

**THE TEXAS CERTIFIED PUBLIC
MANAGER (CPM) PROGRAM**

WWW.TXSTATE.ECU/CPM

Accredited by the National Certified Public Manager Consortium

TEXAS CPM PROGRAM POLICIES & PROCEDURES MANUAL

Revised May 20, 2011

OFFERED BY:

TEXAS STATE UNIVERSITY'S

WILLIAM P. HOBBY CENTER FOR PUBLIC SERVICE

**601 UNIVERSITY DRIVE
SAN MARCOS, TEXAS 78666
512/245-3453 Office
512/331-7293 Fax
WWW.TXSTATE.EDU/CPM
HB02@TXSTATE.EDU**

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

Introduction and History

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

Texas State University began offering the Texas CPM Program for Texas after receiving authorization in April 1995 from the National Certified Public Manager's (CPM) Consortium. The CPM Consortium approved the Texas State University Public Service Academy as the delivery mechanism for the Texas CPM Program in at the Consortium's 1995 annual conference which was held in Little Rock Arkansas. The National CPM Consortium, which has been in operation for 26 years, authorizes only one organization per state to deliver the national CPM Program.

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

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

Continuing Education and CPM Program Credit

The CPM Program has been approved for Continuing Education Credit for a number of public and not for profit sector organizations including the Peace Officers, the Texas Commission on Law Enforcement Standards and Education (TCLOSE) and the Texas State Board of Public Accountancy. It has also been approved by the County Commissioners Education Committee for Commissioners Continuing Education Credit as mandated by the Texas State Legislature. For information about CEU's contact either the Director of the William P. Hobby Center for Public Service or your association's personnel department.

CPM Courses can be taken in any order or sequence. Participants receive a Certificate of Continuing Education Credit (CEU's) for management training & education from Texas State University. In addition, academic course credit, at no additional cost, may be granted to those students who register for CPM courses and are eligible to receive academic credit. Please contact the Director of the Hobby Center for information about receiving academic credit for courses completed.

The Texas CPM Program: Two Formats

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

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

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

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

CPM Curriculum

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

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

Track 7 requires the preparation and presentation of a major applied project, through which the student demonstrates the management skills, knowledge, and abilities, learned in previous CPM tracks.

Individual Management Development Plan (IMDP)

In addition to taking the 7 track sequence, students signing up for CPM Certification undertake an Individual Management Development Plan (IDMP). This is an informal mentoring program that consists of approximately 20 - 40 hours of elective training associated in the required area of study and includes membership in public management professional organizations and associations such as the American Society for Public Administration (ASPA) and the International City/County Management Association (ICMA). .

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

Take-Home Exams & Professional Assignments

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

Participants desiring CPM Certification may be provided a membership in organizations such as the American Society for Public Administration (ASPA) and the International City/County Management Association (ICMA). They receive ASPA and or ICMA publications such as PA Times and Public Administration Review (PAR). As a part of Individual Management Development Plan (IMDP) students may also receive subscriptions to other public administration publications such as *Government Technology and Governing*.

As a part of the Individual Management Development Plan participants in the CPM Program are encouraged to focus on their independent studies which can include internet studies, regular academic classes, workshops and seminars put on by state and local professional associations such as the Texas Professional Educators Association, the Texas Municipal League and the Texas Association of Counties.

Training that counts toward CPM elective requirement can also be provided by the participants own organization. Video training, web based training and other forms of electronic instruction can also count toward elective requirements.

CPM Projects

CPM students are required to complete a series of professional projects in several of the CPM tracks. For example in track 4 CPM students are asked to evaluate their organization or department's budget; in track 7 CPM students are asked to prepare a Power Point presentation and are required to do a capstone project which incorporates a completed survey or conduct a focus group.

Elective Credit Option

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

Confidentiality & Privacy Rights of CPM Participants

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

Graduation from the Texas CPM Program

After successfully completing the 7 course sequence, and the individual management development plan participants receive the designation of "Certified Public Manager." A graduation ceremony is held twice each year, in June and December at the Texas State Capitol. The graduation is a very prestigious event which features an outstanding graduation speaker. Two Governors of Texas, A US Congressman and other dignitaries have been among the graduation speakers over the last 15 years. It should be noted that since the first CPM graduation was held in 1996 over 1100 participants have graduated from the Texas CPM Program.

Admission to the CPM Program

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

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

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

Persons without a college degree can be accepted into the Texas CPM Program. CPM courses can be used for academic credit toward a Bachelor's or a Master's degree. To obtain academic credit at Texas State University students must follow the procedures of the Office of Extension Studies and must also meet the State of Texas (i.e. TSIP) for receiving academic credit from a Texas University. Students must also meet the requirements of the Texas State University undergraduate and graduate catalogs which can be found on the University's website at www.txstate.edu

Persons wishing to use academic credit for CPM courses toward degree programs at other universities must gain approval for these courses from their academic advisor.

The 2011/2012 Texas CPM Program Schedule

The list of courses for the 2011/2012 fiscal year is available (by location) at the Texas CPM website which is www.txstate.edu/cpm. Contact information for CPM Coordinators and registration information is also available at this website.

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

Cooperative Agreements with other Texas State Universities

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

Texas Tech University
Sam Houston State University
Stephen F. Austin State University
Texas A&M Corpus Christi
The University of Texas at Pan American
The University of Texas at Brownsville
The University of Houston

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

CPM Program Faculty

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

The CPM Program Cycle Coordinator (By Location)

All CPM locations will have a CPM Cycle Coordinator that is responsible for all 7 tracks at a specific location. Most of the time, the Cycle Coordinator is a university faculty member with at least adjunct faculty status. That person is responsible for organizing and coordinating each of the 7 courses in a CPM Cycle of Courses. The CPM Cycle Coordinator is responsible for designing and implementing the delivery of the CPM Courses at a particular location. The CPM Cycle Coordinator is the main point of contact with the students and the other faculty in the CPM Program. The Cycle Coordinator also designs and grades the take-home exams for their location.

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

Tuition, Fees, Reimbursements and Payment Options

Registration fees for each CPM track are \$595.00. This includes all textbooks and training materials. The cost for the entire 7 track program is \$4165. Since CPM tracks are often treated as short courses, which are directly related to an individual's professional development, the courses are often paid for by the participant's organization. Participants in CPM courses may also be eligible for tuition reimbursement from their organization. In addition, participants enrolled in degree programs at Texas universities, may qualify for financial aid. It should be noted that fees have not been raised in over 10 years.

Academic Credit

CPM participants graduating from any of the CPM Programs in Texas are eligible to receive 6 hours of undergraduate or graduate academic credit. Application must be made to the Director of the Texas CPM Program shortly after graduation.

CPM participants at locations run directly by Texas State University (San Marcos, Round Rock and San Antonio, Texas) have an option of receiving three (3) hours of academic course credit for each CPM track. Students must receive approval from the Director of the CPM Program prior to taking CPM courses for academic credit. Students seeking graduate credit can earn up to 12 hours of graduate credit for the CPM Program. Students seeking undergraduate credit can earn up to 21 hours of undergraduate credit for the CPM Program. At Texas State University, there is no additional cost for registering for academic credit.

Students seeking academic credit through extension at Texas State University can do so without being admitted to an academic degree program. However, before academic course credit can be applied to any Texas State University academic degree program, the student must first be admitted to that degree program by the university and meet the admission requirements listed in the Undergraduate and Graduate Catalogs.

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

Texas State University Degree Programs:

Master of Science: Interdisciplinary Studies (MSIS)

Master of Public Administration (MPA)

Bachelor of Applied Arts and Sciences (BAAS)

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

Master of Science: Interdisciplinary Studies (MSIS), is a 39 hour degree program. Texas State advisors will work to assist CPM students that live both inside and outside of the Central Texas area, to

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

The Master of Public Administration (MPA), is a 39 hour degree program which is nationally accredited by the National Association of Schools of Public Affairs and Administration. Normally 6-9 credit hours (2-3 CPM courses) can be counted toward electives in the MPA Program.

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

CPM Program Linkages to National and State Associations

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

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

The American Society for Public Administration (ASPA)

The National CPM Program for Texas is endorsed by the Centex Chapter of the American Society for Public Administration (ASPA) and linked in several ways to the national organization of American Society for Public Administration (ASPA). For example, Texas CPM participants are provided ASPA membership at no additional cost. In addition, Centex ASPA and the Texas CPM Program hold joint meetings and programs. The home page of the National Office of ASPA is [http:// www.aspanet.org](http://www.aspanet.org) The home page of the CENTEX chapter of ASPA is <http://www.main.org.aspa>

The International City/County Management Association (ICMA)

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

The Texas Municipal League & Texas City Management Association

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

Texas Society of Certified Public Managers

In July 1997 Texas established a Society of Certified Public Managers that is made up of graduates of the Texas CPM Program. The Society is linked to Certified Public Manager Societies in other States through the National Academy of Certified Public Managers. Participants who complete the 7 tracks are considered alumni of the CPM Program and are automatically eligible for membership in the Texas CPM Society. Information about the Texas Society for Certified Public Managers can be found on the **Texas CPM home page which is www.txstate.edu/cpm**

The National Certified Public Manager's Consortium 7 Competencies

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

Personal and Organizational Integrity

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

Managing Work

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

Leading People

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

Developing Self

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

Systemic Integration

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

Public Service Focus

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

Change Leadership

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

Additional Features of the Texas CPM Program

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

2. University Benefits--Texas CPM Members are eligible for Texas State University Benefits such as library cards and Texas State University Net ID's which allow them to access university library resources

and databases. Texas CPM graduates are also considered as Texas State University Program alumni and are entitled to all rights and privileges of alumni.

3. National CPM Association Linkages--Membership in the CPM Program for Texas ties a participant into membership in related CPM organizations. The Texas Society for Certified Public managers was created in 1997. The Association holds a statewide conference at least once per year. In addition, Texas CPM graduates are eligible upon graduation to join as members of the American Academy of Certified Public Managers (AACPM).

For Additional Information about the Texas CPM Program contact:

Dr. Howard R. Balanoff, William P. Hobby Professor &
Director, William P. Hobby Center for Public Service
Texas State University
San Marcos, Texas 78666
Office Phone: 512/245-3453; Austin voice mail: 512/422-8955
Fax: 512/331-7293
Internet e-mail: hb02@txstate.edu
Webpage: www.txstate.edu/cpm

CPM COURSE DESCRIPTIONS

Track 1: Public Personnel Administration

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

Track 2: Managing for Quality

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

Track 3: Organizational Communication

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

Track 4: Public Finance & Budgeting

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

Track 5: Productivity and Program Evaluation

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

Track 6: Information Systems for Managers

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

Track 7: Applied Projects Practicum

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

Individual Management Development Plan (IMDP)

The purpose of this course is to provide students with an individualized plan for self development as a public manager. The student will be encouraged to work with individual public sector mentors and to pursue a self study improvement program under the direction of one or more CPM Instructors.

CPM CURRICULUM OBJECTIVES

Required Courses

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

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

CPM Course Objectives

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

Track One - Objectives for Personnel Administration

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

Track Two - Objectives for Managing for Quality

1. Participants will understand the major principles in the field of public management and understand how to apply these principles to their workplaces. Special emphasis will be placed on understanding the principles of Total Quality Management (TQM) put forward by W. Edwards Deming.
2. Participants will understand the role of ethics in the public sector. National and state laws will be explored and ethical principles will be explained through the use of ethics simulations and role play.

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

Track Three - Objectives for Organizational Communication

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

Track Four - Objectives for Public Finance and Budgeting

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

Track Five - Objectives for Research, Productivity, Program Evaluation

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

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

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

Track Six - Objectives for Information Systems for Managers

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

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

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

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

Track Seven - Objectives for Applied Projects Practicum

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

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

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

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

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

Track 8 - Individual Management Development Plan

1. Participants will develop an individual management development plan, in coordination with the CPM faculty advisor that will overcome identified management weaknesses of CPM students. The student is expected to improve their weakness through a program of attending professional conferences and using print and web based resources which are made available through the Texas CPM Program

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

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

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

4. Participants will become familiar with the National and Texas CPM Organizations and are expected to participate in local and state meetings such as the Texas Society for Certified Public Managers Annual Texas Meeting. As CPM graduates they are encouraged to join the American Academy for Certified Public Managers (AACPM).

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

Course (Track) # _____ Title _____

Location: _____

The registration fee of \$595.00 per person per track (\$4165 total) includes admission to the CPM Courses and all textbooks and training materials. The fees **do not** include lunch .or hotel accommodations.

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

For each track you must complete a course registration form, and enclose a check or purchase order for **\$595.00**, payable to Texas State University's William P. Hobby Center for Public Service. Mail both the check and registration form to: Dr. Howard R. Balanoff, Director, William P. Hobby Center for Public Service, Texas State University, 601 University Drive, San Marcos, Texas 78666. **TELEPHONE:** 512/245-3453; **FAX** 512/331-7293. E-mail is hb02@txstate.edu Online registration is also available on the CPM website which is www.txstate.edu/cpm

The Texas State University refund policy is to provide persons who register with an 80% refund prior to the start of each course. To receive a refund, requests must be received in writing prior to the start of the course. No refund will be given after the start of each course. In the event of insufficient registration, SWT, reserves the right to cancel the course; a 100% refund will be made to the registrants.

Name _____

Job Title _____

Organization _____

Address _____

City _____ State _____ Zip _____

Telephone(s) _____ Office; _____ Home

Fax _____; E-mail address _____

Total Fees Enclosed _____

Purchase Order # _____

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

MEMORANDUM

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

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

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

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

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

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

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

CPM TRACK 7 GUIDELINES FOR APPLIED PROJECT

Pick a topic in the area of public and/or non-profit administration and management. Do about a 15-page paper. For footnotes bibliography, etc. please use the APA Documentation Style handout, which I have provided for you. If you wish you can also use the book, *Step by Step: Building a Research Paper* as a reference. This book will be provided to all participants in Track 7.

Prior to completing your project, you should also be prepared to do a 10-15 minute oral presentation on your project when we meet for the February session of Track 7. To ensure graduation in June 2011, the completed written paper/project should be turned in no later than May 30, 2011 which is about 2 weeks prior to the scheduled date of graduation.

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

INTRODUCTION (1-3 pages)

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

REVIEW OF THE LITERATURE (5-8 pages)

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

RESEARCH (4-5 pages)

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

METHODOLOGY (1-3 pages)

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

CONCLUSION & RECOMMENDATIONS (1-2 pages)

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

The following information is a resource that will be provided to you on how to build your Applied Project

STEP BY STEP: BUILDING AN APPLIED RESEARCH PROJECT

**by Dr. Patricia Shields,
Professor & Director, MPA Program
Texas State University
Adapted for the Texas CPM Program**

**by Dr. Howard R. Balanoff,
Professor & Director
William P. Hobby Center for Public Service
Texas State University**

Introduction

The purpose of the publication, *Step by Step: Building a Research Paper* is to help students gather research materials in order to do a research project related to management or policy issues in the public and/or non-profit sectors.

The *Step by Step: Building a Research Paper* publication is provided for each student signing up for Track 7. These notes are designed to help the CPM student use Dr. Shields publication for their track 7 project.

The Literature Review

The first step in doing a research paper is to find relevant literature on the topic of your choice. Literature can be found in a variety of libraries and now of course the Internet. Information includes articles, books and reports. You can also use government documents and reports as sources of information. Newspaper articles are another source of information.

For track 7 the CPM Participant will identify and collect about 8-10 sources on the topic of their choice. The next suggested step would be to do abstracts on each source. If you wish, you can put the original article, Internet document etc. in the Notebook discussed in Dr. Shields book with the abstracts in the front of the article.

Taking and Organizing Notes

In addition to doing abstracts, the student will want to take notes on the articles, books, materials etc. which have been read. In order to help with organizing the project, notes should include the last name of the author, the year the article was written and the page number. Article page numbers should be in the margin and correspond to the relevant material. The author(s) name(s) and article date should be placed at the top of the page. If copied word for word quotations should be indicated. Finally notes should be sorted in the notebook alphabetically by the name of the author(s).

Bibliography

Keep a list of articles, books or documents that you plan to use in your project. Prepare a bibliography in accordance with the Diane Hacker book, which has been provided.

Developing and Organizing an Outline

Begin an outline with a brainstorming list. Put your brainstorming list on several sheets of paper and retain them for future reference. What ideas, facts, critical points concepts etc. should be included in your paper. Try to be creative. Write everything down on paper you can organize and cut your topics later in the process.

A pattern should emerge from your notes and ideas. There should be a natural grouping of topics. Two topics that will always be present are the introduction and the Conclusion. The other major headings will be developed from your notes and brainstorming ideas. Broad categories become subheadings of the outline. The listing of the subheadings should be organized with a purpose in mind.

After the first outline is developed, you can begin work on a second outline. The second outline can integrate additional notes from your resource materials into the outline.

Outlining is a critical element of professional writing. The most important factor is the integration of the notes into the outline. Once the first outline is finished the student should read through all of the notes and work to integrate the notes into the outline. Notes should be sorted alphabetically by the last name of the author.

When a reference is useful, it should be inserted (author, year, last name of the author, year, page) into the outline with perhaps a key word or phrase. It is best to leave lots of space to insert the references.

Dr. Shields has an image, which resonates with the students when she discusses the Notebook Method. It is of a student in front of a computer with lots of books and articles all over the place. Piles are everywhere--on the floor, on the table. Books are on top on books, which are on top of articles. The frantic student is muttering, "where is that reference anyway?" The systematic integration of the literature into the outline reduces the likelihood that this scene will occur.

When all the notes have been integrated into the outline, the student is ready to write the paper. The actual writing process often goes smoothly because the paper is organized in accordance with a good outline.

RESEARCH COMPONENT

In addition to doing a literature review, which consists of at least 8 abstracts, the student will complete a research component for the project. The research component will include one of the following elements.

1. A survey of at least 8 questions, which could be administered to at least 10 people. The survey could be either closed or open ended.
2. Interviews with at least 5 people. One of the differences between an interview and questionnaire is that questions are asked face to face, instead of being answered on a form. Suitable questions should be developed ahead of the interview. The responses should be compared with each other.
3. A Focus Group. Put 5 to 10 people around a table and ask them a series of questions. Once again, suitable questions should be developed for the focus group. You may want to tape record the responses or have a recorder take good notes. The responses from the individuals should be summarized and compared with each other.

List of Contacts

One of the sections of your project could be devoted to a list of contacts, which provide you with assistance in preparing your project. Contacts include but are not limited to persons interviewed and surveyed. If you use a focus group, you should also list the participants of that group, unless they request confidentiality.

