**CPM ANNUAL REPORT & PROGRAM SURVEY - 2021 PROGRAM YEAR**

**Results**

***Published: 9/7/2022***

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Section - CPM TRAINING 75

99. Does the CPM program have any of the following eligibility requirements? Please select all that apply. 75

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101. Is the CPM offered in the following formats? 75

102. If you would like to provide more information about how the program is offered, please do below. 76

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122. Please indicate if your program provided the following supports for the local CPM society (select all provided): 100

Section - PROGRAM ASSESSMENT 102

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124. 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. 102

125. How do you assess the participants’ application of knowledge or skills in the workplace? Select all that apply 103

126. 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: 103

127. Where do participants get their capstone project ideas? Select all that apply 104

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130. Do CPM graduates receive any of the following incentives for program completion? 105

Section - FINAL SECTION! SALARY/CAREER PROGRESSION TRACKING 106

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# Survey Overview

### Instructions Provided To Respondents

As members of the National Certified Public Manager® Consortium, you are receiving the 2021 program year online Annual Report survey link. THE REPORTING PERIOD IS FOR THE MOST RECENT CALENDAR YEAR ENDING DECEMBER 31st, 2021.

A copy of the questionnaire is available at https://app.box.com/s/p2wbgzvvy76hli1doxk7ovb2n6n343is

You may download it, review the questions and gather the data in preparation for completing this online version.

A copy of your completed 2020 Annual Report Survey is also available for review at https://app.box.com/s/iuwayo91rvxrcom60ztne7z22qvdjm7j

Reports MUST BE COMPLETED BY MAY 31, 2022. This will allow adequate time for the data to be compiled and a CPM Consortium Annual Report developed and distributed in Summer 2022.

At the completion of the survey, you will be emailed a copy of your responses. You may save and print this form for your program records and future use.

A copy of each program's completed 2020 survey has been uploaded into the NCPMC Shared Member Resource Area online.

If you experience technical difficulties, please email Patty Morgan, NCPMC Administrator, at patty@cpmconsortium.org

To proceed to the next question, please use the "CONTINUE" button. You may go back by selecting the "GO BACK" button.

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.

If you need to have someone else complete the survey for you, please share the link in the invitation email.

### Respondent Metrics

Respondents: 37

First Response: 3/15/2022 09:06 AM

Last Response: 6/21/2022 09:30 PM

# Respondents

### Sorted By Name

Reed Altman, North Carolina Office of State Human Resources

Dr. Oluwafemi Banjoko, University of the Virgin Islands

Susan Brasseur, Saginaw Valley State University

Trent Clagg, UT / Naifeh Center for Effective Leadership

Melinda Coles, District of Columbia Department of Human Resources

Ann Cotten, Schaefer Center for Public Policy

Renae Deighton, Utah Valley University

Stephanie Duncan, South Carolina Department of Administration

Jeanine Eden, NM EDGE New Mexico

Larissa Fitzhugh, MWCOG

Daniel Foth, UW Madison Extension - Local Government Education

Ellen Freeman Wakefield, University of Nebraska Omaha

Kim Hanson, State of Iowa

Nikol Hopman, Leiden University

Shondra Houseworth, Mississippi State Personnel Board

Jana Huffaker, State of Idaho- Division of Human Resources

Janet Jones, The Office of Management and Enterprise Services

Sommer Kehrli, The Centre for Organization Effectiveness

Neal Kelley, Auburn University at Montgomery, Office of Continuing Education and Community Engagement

Rebecca Kennard, State of Nevada Division of Human Resource Management

Chad Kinsella, Ball State University

Jodie Kluver, Bridgewater State University

Elizabeth Lundeen, Arkansas Public Administration Consortium (APAC)

Stephen Mason, State of New Hampshire - Bureau of Education and Training

Walt McBride, University of Georgia

Kristen Norman, Hamline University

Ellen Patterson, University of Colorado Denver School of Public Affairs

Rhonda Priest, Laramie County Community College

Noel Rasor, University of Kansas Public Management Center

Brian Remer, Center for Achievement in Public Service

Hope Schmids, Millersville University

Saralyn Smith, University of Washington Tacoma Professional Development Center

LaVida Stalsworth, NJ Civil Service Commission

Dan Vicker, FCPM/FSU

Miha Vindis, Texas State University

Rob Ziol, Cleveland state University

Shannon Zweig, Arizona State University - Bob Ramsey Executive Education

# 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 (Center for Achievement in Public Service, Brian Remer)

Arkansas Public Administration Consortium (APAC) (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

Auburn University at Montgomery, Office of Continuing Education and Community Engagement (Auburn University at Montgomery, Office of Continuing 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 (Ball State University, Chad Kinsella)

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

Centre for Professional Learning (Leiden University, Nikol Hopman)

Cleveland State University (Cleveland state University, Rob Ziol)

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

Department of Administration (South Carolina Department of Administration, Stephanie Duncan)

Department of Administrative Services (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

Dept. of Administrative Services, Iowa (State of Iowa, Kim Hanson)

Hamline University Center for Public Administration and Leadership (Hamline University, Kristen Norman)

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

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

New Mexico State University Cooperative Extension Service (NM EDGE New Mexico, Jeanine Eden)

North Carolina Office of State Human Resources (North Carolina Office of State Human Resources, Reed Altman)

Office of Professional Development at Saginaw Valley State University (Saginaw Valley State University, Susan Brasseur)

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, Ellen Patterson)

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

Texas State University (Texas State University, Miha Vindis)

The Centre for Organization Effectiveness (The Centre for Organization Effectiveness, Sommer Kehrli)

The Division of Human Resource Management’s Office of Employee Development within the Department of Administration is responsible for the administration of the program. (State of Nevada Division of Human Resource Management, Rebecca Kennard)

The Florida State University (FCPM/FSU, Dan Vicker)

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 Office of Management and Enterprise Services (The Office of Management and Enterprise Services, Janet Jones)

The University of Kansas, The School of Public Affairs & Administration, The KU Public Management Center (University of Kansas Public Management Center, Noel Rasor)

UGA Carl Vinson Institute of Government (University of Georgia, Walt McBride)

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, Dr. Oluwafemi Banjoko)

University of Washington Tacoma Professional Development Center (University of Washington Tacoma Professional Development Center, Saralyn Smith)

Utah Valley University (Utah Valley University, Renae Deighton)

UW Madison, Division of Extension, Local Government Education (UW Madison Extension - Local Government Education, Daniel Foth)

#### 2. Agency Type

64.86% 24 University

24.32% 9 State Agency

5.41% 2 Other Type of Agency

2.70% 1 Community College

2.70% 1 Mixed - More than one type of entity

#### 3. Program Director

Ben Kennan (State of Iowa, Kim Hanson)

Brian Remer (Center for Achievement in Public Service, Brian Remer)

Chad Kinsella (Ball State University, Chad Kinsella)

Daniel Foth (UW Madison Extension - Local Government Education, Daniel Foth)

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

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

Dr. Miha Vindis (Texas State University, Miha Vindis)

Elizabeth Lundeen (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

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

Haldane Davies, Ph.D. (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

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

Hope Schmids (Millersville University, Hope Schmids)

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

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

Jeanine C. Eden (NM EDGE New Mexico, Jeanine Eden)

Jodie Kluver (Bridgewater State University, Jodie Kluver)

Kris Norman (Hamline University, Kristen Norman)

LaVida Stalsworth (NJ Civil Service Commission, LaVida Stalsworth)

Linda Jimenez (FCPM/FSU, Dan Vicker)

N. Hopman. (Leiden University, Nikol Hopman)

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

Noel Rasor (University of Kansas Public Management Center, Noel Rasor)

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, Ellen Patterson)

Rebecca Kennard (State of Nevada Division of Human Resource Management, Rebecca Kennard)

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

Rhonda Priest (Laramie County Community College, Rhonda Priest)

Rob Ziol, MPA (Cleveland state University, Rob Ziol)

Saralyn Smith (University of Washington Tacoma Professional Development Center, Saralyn Smith)

Shawn Neider (Utah Valley University, Renae Deighton)

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

Sommer Kehrli (The Centre for Organization Effectiveness, Sommer Kehrli)

Sophie Preston (The Office of Management and Enterprise Services, Janet Jones)

Stephanie G. Duncan (South Carolina Department of Administration, Stephanie Duncan)

Stephen J. Mason, Jr. (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

Susan Brasseur (Saginaw Valley State University, Susan Brasseur)

Walt McBride (University of Georgia, Walt McBride)

#### 4. Director Title

CEO (The Centre for Organization Effectiveness, Sommer Kehrli)

Chief Strategy Officer (State of Iowa, Kim Hanson)

Director (Schaefer Center for Public Policy, Ann Cotten)

Director (FCPM/FSU, Dan Vicker)

Director (University of Colorado Denver School of Public Affairs, Ellen Patterson)

Director - CPM Program (UW Madison Extension - Local Government Education, Daniel Foth)

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

Director of Human Resources, MWCOG

Associate Director, GWU (MWCOG, Larissa Fitzhugh)

Director of Learning and Organizational Development (South Carolina Department of Administration, Stephanie Duncan)

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

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

Director of Training (The Office of Management and Enterprise Services, Janet Jones)

Director of Workforce Development (Millersville University, Hope Schmids)

Director,

center for Public & Nonprofit Management (Cleveland state University, Rob Ziol)

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

Director, Center for Adult Learning & External Project Management (Saginaw Valley State University, Susan Brasseur)

Director, Executive Education (Utah Valley University, Renae Deighton)

Director, Office of Continuing Education and Community Engagement

Director, CPM Program (Auburn University at Montgomery, Office of Continuing Education and Community Engagement, Neal Kelley)

Education and Training Officer (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

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

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

Interim Leadership Development Unit Manager (University of Georgia, Walt McBride)

Interim Program Director (NM EDGE New Mexico, Jeanine Eden)

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

Managing Director (Ball State University, Chad Kinsella)

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

NVCPM Program Administrator / Training Officer II (State of Nevada Division of Human Resource Management, Rebecca Kennard)

Professor and Director of the Center for Public Administration and Leadership (Hamline University, Kristen Norman)

Professor of Practice & Director, Texas CPM Program (Texas State University, Miha Vindis)

Program Development Manager (University of Washington Tacoma Professional Development Center, Saralyn Smith)

Program Director (Bridgewater State University, Jodie Kluver)

Program Manager (Laramie County Community College, Rhonda Priest)

Program Manager at Arkansas Public Administration Consortium (APAC) (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

Program Manager, Heartland Certified Public Manager program (University of Kansas Public Management Center, Noel Rasor)

Training and Engagement Specialist III (Center for Achievement in Public Service, Brian Remer)

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

Vice President, Business Development and Innovation (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

#### 5. Co-director

Alexandra Higl-Timms

(Cleveland state University, Rob Ziol)

Co-directors - Tarik Khatib and Deb Miller (University of Kansas Public Management Center, Noel Rasor)

Jane Sharp (NJ Civil Service Commission, LaVida Stalsworth)

Janet Jones (The Office of Management and Enterprise Services, Janet Jones)

Kayla Pionk (Saginaw Valley State University, Susan Brasseur)

Kim Hanson (State of Iowa, Kim Hanson)

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

Marci Campbell (University of Georgia, Walt McBride)

Marie Lindquist (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

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

Melinda Tarsi (Bridgewater State University, Jodie Kluver)

N/A (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

N/A (Center for Achievement in Public Service, Brian Remer)

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

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

NA (Leiden University, Nikol Hopman)

NA (University of Nebraska Omaha, Ellen Freeman Wakefield)

Rob Horgan (State of Nevada Division of Human Resource Management, Rebecca Kennard)

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

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

#### 6. Co-director Title

Administrative Director for CPM

Executive Director, School of Public Affairs Institute (University of Colorado Denver School of Public Affairs, Ellen Patterson)

CPM Coordinator, Training Specialist (State of Iowa, Kim Hanson)

Employee Development Manager (State of Nevada Division of Human Resource Management, Rebecca Kennard)

Executive Director at Arkansas Public Administration Consortium (APAC) (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

Faculty Director (Bridgewater State University, Jodie Kluver)

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

N/A (Center for Achievement in Public Service, Brian Remer)

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

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

NA (University of Nebraska Omaha, Ellen Freeman Wakefield)

NA (Leiden University, Nikol Hopman)

Program Coordinator (The Office of Management and Enterprise Services, Janet Jones)

Program Manager,

Center for Public & Nonprofit Management (Cleveland state University, Rob Ziol)

Public Service Assistant (University of Georgia, Walt McBride)

Rutgers CPM Program Director (NJ Civil Service Commission, LaVida Stalsworth)

Special Projects Coordinator (Saginaw Valley State University, Susan Brasseur)

Supervisory Human Resources Specialist (HR Development) (District of Columbia Department of Human Resources, Melinda Coles)

Tarik Khatib - Law Enforcement Leadership Academy Program Manager

Deb Miller - Director of the Public Management Center (University of Kansas Public Management Center, Noel Rasor)

Training Specialist/Program Lead (UT / Naifeh Center for Effective Leadership, Trent Clagg)

#### 7. Year joined NCPMC

1976; rejoined in 2016 (University of Georgia, Walt McBride)

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

1979 (FCPM/FSU, Dan Vicker)

1981 (North Carolina Office of State Human Resources, Reed Altman)

1984 (Center for Achievement in Public Service, Brian Remer)

1984 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

1984 (NJ Civil Service Commission, LaVida Stalsworth)

1986 (Auburn University at Montgomery, Office of Continuing Education and Community Engagement, Neal Kelley)

1988 (The Office of Management and Enterprise Services, Janet Jones)

1989 (Mississippi State Personnel Board, Shondra Houseworth)

1990 (UW Madison Extension - Local Government Education, Daniel Foth)

1993 (University of Kansas Public Management Center, Noel Rasor)

1995 (Texas State University, Miha Vindis)

1996 (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

1996 (South Carolina 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 Division of Human Resource Management, Rebecca Kennard)

2005 (Schaefer Center for Public Policy, Ann Cotten)

2006 (Saginaw Valley State University, Susan Brasseur)

2007 (University of Nebraska Omaha, Ellen Freeman Wakefield)

2007 (The Centre for Organization Effectiveness, Sommer Kehrli)

2008 (Ball State University, Chad Kinsella)

2008 (NM EDGE New Mexico, Jeanine Eden)

2009 (Laramie County Community College, Rhonda Priest)

2010 (Millersville University, Hope Schmids)

2010 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

2013 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

2013 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

2014 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

2014 (Bridgewater State University, Jodie Kluver)

2016 (Leiden University, Nikol Hopman)

2019 (Utah Valley University, Renae Deighton)

2019 (Hamline University, Kristen Norman)

2020 (Cleveland state University, Rob Ziol)

#### 8. Initial Accreditation Year

1976 (University of Georgia, Walt McBride)

1979 (FCPM/FSU, Dan Vicker)

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

1984 (NJ Civil Service Commission, LaVida Stalsworth)

1986 (The Office of Management and Enterprise Services, Janet Jones)

1987 (North Carolina Office of State Human Resources, Reed Altman)

1989 (Auburn University at Montgomery, Office of Continuing Education and Community Engagement, Neal Kelley)

1991 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

1993 (Mississippi State Personnel Board, Shondra Houseworth)

1993 (UW Madison Extension - Local Government Education, Daniel Foth)

1993 (University of Kansas Public Management Center, Noel Rasor)

1996 (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

1996 (Texas State University, Miha Vindis)

1996 (South Carolina Department of Administration, Stephanie Duncan)

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 Division of Human Resource Management, Rebecca Kennard)

2007 (The Centre for Organization Effectiveness, Sommer Kehrli)

2008 (University of Nebraska Omaha, Ellen Freeman Wakefield)

2008 (Saginaw Valley State University, Susan Brasseur)

2010 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

2011 (Ball State University, Chad Kinsella)

2011 (NM EDGE New Mexico, Jeanine Eden)

2012 (Millersville University, Hope Schmids)

2013 (Schaefer Center for Public Policy, Ann Cotten)

2013 (Center for Achievement in Public Service, Brian Remer)

2014 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

2014 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

2015 (Laramie County Community College, Rhonda Priest)

2017 (Leiden University, Nikol Hopman)

2018 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

2018 (Bridgewater State University, Jodie Kluver)

2020 (Cleveland state University, Rob Ziol)

2020 (Utah Valley University, Renae Deighton)

2021 (Hamline University, Kristen Norman)

#### 9. Recent Accreditation Year

2015 (Laramie County Community College, Rhonda Priest)

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

2016 (South Carolina Department of Administration, Stephanie Duncan)

2016 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

2016 (Ball State University, Chad Kinsella)

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

2017 (Saginaw Valley State University, Susan Brasseur)

2017 (UW Madison Extension - Local Government Education, Daniel Foth)

2017 (NM EDGE New Mexico, Jeanine Eden)

2017 (North Carolina Office of State Human Resources, Reed Altman)

2017 (The Centre for Organization Effectiveness, Sommer Kehrli)

2017 (University of Georgia, Walt McBride)

2018 (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

2018 (University of Nebraska Omaha, Ellen Freeman Wakefield)

2018 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

2018 (Mississippi State Personnel Board, Shondra Houseworth)

2018 (Millersville University, Hope Schmids)

2018 (State of Iowa, Kim Hanson)

2018 (Bridgewater State University, Jodie Kluver)

2019 (Schaefer Center for Public Policy, Ann Cotten)

2019 (University of Kansas Public Management Center, Noel Rasor)

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

2020 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

2020 (Texas State University, Miha Vindis)

2020 (Cleveland state University, Rob Ziol)

2020 (Center for Achievement in Public Service, Brian Remer)

2020 (Utah Valley University, Renae Deighton)

2020 (Auburn University at Montgomery, Office of Continuing Education and Community Engagement, Neal Kelley)

2020 (The Office of Management and Enterprise Services, Janet Jones)

2020 (MWCOG, Larissa Fitzhugh)

2020/21 (FCPM/FSU, Dan Vicker)

2021 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

2021 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

2021 (State of Nevada Division of Human Resource Management, Rebecca Kennard)

2021 (NJ Civil Service Commission, LaVida Stalsworth)

NA (Leiden University, Nikol Hopman)

NA (Hamline University, Kristen Norman)

#### 10. Formal Authorization

81.08% 30 Yes

18.92% 7 No

#### 11. Source of Authorization

25 NCAC 01K .0701

(http://reports.oah.state.nc.us/ncac/title%2025%20-%20state%20human%20resources/chapter%2001%20-%20office%20of%20state%20human%20resources/chapter%2001%20rules.html) (North Carolina Office of State Human Resources, Reed Altman)

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, Renae Deighton)

Authorized under the NH Division of Personnel by RSA 21-I:42 XVII(a)(3) (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

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)

Established in 2007, with dedicated support from the University of Nebraska President J.B. Miliken. This support remains strong and consistent with the current President Ted Carter. In addition to institutional support, the program is supported by the University of Nebraska Omaha campus leadership and the Dean for the College of Public Affairs and Community Service and Director for the School of Public Administration. (University of Nebraska Omaha, Ellen Freeman Wakefield)

Executive Order 28 was issued by former Governor Thomas H. Kean in January 1983 authorizing the creation of a comprehensive managerial program to develop and enhance skills of public managers. (NJ Civil Service Commission, LaVida Stalsworth)

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

Governor of Texas (Texas State University, Miha Vindis)

Governor's Letter (UW Madison Extension - Local Government Education, Daniel Foth)

Legislation - Oklahoma Personnel Act Title 74-840.3.15 (The Office of Management and Enterprise Services, Janet Jones)

Letter from Jo Ann Gora, then-President of Ball State University (Ball State University, Chad Kinsella)

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

MOU (NM EDGE New Mexico, Jeanine Eden)

National Certified Public Manager Consortium (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

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

National CPM Consortium (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

National CPM Consortium & Saginaw Valley State University (Saginaw Valley State University, Susan Brasseur)

Program established in the State Department of Human Resources (Center for Achievement in Public Service, 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 State legislature (State of Nevada Division of Human Resource Management, Rebecca Kennard)

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

University of Georgia (University of Georgia, Walt McBride)

UW Tacoma Chancellor (at time of founding), Debra Friedman (University of Washington Tacoma Professional Development Center, Saralyn Smith)

### Section - CPM FUNDS DETAIL

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

48.65% 18 100%

29.73% 11 76-99%

16.22% 6 0%

2.70% 1 1-49%

2.70% 1 50-75%

#### 13. Percentage of funds - Appropriations

81.82% 27 0%

9.09% 3 100%

6.06% 2 1-49%

3.03% 1 50-75%

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

100.00% 32 0%

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

62.50% 20 0%

31.25% 10 1-49%

6.25% 2 100%

#### 16. Percentage of funds - Other

0 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

0 (Mississippi State Personnel Board, Shondra Houseworth)

0 (Ball State University, Chad Kinsella)

0 (NM EDGE New Mexico, Jeanine Eden)

0 (The Office of Management and Enterprise Services, Janet Jones)

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

0 (The Centre for Organization Effectiveness, Sommer Kehrli)

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

0% (Center for Achievement in Public Service, Brian Remer)

10% Endowed Funds (Texas State University, Miha Vindis)

Less than 1% veterans education benefits (NJ Civil Service Commission, LaVida Stalsworth)

n/a (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

N/A (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

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

#### 17. Change in 2021 - Program Fees

78.38% 29 No Change

13.51% 5 Decreased

8.11% 3 Increased

#### 18. Change in 2021 - Appropriations

94.29% 33 No Change

5.71% 2 Decreased

#### 19. Change in 2021 - Donations or Grants

100.00% 35 No Change

#### 20. Change in 2021 - Funding from Your Organization

88.89% 32 No Change

5.56% 2 Decreased

5.56% 2 Increased

#### 21. Change in 2021 - Other

100.00% 35 No Change

Section - CPM PROGRAM ENROLLMENT PRICING OPTIONS

#### 22. Pricing Options

63.89% 23 Open Enrollment - Fixed Price per person

55.56% 20 Cohort Enrollment - Fixed Price per person

13.89% 5 Cohort Enrollment - Fixed Price per group

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

$1950.00 Level I

$1950.00 Level II (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

$2,995 (Saginaw Valley State University, Susan Brasseur)

$3,300 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

$3,500 (University of Georgia, Walt McBride)

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

$4,200 private sector (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

$3250 (Millersville University, Hope Schmids)

$3300 - Arizona Resident

$3500 - Non Arizona Resident (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

$3690 for traditional in-person program

$3090 for the virtual program (Ball State University, Chad Kinsella)

$3775 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

$4,005 (Auburn University at Montgomery, Office of Continuing Education and Community Engagement, Neal Kelley)

$4000 per person (Hamline University, Kristen Norman)

$5,048 (The Centre for Organization Effectiveness, Sommer Kehrli)

$5,580 (online)

$6,500 (in-person) (Schaefer Center for Public Policy, Ann Cotten)

$5,842 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

$5950 total (Public Management Academy + Leadership Academy)

$2750 - Public Management track, $3200 - Leadership Academy track (Cleveland state University, Rob Ziol)

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

1400 (North Carolina Office of State Human Resources, Reed Altman)

2625 (Utah Valley University, Renae Deighton)

3500-3850 (FCPM/FSU, Dan Vicker)

3700 (NJ Civil Service Commission, LaVida Stalsworth)

4,200 (Bridgewater State University, Jodie Kluver)

5,500 (UW Madison Extension - Local Government Education, Daniel Foth)

Early Registration - $3,600.00

Standard CPM Price - $3,800.00 (University of Kansas Public Management Center, Noel Rasor)

EUR 12.500 - Please note: no CPM Program has been implemented in 2021 (Leiden University, Nikol Hopman)

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

N/A (State of Nevada Division of Human Resource Management, Rebecca Kennard)

NA (University of Nebraska Omaha, Ellen Freeman Wakefield)

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

Open enrollments: $695 per course X 7 courses = $4865 per person (Texas State University, Miha Vindis)

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. (NM EDGE New Mexico, Jeanine Eden)

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

$1300 (The Office of Management and Enterprise Services, Janet Jones)

$2,150 (South Carolina Department of Administration, Stephanie Duncan)

$2,300 (Center for Achievement in Public Service, Brian Remer)

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

$2,995 (Saginaw Valley State University, Susan Brasseur)

$3,500 (University of Georgia, Walt McBride)

$3250 (Millersville University, Hope Schmids)

$3299 (Laramie County Community College, Rhonda Priest)

$3300 - Arizona Resident

$3500 - Non Arizona Resident (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

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

$4,400 (UW Madison Extension - Local Government Education, Daniel Foth)

$4500. (MWCOG, Larissa Fitzhugh)

$5,048 (The Centre for Organization Effectiveness, Sommer Kehrli)

$5950 total (Public Management Academy + Leadership Academy)

$2750 - Public Management track, $3200 - Leadership Academy track (Cleveland state University, Rob Ziol)

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

2375 (State of Idaho- Division of Human Resources, Jana Huffaker)

2800 (FCPM/FSU, Dan Vicker)

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. That $500 fee goes into an account different from the CPM account. (State of Nevada Division of Human Resource Management, Rebecca Kennard)

n/a (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

N/A (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

N/A (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

NA (Bridgewater State University, Jodie Kluver)

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

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

$3,000 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

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

$3,500 (University of Georgia, Walt McBride)

$4,400 (UW Madison Extension - Local Government Education, Daniel Foth)

$5,000 (The Centre for Organization Effectiveness, Sommer Kehrli)

$5950 total (Public Management Academy + Leadership Academy)

$2750 - Public Management track, $3200 - Leadership Academy track (Cleveland state University, Rob Ziol)

2560 (FCPM/FSU, Dan Vicker)

7436.75 (District of Columbia Department of Human Resources, Melinda Coles)

n/a (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

N/A (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

N/A (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

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

N/A (State of Nevada Division of Human Resource Management, Rebecca Kennard)

NA (University of Nebraska Omaha, Ellen Freeman Wakefield)

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

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, Ellen Patterson)

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

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

Early bird registration discount of $300 for registering early. (University of Washington Tacoma Professional Development Center, Saralyn Smith)

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

n/a (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

N/A (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

N/A (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

N/A (UW Madison Extension - Local Government Education, Daniel Foth)

N/A (State of Nevada Division of Human Resource Management, Rebecca Kennard)

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

NA (Bridgewater State University, Jodie Kluver)

We continue to maintain a contract with the second largest county in the Greater Metropolitan Area. With a guaranteed number of participants, we provide a 10% discount to their participants. (University of Nebraska Omaha, Ellen Freeman Wakefield)

### Section - CPM PROGRAM FEE STRUCTURE

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

45.95% 17 100%

35.14% 13 76-99%

10.81% 4 Not Used

5.41% 2 26-50%

2.70% 1 51-75%

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

69.57% 16 1-25%

13.04% 3 100%

8.70% 2 51-75%

4.35% 1 26-50%

4.35% 1 76-99%

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

90.91% 30 Not Used

6.06% 2 1-25%

3.03% 1 100%

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

85.29% 29 Not Used

14.71% 5 1-25%

### Section - PROGRAM STAFF

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

77.78% 28 1-4

22.22% 8 0

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

63.89% 23 1-4

36.11% 13 0

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

96.77% 30 0

3.23% 1 1-4

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

84.38% 27 0

9.38% 3 1-4

3.13% 1 10-14

3.13% 1 20-24

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

83.87% 26 0

6.45% 2 1-4

3.23% 1 10-14

3.23% 1 15-19

3.23% 1 5-9

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

50.00% 17 0

26.47% 9 1-4

8.82% 3 10-14

8.82% 3 5-9

2.94% 1 20-24

2.94% 1 25+

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

93.75% 30 0

3.13% 1 10-14

3.13% 1 1-4

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

93.55% 29 0

6.45% 2 1-4

### Section - ADMINISTRATIVE STRUCTURE

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

75.68% 28 University

32.43% 12 Advisory Board

29.73% 11 State/Government Agency

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

78.38% 29 University

35.14% 13 Advisory Board

35.14% 13 State/Government Agency

2.70% 1 N/A

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

75.68% 28 University

48.65% 18 Advisory Board

37.84% 14 State/Government Agency

2.70% 1 N/A

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

75.68% 28 University

72.97% 27 Advisory Board

62.16% 23 State/Government Agency

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

58.33% 21 University

44.44% 16 State/Government Agency

13.89% 5 N/A

11.11% 4 Advisory Board

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

85.29% 29 N/A

11.76% 4 University

2.94% 1 Advisory Board

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

77.78% 28 University

33.33% 12 State/Government Agency

25.00% 9 Advisory Board

2.78% 1 N/A

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

62.16% 23 University

35.14% 13 State/Government Agency

10.81% 4 N/A

2.70% 1 Advisory Board

#### 47. Program Sturcture - Other Information

Assistance provided by the advisory board is minimal but we are trying to build it back up. (University of Washington Tacoma Professional Development Center, Saralyn Smith)

N/A (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

N/A (State of Nevada Division of Human Resource Management, Rebecca Kennard)

Please note: due to COVID and its aftermath, no CPM Program has been implemented in 2021, unfortunately... (Leiden University, Nikol Hopman)

The College of Public Affairs and Community Service along with the School of Public Administration provide support to the program with structural space and technology. No longer does the school pay for personnel costs. (University of Nebraska Omaha, Ellen Freeman Wakefield)

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 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. (Ball State University, Chad Kinsella)

We do not have a paid Program Director at this time. The individual in this role collects a small stipend for the year, but is not hired part time or full time to run the program. She works with the faculty director, who is also receiving a small stipend for her work. (Bridgewater State University, Jodie Kluver)

### Section - 2021 SIGNIFICANT PROGRAM CHANGES

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

80.00% 28 No

20.00% 7 Yes

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

60.00% 21 Yes

40.00% 14 No

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

74.29% 26 Yes

25.71% 9 No

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

A withdrawal policy was added. Participants are required to submit a written request to withdraw from the program. If participants do not resume the program with the next class, they will have to reapply to the program. (South Carolina Department of Administration, Stephanie Duncan)

Continued - due to the global pandemic, Public Health Emergency, staff was allowed to telework from January to present. (NM EDGE New Mexico, Jeanine Eden)

Delivery of our program through Zoom (FCPM/FSU, Dan Vicker)

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. (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

For Class 18, which started in August 2021, we added additional mandatory supervisory classes to the requirements, as the State updated its list. In addition, we instituted a policy that a person cannot progress to Phase II of the program unless all assignments from Phase I are completed. (State of Nevada Division of Human Resource Management, Rebecca Kennard)

From the 2020 re-accreditation review, due to the robust nature of our program, it was suggested that we reduce the number of required CPM training electives from 60 to 30 electives for the successful completion of the program. This change was implemented in 2021. (Auburn University at Montgomery, Office of Continuing Education and Community Engagement, Neal Kelley)

In Fall 2021, we returned to in-person classes and developed COVID related policies. (NJ Civil Service Commission, LaVida Stalsworth)

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

N/A (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

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

NA (University of Nebraska Omaha, Ellen Freeman Wakefield)

NA (Bridgewater State University, Jodie Kluver)

No CPM Program has been implemented in 2021... (Leiden University, Nikol Hopman)

None (State of Idaho- Division of Human Resources, Jana Huffaker)

None (State of Iowa, Kim Hanson)

None (University of Kansas Public Management Center, Noel Rasor)

Public Management Academy - Online session hours have been reduced to 4:00 contact hours, but we have added 2.5 hours as "Pre & Post" hours to account for the total of 6.5 total contact hours per class. (Cleveland state University, Rob Ziol)

Up to 5 payments for the program (aligned with the 5 modules) instead of the previous 3 (one per term).

Refunds only issued if student withdraws more than 2 weeks before a moduleâ€™s start date.

Students must attend at least 80% of each Moduleâ€™s synchronous sessions and earn at least 80% on each Moduleâ€™s assignments/activities, rather than just levelled out for the entire program. (University of Washington Tacoma Professional Development Center, Saralyn Smith)

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

Added a Racial Equity Class (UW Madison Extension - Local Government Education, Daniel Foth)

Added Data Stories to curriculum. Added structured peer groups that rotate. Added optional mentor support (using alumni volunteers). (State of Idaho- Division of Human Resources, Jana Huffaker)

Added high-performing organization class. (University of Kansas Public Management Center, Noel Rasor)

Added unconscious bias and civil discourse to session topics.

(Laramie County Community College, Rhonda Priest)

Adding additional courses for participants to select from for their electives. (Bridgewater State University, Jodie Kluver)

Adjusted several program design elements to adjust to a full virtual program. Created more networking opportunities since the participants pulled from the entire state as opposed to a specific region. Updated some curriculum elements. Added coaching as part of the 360 process in the Management Academy level of CPM. (The Centre for Organization Effectiveness, Sommer Kehrli)

Curriculum is revised and improved each year. (Auburn University at Montgomery, Office of Continuing Education and Community Engagement, Neal Kelley)

Full vILT was offered in place of blended learning for the entire program. This impacted only the synchronous portion of the learning program. An informal graduation get-together was also held online for the second year in a row, this year including keynote speaker remarks in addition to graduates' remarks. Short "mini-sessions" were added, addressing capstone project design and implementation earlier in the program. (North Carolina Office of State Human Resources, Reed Altman)

In 2021, we began the process of updating the curriculum for various courses and incorporated discussion on Diversity, Equity and Inclusion and Emergency Management into multiple courses. We have also identified learning outcomes for each course based on the new CPM Competency descriptions. (NJ Civil Service Commission, LaVida Stalsworth)

Minor changes to the curriculum (University of Georgia, Walt McBride)

N/A (Cleveland state University, Rob Ziol)

N/A (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

n/a (NM EDGE New Mexico, Jeanine Eden)

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

n.a. (State of Iowa, Kim Hanson)

NA (University of Nebraska Omaha, Ellen Freeman Wakefield)

No CPM Program has been implemented in 2021... (Leiden University, Nikol Hopman)

No significant changes between 2020 and 2021. (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

Revised classroom curriculum based on customer organizations' needs (on going)

Revised online curriculum with new facilitators (in process) (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

Significant changes to the structure of the program were made for the 2021-22 cohort that started in August 2021. Details of the changes can be found at https://miro.com/app/board/o9J\_lXISzdM=/?share\_link\_id=604184646466.

Purposes of the changes included: Move to a course/module-based structure rather than a â€œtermâ€ one, to create a more consistent structure year-to-year and make it easier for students who stop out of the program to return and complete just the portion they need. Create stronger through-lines in the content for both students and instructors. Formally integrate equity-focused content through the entire program. Deliver more just-in-time content to students as they work on their Lean Six Sigma Capstone projects without adding additional instructor compensation expenses. Scaffold topics more effectively. Update content and integrate new instructors. Reduce cost of instruction by incorporating more asynchronous content.

The Capstone project directions and rubrics were revised to improve alignment with program learning outcomes and improve clarity/specificity of grading criteria. A summary of these new directions and rubrics along with the legacy rubrics can be found at https://docs.google.com/document/d/1HXD2hd3oMJH49IZ675gFC1b7Xmb5b1Iw/edit?usp=sharing&ouid=115095758362882097118&rtpof=true&sd=true

The Learning Plan/Learning Contract and the Self-Focused Leadership Project were both revised slightly to reflect the other program design changes.

(University of Washington Tacoma Professional Development Center, Saralyn Smith)

Since this was the first time through the program we adjusted as needed as we went along. (Hamline University, Kristen Norman)

Some classes were delivered virtually. There were changes made to the class content in the conversion to virtual delivery. There were class content changes to Diversity and Performance Management. (South Carolina Department of Administration, Stephanie Duncan)

Streamlined our course to reflect more of the national model. We are not bringing in experts and former CPM Alumni to present on their field of expertise. (Saginaw Valley State University, Susan Brasseur)

We added a half-day instructional module on using data. We also adjusted our process for conducting Capstone Projects, adding more checkpoints for students to report on their progress in planning, executing and writing their final reports. (State of Nevada Division of Human Resource Management, Rebecca Kennard)

We adjusted films, materials, and methods to adjust to zoom (FCPM/FSU, Dan Vicker)

We began transitioning from online back to in-person instruction (as allowed by university, state, and federal guidelines). (Texas State University, Miha Vindis)

We replaced two instructors and the new instructors made some curriculum adjustments. (Utah Valley University, Renae Deighton)

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

2021 was the first year for 100% online delivery of content for one cohort. (University of Kansas Public Management Center, Noel Rasor)

Add/increase use of technology

Enhance and expand marketing

Increase/expand program participation

Other: offer a combination of face-to-face/live and online class delivery

Recruit/train new instructors/faculty

Review/modify program delivery systems\

Delivered newly developed curriculums (NM EDGE New Mexico, Jeanine Eden)

Added a full time satellite (online) track to cohort. (State of Idaho- Division of Human Resources, Jana Huffaker)

Adjusted the program to a virtual offering. (The Office of Management and Enterprise Services, Janet Jones)

All delivery was conducted through zoom. (FCPM/FSU, Dan Vicker)

As the protocols regarding COVID began loosening, on the university campus the CPM program was able to go back to providing a hybrid program. However, not everyone was comfortable with this, which required us to be flexible and allow people to participate via Zoom if need be. Also, being on campus brought its own set of problems as everyone had to be six feet apart and masked. This made it difficult for intimate conversations and reading of facial ques. None the less people enjoyed being back together again in person. (University of Nebraska Omaha, Ellen Freeman Wakefield)

Classes were taught virtually for half of the year. Classes that were delivered virtually were: Diversity, State Government Processes, Capstone Prep, Agency Accountability, Strategic Planning, Workforce Planning, Business Writing, Capstone Retreat, Performance Management, Performance Metrics, Leadership Seminar, Systems and Processes, Graduation and Developmental Presentations (South Carolina Department of Administration, Stephanie Duncan)

Due to COVID-19, we continued the following, temporary, program delivery changes:

1) kept 100% virtual, real-time sessions

2) split each full-day session into two half-day sessions

We added a new regional cohort that was 100% virtual during 2021. (University of Colorado Denver School of Public Affairs, Ellen Patterson)

Hybrid - in person & virtual with a Capstone presentation at the end. (Saginaw Valley State University, Susan Brasseur)

Hybrid Virtual / In-person training (UW Madison Extension - Local Government Education, Daniel Foth)

In 2022, our program transitioned back to full in-person learning. In 2021, the program was hybrid due to COVID. (Auburn University at Montgomery, Office of Continuing Education and Community Engagement, Neal Kelley)

It is actually a continuation of online as the means for program delivery. The only change is how the one-credit course earned is delivered within the semester. Before our courses were two weekend classes with online work in between, but now that the course is delivered online we are able to spread the work out over 5 weeks (if needed if the class is self-directed), which is what an one-credit course would equate . (Bridgewater State University, Jodie Kluver)

More shorter sessions were offered to reduce usual all-day sessions, and more online p2p interactions were integrated into the full day sessions. (North Carolina Office of State Human Resources, Reed Altman)

Moved to a hybrid environment with classes both online and in-person. (State of Iowa, Kim Hanson)

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

No CPM Program has been implemented in 2021... (Leiden University, Nikol Hopman)

Of our two main trainers, one is based in Las Vegas and the other in Carson City. Our travel budget was cut dramatically, so our Las Vegas-based trainer travels to Carson City to co-teach. One of our current staff members took on select training duties to help with the Las Vegas cohort. Finally, our training rooms have MS Teams-enabled technology, so when a person in one cohort needs to attend a session with the sister cohort, that can be done via Teams video conferencing rather than physical travel. (State of Nevada Division of Human Resource Management, Rebecca Kennard)

Orientation delivered in fully self-paced, online format. Moved from fully in-person delivery (2-3 days, once per month) to a blended format: 65% synchronous class hours and 35% asynchronous â€“ not taking the Capstone or Pre-requisite work into account. Synchronous class hours spread over biweekly class meetings, either over Zoom (half-days, Thurs/Fri mornings) or one day in-person. Asynchronous content divided between reflection activities, lecture replacements (videos, interactive online lessons, etc.), and other assignments. (University of Washington Tacoma Professional Development Center, Saralyn Smith)

Our opening Retreat, Mid-Program Retreat and Graduation, which are usually in-person events, were held remotely due to COVID-19 exposure concerns. (Millersville University, Hope Schmids)

The classes for the 2021-2022 cohort were fully online via Zoom. (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

The Wyoming CPM Program returned to in-person sessions when the 2021-2022 cohort started in October 2021. The program pivoted to synchronous online delivery due to the pandemic in April 2020.

The program delivery schedule shifted as needed due to instructor availability and the ability to teach online during the pandemic. The program manager facilitated most of the sessions previously conducted by the lead instructor, who could not teach online. (Laramie County Community College, Rhonda Priest)

Turned segments of the program to a full virtual program (The Centre for Organization Effectiveness, Sommer Kehrli)

Utilizing hybrid delivery with both virtual and in-person delivery to accommodate customer organizations' needs. (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

We added bi-weekly virtual meetings to the schedule. (Hamline University, Kristen Norman)

We began transitioning from online back to in-person instruction (as allowed by university, state, and federal guidelines). (Texas State University, Miha Vindis)

We changed the Leadership Academy delivery model from 100% in-person to a hybrid model with 6 in-person sessions and 6 online sessions for a total of 12 sessions. (Cleveland state University, Rob Ziol)

We continued to have participants complete all program requirements online from March 2020 through December 2021. We held our trainings live online using Zoom and administered our comprehensive exam using the Canvas Learning Management System. Participants were given the choice to complete their service projects and self-selected professional development hours online or in-person. During the 2021 program year, we prepared to resume some in-person trainings in February 2022. Our plan going forward is to hold some trainings online and some in-person each program year. (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

We have incorporated more subject matter experts and hired a new full-time instructor. (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

We have returned to in person instruction and plan for a virtual cohort in 2022. (NJ Civil Service Commission, LaVida Stalsworth)

We returned to the office and participants are able to join both in-person and virtually. (Utah Valley University, Renae Deighton)

### Section - PROGRAM GOALS OR PLANS

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

78.38% 29 Enhance and expand marketing

72.97% 27 Increase/expand program participation

70.27% 26 Review/revision of program curriculum

64.86% 24 Recruit/train new instructors/faculty

54.05% 20 Review/modify program delivery systems

51.35% 19 Add/increase use of technology

16.22% 6 Other (describe):

**Comments/Notes:**

N.A. (no CPM program in 2021) (Nikol Hopman, Leiden University) 6/1/2022

Reconstitute the Advisory Board to meet at least bi-annually (Rebecca Kennard, State of Nevada Division of Human Resource Management) 5/25/2022

Secure funding (Ann Cotten, Schaefer Center for Public Policy) 6/21/2022

survey of alumni (LaVida Stalsworth, NJ Civil Service Commission) 5/31/2022

We are embracing the transition from face-to-face courses to the online method. All of the above goals apply towards making this change a successful one. (Jodie Kluver, Bridgewater State University) 5/31/2022

Work on digital badeges/micro credentials was delayed, but still planned. (Hope Schmids, Millersville University) 5/2/2022

### Section - CPM PROGRAM TEACHING DESCRIPTION

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

71.88% 23 None

12.50% 4 1-25%

9.38% 3 76-99%

3.13% 1 100%

3.13% 1 26-50%

#### 56. Faculty Members as Contract Instructors

45.45% 15 1-25%

42.42% 14 None

6.06% 2 76-99%

3.03% 1 26-50%

3.03% 1 51-75%

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

24.32% 9 51-75%

24.32% 9 76-99%

21.62% 8 26-50%

16.22% 6 None

10.81% 4 1-25%

2.70% 1 100%

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

44.12% 15 1-25%

41.18% 14 None

11.76% 4 26-50%

2.94% 1 100%

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

43.24% 16 1-25%

24.32% 9 None

16.22% 6 26-50%

8.11% 3 51-75%

8.11% 3 76-99%

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

88.89% 24 None

11.11% 3 1-25%

### Section - INSTRUCTOR RECRUITMENT

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

75.68% 28 Faculty Members

70.27% 26 Advisory Board Recommendations

64.86% 24 Agency/Institution Employees

64.86% 24 Word of Mouth

54.05% 20 CPM Graduate Pool

54.05% 20 CPM Graduate Recommendations

16.22% 6 Other (describe):

13.51% 5 RFPs

**Comments/Notes:**

N.A. (no CPM Program 2021) (Nikol Hopman, Leiden University) 6/1/2022

Our experience with high level practitioner leaders within our other programs (Ellen Patterson, University of Colorado Denver School of Public Affairs) 5/26/2022

Professional Networking (Ellen Freeman Wakefield, University of Nebraska Omaha) 4/18/2022

Representatives from other agencies (Ann Cotten, Schaefer Center for Public Policy) 6/21/2022

Requests for Qualifications (Shondra Houseworth, Mississippi State Personnel Board) 4/14/2022

University Director of CPM program (Kim Hanson, State of Iowa) 5/10/2022

### Section - INSTRUCTOR TRAINING

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

63.89% 23 Yes

36.11% 13 No

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

61.11% 22 Yes

38.89% 14 No

### Section - HOURS REQUIRED TO COMPLETE THE PROGRAM

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

125 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

143 (University of Kansas Public Management Center, Noel Rasor)

144 (Center for Achievement in Public Service, Brian Remer)

144 (The Office of Management and Enterprise Services, Janet Jones)

150 (Texas State University, Miha Vindis)

151 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

154 (Ball State University, Chad Kinsella)

155 (University of Nebraska Omaha, Ellen Freeman Wakefield)

162 (University of Georgia, Walt McBride)

163 (Schaefer Center for Public Policy, Ann Cotten)

164 (The Centre for Organization Effectiveness, Sommer Kehrli)

184 (North Carolina Office of State Human Resources, Reed Altman)

19 (Utah Valley University, Renae Deighton)

201 hours

Public Management Academy - 123

Leadership Academy - 78

(Cleveland state University, Rob Ziol)

210 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

216 (FCPM/FSU, Dan Vicker)

216 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

231 (NM EDGE New Mexico, Jeanine Eden)

240 (MWCOG, Larissa Fitzhugh)

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

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

246 (UW Madison Extension - Local Government Education, Daniel Foth)

248 (Saginaw Valley State University, Susan Brasseur)

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

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

252 (NJ Civil Service Commission, LaVida Stalsworth)

256 (Laramie County Community College, Rhonda Priest)

258 (State of Nevada Division of Human Resource Management, Rebecca Kennard)

258 (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

259 (State of Iowa, Kim Hanson)

280 (South Carolina Department of Administration, Stephanie Duncan)

297 (Mississippi State Personnel Board, Shondra Houseworth)

304 (Millersville University, Hope Schmids)

325 (Bridgewater State University, Jodie Kluver)

82 hours of residency

26 hours bi-weekly meetings (Hamline University, Kristen Norman)

84 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

No change in the CPM Program's design compared to 2019/2020, but important to note that in 2021, no CPM Program has been implemented unfortunately. (Leiden University, Nikol Hopman)

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

0 (Millersville University, Hope Schmids)

0 (NM EDGE New Mexico, Jeanine Eden)

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

0 (Bridgewater State University, Jodie Kluver)

10 (Utah Valley University, Renae Deighton)

100 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

103 (University of Nebraska Omaha, Ellen Freeman Wakefield)

106 (Ball State University, Chad Kinsella)

119 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

12 (Mississippi State Personnel Board, Shondra Houseworth)

12 (UW Madison Extension - Local Government Education, Daniel Foth)

150 (Texas State University, Miha Vindis)

166 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

18 (State of Nevada Division of Human Resource Management, Rebecca Kennard)

180 hours (Hamline University, Kristen Norman)

20 (Saginaw Valley State University, Susan Brasseur)

24 (FCPM/FSU, Dan Vicker)

24 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

250 (Center for Achievement in Public Service, Brian Remer)

36 (Laramie County Community College, Rhonda Priest)

40 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

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

60 (North Carolina Office of State Human Resources, Reed Altman)

60 (Schaefer Center for Public Policy, Ann Cotten)

66 Hours

Public Management Academy - 36

Leadership Academy - 30 (Cleveland state University, Rob Ziol)

68 (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

71 (The Office of Management and Enterprise Services, Janet Jones)

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

86 (The Centre for Organization Effectiveness, Sommer Kehrli)

9 (State of Iowa, Kim Hanson)

95 (University of Kansas Public Management Center, Noel Rasor)

96 (University of Georgia, Walt McBride)

No change compared to 2019/2020, but important to note that in 2021, no CPM Program has been implemented unfortunately. (Leiden University, Nikol Hopman)

posting to discussion boards and completing team assignments (NJ Civil Service Commission, LaVida Stalsworth)

Program pre-requisite = 60 instructor led hours

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

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

0 (Center for Achievement in Public Service, Brian Remer)

0 (Bridgewater State University, Jodie Kluver)

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

100 (Utah Valley University, Renae Deighton)

100 Hours

Public Management Academy - 60

Leadership Academy - 40 (Cleveland state University, Rob Ziol)

30 (Texas State University, Miha Vindis)

35 (Laramie County Community College, Rhonda Priest)

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

40 (Saginaw Valley State University, Susan Brasseur)

40 (State of Iowa, Kim Hanson)

40 (Ball State University, Chad Kinsella)

42 (UW Madison Extension - Local Government Education, Daniel Foth)

42 (University of Georgia, Walt McBride)

50 (South Carolina Department of Administration, Stephanie Duncan)

50 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

50 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

50 (NJ Civil Service Commission, LaVida Stalsworth)

50 (The Centre for Organization Effectiveness, Sommer Kehrli)

50 for Capstone (Hamline University, Kristen Norman)

56 (North Carolina Office of State Human Resources, Reed Altman)

60 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

60 (Millersville University, Hope Schmids)

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

60 (MWCOG, Larissa Fitzhugh)

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

65 (University of Nebraska Omaha, Ellen Freeman Wakefield)

66 (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

70 (University of Kansas Public Management Center, Noel Rasor)

72 (FCPM/FSU, Dan Vicker)

75 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

80 (Schaefer Center for Public Policy, Ann Cotten)

84 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

85 (The Office of Management and Enterprise Services, Janet Jones)

90 (Mississippi State Personnel Board, Shondra Houseworth)

Min 100 (NM EDGE New Mexico, Jeanine Eden)

Minimum of 50 (State of Nevada Division of Human Resource Management, Rebecca Kennard)

No change compared to 2019/2020, but important to note that in 2021, no CPM Program has been implemented unfortunately. (Leiden University, Nikol Hopman)

### Section - PROGRAM DESIGN AND COMPLETION REQUIREMENTS

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

97.22% 35 Projects

86.11% 31 Assessments

77.78% 28 Required Readings

75.00% 27 Case Studies

55.56% 20 Simulations

47.22% 17 Examinations

#### 68. Other program requirements

12 (MWCOG, Larissa Fitzhugh)

40 hours supervisory prerequisites (University of Washington Tacoma Professional Development Center, Saralyn Smith)

A service project and a final written project plan (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

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

Attendance and portfolios (learning examples that demonstrate competency in the CPM seven) (State of Idaho- Division of Human Resources, Jana Huffaker)

Group Service Learning Project (University of Georgia, Walt McBride)

In lieu of exams, we use a Course Applied Learning Assignment after each five week course. This

assignment contains specific, thought-provoking questions for each topic taught during the five week course that encourages participants to take the concepts presented, apply them to a real-life scenario and analyze the potential outcome in relation 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, Dr. Oluwafemi Banjoko)

Individual Management Development Plan

Pre-Class Activities, Intermission Assignments, Topical Assignments, and Book Reviews. (University of Kansas Public Management Center, Noel Rasor)

Microsoft Office Competency quizzes, homework assignments, discussion boards, team projects (NJ Civil Service Commission, LaVida Stalsworth)

N/A (Cleveland state University, Rob Ziol)

N/A (UW Madison Extension - Local Government Education, Daniel Foth)

n.a. (State of Iowa, Kim Hanson)

No (Saginaw Valley State University, Susan Brasseur)

No (State of Nevada Division of Human Resource Management, Rebecca Kennard)

No (Schaefer Center for Public Policy, Ann Cotten)

No change compared to the CPM Program's requirements, but important to note that in 2021, no CPM Program has been implemented, unfortunately. (Leiden University, 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 are required to complete an individual development plan and take part in two group presentations. (South Carolina Department of Administration, Stephanie Duncan)

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)

Participation in Leadership Seminars

(State of New Hampshire - Bureau of Education and Training, Stephen Mason)

Presentations at bi-weekly check ins (Hamline University, Kristen Norman)

Presentations, Environmental scans, Discussion boards (North Carolina Office of State Human Resources, Reed Altman)

Professional Portfolio, Capstone Project and Presentation (Bridgewater State University, Jodie Kluver)

Students complete a portfolio of their learning accomplishments (Center for Achievement in Public Service, Brian Remer)

Two project presentations, one to an applicable body and the other to the CPM advisors and fellow CPM candidates. (NM EDGE New Mexico, Jeanine Eden)

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)

Written papers, oral presentations (Utah Valley University, Renae Deighton)

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

10 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

10 (NJ Civil Service Commission, LaVida Stalsworth)

10 (Schaefer Center for Public Policy, Ann Cotten)

10 months (Saginaw Valley State University, Susan Brasseur)

11 (University of Kansas Public Management Center, Noel Rasor)

12 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

12 (Laramie County Community College, Rhonda Priest)

12 (Hamline University, Kristen Norman)

12 (MWCOG, Larissa Fitzhugh)

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

12 month calendar year (University of Nebraska Omaha, Ellen Freeman Wakefield)

12-24 (Texas State University, Miha Vindis)

13 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

13 (Millersville University, Hope Schmids)

14 (North Carolina Office of State Human Resources, Reed Altman)

14 (The Centre for Organization Effectiveness, Sommer Kehrli)

15 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

18 (South Carolina Department of Administration, Stephanie Duncan)

18 (State of Iowa, Kim Hanson)

18 (UW Madison Extension - Local Government Education, Daniel Foth)

18 (State of Nevada Division of Human Resource Management, Rebecca Kennard)

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

18 (The Office of Management and Enterprise Services, Janet Jones)

18 to 24 months (Bridgewater State University, Jodie Kluver)

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

20 (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

22 (FCPM/FSU, Dan Vicker)

22 months

11 -Public Management Academy track

11- Leadership Academy track (Cleveland state University, Rob Ziol)

24 (Ball State University, Chad Kinsella)

24 (NM EDGE New Mexico, Jeanine Eden)

24 months (Mississippi State Personnel Board, Shondra Houseworth)

27 (Center for Achievement in Public Service, Brian Remer)

36 months (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

9 (University of Georgia, 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, Renae Deighton)

N.A. - important to note that in 2021, no CPM Program has been implemented, unfortunately. (Leiden University, Nikol Hopman)

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

63.89% 23 Hybrid or Blended Instruction (Mix of classroom and e-Learning sessions)

47.22% 17 Completely on-line or e-learning instruction

36.11% 13 Completely Face to Face Instruction (Instruction is primarily face-to-face, can have on-line materials and support.)

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

32.00% 8 26-50%

20.00% 5 100%

20.00% 5 76-99%

16.00% 4 1-25%

12.00% 3 51-75%

#### 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?

74.29% 26 No

25.71% 9 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 (NM EDGE New Mexico, Jeanine Eden)

Lean (Schaefer Center for Public Policy, Ann Cotten)

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

N/A (Cleveland state University, Rob Ziol)

N/A (UW Madison Extension - Local Government Education, Daniel Foth)

N/A (State of Nevada Division of Human Resource Management, Rebecca Kennard)

N.A. (Leiden University, Nikol Hopman)

n.a. (State of Iowa, Kim Hanson)

NA (University of Nebraska Omaha, Ellen Freeman Wakefield)

Public Speaking/Facilitation (The Office of Management and Enterprise Services, Janet Jones)

risk taking in the public sector, nobility of public service, emotional intelligence, leadership panel, innovation and problem solving, resilience, 360-degree assessment, building your specific strengths and those of your team, coaching for strengths, community engagement, outcome-based performance measurement, silo busting (The Centre for Organization Effectiveness, Sommer Kehrli)

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

The Law Enforcement Leadership Academy: Command School (a CPM cohort for Law Enforcement Commanders) also adds Public Safety as a defined competency area. (University of Kansas Public Management Center, Noel Rasor)

The NJ Civil Service Commission has identified an additional eight competencies. 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)

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)

#### 74. Does the content of the CPM program's courses build on one another, tying content back to previous learned material?

94.59% 35 Yes

5.41% 2 No

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

44.44% 12 Graduate Credit

25.93% 7 Continuing Education Credit

22.22% 6 Undergraduate Credit

11.11% 3 Transfer Equivalent Credit

#### 76. If yes, how many Undergraduate credits?

12 (The Office of Management and Enterprise Services, Janet Jones)

15 (NJ Civil Service Commission, LaVida Stalsworth)

15 undergraduate level credits (University of Kansas Public Management Center, Noel Rasor)

6 (FCPM/FSU, Dan Vicker)

6 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

6 (Center for Achievement in Public Service, Brian Remer)

6 (UW Madison Extension - Local Government Education, Daniel Foth)

6 undergraduate credits, 3 for each track (Cleveland state University, Rob Ziol)

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

N/A (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

n/a (NM EDGE New Mexico, Jeanine Eden)

N/A (State of Nevada Division of Human Resource Management, Rebecca Kennard)

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

n.a. (State of Iowa, Kim Hanson)

The participants can receive 15 hours of credit towards a Bachelors of Multi-Disciplinary Studies (University of Nebraska Omaha, Ellen Freeman Wakefield)

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 on articulation agreement with specific college or university 4 - 12 credits are

possible. (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

#### 77. If yes, how many Graduate credits?

0 (UW Madison Extension - Local Government Education, Daniel Foth)

12 (Hamline University, Kristen Norman)

3 (University of Georgia, Walt McBride)

6 (FCPM/FSU, Dan Vicker)

6 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

6 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

6 credits (Saginaw Valley State University, Susan Brasseur)

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

6 graduate credits for the MPA Program

6 graduate credits for the MBA program (Auburn University at Montgomery, Office of Continuing Education and Community Engagement, Neal Kelley)

6 graduate-level credits (University of Kansas Public Management Center, Noel Rasor)

6, 3 credits per track (Cleveland state University, Rob Ziol)

77% - varied depending on articulation agreement with specific college or university 6 to 12 credits 78.

(State of New Hampshire - Bureau of Education and Training, Stephen Mason)

9 (The Office of Management and Enterprise Services, Janet Jones)

9 (NJ Civil Service Commission, LaVida Stalsworth)

9 (North Carolina Office of State Human Resources, Reed Altman)

N/A (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

n/a (NM EDGE New Mexico, Jeanine Eden)

N/A (State of Nevada Division of Human Resource Management, Rebecca Kennard)

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

Nine hours are waived for a person otherwise fully qualified to be admitted to the host university MPA program. (State of Iowa, Kim Hanson)

Participants also have the opportunity to receive six hours of graduate credit from the School of Public Administration. (University of Nebraska Omaha, Ellen Freeman Wakefield)

Up to Six

Additionally, participants can be dual enrolled in the MPA Program. (Bridgewater State University, Jodie Kluver)

#### 78. If yes, how many Continuing Education credits?

16.2 (University of Georgia, Walt McBride)

20 (Cleveland state University, Rob Ziol)

21 days of continuing education credit

(Texas State University, Miha Vindis)

30 (MWCOG, Larissa Fitzhugh)

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

30.0 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

30.2 (NJ Civil Service Commission, LaVida Stalsworth)

39 credit hours for the 2-year program

(State of New Hampshire - Bureau of Education and Training, Stephen Mason)

4.0 (Millersville University, Hope Schmids)

N/A (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

N/A (UW Madison Extension - Local Government Education, Daniel Foth)

n/a (NM EDGE New Mexico, Jeanine Eden)

N/A (State of Nevada Division of Human Resource Management, Rebecca Kennard)

n.a. (State of Iowa, Kim Hanson)

The State Law Enforcement Training Center accepts the CPM program as 12 hours of Continuing Education units. (University of Nebraska Omaha, Ellen Freeman Wakefield)

#### 79. If yes, how many Transfer Equivalent credits?

6 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

6 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

6 (Schaefer Center for Public Policy, Ann Cotten)

9, limited to one MPA Program at North Carolina State University (North Carolina Office of State Human Resources, Reed Altman)

N/A (Cleveland state University, Rob Ziol)

N/A (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

N/A (UW Madison Extension - Local Government Education, Daniel Foth)

n/a (NM EDGE New Mexico, Jeanine Eden)

N/A (State of Nevada Division of Human Resource Management, Rebecca Kennard)

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

n.a. (State of Iowa, Kim Hanson)

NA (University of Nebraska Omaha, Ellen Freeman Wakefield)

The Unversity of Kansas provides a 6 credit-hour reduction for the KU MPA program. Fifteen undergraduate-level credits at transfer local transfer institutions. Several universities in Kansas have provided credit for our CPM program, but it varies by institution. (University of Kansas Public Management Center, Noel Rasor)

### Section - PROGRAM JURISDICTION

#### 80. Do you offer the program outside of your approved jurisdiction?

89.19% 33 No

10.81% 4 Yes

#### 81. If inside the United States, in which areas do you offer the program?

Anywhere that participant has gotten permission from their state (University of Georgia, Walt McBride)

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

Kansas and Missouri (University of Kansas Public Management Center, Noel Rasor)

N/A (Cleveland state University, Rob Ziol)

N.A. (Leiden University, Nikol Hopman)

NA (University of Nebraska Omaha, Ellen Freeman Wakefield)

New Jersey (NJ Civil Service Commission, LaVida Stalsworth)

not yet, but if we repeat full online version again we may include participants who work for the State of NC in remote locations outside of NC. (North Carolina Office of State Human Resources, 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. (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

State of Iowa (State of Iowa, Kim Hanson)

State of Nevada (State of Nevada Division of Human Resource Management, Rebecca Kennard)

U.S. Virgin Islands (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

Utah (Utah Valley University, Renae Deighton)

Vermont (Center for Achievement in Public Service, Brian Remer)

Washington state (University of Washington Tacoma Professional Development Center, Saralyn Smith)

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

We accept students from Western Wisconsin, with permission of the Wisconsin program. (Hamline University, Kristen Norman)

Wisconsin (UW Madison Extension - Local Government Education, Daniel Foth)

#### 82. If outside the United States, in which countries do you offer the program?

N/A (Cleveland state University, Rob Ziol)

N/A (State of Nevada Division of Human Resource Management, Rebecca Kennard)

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

N.A. - important to note that in 2021, no CPM Program has been implemented unfortunately. (Leiden University, Nikol Hopman)

NA (University of Nebraska Omaha, Ellen Freeman Wakefield)

Republic of Ghana (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

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?

54.29% 19 No

45.71% 16 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 offers the local chapter for current participants and graduates called the Alabama Society of Certified Public Managers. The chapter is governed by board members and officers who are CPM graduates. The chapter offers monthly meetings and an annual seminar and they continually assess the learning needs of graduates through surveys. (Auburn University at Montgomery, Office of Continuing Education and Community Engagement, Neal Kelley)

Annual Conference, free ASPA membership (Texas State University, Miha Vindis)

collaboratively managed through the state alumni group (NC Society of Certified Public Managers)(www.ncscpm.org). NC CPM Director has ex-officio set on BOD (North Carolina Office of State Human Resources, Reed Altman)

CPM students and alumni are encouraged to participate in continued education through BET including Leadership Seminars, participation in conferences, and participation in a variety of professional development classes offered by BET. (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

Idaho alumni activities and annual conference (State of Idaho- Division of Human Resources, Jana Huffaker)

N/A (Cleveland state University, Rob Ziol)

N/A (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

N/A (UW Madison Extension - Local Government Education, Daniel Foth)

N/A (State of Nevada Division of Human Resource Management, Rebecca Kennard)

Our graduates are offered opportunities to attend seminars and other learning opportunities by the George Washington University. Graduates are also invited to trainings 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 graduates at both the State of Iowa and the host university - Drake University. (State of Iowa, Kim Hanson)

The 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

Training and Development. Participants must acquire 36 hours of MSPB professional development activities 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)

The Heartland CPM program offers CPM with Distinction certification for graduates who complete 40 hours of leadership/management training every 3 years. (University of Kansas Public Management Center, Noel Rasor)

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 a wide range of continuing education opportunities through the School of Public Administration which are open to CPM alumni, but not specific to the CPM competencies. (University of Nebraska Omaha, Ellen Freeman Wakefield)

We offer additional courses that the CPM graduate may take if they wish to do so. (NM EDGE New Mexico, Jeanine Eden)

We offer an alumni event annualy for almuni to attend and have online classes available for continuous learning. Our hosting agency also provides training around the state to offer to alumni for Continuous Learning opportunities. (UT / Naifeh Center for Effective Leadership, Trent Clagg)

We offer an annual symposium for all of our graduates. The topic varies, but it is typically a hot topic, author of a new book, or panel of regional leaders. We are also offering Peer Learning Groups (PLGs) for CPM graduates of each level of the CPM program (we have three levels - supervisor, manager, upper manager/executive). (The Centre for Organization Effectiveness, Sommer Kehrli)

We offer professional development workshops that CPM alumni can take at a reduced rate. (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

We work closely with our Society of Public Managers and conduct continuing learning sessions for graduates and participants. (South Carolina Department of Administration, Stephanie Duncan)

#### 86. If you do offer a continuous learning program for your CPM graduates, What recognition, if any, is awarded to the participants?

Alumni can earn a CPM with Excellence award by completing 30 hours of professional development in a year. (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

ASPA membership (Texas State University, Miha Vindis)

Certificates of Completion are offered by the Bureau

(State of New Hampshire - Bureau of Education and Training, Stephen Mason)

CPM Graduates who are members of the Alabama Society of Certified Public Managers receive the ASCPM Member designation. (Auburn University at Montgomery, Office of Continuing Education and Community Engagement, Neal Kelley)

Every 3 years, CPM graduates who have earned the CPM with Distinction receive a certificate and recognition in the Statehouse at CPM graduation. (University of Kansas Public Management Center, Noel Rasor)

N/A (Cleveland state University, Rob Ziol)

N/A (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

N/A (UW Madison Extension - Local Government Education, Daniel Foth)

N/A (State of Nevada Division of Human Resource Management, Rebecca Kennard)

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

n.a. (State of Iowa, Kim Hanson)

NA (University of Nebraska Omaha, Ellen Freeman Wakefield)

NA (North Carolina Office of State Human Resources, Reed Altman)

None (The Centre for Organization Effectiveness, Sommer Kehrli)

They receive a CPM with Excellence certificate. They are recognized each year at the MCPM Program Graduation ceremony. There is a benchmark associated with the CPM with Excellence Program. (Mississippi State Personnel Board, Shondra Houseworth)

#### 87. If you do offer a continuous learning program for your CPM graduates, Is continuous learning a requirement or an enhancement?

92.31% 12 An Enhancement

7.69% 1 A Requirement

### Section - PROGRAM MARKETING

#### 88. Do you use the following techniques to market the program?

100.00% 37 Website

100.00% 37 Word of Mouth

91.89% 34 Meetings with decision makers

75.68% 28 Brochures

70.27% 26 Social Media

67.57% 25 Presentations

43.24% 16 Conference/Vendor Exhibits

18.92% 7 Other (describe):

**Comments/Notes:**

advertised in magazines of state associations that did not hold conferences in 2021 (LaVida Stalsworth, NJ Civil Service Commission) 5/31/2022

Agency training coordinators network (Reed Altman, North Carolina Office of State Human Resources) 5/31/2022

Direct email (Ann Cotten, Schaefer Center for Public Policy) 6/21/2022

Marketing campaign bi-annually targeting organizational decision makers (Shannon Zweig, Arizona State University - Bob Ramsey Executive Education) 4/12/2022

Official DHRM Administrator Listserv announcing opening of applications (Rebecca Kennard, State of Nevada Division of Human Resource Management) 5/25/2022

Print media and press releases (Jeanine Eden, NM EDGE New Mexico) 5/23/2022

targeted emails (Hope Schmids, Millersville University) 5/2/2022

#### 89. How effective are Brochures?

59.46% 22 Somewhat Effective

21.62% 8 Do Not Use

13.51% 5 Very Effective

5.41% 2 Not Effective

#### 90. How effective is Website?

62.16% 23 Somewhat Effective

37.84% 14 Very Effective

#### 91. How effective is Social Media?

55.56% 20 Somewhat Effective

27.78% 10 Do Not Use

11.11% 4 Very Effective

5.56% 2 Not Effective

#### 92. How effective are Presentations?

37.14% 13 Somewhat Effective

34.29% 12 Very Effective

28.57% 10 Do Not Use

#### 93. How effective are Conference/Vendor Exhibits?

56.76% 21 Do Not Use

37.84% 14 Somewhat Effective

5.41% 2 Very Effective

#### 94. How effective are Meetings with decision makers?

56.76% 21 Very Effective

35.14% 13 Somewhat Effective

8.11% 3 Do Not Use

95. How effective is Word of Mouth?

75.68% 28 Very Effective

24.32% 9 Somewhat Effective

#### 96. How effective is (Other)?

73.08% 19 Do Not Use

11.54% 3 Somewhat Effective

7.69% 2 Not Effective

7.69% 2 Very Effective

#### 97. Is a pre-enrollment orientation session offered to individuals interested in participating in the program?

67.57% 25 No

32.43% 12 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 (NM EDGE New Mexico, Jeanine Eden)

Important to note that due to COVID and its aftermath in 2021, no CPM Program has been implemented unfortunately. (Leiden University, Nikol Hopman)

N/A (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

N/A (State of Nevada Division of Human Resource Management, Rebecca Kennard)

n.a. (State of Iowa, Kim Hanson)

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 follow-up to obtain commitment by those interested

and form a cohort group that will go through the program together. (FCPM/FSU, Dan Vicker)

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. With the pandemic, the TN CPM program utilized online information sessions via zoom and recordings made available for future use. (UT / Naifeh Center for Effective Leadership, Trent Clagg)

We conduct two WebEx information sessions for interested employees prior to the application submission deadline. 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)

### Section - CPM TRAINING

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

84.85% 28 Supervisor Approval/Recommendation

66.67% 22 Agency Recommendation

60.61% 20 Applicant Essay

48.48% 16 Some Supervisory Experience

36.36% 12 High School Diploma

30.30% 10 Current Supervisory Position

15.15% 5 College Degree

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

81.08% 30 Agency Nomination

72.97% 27 Self-nomination

37.84% 14 Essay

29.73% 11 Letter(s) of Recommendation

13.51% 5 Other (describe):

**Comments/Notes:**

application (LaVida Stalsworth, NJ Civil Service Commission) 5/31/2022

Application process and resume submission (Susan Brasseur, Saginaw Valley State University) 3/18/2022

Interview (Jana Huffaker, State of Idaho- Division of Human Resources) 3/15/2022

N.A. - in 2021 no CPM Program (Nikol Hopman, Leiden University) 6/1/2022

Participants register online in registration database or via registration form. (Shondra Houseworth, Mississippi State Personnel Board) 4/14/2022

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

78.38% 29 Cohort Based

43.24% 16 Open Enrollment

16.22% 6 By Contract for an Organization

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

During Covid 19 "shut down" period we transformed the delivery of the program to online only. We were planning on delivering a cohort model as well, but that did not take place during this time frame. (Bridgewater State University, Jodie Kluver)

Eligibility does not completely require supervisory experience, but also accepted is project management responsibility. (State of Iowa, Kim Hanson)

Important to note that in 2021, no CPM Program has been implemented, unfortunately. (Leiden University, Nikol Hopman)

N/A (State of Nevada Division of Human Resource Management, Rebecca Kennard)

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

The cohort capacity is 15 participants. We keep the number low as it allows for courageous conversation and allows people to be open. (University of Nebraska Omaha, Ellen Freeman Wakefield)

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. Participants also complete 10 hours of

mentoring with alumni to develp the capstone project. (UT / Naifeh Center for Effective Leadership, Trent Clagg)

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

0 days (no CPM Program has been implemented, unfortunately). (Leiden University, Nikol Hopman)

11 (Saginaw Valley State University, Susan Brasseur)

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

112 (NM EDGE New Mexico, Jeanine Eden)

125 (Texas State University, Miha Vindis)

13 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

130 (University of Georgia, Walt McBride)

18 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

21 (University of Nebraska Omaha, Ellen Freeman Wakefield)

24 (Center for Achievement in Public Service, Brian Remer)

24 (Ball State University, Chad Kinsella)

26 (Bridgewater State University, Jodie Kluver)

27 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

30 (North Carolina Office of State Human Resources, Reed Altman)

32 (Laramie County Community College, Rhonda Priest)

35 (State of Nevada Division of Human Resource Management, Rebecca Kennard)

35 (The Centre for Organization Effectiveness, Sommer Kehrli)

35 (Schaefer Center for Public Policy, Ann Cotten)

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

36 days for CPM I (two tracks)

36 days for CPM II (two tracks)

72 total days with a total of four tracks (Auburn University at Montgomery, Office of Continuing Education and Community Engagement, Neal Kelley)

36 training days per cohort, 5 cohorts per year (NJ Civil Service Commission, LaVida Stalsworth)

40 (Utah Valley University, Renae Deighton)

40 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

44 (The Office of Management and Enterprise Services, Janet Jones)

66 (Cleveland state University, Rob Ziol)

7 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

71 (UW Madison Extension - Local Government Education, Daniel Foth)

75 (State of Iowa, Kim Hanson)

90 (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

90 - Includes all four CPM cohorts. (University of Kansas Public Management Center, Noel Rasor)

92 (Mississippi State Personnel Board, Shondra Houseworth)

Classroom = 34 days

Online = 336 days (48 weeks) (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

There are 12 days of residency split between 4 residencies. The cohort also meets for an our every other week. The rest is asynchronous online. (Hamline University, Kristen Norman)

Unsure of this question. (Millersville University, Hope Schmids)

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

12 days in Denver, 6 days in Aspen cohort. (University of Colorado Denver School of Public Affairs, Ellen Patterson)

17 of these days were to finish Class 17, and the rest were to start Class 18. (State of Nevada Division of Human Resource Management, Rebecca Kennard)

7.5 days, but broken into 1 full-day in person and 9 half-day virtual sessions (University of Washington Tacoma Professional Development Center, Saralyn Smith)

added mini-sessions together to come up with number of whole days (North Carolina Office of State Human Resources, Reed Altman)

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

n.a. (State of Iowa, Kim Hanson)

There were 17 CPM Levels 1-6 sessions (5 days for each session) in Jackson (5) and virtual (9). 17 x 5=85 days

There was two sessions of the CPM Executive Seminar (two days). = 4 days

There were three sessions of the Advanced Writing (one day). 3x1=3

(Mississippi State Personnel Board, Shondra Houseworth)

We offer the Supervisor Academy and Manger Academy in a variety of locations throughout California every year. These are the feeders into the portion of the CPM program. Some of these programs are open enrollment and some are cohort-based internal to a client organization. (The Centre for Organization Effectiveness, Sommer Kehrli)

We provide a week-long training on a quarterly basis and in each training day we provide 2 sessions (am, pm) with 4-7 classes in each session. During the PHE, we offered training on Tuesdays and Thursdays in lieu of our usual week-long trainings. We continue the T/TH and will be in person in June 2022. (NM EDGE New Mexico, Jeanine Eden)

Would normally provide 48 days, but transitioned to online only until 2022 and only offered two classes in 2021 as opposed to four. (Ball State University, Chad Kinsella)

### Section - CPM PROGRAM STATISTICS

#### 105. How many individuals were accepted into the CPM program last year? Note: Not all who are accepted enroll.

0 (MWCOG, Larissa Fitzhugh)

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

104 (University of Georgia, Walt McBride)

11 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

11 (Laramie County Community College, Rhonda Priest)

11 (Schaefer Center for Public Policy, Ann Cotten)

12 (Saginaw Valley State University, Susan Brasseur)

131 total

78 - Public Management Academy

53- Leadership Academy

(Cleveland state University, Rob Ziol)

14 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

153 (The Centre for Organization Effectiveness, Sommer Kehrli)

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

20 for 2021 - CPM

32 for 2021 - WLECC-CPM (UW Madison Extension - Local Government Education, Daniel Foth)

200 (Texas State University, Miha Vindis)

21 were accepted in 2021 (Center for Achievement in Public Service, Brian Remer)

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

24 (Utah Valley University, Renae Deighton)

33 (Ball State University, Chad Kinsella)

33 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

37 (North Carolina Office of State Human Resources, Reed Altman)

45 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

49 (State of Iowa, Kim Hanson)

58 individuals were accepted in 2021. (South Carolina Department of Administration, Stephanie Duncan)

59 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

59 (NJ Civil Service Commission, LaVida Stalsworth)

6 (Hamline University, Kristen Norman)

600 (FCPM/FSU, Dan Vicker)

9 (University of Nebraska Omaha, Ellen Freeman Wakefield)

96 (University of Kansas Public Management Center, Noel Rasor)

Due to delays created by pandemic, ransomware attack and participant health crisis, the most recent cohort began in Fall 2020 and completed in January 2022. This was unusually long. No NEW participants were accepted in 2021. (Millersville University, Hope Schmids)

In 2021 we did not have formal registered participants, but we had students enroll in the Introduction to CPM course with interest of dual enrollment. MPA students considering this type of enrollment are encouraged to meet with the program director to discuss a trajectory of courses and introduce a tracking system of their coursework as they move through the MPA program. It is difficult to capture the number of "working on" and or "interested in" dual enrollment while they are taking the courses. (Bridgewater State University, Jodie Kluver)

In 2021, we had 52 people enroll. (State of Nevada Division of Human Resource Management, Rebecca Kennard)

In 2021: 102 (Mississippi State Personnel Board, Shondra Houseworth)

None (please note: in 2021, no CPM Program has been implemented, unfortunately). (Leiden University, Nikol Hopman)

None- graduation was in 6/2021. Enrollment started in 10/2021 (State of Idaho- Division of Human Resources, Jana Huffaker)

None. The 2020 program continued with the 2019 cohort and Covid interfered with the 2020 cohort

enrollment. (The Office of Management and Enterprise Services, Janet Jones)

SCP-II CPM I CPM II

11 66 29

(State of New Hampshire - Bureau of Education and Training, Stephen Mason)

#### 106. How many of those who were accepted enrolled in the CPM program last year?

0 (Millersville University, Hope Schmids)

0 (MWCOG, Larissa Fitzhugh)

10 (Schaefer Center for Public Policy, Ann Cotten)

102 (Mississippi State Personnel Board, Shondra Houseworth)

104 (University of Georgia, Walt McBride)

11 (Saginaw Valley State University, Susan Brasseur)

11 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

11 (Laramie County Community College, Rhonda Priest)

131 (Cleveland state University, Rob Ziol)

153 (The Centre for Organization Effectiveness, Sommer Kehrli)

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

200 (Texas State University, Miha Vindis)

21 (Center for Achievement in Public Service, Brian Remer)

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

24 (Utah Valley University, Renae Deighton)

31 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

33 (Ball State University, Chad Kinsella)

36 (North Carolina Office of State Human Resources, Reed Altman)

45 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

48 enrolled (State of Nevada Division of Human Resource Management, Rebecca Kennard)

49 (State of Iowa, Kim Hanson)

5 (Hamline University, Kristen Norman)

52 (UW Madison Extension - Local Government Education, Daniel Foth)

53 (NJ Civil Service Commission, LaVida Stalsworth)

55 of those enrolled into the CPM program last year. (South Carolina Department of Administration, Stephanie Duncan)

59 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

600 (FCPM/FSU, Dan Vicker)

75 in 2019-2021 (State of Idaho- Division of Human Resources, Jana Huffaker)

9 (University of Nebraska Omaha, Ellen Freeman Wakefield)

9 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

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

96 (University of Kansas Public Management Center, Noel Rasor)

None (please note: in 2021, no CPM Program has been implemented, unfortunately). (Leiden University, Nikol Hopman)

SCP-II CPM I CPM II

1 55 25

(State of New Hampshire - Bureau of Education and Training, Stephen Mason)

#### 107. How many active participants (new and previously enrolled) attended sessions last year?

101 (NJ Civil Service Commission, LaVida Stalsworth)

103 (University of Kansas Public Management Center, Noel Rasor)

104 (University of Georgia, Walt McBride)

105 (State of Iowa, Kim Hanson)

11 (Saginaw Valley State University, Susan Brasseur)

131 (Cleveland state University, Rob Ziol)

15 (Bridgewater State University, Jodie Kluver)

153 (The Centre for Organization Effectiveness, Sommer Kehrli)

19 (Schaefer Center for Public Policy, Ann Cotten)

190 (Texas State University, Miha Vindis)

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 (NM EDGE New Mexico, Jeanine Eden)

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

24 (Laramie County Community College, Rhonda Priest)

3 (Millersville University, Hope Schmids)

37 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

38 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

38 (North Carolina Office of State Human Resources, Reed Altman)

39 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

45 (Center for Achievement in Public Service, Brian Remer)

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

5 (Hamline University, Kristen Norman)

540 (Mississippi State Personnel Board, Shondra Houseworth)

59 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

63 in 2019-2021 (State of Idaho- Division of Human Resources, Jana Huffaker)

68 (Utah Valley University, Renae Deighton)

77 (Ball State University, Chad Kinsella)

8 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

84 (UW Madison Extension - Local Government Education, Daniel Foth)

899 (FCPM/FSU, Dan Vicker)

9 (University of Nebraska Omaha, Ellen Freeman Wakefield)

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

None (please note: in 2021, no CPM Program has been implemented, unfortunately). (Leiden University, Nikol Hopman)

SA CPM II

142 31

(State of New Hampshire - Bureau of Education and Training, Stephen Mason)

We had 149 active CPM participants in the 2021 calendar year (57 from the graduating class of 2021; 34 from the class of 2022, and 55 from the class of 2023). (South Carolina Department of Administration, Stephanie Duncan)

We had 33 participants in Class 17 and 48 in Class 18 for a total of 81 participants in 2021. (State of Nevada Division of Human Resource Management, Rebecca Kennard)

#### 108. How many individuals completed the CPM program last year?

0 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

0 (The Centre for Organization Effectiveness, Sommer Kehrli)

0 (completed in January 2022) (Millersville University, Hope Schmids)

1 (Bridgewater State University, Jodie Kluver)

10 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

10 (Laramie County Community College, Rhonda Priest)

101 (University of Georgia, Walt McBride)

102 (Texas State University, Miha Vindis)

11 (Saginaw Valley State University, Susan Brasseur)

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

22 (Cleveland state University, Rob Ziol)

22 (Ball State University, Chad Kinsella)

23 (Center for Achievement in Public Service, Brian Remer)

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

3 (NM EDGE New Mexico, Jeanine Eden)

30 (Mississippi State Personnel Board, Shondra Houseworth)

33 (Utah Valley University, Renae Deighton)

33 graduated in Class 17 in November 2021. (State of Nevada Division of Human Resource Management, Rebecca Kennard)

36 (North Carolina Office of State Human Resources, Reed Altman)

38 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

4 - 2021 (UW Madison Extension - Local Government Education, Daniel Foth)

40 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

40 (The Office of Management and Enterprise Services, Janet Jones)

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

5 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

5 (Hamline University, Kristen Norman)

56 (State of Iowa, Kim Hanson)

57 individuals completed the CPM program in 2021. (South Carolina Department of Administration, Stephanie Duncan)

576 (FCPM/FSU, Dan Vicker)

6/2021 graduation total was 63 (State of Idaho- Division of Human Resources, Jana Huffaker)

64 (NJ Civil Service Commission, LaVida Stalsworth)

66 (University of Kansas Public Management Center, Noel Rasor)

8 (University of Nebraska Omaha, Ellen Freeman Wakefield)

9 (Schaefer Center for Public Policy, Ann Cotten)

CPM II - 31 (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

None (please note: in 2021, no CPM Program has been implemented, unfortunately). (Leiden University, Nikol Hopman)

#### 109. How many individuals have completed all the requirements for the CPM designation since your program's inception?

1075 (South Carolina Department of Administration, Stephanie Duncan)

108 (Saginaw Valley State University, Susan Brasseur)

1080 (Auburn University at Montgomery, Office of Continuing Education and Community Engagement, Neal Kelley)

109 (University of Nebraska Omaha, Ellen Freeman Wakefield)

122 (Ball State University, Chad Kinsella)

129 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

1292 (Mississippi State Personnel Board, Shondra Houseworth)

155 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

1701 (North Carolina Office of State Human Resources, Reed Altman)

18 (Millersville University, Hope Schmids)

200 (Laramie County Community College, Rhonda Priest)

2006 (University of Kansas Public Management Center, Noel Rasor)

2281 (Texas State University, Miha Vindis)

236 (Center for Achievement in Public Service, Brian Remer)

29 (NM EDGE New Mexico, Jeanine Eden)

316 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

3321 (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

36 (Cleveland state University, Rob Ziol)

4 (Bridgewater State University, Jodie Kluver)

47 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

5 (Hamline University, Kristen Norman)

54 (Schaefer Center for Public Policy, Ann Cotten)

567 (University of Georgia, Walt McBride)

59 (Utah Valley University, Renae Deighton)

6,847 (NJ Civil Service Commission, LaVida Stalsworth)

660 (State of Nevada Division of Human Resource Management, Rebecca Kennard)

675 (The Office of Management and Enterprise Services, Janet Jones)

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

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

831 (State of Iowa, Kim Hanson)

8397 (FCPM/FSU, Dan Vicker)

901 (UW Madison Extension - Local Government Education, Daniel Foth)

91 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

96 (The Centre for Organization Effectiveness, Sommer Kehrli)

SCP-II CPM I & SA CPM II

58 853 479

(State of New Hampshire - Bureau of Education and Training, Stephen Mason)

See report 2020 - No additional participants have completed the requirements for the CPM designation, because in 2021, no CPM Program has been implemented, unfortunately. (Leiden University, Nikol Hopman)

### Section - PARTICIPANTS BY ORGANIZATION

#### 110. State

0 (MWCOG, Larissa Fitzhugh)

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

0 (Bridgewater State University, Jodie Kluver)

1 (University of Nebraska Omaha, Ellen Freeman Wakefield)

1 (Saginaw Valley State University, Susan Brasseur)

1 (Millersville University, Hope Schmids)

10 (Laramie County Community College, Rhonda Priest)

10% (Texas State University, Miha Vindis)

100% (Mississippi State Personnel Board, Shondra Houseworth)

143 (University of Georgia, Walt McBride)

15 (NM EDGE New Mexico, Jeanine Eden)

17 (NJ Civil Service Commission, LaVida Stalsworth)

18 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

2 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

2 (Schaefer Center for Public Policy, Ann Cotten)

20 (The Centre for Organization Effectiveness, Sommer Kehrli)

20% (University of Kansas Public Management Center, Noel Rasor)

22 (Cleveland state University, Rob Ziol)

24 (Ball State University, Chad Kinsella)

262 (FCPM/FSU, Dan Vicker)

27 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

32 (UW Madison Extension - Local Government Education, Daniel Foth)

34 (North Carolina Office of State Human Resources, Reed Altman)

40 (The Office of Management and Enterprise Services, Janet Jones)

43 (Center for Achievement in Public Service, Brian Remer)

59 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

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

71 (State of Nevada Division of Human Resource Management, Rebecca Kennard)

76 (State of Iowa, Kim Hanson)

90% (Utah Valley University, Renae Deighton)

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

94% (South Carolina Department of Administration, Stephanie Duncan)

98% (State of Idaho- Division of Human Resources, Jana Huffaker)

CPM I & SA 843

CPM 438

SCP-II 58

(State of New Hampshire - Bureau of Education and Training, Stephen Mason)

N.A. (Leiden University, Nikol Hopman)

#### 111. County

0 (Cleveland state University, Rob Ziol)

0 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

0 (Mississippi State Personnel Board, Shondra Houseworth)

0 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

0 (Laramie County Community College, Rhonda Priest)

0 (MWCOG, Larissa Fitzhugh)

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

0 (Bridgewater State University, Jodie Kluver)

1 (Millersville University, Hope Schmids)

1 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

1 (State of Nevada Division of Human Resource Management, Rebecca Kennard)

1 (North Carolina Office of State Human Resources, Reed Altman)

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

1% (South Carolina Department of Administration, Stephanie Duncan)

10 (NJ Civil Service Commission, LaVida Stalsworth)

119 (FCPM/FSU, Dan Vicker)

19% (University of Kansas Public Management Center, Noel Rasor)

2 (Saginaw Valley State University, Susan Brasseur)

2 (Center for Achievement in Public Service, Brian Remer)

20 (UW Madison Extension - Local Government Education, Daniel Foth)

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

26 (The Centre for Organization Effectiveness, Sommer Kehrli)

347 (University of Georgia, Walt McBride)

4 (University of Nebraska Omaha, Ellen Freeman Wakefield)

4 (State of Iowa, Kim Hanson)

4% (Utah Valley University, Renae Deighton)

5 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

5% (Texas State University, Miha Vindis)

51 (NM EDGE New Mexico, Jeanine Eden)

6 (Schaefer Center for Public Policy, Ann Cotten)

7 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

8 (Ball State University, Chad Kinsella)

CPM I & SA 10

CPM 8

(State of New Hampshire - Bureau of Education and Training, Stephen Mason)

N.A. (Leiden University, Nikol Hopman)

#### 112. City/Municipal

0 (Center for Achievement in Public Service, Brian Remer)

0 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

0 (Mississippi State Personnel Board, Shondra Houseworth)

0 (Laramie County Community College, Rhonda Priest)

0 (MWCOG, Larissa Fitzhugh)

1 (University of Nebraska Omaha, Ellen Freeman Wakefield)

1 (Millersville University, Hope Schmids)

1 (North Carolina Office of State Human Resources, Reed Altman)

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

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

107 (Cleveland state University, Rob Ziol)

107 (The Centre for Organization Effectiveness, Sommer Kehrli)

12 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

13 (Bridgewater State University, Jodie Kluver)

2 (Schaefer Center for Public Policy, Ann Cotten)

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

24 (State of Iowa, Kim Hanson)

27 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

3 (State of Nevada Division of Human Resource Management, Rebecca Kennard)

31 (UW Madison Extension - Local Government Education, Daniel Foth)

36 (NM EDGE New Mexico, Jeanine Eden)

36 (NJ Civil Service Commission, LaVida Stalsworth)

37 (FCPM/FSU, Dan Vicker)

4 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

4% (South Carolina Department of Administration, Stephanie Duncan)

41 (Ball State University, Chad Kinsella)

5 (Hamline University, Kristen Norman)

5% (Utah Valley University, Renae Deighton)

55% (University of Kansas Public Management Center, Noel Rasor)

60% (Texas State University, Miha Vindis)

7 (Saginaw Valley State University, Susan Brasseur)

7 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

75 (University of Georgia, Walt McBride)

CPM I & SA 112

CPM 178

(State of New Hampshire - Bureau of Education and Training, Stephen Mason)

N.A. (Leiden University, Nikol Hopman)

#### 113. Federal

0 (University of Nebraska Omaha, Ellen Freeman Wakefield)

0 (Millersville University, Hope Schmids)

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

0 (Cleveland state University, Rob Ziol)

0 (Saginaw Valley State University, Susan Brasseur)

0 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

0 (Center for Achievement in Public Service, Brian Remer)

0 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

0 (Mississippi State Personnel Board, Shondra Houseworth)

0 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

0 (State of Iowa, Kim Hanson)

0 (UW Madison Extension - Local Government Education, Daniel Foth)

0 (Ball State University, Chad Kinsella)

0 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

0 (Laramie County Community College, Rhonda Priest)

0 (State of Nevada Division of Human Resource Management, Rebecca Kennard)

0 (MWCOG, Larissa Fitzhugh)

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

0 (NJ Civil Service Commission, LaVida Stalsworth)

0 (Bridgewater State University, Jodie Kluver)

0 (North Carolina Office of State Human Resources, Reed Altman)

0 (The Centre for Organization Effectiveness, Sommer Kehrli)

0% (Utah Valley University, Renae Deighton)

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

3 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

5% (Texas State University, Miha Vindis)

5% (University of Kansas Public Management Center, Noel Rasor)

N/A (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

N.A. (Leiden University, Nikol Hopman)

#### 114. Tribal

0 (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

0 (University of Nebraska Omaha, Ellen Freeman Wakefield)

0 (Millersville University, Hope Schmids)

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

0 (Cleveland state University, Rob Ziol)

0 (Saginaw Valley State University, Susan Brasseur)

0 (FCPM/FSU, Dan Vicker)

0 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

0 (Center for Achievement in Public Service, Brian Remer)

0 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

0 (Mississippi State Personnel Board, Shondra Houseworth)

0 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

0 (State of Iowa, Kim Hanson)

0 (UW Madison Extension - Local Government Education, Daniel Foth)

0 (Ball State University, Chad Kinsella)

0 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

0 (Laramie County Community College, Rhonda Priest)

0 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

0 (State of Nevada Division of Human Resource Management, Rebecca Kennard)

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

0 (The Office of Management and Enterprise Services, Janet Jones)

0 (MWCOG, Larissa Fitzhugh)

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

0 (NJ Civil Service Commission, LaVida Stalsworth)

0 (Bridgewater State University, Jodie Kluver)

0 (North Carolina Office of State Human Resources, Reed Altman)

0 (The Centre for Organization Effectiveness, Sommer Kehrli)

0 (University of Georgia, Walt McBride)

0% (Texas State University, Miha Vindis)

0% (Utah Valley University, Renae Deighton)

0% (University of Kansas Public Management Center, Noel Rasor)

1 (NM EDGE New Mexico, Jeanine Eden)

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

N/A (South Carolina Department of Administration, Stephanie Duncan)

N.A. (Leiden University, Nikol Hopman)

na (Hamline University, Kristen Norman)

#### 115. Nonprofit

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

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

0 (Center for Achievement in Public Service, Brian Remer)

0 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

0 (Mississippi State Personnel Board, Shondra Houseworth)

0 (Millersville University, Hope Schmids)

0 (State of Iowa, Kim Hanson)

0 (Ball State University, Chad Kinsella)

0 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

0 (Laramie County Community College, Rhonda Priest)

0 (State of Nevada Division of Human Resource Management, Rebecca Kennard)

0 (MWCOG, Larissa Fitzhugh)

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

0 (North Carolina Office of State Human Resources, Reed Altman)

0 (The Centre for Organization Effectiveness, Sommer Kehrli)

1 (Saginaw Valley State University, Susan Brasseur)

1 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

1 (UW Madison Extension - Local Government Education, Daniel Foth)

1 (NJ Civil Service Commission, LaVida Stalsworth)

1% (South Carolina Department of Administration, Stephanie Duncan)

1% (Utah Valley University, Renae Deighton)

1% (University of Kansas Public Management Center, Noel Rasor)

10% (Texas State University, Miha Vindis)

2 (Cleveland state University, Rob Ziol)

2 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

2 (University of Colorado Denver School of Public Affairs, Ellen Patterson)

2 (Bridgewater State University, Jodie Kluver)

3 (University of Nebraska Omaha, Ellen Freeman Wakefield)

8 (FCPM/FSU, Dan Vicker)

CPM I & SA 11

CPM 11

SCP-II (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

N.A. (Leiden University, Nikol Hopman)

#### 116. International

0 (University of Nebraska Omaha, Ellen Freeman Wakefield)

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

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

0 (Cleveland state University, Rob Ziol)

0 (Saginaw Valley State University, Susan Brasseur)

0 (FCPM/FSU, Dan Vicker)

0 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

0 (Center for Achievement in Public Service, Brian Remer)

0 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

0 (Mississippi State Personnel Board, Shondra Houseworth)

0 (Millersville University, Hope Schmids)

0 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

0 (UW Madison Extension - Local Government Education, Daniel Foth)

0 (Ball State University, Chad Kinsella)

0 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

0 (Laramie County Community College, Rhonda Priest)

0 (State of Nevada Division of Human Resource Management, Rebecca Kennard)

0 (MWCOG, Larissa Fitzhugh)

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

0 (NJ Civil Service Commission, LaVida Stalsworth)

0 (Bridgewater State University, Jodie Kluver)

0 (North Carolina Office of State Human Resources, Reed Altman)

0 (The Centre for Organization Effectiveness, Sommer Kehrli)

0 (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

0% (Texas State University, Miha Vindis)

1 (State of Iowa, Kim Hanson)

N.A. (Leiden University, Nikol Hopman)

#### 117. Other

0 (University of Nebraska Omaha, Ellen Freeman Wakefield)

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

0 (Cleveland state University, Rob Ziol)

0 (Saginaw Valley State University, Susan Brasseur)

0 (State of Iowa, Kim Hanson)

0 (Laramie County Community College, Rhonda Priest)

0 (MWCOG, Larissa Fitzhugh)

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

0 (NJ Civil Service Commission, LaVida Stalsworth)

0 (The Centre for Organization Effectiveness, Sommer Kehrli)

0 (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

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

1 = higher education (University of Colorado Denver School of Public Affairs, Ellen Patterson)

10% (retired, self-employed) (Texas State University, Miha Vindis)

2 (Fire Territory) (Ball State University, Chad Kinsella)

6 quasi governmental, 5 university, 1 private (FCPM/FSU, Dan Vicker)

Government Contractors: 2 (University of Georgia, Walt McBride)

Higher Education - 1 (University of Washington Tacoma Professional Development Center, Saralyn Smith)

N/A (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

N/A (State of Nevada Division of Human Resource Management, Rebecca Kennard)

Please note: in 2021, no CPM Program has been implemented, unfortunately. (Leiden University, Nikol Hopman)

### Section - YOUR CPM GRADUATES

#### 118. Does the CPM program hold a graduation ceremony?

94.44% 34 Yes

5.56% 2 No

#### 119. Graduation Dates 2022

10/03/2022 (MWCOG, Larissa Fitzhugh)

10/3/2022 (North Carolina Office of State Human Resources, Reed Altman)

2021 date was December 3rd - 2022 date is December 2nd. (University of Kansas Public Management Center, Noel Rasor)

6/29/22 (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

6/30/2022 (Schaefer Center for Public Policy, Ann Cotten)

April 29, 2022 (Cleveland state University, Rob Ziol)

City of Tucson (in person) 6/1/22

Online Open Enrollment (virtual) 6/24/22 and October 2022 (date to be determined) (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

Class 18 will graduate in Spring 2023. (State of Nevada Division of Human Resource Management, Rebecca Kennard)

Cohort 15 (held during 2022) graduation will be in January 2023 (Saginaw Valley State University, Susan Brasseur)

December 8, 2022 (University of Nebraska Omaha, Ellen Freeman Wakefield)

Friday, May 27, 2022 (Center for Achievement in Public Service, Brian Remer)

January 28, 2022 (Millersville University, Hope Schmids)

January 7th, 2022 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

July 19-21st In-person

August 16-18th Virtual

August 30-Sept 1st Virtual

(FCPM/FSU, Dan Vicker)

June 13 and 14, 2022 (NM EDGE New Mexico, Jeanine Eden)

June 13, December 12 (Texas State University, Miha Vindis)

June 16, 2022 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

June 17, 2022 (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

June 2022 for our Wisconsin Law Enforcement Command College (UW Madison Extension - Local Government Education, Daniel Foth)

June 8, 2022 and December 14, 2022 (State of Iowa, Kim Hanson)

May 10, 2022 (Ball State University, Chad Kinsella)

May 17 (Hamline University, Kristen Norman)

May 18, 2022 (South Carolina Department of Administration, Stephanie Duncan)

May 26, 2022 (Mississippi State Personnel Board, Shondra Houseworth)

May 26, 2022 (University of Georgia, Walt McBride)

N/A (The Office of Management and Enterprise Services, Janet Jones)

N.A. (Leiden University, Nikol Hopman)

None- graduation anticipated 6/2023 (State of Idaho- Division of Human Resources, Jana Huffaker)

November 2022 (Utah Valley University, Renae Deighton)

October 22 (Auburn University at Montgomery, Office of Continuing Education and Community Engagement, Neal Kelley)

September 15, 2022 (Laramie County Community College, Rhonda Priest)

September 16 (NJ Civil Service Commission, LaVida Stalsworth)

The 2022 graduation dates are unknown at the moment (The Centre for Organization Effectiveness, Sommer Kehrli)

The CPM program graduation is part of the MPAs Public Service Recognition Dinner. This year the date was May 11th, 2022. (Bridgewater State University, Jodie Kluver)

the week of September 19, 2022 (District of Columbia Department of Human Resources, Melinda Coles)

#### 120. Does your state/jurisdiction have a local CPM society?

N/A (Cleveland state University, Rob Ziol)

No (University of Nebraska Omaha, Ellen Freeman Wakefield)

No (Arizona State University - Bob Ramsey Executive Education, Shannon Zweig)

no (Texas State University, Miha Vindis)

No (State of Idaho- Division of Human Resources, Jana Huffaker)

No (Saginaw Valley State University, Susan Brasseur)

No (Center for Achievement in Public Service, Brian Remer)

No (Millersville University, Hope Schmids)

No (UW Madison Extension - Local Government Education, Daniel Foth)

No (Ball State University, Chad Kinsella)

No (University of Washington Tacoma Professional Development Center, Saralyn Smith)

No (Laramie County Community College, Rhonda Priest)

No (NM EDGE New Mexico, Jeanine Eden)

No (University of Colorado Denver School of Public Affairs, Ellen Patterson)

No (State of Nevada Division of Human Resource Management, Rebecca Kennard)

No (University of Kansas Public Management Center, Noel Rasor)

no (Hamline University, Kristen Norman)

No (The Office of Management and Enterprise Services, Janet Jones)

no (NJ Civil Service Commission, LaVida Stalsworth)

No (Bridgewater State University, Jodie Kluver)

No (The Centre for Organization Effectiveness, Sommer Kehrli)

No (Schaefer Center for Public Policy, Ann Cotten)

No - there has been some interest in AACPM beginning. COVID has had an impact on this taking root. (State of Iowa, Kim Hanson)

No, not yet. (Leiden University, Nikol Hopman)

Still pending (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

Yes (UT / Naifeh Center for Effective Leadership, Trent Clagg)

Yes (South Carolina Department of Administration, Stephanie Duncan)

Yes (Utah Valley University, Renae Deighton)

Yes (Mississippi State Personnel Board, Shondra Houseworth)

Yes (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

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

yes (MWCOG, Larissa Fitzhugh)

yes (North Carolina Office of State Human Resources, Reed Altman)

Yes (University of Georgia, Walt McBride)

Yes (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

Yes, a statewide Society and local chapters in cities across florida (FCPM/FSU, Dan Vicker)

Yes, but not active at this time. (District of Columbia Department of Human Resources, Melinda Coles)

#### 121. If yes, what is the size of the local CPM society membership?

102 members (South Carolina Department of Administration, Stephanie Duncan)

220 (FCPM/FSU, Dan Vicker)

3 members (Utah Valley University, Renae Deighton)

60+ (State of New Hampshire - Bureau of Education and Training, Stephen Mason)

80 (Arkansas Public Administration Consortium (APAC), Elizabeth Lundeen)

85 (UT / Naifeh Center for Effective Leadership, Trent Clagg)

about 60 (North Carolina Office of State Human Resources, Reed Altman)

Approximately 125 members (Auburn University at Montgomery, Office of Continuing Education and Community Engagement, Neal Kelley)

It’s medium in size - 70-90 members. (Mississippi State Personnel Board, Shondra Houseworth)

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

n/a (NM EDGE New Mexico, Jeanine Eden)

N/A (State of Nevada Division of Human Resource Management, Rebecca Kennard)

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

n.a. (State of Iowa, Kim Hanson)

NA (University of Nebraska Omaha, Ellen Freeman Wakefield)

Pending (University of the Virgin Islands, Dr. Oluwafemi Banjoko)

Unknown (University of Georgia, Walt McBride)

#### 122. Please indicate if your program provided the following supports for the local CPM society (select all provided):

46.67% 7 Educating candidates and graduates about the Consortium and Society through CPM Program Channels

26.67% 4 Other (describe):

13.33% 2 Facilitating connecting CPM graduates with AACPM in order to form a new society

13.33% 2 Willingness to position CPM Director as ex-officio member of state society board.

**Comments/Notes for "Other (describe):":**

1, 2 & 3 (Reed Altman, North Carolina Office of State Human Resources) 5/31/2022

All of these except "Facilitating connecting CPM graduates with AACPM in order to form a new society." (Elizabeth Lundeen, Arkansas Public Administration Consortium (APAC)) 5/3/2022

and willingness to position CPM Director as ex-officio member of state society board; Supporting and/or facilitating the Askew Awards process for state societies and help keep AACPM informed about Askew Award winner (Stephanie Duncan, South Carolina Department of Administration) 3/24/2022

n.a. (Kim Hanson, State of Iowa) 5/10/2022

### Section - PROGRAM ASSESSMENT

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

97.30% 36 Assessments of participant reaction to individual courses or sessions

91.89% 34 Assessments of participant reaction to overall program

89.19% 33 Assessments of participant reaction to individual course or session instructors

75.68% 28 Assessments of knowledge or skills from CPM used in the workplace

51.35% 19 Assessments of organizational impact of the participant’s CPM training

45.95% 17 Pre-program skill assessments

#### 124. 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.

82.35% 28 Capstone Project or Course

76.47% 26 Individual Presentations

76.47% 26 Individual Written Projects

50.00% 17 Team Presentations

44.12% 15 Team Written Projects

26.47% 9 Test/Exam

14.71% 5 Other (describe):

14.71% 5 Research Reports

5.88% 2 Quiz

2.94% 1 Assessment Centers

**Comments/Notes:**

journal responses (Neal Kelley, Auburn University at Montgomery, Office of Continuing Education and Community Engagement) 5/26/2022

N.A. in 2021 no CPM Program (Nikol Hopman, Leiden University) 6/1/2022

Portfolio (Jodie Kluver, Bridgewater State University) 5/31/2022

Survey of past graduates to assess skills used in the workplace (Elizabeth Lundeen, Arkansas Public Administration Consortium (APAC)) 5/3/2022

Team process 360, Project eval 360, Competency pre and post (Reed Altman, North Carolina Office of State Human Resources) 5/31/2022

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

86.96% 20 Anecdotal information received from participants

78.26% 18 Anecdotal information received from individuals at participants’ organization

73.91% 17 Survey of participants

69.57% 16 Evaluation of review projects

47.83% 11 Survey of participants' supervisors

26.09% 6 Survey of participants' direct reports

21.74% 5 Survey of participants' peers

#### 126. 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:

91.43% 32 Capstone Project or Course

82.86% 29 Individual Written Projects

80.00% 28 Individual Presentations

57.14% 20 Team Presentations

48.57% 17 Team Written Projects

28.57% 10 Test/Exam

22.86% 8 Quiz

14.29% 5 Research Reports

11.43% 4 Other (describe):

**Comments/Notes:**

journals (Neal Kelley, Auburn University at Montgomery, Office of Continuing Education and Community Engagement) 5/26/2022

N.A. in 2021 no CPM Program (Nikol Hopman, Leiden University) 6/1/2022

Portfolio (Jodie Kluver, Bridgewater State University) 5/31/2022

self-assessment at beginning and end of program (Saralyn Smith, University of Washington Tacoma Professional Development Center) 5/17/2022

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

83.33% 30 Self selected

55.56% 20 Agency assigned

11.11% 4 Other (describe):

5.56% 2 Instructor assigned

**Comments/Notes:**

Each participant presents an idea and the group votes on them. (Renae Deighton, Utah Valley University) 3/31/2022

N.A. in 2021 no CPM Program (Nikol Hopman, Leiden University) 6/1/2022

regional leadership assigns to cross section of agencies (Sommer Kehrli, The Centre for Organization Effectiveness) 5/31/2022

suggestions from field & advisory board & lead instructor (Kim Hanson, State of Iowa) 5/10/2022

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

93.94% 31 Anecdotal information received from participants

69.70% 23 Anecdotal information received from other individuals at participants’ organization

39.39% 13 Quantitative analysis of project return on investment

27.27% 9 Quantitative analysis of project impact on customer satisfaction

24.24% 8 Quantitative analysis of project impact on organizational expenditures

6.06% 2 Other (describe):

**Comments/Notes:**

N.A. in 2021 no CPM Program (Nikol Hopman, Leiden University) 6/1/2022

qualitative assessment of work & impact by lead instructor of CPM and occasional filed senior leader (Kim Hanson, State of Iowa) 5/10/2022

#### 129. How often is the course content and delivery format reviewed?

55.56% 20 Annually

36.11% 13 As needed, no formal review cycle

5.56% 2 Other (describe):

2.78% 1 Biannually

**Comments/Notes for "Other (describe):":**

Before and after each course is offered to participants (Ellen Freeman Wakefield, University of Nebraska Omaha) 4/18/2022

In preparation for Reaccreditation Review in 2021, entire curriculum was reviewed and revision and updates were made as needed (LaVida Stalsworth, NJ Civil Service Commission) 5/31/2022

#### 130. Do CPM graduates receive any of the following incentives for program completion?

44.12% 15 Don't know

32.35% 11 Promotional preferences

23.53% 8 Pay incentive

20.59% 7 Ability to substitute CPM for EDUCATIONAL experience

14.71% 5 Ability to substitute CPM for WORK experience

### Section - FINAL SECTION! SALARY/CAREER PROGRESSION TRACKING

#### 131. If you track salary progression for CPM graduates, please indicate your data sources. Select all that apply

97.22% 35 Do Not Track

2.78% 1 CPM Graduate Survey

#### 132. If you track career progression for CPM graduates, please indicate your data sources. Select all that apply

86.11% 31 Do Not Track

13.89% 5 CPM Graduate Survey

2.78% 1 Agency Personnel Records

2.78% 1 Official Wage Record Data