our team. (FCPM Florida State University, Daniel Vicker)

### Section - PROGRAM GOALS OR PLANS

#### 54. Please select the goals or plans you have for the program in the upcoming year

19.39% 32 Enhance and expand marketing

16.97% 28 Add/increase use of technology

16.97% 28 Increase/expand program participation

15.76% 26 Review/revision of program curriculum

15.15% 25 Review/modify program delivery systems

12.73% 21 Recruit/train new instructors/faculty

3.03% 5 Other (describe):

**Comments/Notes:**

Develop a Mission and Vision for the program (Ellen Freeman-Wakefield, University of Nebraska Omaha)

Greater engagement of Advisory Board in promotion of program to their constituents (Mary DeLorenzo, NMSU CES NM EDGE)

Increase engagement with grads (Charles Taylor, Bowen Center for Public Affairs at Ball State University)

prepare for reaccreditation (LaVida Stalsworth, NJ Civil Service Commission)

start development of Topical CPM Program (Nikol Hopman, Leiden University - Centre for Professional Learning)

### Section - CPM PROGRAM TEACHING DESCRIPTION

#### 55. Faculty Members As Part of Normal Teaching Duties-Percentage of CPM courses taught

0 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

0 (Naifeh Center for Effective Leadership, Trent Clagg)

0 (UW Tacoma Professional Development Center, Saralyn Smith)

0 (State of Nevada, Robert Horgan)

0 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

0 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

0 (Laramie County Community College, Rhonda Priest)

0 (NMSU CES NM EDGE, Mary DeLorenzo)

0 (MWCOG, Larissa Fitzhugh)

0 (University of Kansas Public Management Center, Cindy Jacobson)

0 (Millersville University, Hope Schmids)

0 (Texas State University, Howard Balanoff)

0 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

0 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

0 (Bridgewater State University, Jodie Kluver)

0 (OMES, Tenysha Haynes)

0 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

0

(State of Idaho Division of Human Resources, Jana Huffaker)

0% (University of Wisconsin-Madison, Chrystyna Mursky)

1 - 1.3% (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

10% (Leiden University - Centre for Professional Learning, Nikol Hopman)

100% (Georgia CPM, Walt McBride)

25 (District of Columbia Department of Human Resources, Melinda Coles)

50 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

90% (State of Vermont, Brian Remer)

95% (Bureau of Education and Training, Frank Nugent)

NA (State of Iowa, Kim Hanson)

#### 56. Faculty Members as Contract Instructors

0 (State of Vermont, Brian Remer)

0 (Naifeh Center for Effective Leadership, Trent Clagg)

0 (UW Tacoma Professional Development Center, Saralyn Smith)

0 (District of Columbia Department of Human Resources, Melinda Coles)

0 (Millersville University, Hope Schmids)

0 (OMES, Tenysha Haynes)

1 (NMSU CES NM EDGE, Mary DeLorenzo)

1% (University of Wisconsin-Madison, Chrystyna Mursky)

10 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

10 (Laramie County Community College, Rhonda Priest)

10 (University of the Virgin Islands, Dannica Thomas)

10 (Texas State University, Howard Balanoff)

10% (State of Idaho Division of Human Resources, Jana Huffaker)

10% (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

100% (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

12 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

13% (MWCOG, Larissa Fitzhugh)

15 (Bridgewater State University, Jodie Kluver)

17 percent (State of Iowa, Kim Hanson)

2 (State of Nevada, Robert Horgan)

20 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

20% (Leiden University - Centre for Professional Learning, Nikol Hopman)

36 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

4-6 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

5 (NJ Civil Service Commission, LaVida Stalsworth)

5 (University of Kansas Public Management Center, Cindy Jacobson)

5% (Bureau of Education and Training, Frank Nugent)

75% (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

95% - These are UVU full-time and adjunct faculty members who do their CPM teaching as additional assignments. (Utah Valley University, Ethan Christensen)

#### 57. Contract Instructors (Non Faculty)-Percentage of CPM courses taught

0 (State of Vermont, Brian Remer)

0 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

1% (Utah Valley University, Ethan Christensen)

100 (UW Tacoma Professional Development Center, Saralyn Smith)

100 (Millersville University, Hope Schmids)

11 (University of the Virgin Islands, Dannica Thomas)

15% (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

20% (Leiden University - Centre for Professional Learning, Nikol Hopman)

30 (University of Kansas Public Management Center, Cindy Jacobson)

30% (State of Idaho Division of Human Resources, Jana Huffaker)

39 (Bridgewater State University, Jodie Kluver)

40 (Laramie County Community College, Rhonda Priest)

40% (SC Department of Administration, Stephanie Duncan)

49 (Naifeh Center for Effective Leadership, Trent Clagg)

5 (OMES, Tenysha Haynes)

50 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

50 (California, Sommer Kehrli)

50 (District of Columbia Department of Human Resources, Melinda Coles)

50 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

50 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

50 (Office State Human Resources, State of NC, Reed Altman)

6 (State of Nevada, Robert Horgan)

6-8 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

65% (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

70 (FCPM Florida State University, Daniel Vicker)

70% (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

75 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

75 (Texas State University, Howard Balanoff)

84% (MWCOG, Larissa Fitzhugh)

90 (NJ Civil Service Commission, LaVida Stalsworth)

90 (NMSU CES NM EDGE, Mary DeLorenzo)

96% (University of Wisconsin-Madison, Chrystyna Mursky)

99 (Mississippi State Personnel Board, Shondra Houseworth)

NA (State of Iowa, Kim Hanson)

#### 58. CPM Program Staff-Percentage of CPM courses taught

0 (UW Tacoma Professional Development Center, Saralyn Smith)

0 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

0 (Millersville University, Hope Schmids)

0 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

1 (Mississippi State Personnel Board, Shondra Houseworth)

1 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

10 (Texas State University, Howard Balanoff)

13% (MWCOG, Larissa Fitzhugh)

15 (District of Columbia Department of Human Resources, Melinda Coles)

2 (University of the Virgin Islands, Dannica Thomas)

2% (University of Wisconsin-Madison, Chrystyna Mursky)

20 (OMES, Tenysha Haynes)

25 (Laramie County Community College, Rhonda Priest)

25% (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

30 (FCPM Florida State University, Daniel Vicker)

35% (SC Department of Administration, Stephanie Duncan)

39 (Bridgewater State University, Jodie Kluver)

4% (Utah Valley University, Ethan Christensen)

40% (Leiden University - Centre for Professional Learning, Nikol Hopman)

40% (State of Idaho Division of Human Resources, Jana Huffaker)

45 (California, Sommer Kehrli)

5 (NJ Civil Service Commission, LaVida Stalsworth)

5 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

5 (NMSU CES NM EDGE, Mary DeLorenzo)

5% (State of Vermont, Brian Remer)

5% (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

50 (Naifeh Center for Effective Leadership, Trent Clagg)

50 (Office State Human Resources, State of NC, Reed Altman)

65 (State of Nevada, Robert Horgan)

65 (University of Kansas Public Management Center, Cindy Jacobson)

7 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

7% (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

80 percent (State of Iowa, Kim Hanson)

95% (Georgia CPM, Walt McBride)

#### 59. State Employees-Percentage of CPM courses taught

0 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

0 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

0 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

0 (MWCOG, Larissa Fitzhugh)

0 (Millersville University, Hope Schmids)

0 (Texas State University, Howard Balanoff)

0 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

0 (Bridgewater State University, Jodie Kluver)

0 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

1 (Naifeh Center for Effective Leadership, Trent Clagg)

1% (University of Wisconsin-Madison, Chrystyna Mursky)

10 (District of Columbia Department of Human Resources, Melinda Coles)

10% (Leiden University - Centre for Professional Learning, Nikol Hopman)

20% (State of Idaho Division of Human Resources, Jana Huffaker)

25 (UW Tacoma Professional Development Center, Saralyn Smith)

25 (Laramie County Community College, Rhonda Priest)

25% (SC Department of Administration, Stephanie Duncan)

30 (State of Nevada, Robert Horgan)

4 (NMSU CES NM EDGE, Mary DeLorenzo)

5 (University of Kansas Public Management Center, Cindy Jacobson)

5% (State of Vermont, Brian Remer)

50 (OMES, Tenysha Haynes)

7 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

NA (State of Iowa, Kim Hanson)

#### 60. Other (please explain)-Percentage of CPM courses taught

0 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

0 (Bridgewater State University, Jodie Kluver)

0 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

1% (Non-CPM UW Division of Continuing Studies staff) (University of Wisconsin-Madison, Chrystyna Mursky)

3 percent, HR specialist who teaches the course "Creative Management" and who is also a CPM graduate (State of Iowa, Kim Hanson)

3% - Other university staff (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

5 - past graduates (California, Sommer Kehrli)

50% Contract Trainers/Consultants (Retired from state govt.)

25% City, County, 911, K-12

(UW Tacoma Professional Development Center, Saralyn Smith)

NA (University of Nebraska Omaha, Ellen Freeman-Wakefield)

### Section - INSTRUCTOR RECRUITMENT

#### 61. How does the CPM program recruit instructors?

20.57% 29 Faculty Members

16.31% 23 Agency/Institution Employees

15.60% 22 Advisory Board Recommendations

13.48% 19 CPM Graduate Recommendations

12.77% 18 Word of Mouth

12.06% 17 CPM Graduate Pool

7.09% 10 Other (describe):

2.13% 3 RFPs

**Comments/Notes:**

Community Affiliations (Jana Huffaker, State of Idaho Division of Human Resources)

Faculty of University of Vermont (Brian Remer, State of Vermont)

MPA Alumni (Jodie Kluver, Bridgewater State University)

Networking relationships (Ellen Freeman-Wakefield, University of Nebraska Omaha)

our experience with high level practitioner leaders within our other programs (Lisa VanRaemdonck, University of Colorado Denver School of Public Affairs)

prior relationship (Charles Taylor, Bowen Center for Public Affairs at Ball State University)

Program director (Ann Cotten, University of Baltimore, Schaefer Center for Public Policy)

Requests for Qualifications (Shondra Houseworth, Mississippi State Personnel Board)

stakeholders/community leaders (cases) (Nikol Hopman, Leiden University - Centre for Professional Learning)

University Director of CPM program (Kim Hanson, State of Iowa)

### Section - INSTRUCTOR TRAINING

#### 62. Does the CPM program offer a training session to familiarize instructors with the CPM and CPM competencies?

61.11% 22 Yes

38.89% 14 No

#### 63. Does the CPM program offer a training session to familiarize instructors with specific CPM course content?

58.33% 21 Yes

41.67% 15 No

### Section - HOURS REQUIRED TO COMPLETE THE PROGRAM

#### 64. Required classroom hours-Hours Required to Complete Program

120 (Texas State University, Howard Balanoff)

125 (Naifeh Center for Effective Leadership, Trent Clagg)

144 (State of Vermont, Brian Remer)

144 (OMES, Tenysha Haynes)

154 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

155 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

159 (Georgia CPM, Walt McBride)

164 (California, Sommer Kehrli)

176 (University of Kansas Public Management Center, Cindy Jacobson)

180 (Utah Valley University, Ethan Christensen)

184 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

200 (Laramie County Community College, Rhonda Priest)

203 (UW Tacoma Professional Development Center, Saralyn Smith)

210 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

216 (University of the Virgin Islands, Dannica Thomas)

216 (FCPM Florida State University, Daniel Vicker)

231 (NMSU CES NM EDGE, Mary DeLorenzo)

240 (District of Columbia Department of Human Resources, Melinda Coles)

240 (MWCOG, Larissa Fitzhugh)

248 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

25 days x 7 hours = 175 classroom hours (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

252 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

252 (NJ Civil Service Commission, LaVida Stalsworth)

252 (University of Wisconsin-Madison, Chrystyna Mursky)

258 (State of Nevada, Robert Horgan)

258 (Bureau of Education and Training, Frank Nugent)

259 (State of Iowa, Kim Hanson)

260 (State of Idaho Division of Human Resources, Jana Huffaker)

270 (SC Department of Administration, Stephanie Duncan)

297 (Mississippi State Personnel Board, Shondra Houseworth)

304 (Millersville University, Hope Schmids)

325 (Bridgewater State University, Jodie Kluver)

84 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

Face to face (classroom and case-based learning) in total 200 h., as follows:

- 36 hours per module, in total 5 modules (one week Mo-Fri);

- 20 hours tutorials and one-to-one meetings (personal coaching and feedback/guidance Capstone Projects) (Leiden University - Centre for Professional Learning, Nikol Hopman)

ILT or virtual VILT: 180 (Office State Human Resources, State of NC, Reed Altman)

No new cohort last year so 0, but moving forward with redesign, 122 for virtual classroom hours, program orientation, personality assessment, timed test review, and graduation (George Mason University - Schar School of Policy and Government, Tonya Neaves)

#### 65. Directed study hours-Hours Required to Complete Program

0 (District of Columbia Department of Human Resources, Melinda Coles)

0 (NMSU CES NM EDGE, Mary DeLorenzo)

0 (Millersville University, Hope Schmids)

0 (Bridgewater State University, Jodie Kluver)

100 (Naifeh Center for Effective Leadership, Trent Clagg)

100 (Office State Human Resources, State of NC, Reed Altman)

103 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

106 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

12 (Mississippi State Personnel Board, Shondra Houseworth)

14 (State of Nevada, Robert Horgan)

150 (Texas State University, Howard Balanoff)

166 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

20 (Utah Valley University, Ethan Christensen)

20 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

24 (University of the Virgin Islands, Dannica Thomas)

24 (FCPM Florida State University, Daniel Vicker)

250 (State of Vermont, Brian Remer)

40 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

47 (UW Tacoma Professional Development Center, Saralyn Smith)

50 (State of Idaho Division of Human Resources, Jana Huffaker)

54 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

55 (University of Kansas Public Management Center, Cindy Jacobson)

60 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

68 (Bureau of Education and Training, Frank Nugent)

8 (University of Wisconsin-Madison, Chrystyna Mursky)

86 (California, Sommer Kehrli)

9 (State of Iowa, Kim Hanson)

96 (Georgia CPM, Walt McBride)

96 (OMES, Tenysha Haynes)

99 (Laramie County Community College, Rhonda Priest)

No new cohort last year so 0, but moving forward with redesign, 133 for pre program assessment, personality assessment, module assignments and readings, and test reviews (George Mason University - Schar School of Policy and Government, Tonya Neaves)

Preparatory work for each module in total 40 hours (10 before each module 1-4), as follows:

- preparatory materials and reading materials (articles and books/Chapters;

- pre-module assignment to prepare for Module and case-based work.

(Leiden University - Centre for Professional Learning, Nikol Hopman)

Program pre-requisite = 60 instructor led hours

25 days x 2 hours outside class preparation/assignments = 50 hours (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

#### 66. Required project hours-Hours Required to Complete Program

0 (State of Vermont, Brian Remer)

0 (Bridgewater State University, Jodie Kluver)

100 (State of Idaho Division of Human Resources, Jana Huffaker)

100 (Utah Valley University, Ethan Christensen)

30 (Texas State University, Howard Balanoff)

4 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

4 Course Applied Learning Assignments + 1 Final Project = 15 hours (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

40 (State of Iowa, Kim Hanson)

40 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

40 (Office State Human Resources, State of NC, Reed Altman)

45 (Georgia CPM, Walt McBride)

45 (SC Department of Administration, Stephanie Duncan)

46 (University of Wisconsin-Madison, Chrystyna Mursky)

50 (California, Sommer Kehrli)

50 (NJ Civil Service Commission, LaVida Stalsworth)

50 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

50 (State of Nevada, Robert Horgan)

50 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

60 (District of Columbia Department of Human Resources, Melinda Coles)

60 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

60 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

60 (MWCOG, Larissa Fitzhugh)

60 (Millersville University, Hope Schmids)

60 (OMES, Tenysha Haynes)

66 (Bureau of Education and Training, Frank Nugent)

70 (UW Tacoma Professional Development Center, Saralyn Smith)

70 (University of Kansas Public Management Center, Cindy Jacobson)

72 (FCPM Florida State University, Daniel Vicker)

75 (Naifeh Center for Effective Leadership, Trent Clagg)

80 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

84 (University of the Virgin Islands, Dannica Thomas)

90 (Mississippi State Personnel Board, Shondra Houseworth)

Capstone Project in total 60 hours, as follows:

preparation (after and in between module 1 and 2), implementation (after ad in between module 3 and 4) and presentation (module 5), including (written) report (before module 5). (Leiden University - Centre for Professional Learning, Nikol Hopman)

min 100 (NMSU CES NM EDGE, Mary DeLorenzo)

No new cohort last year so 0, but moving forward with redesign, 45 for capstone planning and capstone presentation (George Mason University - Schar School of Policy and Government, Tonya Neaves)

### Section - PROGRAM DESIGN AND COMPLETION REQUIREMENTS

#### 67. Which of the following are required to complete the program?

21.79% 34 Projects

17.95% 28 Assessments

17.95% 28 Case Studies

17.95% 28 Required Readings

12.18% 19 Examinations

12.18% 19 Simulations

#### 68. Other program requirements

40 hours supervisory prerequisites, 10 hours Leadership Assessment and Application Project (UW Tacoma Professional Development Center, Saralyn Smith)

Attend all classes and complete all online classes (Naifeh Center for Effective Leadership, Trent Clagg)

Attendance and final learning portfolio (State of Idaho Division of Human Resources, Jana Huffaker)

Attendance in Leadership Seminars (Bureau of Education and Training, Frank Nugent)

Class attendance and participation (SC Department of Administration, Stephanie Duncan)

Group Service Learning Project

Conference Attendance (Georgia CPM, Walt McBride)

In lieu of an examination, each participant responds to reflective journal questions corresponding to each course. The journal responses are evaluated throughout the program to assess the participant's knowledge and application of the content to their work role. (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

In lieu of exams, we use a Weekly Applied Learning Question assignment following each topic taught. This question asks how they will apply the learning to their current position and/or organization. Additionally, after each group of 5 classes, participants must complete a Course Applied Learning Assignment through which they apply all topics and concepts to their current position/organization. (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

In-Class assignments and reflective essays (University of the Virgin Islands, Dannica Thomas)

Included in the 50 hours of required projects: 10 hours for Service Project and 40 hours for capstone (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

Individual Management Development Plan

Pre-class activities and after-class assignments (University of Kansas Public Management Center, Cindy Jacobson)

Leadership Portfolio (OMES, Tenysha Haynes)

N/A (Laramie County Community College, Rhonda Priest)

NA (State of Iowa, Kim Hanson)

No (State of Nevada, Robert Horgan)

No. (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

Organisational Learning Commitment, signed by participant and supervisor/sponsor in organisation;

Personal Learning Commitment - filled out and signed by participant. (Leiden University - Centre for Professional Learning, Nikol Hopman)

Other requirements include the following: Leadership Development Plan (LDP), the Advanced Writing class, the Executive Seminar, CPM Required Reading, and the CPM Level 6 Comprehensive Essay. The Leadership Development Plan is a tool used to assist participant’s developmental needs in the area of leadership, based on the State of Mississippi’s leadership competencies. The LDP is a dynamic plan for developing participants’ leadership skills through a process of self-awareness with input from mentors, coaches, peers, and their supervisor(s). The Advanced Writing class helps participants improve their writing skill and the participants receive a style manual. The Executive Seminar is a combination of lecture about state governmental issues and touring of state governmental agencies. The required reading component has three purposes: (1) to complement and enrich core curriculum; (2) to introduce the participant to highly-regarded management publications; and (3) to encourage proactive professional development beyond graduation. The CPM Level 6 Comprehensive Essay is a capstone style writing assignment demonstrating the concepts taught through the entire Program at the conclusion of CPM Level 6. (Mississippi State Personnel Board, Shondra Houseworth)

Participants must attend all classes and participate in team projects. In case of missed classes, participants must make up the class with an assignment. Participants must pass lesson assessments for each module of the online class for the Strategic Project Management component and present on a strategic project for the District's leaders. (District of Columbia Department of Human Resources, Melinda Coles)

Participants must complete all courses in order to graduate. A three stage self assessment (beginning of the program, midway and upon completion) is given to ensure the competencies are being taught through out the program and individuals are improving upon them. Evaluations requesting feedback on the course and instructor are also required at the completion of each course. (University of Nebraska Omaha, Ellen Freeman-Wakefield)

Presentations and discussion boards; peer, executive and faculty review of CPM project and process. (Office State Human Resources, State of NC, Reed Altman)

Professional Portfolio, Capstone Project/Presentation, Service Learning/Experiential Learning (Bridgewater State University, Jodie Kluver)

Program attendance, Microsoft Word, Excel, and PowerPoint proficiency that will assist students with completing program requirements (NJ Civil Service Commission, LaVida Stalsworth)

Two project presentations, one to an applicable body and the other to the CPM advisors and fellow CPM candidates. (NMSU CES NM EDGE, Mary DeLorenzo)

We use discussion posts and learning logs as additional assignments. Participants must present their capstone idea at mid-program retreat to cohort members, instructors and invited guests, who are subject matter experts from the university and the community. They present completed or in-progress capstone project at CPM graduation. (Millersville University, Hope Schmids)

Writing assignments are used to assess the learning. A capstone group project at the end of the program is instructor guided. (State of Vermont, Brian Remer)

Written papers, oral presentations (Utah Valley University, Ethan Christensen)

#### 69. How long (in MONTHS) does it take to complete the CPM program?

10 (UW Tacoma Professional Development Center, Saralyn Smith)

10 (NJ Civil Service Commission, LaVida Stalsworth)

10 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

10 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

12 (Naifeh Center for Effective Leadership, Trent Clagg)

12 (District of Columbia Department of Human Resources, Melinda Coles)

12 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

12 (Laramie County Community College, Rhonda Priest)

12 (MWCOG, Larissa Fitzhugh)

12 (University of Kansas Public Management Center, Cindy Jacobson)

12 months

Please note, due to Corona crisis, we plan to re-schedule the graduation of the 2019-2020 cohort from September to December 2020 (in total: 15 months). (Leiden University - Centre for Professional Learning, Nikol Hopman)

13 (University of the Virgin Islands, Dannica Thomas)

13 (Millersville University, Hope Schmids)

14 (California, Sommer Kehrli)

14 (Office State Human Resources, State of NC, Reed Altman)

14-24 months (Texas State University, Howard Balanoff)

15 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

15-18, although we are shortening it to 12-15. (George Mason University - Schar School of Policy and Government, Tonya Neaves)

18 (State of Iowa, Kim Hanson)

18 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

18 (State of Nevada, Robert Horgan)

18 (OMES, Tenysha Haynes)

18 months (SC Department of Administration, Stephanie Duncan)

18/24 (Bridgewater State University, Jodie Kluver)

20 (Bureau of Education and Training, Frank Nugent)

21 (State of Idaho Division of Human Resources, Jana Huffaker)

22 (FCPM Florida State University, Daniel Vicker)

24 (University of Wisconsin-Madison, Chrystyna Mursky)

24 (NMSU CES NM EDGE, Mary DeLorenzo)

24 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

24 months (Mississippi State Personnel Board, Shondra Houseworth)

27 (State of Vermont, Brian Remer)

36 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

9 (Georgia CPM, Walt McBride)

9 months (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

9 months (15 if you include gap time to wait for all semester offerings) (Utah Valley University, Ethan Christensen)

#### 70. Does your program offer instruction in the following formats?

55.00% 22 Completely Face to Face Instruction (Instruction is primarily face-to-face, can have on-line materials and support.)

35.00% 14 Hybrid or Blended Instruction (Mix of classroom and e-Learning sessions)

10.00% 4 Completely on-line or e-learning instruction

#### 71. For hybrid courses, what percent of the coursework is offered on-line?e

10% (Utah Valley University, Ethan Christensen)

15% (Leiden University - Centre for Professional Learning, Nikol Hopman)

20% (State of Vermont, Brian Remer)

25 (Bridgewater State University, Jodie Kluver)

33 (Naifeh Center for Effective Leadership, Trent Clagg)

35% (University of Nebraska Omaha, Ellen Freeman-Wakefield)

36% (Office State Human Resources, State of NC, Reed Altman)

50% (State of Idaho Division of Human Resources, Jana Huffaker)

60% (Texas State University, Howard Balanoff)

75% (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

Course content is 100% online but we meet for 3 in-person sessions at beginning, midpoint and graduation of cohort. (Millersville University, Hope Schmids)

due to COVID our classes are 100% virtual. Previously we offer completely face to face classes, with virtual during extenuating circumstances. (MWCOG, Larissa Fitzhugh)

NA (State of Iowa, Kim Hanson)

The Kansas CPM program operates around the principle of the "flipped classroom". Pre-assignments around the topics are given online to prepare them for class. The CPM E-Portfolio artifact assignments (online) are given after class to illustrate learning and gained competencies. (University of Kansas Public Management Center, Cindy Jacobson)

#### 72. Does the content of the CPM program curriculum focus on any skill-sets outside of the seven competency areas required by the National Certified Public Managers Consortium?

69.44% 25 No

30.56% 11 Yes

#### 73. If the content of the CPM program curriculum focuses on skill-sets outside of the seven competency areas required by the National Certified Public Managers Consortium, please describe the other skill sets covered:

Advocacy, Risk Management, and Cultural Engagement are included in the core curriculum. (NMSU CES NM EDGE, Mary DeLorenzo)

Lean process improvement (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

Lean Six Sigma Green Belt (process improvement certificate) (UW Tacoma Professional Development Center, Saralyn Smith)

N/A (Laramie County Community College, Rhonda Priest)

NA (State of Iowa, Kim Hanson)

NJ has eight additional core competencies specific and identified as critical to NJ. The NJ specific core competencies include: Administrative Law; Analytical Thinking; Budgetary Process; Communication; Management Information Systems; Problem Solving and Decision Making; Quantitative Techniques; and Strategic Thinking (NJ Civil Service Commission, LaVida Stalsworth)

No (University of Nebraska Omaha, Ellen Freeman-Wakefield)

Public Speaking/Facilitation (OMES, Tenysha Haynes)

Risk taking in the public sector, nobility of public service, emotional intelligence, leadership panel, innovation and problem solving, 360-degree assessment, building your specific strengths and those of the team, community engagement, outcome-based performance measurement, silo busting, compassion (California, Sommer Kehrli)

Special skills as disaster planning and emergency management, capital planning and critical infrastructure, and diversity, equity and inclusivity (George Mason University - Schar School of Policy and Government, Tonya Neaves)

The coaching component of our program helps participants develop their reflective and interpersonal skills. Participants receive individual and team coaching. Participants have an opportunity to participate as each coaches through the Peer Learning Circles. (District of Columbia Department of Human Resources, Melinda Coles)

The Law Enforcement Leadership Academy: Command School (a CPM cohort) also adds Public Safety as a competency area. (University of Kansas Public Management Center, Cindy Jacobson)

We also have the following additional competencies: Work Ethic, Accountability, Interpersonal Skills, Communication Skills, Emotional Maturity, and Macro-Oriented, Working through Others, and Results Oriented. (Mississippi State Personnel Board, Shondra Houseworth)

We use our 'Learning Leadership Model', with four areas of capacity:

- cognitive capacity;

- relational capacity;

- cross-boundary capacity;

- intervention capacity.

In additioin, for the personal leadership and learning, we use the 'Hero's Journey' subdivided in different phases.

(Leiden University - Centre for Professional Learning, Nikol Hopman)

#### 74. Does the content of the CPM program's courses build on one another, tying content back to previous learned material?

91.67% 33 Yes

8.33% 3 No

#### 75. Are program participants able to earn the following by completing the CPM program:

44.00% 11 Graduate Credit

20.00% 5 Continuing Education Credit

20.00% 5 Undergraduate Credit

16.00% 4 Transfer Equivalent Credit

#### 76. If yes, how many Undergraduate credits?

0 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

12 (OMES, Tenysha Haynes)

15 to be considered at Rutgers School of Public Affairs and Administration (NJ Civil Service Commission, LaVida Stalsworth)

6 (State of Vermont, Brian Remer)

6 (FCPM Florida State University, Daniel Vicker)

6 hours (Naifeh Center for Effective Leadership, Trent Clagg)

9 under graduate credits (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

9 undergraduate credits (University of Wisconsin-Madison, Chrystyna Mursky)

N/A (Laramie County Community College, Rhonda Priest)

NA (State of Iowa, Kim Hanson)

The participants can receive 15 hrs of upper class course credit towards a Bachelors of Multi Disciplinary Studies. (University of Nebraska Omaha, Ellen Freeman-Wakefield)

Trying to secure 9 elective credits for this (George Mason University - Schar School of Policy and Government, Tonya Neaves)

Up to 6-9 hours.

Levels 1-3: 6 hours of lower baccalaureate/associate degree credit hours

(3 semester hours in interpersonal communication and 3 semester hours in leadership)

Levels 4-6: 9 hours of upper baccalaureate credit

(3 semester hours in organizational behavior, 3 semester hours in management, and 3 semester hours in strategic planning)

(Mississippi State Personnel Board, Shondra Houseworth)

varies depending upon the college or university (Bureau of Education and Training, Frank Nugent)

#### 77. If yes, how many Graduate credits?

0 (Naifeh Center for Effective Leadership, Trent Clagg)

0 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

3 hours of UGA MPA credit (Georgia CPM, Walt McBride)

6 (State of Vermont, Brian Remer)

6 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

6 (FCPM Florida State University, Daniel Vicker)

6 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

6 (Office State Human Resources, State of NC, Reed Altman)

6 graduate credits (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

6 graduate credits (University of Wisconsin-Madison, Chrystyna Mursky)

9 (OMES, Tenysha Haynes)

9 to be considered at Rutgers School of Public Affairs and Administration (NJ Civil Service Commission, LaVida Stalsworth)

Currently 6, seeking to expand the number of graduate credits (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

N/A (Laramie County Community College, Rhonda Priest)

Nine hours is waived for a person otherwise fully qualified to be admitted to the host university MPA program (State of Iowa, Kim Hanson)

Participants may also receive graduate credit from the School of Public Administration. Six Hours in Special Topics can be applied to the Master of Public Administration (University of Nebraska Omaha, Ellen Freeman-Wakefield)

Tring to secure 6 elective credits for this (George Mason University - Schar School of Policy and Government, Tonya Neaves)

Up to 6 graduate credits across the various disciplines at BSU. MPA students may dual enroll with the CPM program at BSU. (Bridgewater State University, Jodie Kluver)

varies depending upon the college or university (Bureau of Education and Training, Frank Nugent)

#### 78. If yes, how many Continuing Education credits?

0 (Naifeh Center for Effective Leadership, Trent Clagg)

0 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

0 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

18 continuing education credits (University of Wisconsin-Madison, Chrystyna Mursky)

21 days of Continuing Education Credit (Texas State University, Howard Balanoff)

263 (UW Tacoma Professional Development Center, Saralyn Smith)

30 (District of Columbia Department of Human Resources, Melinda Coles)

30 (MWCOG, Larissa Fitzhugh)

30.2 (NJ Civil Service Commission, LaVida Stalsworth)

63 (Office State Human Resources, State of NC, Reed Altman)

N/A (Laramie County Community College, Rhonda Priest)

NA (State of Iowa, Kim Hanson)

NA (University of Nebraska Omaha, Ellen Freeman-Wakefield)

#### 79. If yes, how many Transfer Equivalent credits?

0 (Naifeh Center for Effective Leadership, Trent Clagg)

0 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

6 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

6 gradate credits (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

6 graduate-level credits and 15 undergraduate level credit. Several universities in Kansas have provided credit for our CPM program. The University of Kansas provides 6 credits for the MPA program. (University of Kansas Public Management Center, Cindy Jacobson)

63 (Office State Human Resources, State of NC, Reed Altman)

N/A (Laramie County Community College, Rhonda Priest)

NA (State of Iowa, Kim Hanson)

NA (University of Nebraska Omaha, Ellen Freeman-Wakefield)

### Section - PROGRAM JURISDICTION

#### 80. Do you offer the program outside of your approved jurisdiction?

94.29% 33 No

5.71% 2 Yes

#### 81. If inside the United States, in which areas do you offer the program?

Alabama (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

Colorado (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

Kansas and Missouri (University of Kansas Public Management Center, Cindy Jacobson)

Maryland (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

N/A (Laramie County Community College, Rhonda Priest)

NA (University of Nebraska Omaha, Ellen Freeman-Wakefield)

New Hampshire (Bureau of Education and Training, Frank Nugent)

North Carolina (Office State Human Resources, State of NC, Reed Altman)

other sister organizations to our Agency. For example FEMA, DC WATER etc. (MWCOG, Larissa Fitzhugh)

Our online program is open to any non-CPM state and available for participants from states with approved CPM programs with a verified participation agreement from the home state CPM program provider. (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

State of Iowa (State of Iowa, Kim Hanson)

Utah (Utah Valley University, Ethan Christensen)

Vermont (State of Vermont, Brian Remer)

Virginia (George Mason University - Schar School of Policy and Government, Tonya Neaves)

Washington (UW Tacoma Professional Development Center, Saralyn Smith)

Washington, DC (District of Columbia Department of Human Resources, Melinda Coles)

#### 82. If outside the United States, in which countries do you offer the program?

N/A (State of Vermont, Brian Remer)

N/A (Laramie County Community College, Rhonda Priest)

N/A (George Mason University - Schar School of Policy and Government, Tonya Neaves)

NA (State of Iowa, Kim Hanson)

NA (University of Nebraska Omaha, Ellen Freeman-Wakefield)

The Leiden CPM Program in a European context is offered in partnership with the National Institute of Public Administration INAP in Madrid/Spain. The Leiden CPm Program currently cooperates with universities and governments in Madrid (UCM), Manchester/UK (MCC, GMP) and Lithuania (KTU). The Leiden CPM Program is supporting these partners to initiate a CPM Program in their respective countries in the future. (Leiden University - Centre for Professional Learning, Nikol Hopman)

Through our online program and agreement with GOARMY, we serve civilian military personnel on posts such as Japan, Germany, Korea, Belgium, France, and Switzerland. (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

### Section - CONTINUOUS LEARNING

#### 83. Are you currently assessing the Continuous Learning needs of your graduates?

52.78% 19 No

47.22% 17 Yes

#### 84. Do you currently offer a continuous learning program for your CPM graduates?

63.89% 23 No

36.11% 13 Yes

#### 85. If you do currently offer a continuous learning program for your CPM graduates, Please describe:

Alabama has a local chapter, Alabama Society of Certified Public Managers, that offers monthly chapter meetings, two annual lunch-n-learns, and an annual seminar for current CPM members and graduates. This local chapter helps to continually assess the learning needs of graduates while offering meaningful learning and networking opportunities to graduates. (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

Annual CPM Alumni Conference (State of Idaho Division of Human Resources, Jana Huffaker)

Annual Texas CPM Conference for Alumni (Texas State University, Howard Balanoff)

Collaboration with the SC Society of Certified Public Managers (SC Department of Administration, Stephanie Duncan)

CPM students and alumni are encouraged to participate in continued education through The Bureau of Education and Training (BET) including Leadership Seminars, participation in conferences, and participation in a variety of professional development classes offered by BET (Bureau of Education and Training, Frank Nugent)

CPM with Excellence encourages graduates of the Mississippi Certified Public Manager® program to continue their professional development and commitment to life-long learning. Each year, CPM graduates may submit a record of completed professional development activities to the MSPB Office of Workforce Development. Participants must acquire 36 hours of MSPB professional development courses that have CPM elective credit hours within a twelve month period for two consecutive years, attend the CPM with Excellence Seminar, and pass the Seminar exam to attain CPM with Excellence.

(Mississippi State Personnel Board, Shondra Houseworth)

In collaboration with the NC Society for Certified Public Managers: offers lunch and Learn programs and annual conference. (Office State Human Resources, State of NC, Reed Altman)

Kansas CPM with Distinction Program. Past graduates are invited to attend the annual CPM conference with current class cohorts. CPM with Distinction participants are required to attend 40 hours of leadership/management training every 3 years.

(University of Kansas Public Management Center, Cindy Jacobson)

N/A (Laramie County Community College, Rhonda Priest)

N/A (George Mason University - Schar School of Policy and Government, Tonya Neaves)

NA (Leiden University - Centre for Professional Learning, Nikol Hopman)

NA (University of Nebraska Omaha, Ellen Freeman-Wakefield)

No (State of Vermont, Brian Remer)

Our graduates are offered opportunities to attend seminars and other learning opportunities by the George Washington University. Graduates also are invited to training and workshops offered by the DC Government. Graduates have had the opportunity to be selected to serve as consultants on critical agency initiatives. (District of Columbia Department of Human Resources, Melinda Coles)

Professional programming appropriate for CPM grads at both State of Iowa and host university--Drake University (State of Iowa, Kim Hanson)

We have offered a continuous learning options for our graduates per a survey of our graduates in 2018. Budget was the main reason for lack of participation. We are currently assessing needs for 2021 with our member jurisdictions. (MWCOG, Larissa Fitzhugh)

We offer additional classes that the CPM graduate may take if they wish to do so. (NMSU CES NM EDGE, Mary DeLorenzo)

We offer an alumni event for alumni to attend (Naifeh Center for Effective Leadership, Trent Clagg)

We offer an annual symposium for all of our graduates. The topic varies, but it typically a hot topic, author of new book, or panel of Regional leaders. (California, Sommer Kehrli)

We offer CPM courses to graduates at a reduced rate. If graduates receive a certain amount of Continuous Learning Hours/PD hours they will achieve CPM with Excellence. (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

#### 86. If you do offer a continuous learning program for your CPM graduates, What recognition, if any, is awarded to the participants?

They receive a CPM with Excellence certificate. They are recognized each year at the MCPM Program Graduation ceremony.

Classroom hours are accumulated from December 1st to November 30th. The deadline for submission each year is December 1st. The CPM with Excellence designation will be awarded January 1st each year, and designees will be recognized at CPM-related events.

Classroom hour composition:

36 hours of CPM elective classes

(6 hours may be substituted for attendance at the MSCPM Annual Conference)

Graduates who achieve the CPM with Excellence designation are eligible for a 1% benchmark. Participants may complete subsequent two-year periods as described below and acquire additional 1% benchmarks, with a maximum of 5%.

Multiple year recognition levels indicate benchmark eligibility:

Excellence Level I:?Two (2) consecutive years of eligibility, CPM with Excellence Seminar, passing score on the Seminar exam. Eligible for 1% benchmark at agency discretion.

Excellence Level II:?Attainment of the Bronze Level, two (2) additional consecutive years of

?eligibility, CPM with Excellence Seminar, passing score on the Seminar

?exam. Eligible for 1% benchmark at agency discretion.

Excellence Level III:?Attainment of the Silver Level, two (2) additional consecutive years of eligibility, CPM with Excellence Seminar, passing score on the Seminar exam. Eligible for 1% benchmark at agency discretion.

Excellence Level IV:?Attainment of the Gold Level, two (2) additional consecutive years of

???eligibility, CPM with Excellence Seminar, passing score on the Seminar

???exam. Eligible for 1% benchmark at agency discretion.

Excellence Level V:?Attainment of the Platinum Level, two (2) additional consecutive years of

???eligibility, CPM with Excellence Seminar, passing score on the Seminar

???exam. Eligible for 1% benchmark at agency discretion. (Mississippi State Personnel Board, Shondra Houseworth)

Certificates of completion are offered by BET (Bureau of Education and Training, Frank Nugent)

CPM graduates who are members of Alabama's local chapter receive the ASCPM Membership designation. (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

Every 3 years, CPM graduates that have earned the CPM with Distinction receive a certificate and recognition in the Statehouse at the CPM graduation. (University of Kansas Public Management Center, Cindy Jacobson)

N/A (SC Department of Administration, Stephanie Duncan)

N/A (Laramie County Community College, Rhonda Priest)

N/A (George Mason University - Schar School of Policy and Government, Tonya Neaves)

NA (State of Iowa, Kim Hanson)

NA (University of Nebraska Omaha, Ellen Freeman-Wakefield)

NA (Office State Human Resources, State of NC, Reed Altman)

No (Texas State University, Howard Balanoff)

They will receive a certificate and special recognition at graduation for achieving CPM with Excellence. (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

#### 87. If you do offer a continuous learning program for your CPM graduates, Is continuous learning a requirement or an enhancement?

93.33% 14 An Enhancement

6.67% 1 A Requirement

### Section - PROGRAM MARKETING

#### 88. Do you use the following techniques to market the program?

16.82% 36 Word of Mouth

16.36% 35 Website

15.89% 34 Brochures

15.42% 33 Meetings with decision makers

13.55% 29 Presentations

10.28% 22 Conference/Vendor Exhibits

9.35% 20 Social Media

2.34% 5 Other (describe):

**Comments/Notes:**

Email campaign (Ethan Christensen, Utah Valley University)

graduates (Sommer Kehrli, California)

Organizational Announcements (Tonya Neaves, George Mason University - Schar School of Policy and Government)

Print Media & Press Releases (Mary DeLorenzo, NMSU CES NM EDGE)

targeted emails (Hope Schmids, Millersville University)

#### 89. How effective are Brochures?

77.78% 28 Somewhat Effective

16.67% 6 Very Effective

5.56% 2 Do Not Use

#### 90. How effective is Website?

61.11% 22 Somewhat Effective

38.89% 14 Very Effective

#### 91. How effective is Social Media?

48.57% 17 Somewhat Effective

40.00% 14 Do Not Use

8.57% 3 Very Effective

2.86% 1 Not Effective

#### 92. How effective are Presentations?

44.44% 16 Very Effective

36.11% 13 Somewhat Effective

19.44% 7 Do Not Use

#### 93. How effective are Conference/Vendor Exhibits?

38.89% 14 Do Not Use

33.33% 12 Somewhat Effective

22.22% 8 Very Effective

5.56% 2 Not Effective

#### 94. How effective are Meetings with decision makers?

65.71% 23 Very Effective

28.57% 10 Somewhat Effective

5.71% 2 Do Not Use

#### 95. How effective is Word of Mouth?

71.43% 25 Very Effective

28.57% 10 Somewhat Effective

#### 96. How effective is (Other)?

72.00% 18 Do Not Use

16.00% 4 Very Effective

12.00% 3 Somewhat Effective

#### 97. Is a pre-enrollment orientation session offered to individuals interested in participating in the program?

73.53% 25 No

26.47% 9 Yes

#### 98. More information about how the program is marketed

Graduation ceremonies offer an opportunity to celebrate and highlight the graduate, their employer, and the program. (NMSU CES NM EDGE, Mary DeLorenzo)

Meetings with local government high level leaders and decision-makers (George Mason University - Schar School of Policy and Government, Tonya Neaves)

N/A (Laramie County Community College, Rhonda Priest)

One of our most successful marketing strategies is "co-op classes"-- with participants from multiple agencies in a local area. When we find interest in an area, we will arrange a meeting of interested parties and

present the details of our program and make a case for the benefits of participation. We will invite

previous graduates to give testimonials. We followup to obtain commitment by those interested and

form a cohort group that will go through the program together. (FCPM Florida State University, Daniel Vicker)

Pre-enrollment orientation is informal. Program Director attends pre-requisite program, Advanced Skills for Managers (ASM), to present information and answer questions related to CPM Program. (Office State Human Resources, State of NC, Reed Altman)

The Program Directors over our other training programs promote the MCPM Program to their class participants. The MSPB staff meets with HR Directors/Agency Training Coordinators at state agencies to discuss the benefits of the Program. (Mississippi State Personnel Board, Shondra Houseworth)

The Tennessee program holds information sessions, uses targeted emails, conducts meetings with decision makers and attends exhibit meetings throughout the year. (Naifeh Center for Effective Leadership, Trent Clagg)

We conduct two WebEx Information Sessions for interested employees prior to the launch of the application period. Program Directors from The George Washington University and DC Department of Human Resources conduct the information sessions. (District of Columbia Department of Human Resources, Melinda Coles)

We enlist our Chief Administrative Officers to attract participants at the local jurisdictional level. Many of our participants are hand selected from a pool of applicants prior to our review at COG (MWCOG, Larissa Fitzhugh)

### Section - CPM TRAINING

### Instructions Provided To Respondents

Click Continue to proceed with your survey from one section to the next.

PLEASE BE SURE to click the Save and Finish Later button at the bottom of each page when you step away from the survey; this will allow you to come back to a partially completed survey and continue where you left off at another time.

#### 99. Does the CPM program have any of the following eligibility requirements? Please select all that apply.

23.76% 24 Supervisor Approval/Recommendation

18.81% 19 Applicant Essay

17.82% 18 Agency Recommendation

16.83% 17 Some Supervisory Experience

10.89% 11 Current Supervisory Position

8.91% 9 High School Diploma

2.97% 3 College Degree

#### 100. How do individuals apply to your CPM program? (Please select all that apply)

31.00% 31 Agency Nomination

31.00% 31 Self-nomination

16.00% 16 Essay

15.00% 15 Letter(s) of Recommendation

6.00% 6 Other (describe):

1.00% 1 CFO & CEO signoff

**Comments/Notes:**

application process (Stephanie Duncan, SC Department of Administration)

CAO recommendation (Larissa Fitzhugh, MWCOG)

complete application form (Susan Brasseur, Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management)

completing an application (Biranda Lumpkin, Arkansas CPM Program- Arkansas Public Administration Consortium)

Interview (Jana Huffaker, State of Idaho Division of Human Resources)

Participants register online in registration database or via registration form; approved by the participant's agency. (Shondra Houseworth, Mississippi State Personnel Board)

#### 101. Is the CPM offered in the following formats?

54.90% 28 Cohort Based

33.33% 17 Open Enrollment

11.76% 6 By Contract for an Organization

#### 102. If you would like to provide more information about how the program is offered, please do below.

14 months:

4 modules: Management Development Planning Workshop, Managing Daily operations, Interacting At All Levels, Strategic Leadership (Office State Human Resources, State of NC, Reed Altman)

Eligibility does not completely require supervisory experience, but also accepted is project management responsibility (State of Iowa, Kim Hanson)

The program holds 12 Eight hour courses and an alumni event. The participants complete 100 hours of online training and complete a 75 hour capstone project (Naifeh Center for Effective Leadership, Trent Clagg)

Up to date: open enrollment.

Topical CPM Program by contract for one or some organisation(s) will be explored and prepared in 2020. (Leiden University - Centre for Professional Learning, Nikol Hopman)

We are in the process of developing a cohort model and full-online program - projected start date 2020-2021 school year. (Bridgewater State University, Jodie Kluver)

We offer one cohort a year, with a capacity of 12. (University of Nebraska Omaha, Ellen Freeman-Wakefield)

#### 103. How many training days did your program offer during the past / calendar year? Enter whole number of days

10 - we were finalizing the capstone, which took them a while (George Mason University - Schar School of Policy and Government, Tonya Neaves)

100 (California, Sommer Kehrli)

101 days

(Mississippi State Personnel Board, Shondra Houseworth)

108 (State of Idaho Division of Human Resources, Jana Huffaker)

112 (Georgia CPM, Walt McBride)

12 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

12 (Utah Valley University, Ethan Christensen)

125 (Texas State University, Howard Balanoff)

125 (Office State Human Resources, State of NC, Reed Altman)

14 (Naifeh Center for Effective Leadership, Trent Clagg)

15 (UW Tacoma Professional Development Center, Saralyn Smith)

15 (SC Department of Administration, Stephanie Duncan)

18 days for CPM I (Year One) [CPM I consisted of 2 tracks of participants)

18 days for CPM II (Year Two) [CPM II consisted of 2 tracks of participants)

(Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

2019: we started tjhe cohore in September and have offered 2 out of 5 modules, 10 full days (classroom/group work, incl. case-based). (Leiden University - Centre for Professional Learning, Nikol Hopman)

21 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

25 (Laramie County Community College, Rhonda Priest)

26 (Bridgewater State University, Jodie Kluver)

27 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

33 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

36 (NJ Civil Service Commission, LaVida Stalsworth)

36 (OMES, Tenysha Haynes)

48 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

5 days face to face classes

33 days of online classes (minimum study time) (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

55 (District of Columbia Department of Human Resources, Melinda Coles)

55 (NMSU CES NM EDGE, Mary DeLorenzo)

585 (FCPM Florida State University, Daniel Vicker)

65 (State of Nevada, Robert Horgan)

76 (State of Iowa, Kim Hanson)

85 (Bureau of Education and Training, Frank Nugent)

85 (University of Kansas Public Management Center, Cindy Jacobson)

94 (University of Wisconsin-Madison, Chrystyna Mursky)

Classroom = 50 days

Online = 336 days (48 weeks) (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

I'm not sure what this questions is asking. (Millersville University, Hope Schmids)

#### 104. If you would like to provide additional information about the number of sessions, / please do so below

24 Phase I; 24 Phase II (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

As a new program, we ran Course 1 once. (Utah Valley University, Ethan Christensen)

In addition, one country-based session (0,5 day) and one-to-one meetings (F2F and online). (Leiden University - Centre for Professional Learning, Nikol Hopman)

Some of the training days consist of multiple days of instruction (SC Department of Administration, Stephanie Duncan)

There are four cohorts total. Three are general CPM cohorts and the fourth is a Law Enforcement Leadership Academy cohort for Command Level leadership. (University of Kansas Public Management Center, Cindy Jacobson)

There were 19 CPM Levels 1-6 sessions (5 days for each session) in Jackson. 19x5=95 days

There were two sessions of the CPM Executive Seminar (two days). 2X2=4 days

There were two sessions of the Advanced Writing (one day). 2x1=2

(Mississippi State Personnel Board, Shondra Houseworth)

We offer the Supervisor Academy and Manager Academy in a variety of locations throughout California every year. These are the feeders into the last portion of the CPM program. Some of these programs are open enrollment and some are cohort-based internal to a client organization. (California, Sommer Kehrli)

We offered 13 modules (2 day hybrid format) over three semesters (Spring 2019 - 7, Summer 2019 - 1, and Fall 2019 - 5) and utilized all three BSU Campus locations (BSU Main, Cape Cod, and Attleboro). (Bridgewater State University, Jodie Kluver)

We provide week-long training on a quarterly basis and in each training day we provide 3 sessions (am, pm, eve) with 4-8 classes in each session.

(NMSU CES NM EDGE, Mary DeLorenzo)

We taught 30 days to complete Class 16 and 35 days to begin Class 17. (State of Nevada, Robert Horgan)

### Section - CPM PROGRAM STATISTICS

#### 105. How many individuals were accepted into the CPM program last year? Note: Not all who are accepted enroll.

0 (UW Tacoma Professional Development Center, Saralyn Smith)

0 (Millersville University, Hope Schmids)

0 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

100 (Georgia CPM, Walt McBride)

11 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

120 (Bureau of Education and Training, Frank Nugent)

146 (NJ Civil Service Commission, LaVida Stalsworth)

148 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

16 (California, Sommer Kehrli)

16 (Laramie County Community College, Rhonda Priest)

17 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

185 (Texas State University, Howard Balanoff)

19 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

23 (District of Columbia Department of Human Resources, Melinda Coles)

28 (Naifeh Center for Effective Leadership, Trent Clagg)

30 (MWCOG, Larissa Fitzhugh)

30 2021 Cohort (State of Vermont, Brian Remer)

36 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

37 (For Course 1 in 2020) (Utah Valley University, Ethan Christensen)

4 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

4 (Bridgewater State University, Jodie Kluver)

42 (State of Nevada, Robert Horgan)

42 (Office State Human Resources, State of NC, Reed Altman)

46 (OMES, Tenysha Haynes)

49 (University of the Virgin Islands, Dannica Thomas)

5 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

54 (State of Iowa, Kim Hanson)

575 (FCPM Florida State University, Daniel Vicker)

66 (University of Wisconsin-Madison, Chrystyna Mursky)

67 (SC Department of Administration, Stephanie Duncan)

83 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

86 (State of Idaho Division of Human Resources, Jana Huffaker)

9 pax. (Leiden University - Centre for Professional Learning, Nikol Hopman)

98 (Mississippi State Personnel Board, Shondra Houseworth)

99 (University of Kansas Public Management Center, Cindy Jacobson)

#### 106. How many of those who were accepted enrolled in the CPM program last year?

0 (UW Tacoma Professional Development Center, Saralyn Smith)

0 (Millersville University, Hope Schmids)

0 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

100 (Georgia CPM, Walt McBride)

106 (Bureau of Education and Training, Frank Nugent)

11 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

137 (NJ Civil Service Commission, LaVida Stalsworth)

146 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

16 (California, Sommer Kehrli)

16 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

16 (Laramie County Community College, Rhonda Priest)

185 (Texas State University, Howard Balanoff)

19 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

23 (District of Columbia Department of Human Resources, Melinda Coles)

28 (Naifeh Center for Effective Leadership, Trent Clagg)

30 (State of Vermont, Brian Remer)

31 (MWCOG, Larissa Fitzhugh)

33 (For Course 1 in 2020) (Utah Valley University, Ethan Christensen)

36 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

36 (Office State Human Resources, State of NC, Reed Altman)

4 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

4 (Bridgewater State University, Jodie Kluver)

42 (State of Nevada, Robert Horgan)

46 (University of the Virgin Islands, Dannica Thomas)

46 (OMES, Tenysha Haynes)

5 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

54 (State of Iowa, Kim Hanson)

575 (FCPM Florida State University, Daniel Vicker)

65 (SC Department of Administration, Stephanie Duncan)

66 (University of Wisconsin-Madison, Chrystyna Mursky)

76 (State of Idaho Division of Human Resources, Jana Huffaker)

83 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

9 pax. (Leiden University - Centre for Professional Learning, Nikol Hopman)

98 (Mississippi State Personnel Board, Shondra Houseworth)

99 (University of Kansas Public Management Center, Cindy Jacobson)

#### 107. How many active participants (new and previously enrolled) attended sessions last year?

0 (Millersville University, Hope Schmids)

0 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

1,146 (FCPM Florida State University, Daniel Vicker)

100 (Georgia CPM, Walt McBride)

104 (University of Kansas Public Management Center, Cindy Jacobson)

109 (State of Iowa, Kim Hanson)

11 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

12 (Bridgewater State University, Jodie Kluver)

136 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

14 (UW Tacoma Professional Development Center, Saralyn Smith)

158 (University of Wisconsin-Madison, Chrystyna Mursky)

175 (Texas State University, Howard Balanoff)

200-300 in any given year.

Our program has 3 tiers with the first tier being the most popular. Core CPM classes also count towards other designations offered by NM EDGE. (NMSU CES NM EDGE, Mary DeLorenzo)

216 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

220 (NJ Civil Service Commission, LaVida Stalsworth)

23 (District of Columbia Department of Human Resources, Melinda Coles)

28 (Naifeh Center for Effective Leadership, Trent Clagg)

3 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

31 (MWCOG, Larissa Fitzhugh)

33 (For Course 1 in 2020) (Utah Valley University, Ethan Christensen)

35 (Office State Human Resources, State of NC, Reed Altman)

36 (Laramie County Community College, Rhonda Priest)

4 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

44 (University of the Virgin Islands, Dannica Thomas)

46 (California, Sommer Kehrli)

46 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

46 (OMES, Tenysha Haynes)

468 (Mississippi State Personnel Board, Shondra Houseworth)

57 Cohorts 2019, 2020, 2021 (State of Vermont, Brian Remer)

60 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

67 (SC Department of Administration, Stephanie Duncan)

80 graduated 10/2019 (State of Idaho Division of Human Resources, Jana Huffaker)

81 (State of Nevada, Robert Horgan)

83 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

9 pax. (Leiden University - Centre for Professional Learning, Nikol Hopman)

#### 108. How many individuals completed the CPM program last year?

0 (Millersville University, Hope Schmids)

106 (Bureau of Education and Training, Frank Nugent)

11 (UW Tacoma Professional Development Center, Saralyn Smith)

11 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

120 (NJ Civil Service Commission, LaVida Stalsworth)

127 (Texas State University, Howard Balanoff)

140 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

15 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

18 (State of Vermont, Brian Remer)

19 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

2; with two more pending completion in September 2020, for a total of 4 (Delays of completion occurred with COVID-19) (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

20 (Laramie County Community College, Rhonda Priest)

23 (District of Columbia Department of Human Resources, Melinda Coles)

27 (Naifeh Center for Effective Leadership, Trent Clagg)

3 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

3 (Bridgewater State University, Jodie Kluver)

31 (MWCOG, Larissa Fitzhugh)

32 (Office State Human Resources, State of NC, Reed Altman)

33 (State of Nevada, Robert Horgan)

369 (FCPM Florida State University, Daniel Vicker)

38 (23 from Central Coast + 15 from San Diego) (California, Sommer Kehrli)

43 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

43 (Mississippi State Personnel Board, Shondra Houseworth)

5 (George Mason University - Schar School of Policy and Government, Tonya Neaves)

54 (State of Iowa, Kim Hanson)

56 (SC Department of Administration, Stephanie Duncan)

6 (NMSU CES NM EDGE, Mary DeLorenzo)

64 (University of Wisconsin-Madison, Chrystyna Mursky)

8 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

80 (State of Idaho Division of Human Resources, Jana Huffaker)

85 (University of Kansas Public Management Center, Cindy Jacobson)

95 (Georgia CPM, Walt McBride)

n/a (OMES, Tenysha Haynes)

None (CPM Program 2019-2020 will graduate in 2020) (Leiden University - Centre for Professional Learning, Nikol Hopman)

not applicable. The 2019 cohort will be completed in September 2020. (University of the Virgin Islands, Dannica Thomas)

#### 109. How many individuals have completed all the requirements for the CPM designation since your program's inception?

1,862 (University of Kansas Public Management Center, Cindy Jacobson)

101 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

1017 (SC Department of Administration, Stephanie Duncan)

116 (University of the Virgin Islands, Dannica Thomas)

1238 (Mississippi State Personnel Board, Shondra Houseworth)

13, we now have about 20 enrolled this year, so thankful we changed the format to be more available (George Mason University - Schar School of Policy and Government, Tonya Neaves)

15 (Millersville University, Hope Schmids)

1553 (Bureau of Education and Training, Frank Nugent)

1587 (Office State Human Resources, State of NC, Reed Altman)

175 (Laramie County Community College, Rhonda Priest)

192 (State of Vermont, Brian Remer)

2081 (Texas State University, Howard Balanoff)

23 (NMSU CES NM EDGE, Mary DeLorenzo)

289 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

3 (Bridgewater State University, Jodie Kluver)

3087 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

35 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

41 (Naifeh Center for Effective Leadership, Trent Clagg)

417 (MWCOG, Larissa Fitzhugh)

441 since renewal of program in 2016 (Georgia CPM, Walt McBride)

47 (UW Tacoma Professional Development Center, Saralyn Smith)

594 (State of Nevada, Robert Horgan)

635 (OMES, Tenysha Haynes)

6463 (FCPM Florida State University, Daniel Vicker)

6657 (NJ Civil Service Commission, LaVida Stalsworth)

697 (State of Idaho Division of Human Resources, Jana Huffaker)

724 (State of Iowa, Kim Hanson)

77 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

782 (District of Columbia Department of Human Resources, Melinda Coles)

80 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

858 (University of Wisconsin-Madison, Chrystyna Mursky)

93 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

953 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

96 (California, Sommer Kehrli)

First cohort graduated in 2018 (10 pax). (Leiden University - Centre for Professional Learning, Nikol Hopman)

### Section - PARTICIPANTS BY ORGANIZATION

#### 110. State

0 (District of Columbia Department of Human Resources, Melinda Coles)

0 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

0 (Millersville University, Hope Schmids)

1 (MWCOG, Larissa Fitzhugh)

10 (NMSU CES NM EDGE, Mary DeLorenzo)

10 (Texas State University, Howard Balanoff)

100% (Mississippi State Personnel Board, Shondra Houseworth)

118 (University of Wisconsin-Madison, Chrystyna Mursky)

18 (Naifeh Center for Effective Leadership, Trent Clagg)

18 (Laramie County Community College, Rhonda Priest)

21% (University of Kansas Public Management Center, Cindy Jacobson)

30 (Utah Valley University, Ethan Christensen)

30 (Office State Human Resources, State of NC, Reed Altman)

31 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

33 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

33% (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

39 (State of Nevada, Robert Horgan)

4 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

41 (Georgia CPM, Walt McBride)

43 (University of the Virgin Islands, Dannica Thomas)

46 (OMES, Tenysha Haynes)

499 (FCPM Florida State University, Daniel Vicker)

5 pax. (2 NL; 3 Spanish national government); (Leiden University - Centre for Professional Learning, Nikol Hopman)

51 (NJ Civil Service Commission, LaVida Stalsworth)

7 (UW Tacoma Professional Development Center, Saralyn Smith)

71 (State of Iowa, Kim Hanson)

72 (State of Vermont, Brian Remer)

75 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

76 (State of Idaho Division of Human Resources, Jana Huffaker)

82 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

94 (Bureau of Education and Training, Frank Nugent)

94% (SC Department of Administration, Stephanie Duncan)

N/A (George Mason University - Schar School of Policy and Government, Tonya Neaves)

#### 111. County

0 (District of Columbia Department of Human Resources, Melinda Coles)

0 (Laramie County Community College, Rhonda Priest)

0 (Millersville University, Hope Schmids)

1 (State of Nevada, Robert Horgan)

1 (State of Idaho Division of Human Resources, Jana Huffaker)

1 (UW Tacoma Professional Development Center, Saralyn Smith)

10 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

14 (University of Wisconsin-Madison, Chrystyna Mursky)

2 (Naifeh Center for Effective Leadership, Trent Clagg)

22.5 (NJ Civil Service Commission, LaVida Stalsworth)

24 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

25% (University of Kansas Public Management Center, Cindy Jacobson)

28 (MWCOG, Larissa Fitzhugh)

3 (Bureau of Education and Training, Frank Nugent)

31 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

373 (FCPM Florida State University, Daniel Vicker)

4 (California, Sommer Kehrli)

5 (State of Iowa, Kim Hanson)

5 (Texas State University, Howard Balanoff)

59 (Georgia CPM, Walt McBride)

75 (NMSU CES NM EDGE, Mary DeLorenzo)

8 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

8 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

Arlington

Fairfax (George Mason University - Schar School of Policy and Government, Tonya Neaves)

NA (Leiden University - Centre for Professional Learning, Nikol Hopman)

#### 112. City/Municipal

0 (State of Idaho Division of Human Resources, Jana Huffaker)

0 (Laramie County Community College, Rhonda Priest)

0 (Millersville University, Hope Schmids)

1 (State of Vermont, Brian Remer)

10 (Bridgewater State University, Jodie Kluver)

11 (Georgia CPM, Walt McBride)

15 (NMSU CES NM EDGE, Mary DeLorenzo)

2 (State of Nevada, Robert Horgan)

2 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

2 (UW Tacoma Professional Development Center, Saralyn Smith)

2 (Utah Valley University, Ethan Christensen)

2 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

21 (University of Wisconsin-Madison, Chrystyna Mursky)

22 (Bureau of Education and Training, Frank Nugent)

23 (District of Columbia Department of Human Resources, Melinda Coles)

26 (NJ Civil Service Commission, LaVida Stalsworth)

27 (State of Iowa, Kim Hanson)

3 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

33% (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

4 pax. (3 NL; 1 SP) (Leiden University - Centre for Professional Learning, Nikol Hopman)

42 (California, Sommer Kehrli)

50 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

52% (University of Kansas Public Management Center, Cindy Jacobson)

6% (SC Department of Administration, Stephanie Duncan)

68 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

69 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

72 (FCPM Florida State University, Daniel Vicker)

8 (Naifeh Center for Effective Leadership, Trent Clagg)

82 (Texas State University, Howard Balanoff)

Fairfax

Alexandria (George Mason University - Schar School of Policy and Government, Tonya Neaves)

#### 113. Federal

0 (State of Idaho Division of Human Resources, Jana Huffaker)

0 (Naifeh Center for Effective Leadership, Trent Clagg)

0 (UW Tacoma Professional Development Center, Saralyn Smith)

0 (District of Columbia Department of Human Resources, Melinda Coles)

0 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

0 (Georgia CPM, Walt McBride)

0 (Laramie County Community College, Rhonda Priest)

0 (Millersville University, Hope Schmids)

0 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

1 (State of Iowa, Kim Hanson)

1 (MWCOG, Larissa Fitzhugh)

1 (Office State Human Resources, State of NC, Reed Altman)

2% (University of Kansas Public Management Center, Cindy Jacobson)

4 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

42 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

5 (Texas State University, Howard Balanoff)

N/A (George Mason University - Schar School of Policy and Government, Tonya Neaves)

NA (Leiden University - Centre for Professional Learning, Nikol Hopman)

#### 114. Nonprofit

.83 (NJ Civil Service Commission, LaVida Stalsworth)

0 (State of Idaho Division of Human Resources, Jana Huffaker)

0 (Naifeh Center for Effective Leadership, Trent Clagg)

0 (District of Columbia Department of Human Resources, Melinda Coles)

0 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

0 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

0 (Georgia CPM, Walt McBride)

0 (Laramie County Community College, Rhonda Priest)

0 (Millersville University, Hope Schmids)

1 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

1 (State of Iowa, Kim Hanson)

1 (UW Tacoma Professional Development Center, Saralyn Smith)

1 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

1 (University of the Virgin Islands, Dannica Thomas)

1 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

1 (University) (Office State Human Resources, State of NC, Reed Altman)

10 (Texas State University, Howard Balanoff)

2 (State of Vermont, Brian Remer)

2 (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

2 (Bridgewater State University, Jodie Kluver)

3 (University of Wisconsin-Madison, Chrystyna Mursky)

33% (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

N/A (George Mason University - Schar School of Policy and Government, Tonya Neaves)

NA (Leiden University - Centre for Professional Learning, Nikol Hopman)

#### 115. International

0 (State of Idaho Division of Human Resources, Jana Huffaker)

0 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

0 (Naifeh Center for Effective Leadership, Trent Clagg)

0 (State of Iowa, Kim Hanson)

0 (UW Tacoma Professional Development Center, Saralyn Smith)

0 (District of Columbia Department of Human Resources, Melinda Coles)

0 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

0 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

0 (Georgia CPM, Walt McBride)

0 (Laramie County Community College, Rhonda Priest)

0 (Millersville University, Hope Schmids)

0 (Texas State University, Howard Balanoff)

0 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

All participants are from Europe, non-USA (Leiden University - Centre for Professional Learning, Nikol Hopman)

#### 116. Other

0 (State of Idaho Division of Human Resources, Jana Huffaker)

0 (Naifeh Center for Effective Leadership, Trent Clagg)

0 (District of Columbia Department of Human Resources, Melinda Coles)

0 (Georgia CPM, Walt McBride)

1 (State of Iowa, Kim Hanson)

1 (State contractor) (Utah Valley University, Ethan Christensen)

1 Metro (our regions transit system) (MWCOG, Larissa Fitzhugh)

1 Regional Fire Dept.

1 Puyallup Tribe

1 Port of Olympia

(UW Tacoma Professional Development Center, Saralyn Smith)

15 (Texas State University, Howard Balanoff)

2 (University of Wisconsin-Madison, Chrystyna Mursky)

2 (Community College) (Laramie County Community College, Rhonda Priest)

2 Fire territory (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

6 (self-employed/Ak-Chin Indian Community) (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

NA (Leiden University - Centre for Professional Learning, Nikol Hopman)

special districts = 4; school districts = 3; higher ed = 2; unemployed = 1; private = 1 (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

### Section - YOUR CPM GRADUATES

#### 117. Does the CPM program hold a graduation ceremony?

94.44% 34 Yes

5.56% 2 No

#### 118. Graduation Dates 2019

04/16/19 (State of Nevada, Robert Horgan)

10/18/2019 (State of Idaho Division of Human Resources, Jana Huffaker)

10/25/2019 (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

2/19/19

8/8/19 (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

2018 was our last cohort. the date was October 12, 2018 (MWCOG, Larissa Fitzhugh)

2019 date was October 17

2020 date is October 23 (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

6/25/19

11/12/19 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

7/11/2019 (UW Tacoma Professional Development Center, Saralyn Smith)

7/16-18 in Tallahassee

8/6-8 in Largo

9/27-29 in Orlando (FCPM Florida State University, Daniel Vicker)

April 18, 2019 (San Luis Obispo)

November 7, 2019 (San Diego) (California, Sommer Kehrli)

Aug 17, 2019 (NJ Civil Service Commission, LaVida Stalsworth)

Dates were set for early 2020 and then postponed due to COVID-19. (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

December 18, 2019

December 10, 2020 (University of Nebraska Omaha, Ellen Freeman-Wakefield)

December 6, 2019 (University of Kansas Public Management Center, Cindy Jacobson)

Each certificate is awarded as requested by the student - usually at a staff meeting or council meeting (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

January 17, 2019 and June 20, 2019 (NMSU CES NM EDGE, Mary DeLorenzo)

January 23, 2020 (Naifeh Center for Effective Leadership, Trent Clagg)

July 10,2019 (OMES, Tenysha Haynes)

June 10, 2019 & December 9 2019 (Texas State University, Howard Balanoff)

June 14, June 28, and November 21 (Georgia CPM, Walt McBride)

June 25, 2019 (Bureau of Education and Training, Frank Nugent)

June 26, 2020 (State of Vermont, Brian Remer)

June 5th, 2019, December 4th, 2019

Also in 2020, June 8th, 2020 and Dec. 7th, 2020 (State of Iowa, Kim Hanson)

June 6, 2019 (Mississippi State Personnel Board, Shondra Houseworth)

May 16, 2019 (SC Department of Administration, Stephanie Duncan)

May 23, 2019 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

May 3, June 7, November 1 (University of Wisconsin-Madison, Chrystyna Mursky)

N/A (Millersville University, Hope Schmids)

N/A (George Mason University - Schar School of Policy and Government, Tonya Neaves)

NA (Utah Valley University, Ethan Christensen)

NA (2020) (Leiden University - Centre for Professional Learning, Nikol Hopman)

Not applicable. Refer to #108. (University of the Virgin Islands, Dannica Thomas)

October 7, 2019 (Office State Human Resources, State of NC, Reed Altman)

October 9, 2019

(Laramie County Community College, Rhonda Priest)

Our first graduation took place in December 2018. We have only had one group graduate thus far. We have a group of students who are near completion - projected completion date December 2020. (Bridgewater State University, Jodie Kluver)

September 24. 2020 (District of Columbia Department of Human Resources, Melinda Coles)

#### 119. Does your state/jurisdiction have a local CPM society?

No (State of Nevada, Robert Horgan)

No (California, Sommer Kehrli)

No (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

No (State of Vermont, Brian Remer)

No (University of Colorado Denver School of Public Affairs, Lisa VanRaemdonck)

No (State of Idaho Division of Human Resources, Jana Huffaker)

No (State of Iowa, Kim Hanson)

No (Leiden University - Centre for Professional Learning, Nikol Hopman)

No (University of Nebraska Omaha, Ellen Freeman-Wakefield)

No (Laramie County Community College, Rhonda Priest)

No (NMSU CES NM EDGE, Mary DeLorenzo)

No (University of Kansas Public Management Center, Cindy Jacobson)

no (Millersville University, Hope Schmids)

No (Texas State University, Howard Balanoff)

No (Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management, Susan Brasseur)

No (Bridgewater State University, Jodie Kluver)

No (OMES, Tenysha Haynes)

No (Bowen Center for Public Affairs at Ball State University, Charles Taylor)

No (George Mason University - Schar School of Policy and Government, Tonya Neaves)

No (The society was part of the local ASPA chapter. The chapter went dormant. (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

Pending. (University of the Virgin Islands, Dannica Thomas)

Technically - but it's inactive (University of Wisconsin-Madison, Chrystyna Mursky)

www.NCSCPM.org (Office State Human Resources, State of NC, Reed Altman)

Yes (Bureau of Education and Training, Frank Nugent)

yes (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

Yes (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

Yes (Naifeh Center for Effective Leadership, Trent Clagg)

Yes (Mississippi State Personnel Board, Shondra Houseworth)

Yes (Utah Valley University, Ethan Christensen)

Yes (Georgia CPM, Walt McBride)

Yes (SC Department of Administration, Stephanie Duncan)

Yes - we have a state Society and local chapters around the state (FCPM Florida State University, Daniel Vicker)

yes but unsure if it is active (NJ Civil Service Commission, LaVida Stalsworth)

yes DC CPM

https://dchr.dc.gov/event/certified-public-manager-program-information-session (MWCOG, Larissa Fitzhugh)

Yes, but not active at this time. (District of Columbia Department of Human Resources, Melinda Coles)

Yes, not active (UW Tacoma Professional Development Center, Saralyn Smith)

#### 120. If yes, what is the size of the local CPM society membership?

12 (Utah Valley University, Ethan Christensen)

34 (Naifeh Center for Effective Leadership, Trent Clagg)

60 (Bureau of Education and Training, Frank Nugent)

75 (Georgia CPM, Walt McBride)

75 members (SC Department of Administration, Stephanie Duncan)

80 (Arkansas CPM Program- Arkansas Public Administration Consortium, Biranda Lumpkin)

approximately 125 active members (Auburn University at Montgomery - COntinuind Education and Community Engagement, Neal Kelley)

Approximately 20 (University of Wisconsin-Madison, Chrystyna Mursky)

Approximately 200 (FCPM Florida State University, Daniel Vicker)

It’s medium in size - 70-90 members. (Mississippi State Personnel Board, Shondra Houseworth)

N/A (Laramie County Community College, Rhonda Priest)

N/A (George Mason University - Schar School of Policy and Government, Tonya Neaves)

N=21 in Nov of 2019 (Office State Human Resources, State of NC, Reed Altman)

NA (State of Iowa, Kim Hanson)

NA (Leiden University - Centre for Professional Learning, Nikol Hopman)

NA (University of Nebraska Omaha, Ellen Freeman-Wakefield)

No (University of Baltimore, Schaefer Center for Public Policy, Ann Cotten)

Unknown (UW Tacoma Professional Development Center, Saralyn Smith)

unsure (NJ Civil Service Commission, LaVida Stalsworth)

#### 121. Please indicate if your program provided the following supports for the local CPM society (select all provided):

37.50% 6 Other (describe):

18.75% 3 Educating candidates and graduates about the Consortium and Society through CPM Program Channels

12.50% 2 Facilitating connecting CPM graduates with AACPM in order to form a new society

12.50% 2 Supporting and/or facilitating the Askew Awards process for state societies and help keep AACPM informed about Askew Award winner

12.50% 2 Willingness to position CPM Director as ex-officio member of state society board.

6.25% 1 and 5

**Comments/Notes for "Other (describe):":**

All of the above and a joint Leadership Program (Stephanie Duncan, SC Department of Administration)

all of the following except "facilitating connecting CPM graduates with AACPM in order to form a new society") (Biranda Lumpkin, Arkansas CPM Program- Arkansas Public Administration Consortium)

class combination and meet and greet (Larissa Fitzhugh, MWCOG)

The buttons will not allow me to select all that provide - all with except involving society officer and members in the continuing accreditation site visits. (Jodie Kluver, Bridgewater State University)

This question is single choice and needs to be multiple (Reed Altman, Office State Human Resources, State of NC)

We provide workshops to chapters when requested. (Daniel Vicker, FCPM Florida State University)

### Section - PROGRAM ASSESSMENT

#### 122. Do you use the following program evaluation methods? (select all that apply)

20.47% 35 Assessments of participant reaction to overall program

19.88% 34 Assessments of participant reaction to individual course or session instructors

19.88% 34 Assessments of participant reaction to individual courses or sessions

16.37% 28 Assessments of knowledge or skills from CPM used in the workplace

11.70% 20 Assessments of organizational impact of the participant’s CPM training

11.70% 20 Pre-program skill assessments

#### 123. Which of the following techniques does the program use to assess the level of knowledge or skills gained by the participant? Select all that apply.

20.74% 28 Capstone Project or Course

18.52% 25 Individual Presentations

18.52% 25 Individual Written Projects

11.11% 15 Team Presentations

9.63% 13 Team Written Projects

7.41% 10 Test/Exam

5.19% 7 Quiz

5.19% 7 Research Reports

2.22% 3 Other (describe):

1.48% 2 Assessment Centers

**Comments/Notes:**

Currently conducting a survey of past graduates to access skills used in the workplace (Biranda Lumpkin, Arkansas CPM Program- Arkansas Public Administration Consortium)

Journal Responses (Neal Kelley, Auburn University at Montgomery - COntinuind Education and Community Engagement)

Professional Portfolio (Jodie Kluver, Bridgewater State University)

#### 124. How do you assess the participants’ application of knowledge or skills in the workplace? Select all that apply

23.26% 20 Anecdotal information received from participants

20.93% 18 Anecdotal information received from individuals at participants’ organization

19.77% 17 Evaluation of review projects

17.44% 15 Survey of participants

9.30% 8 Survey of participants' supervisors

4.65% 4 Survey of participants' direct reports

2.33% 2 Survey of participants' peers

1.16% 1 coach guided

1.16% 1 Other (describe):

**Comments/Notes:**

feedback from supervisor/sponsor organisation on Capstone Projects (Nikol Hopman, Leiden University - Centre for Professional Learning)

#### 125. Which of the following techniques does the program use to assess the level of knowledge or skills gained by the participant? Select all that apply:

20.39% 31 Capstone Project or Course

19.74% 30 Individual Written Projects

17.11% 26 Individual Presentations

11.84% 18 Team Presentations

11.18% 17 Team Written Projects

7.89% 12 Test/Exam

5.92% 9 Quiz

3.95% 6 Research Reports

1.97% 3 Other (describe):

**Comments/Notes:**

360 Assessment instrument pre- post test (Reed Altman, Office State Human Resources, State of NC)

Journal Responses (Neal Kelley, Auburn University at Montgomery - COntinuind Education and Community Engagement)

Self Assessment Survey (Jodie Kluver, Bridgewater State University)

#### 126. Where do participants get their capstone project ideas? Select all that apply

51.72% 30 Self selected

31.03% 18 Agency assigned

8.62% 5 Instructor assigned

8.62% 5 Other (describe):

**Comments/Notes:**

Assigned by MCPM Director (Shondra Houseworth, Mississippi State Personnel Board)

current initiatives of MWCOG (Larissa Fitzhugh, MWCOG)

Regional leadership assigns to cross section of agencies (Sommer Kehrli, California)

suggestions from field and advisory board and lead instructor (Kim Hanson, State of Iowa)

team brainstorming session (Neal Kelley, Auburn University at Montgomery - COntinuind Education and Community Engagement)

#### 127. What method(s) do you use to evaluate the impact of the participants’ capstone project on his or her organization?

31.46% 28 Anecdotal information received from participants

24.72% 22 Anecdotal information received from other individuals at participants’ organization

15.73% 14 Quantitative analysis of project return on investment

12.36% 11 Quantitative analysis of project impact on organizational expenditures

10.11% 9 Quantitative analysis of project impact on customer satisfaction

4.49% 4 Other (describe):

1.12% 1 Citizen satisfaction) if project is implemented

**Comments/Notes:**

Haven't run capstone yet (Ethan Christensen, Utah Valley University)

Organisational Learning Commitment, evaluated by supervisor/sponsor in the organisation of the participant (Nikol Hopman, Leiden University - Centre for Professional Learning)

Post graduation survey (LaVida Stalsworth, NJ Civil Service Commission)

qualitative assessment of work and impact by led instructor of CPM and occassional field senior leaders (Kim Hanson, State of Iowa)

#### 128. How often is the course content and delivery format reviewed?

41.67% 15 As needed, no formal review cycle

38.89% 14 Annually

11.11% 4 Other (describe):

5.56% 2 Biannually

2.78% 1 With accreditation cycle

**Comments/Notes for "Other (describe):":**

As needed; at least once per review cycle (Susan Brasseur, Saginaw Valley State University, Office of Professional Development, Scott L. Carmona College of Business and Management)

Before and after each course if offered (Ellen Freeman-Wakefield, University of Nebraska Omaha)

need multiple choice. Annually & as needed (Reed Altman, Office State Human Resources, State of NC)

with each new cohort, and if necessary during the course of the programme (Nikol Hopman, Leiden University - Centre for Professional Learning)

#### 129. Do CPM graduates receive any of the following incentives for program completion?

28.26% 13 Promotional preferences

21.74% 10 Don't know

19.57% 9 Ability to substitute CPM for EDUCATIONAL experience

17.39% 8 Pay incentive

13.04% 6 Ability to substitute CPM for WORK experience

### Section - FINAL SECTION! SALARY/CAREER PROGRESSION TRACKING

#### 130. If you track salary progression for CPM graduates, please indicate your data sources. Select all that apply

100.00% 35 Do Not Track

#### 131. If you track career progression for CPM graduates, please indicate your data sources. Select all that apply

86.49% 32 Do Not Track

8.11% 3 CPM Graduate Survey

2.70% 1 Agency Personnel Records

2.70% 1 Official Wage Record Data