

CONTINUING ACCREDITATION REPORT
ON
THE MISSISSIPPI CERTIFIED PUBLIC MANAGER PROGRAM

Presented to:

The National Certified Public Manager Consortium

By the Review Committee:

Haldane F. Davies, Committee Chair
Neal Kelley, CPM Instructor
Genevieve Whitaker, CPM Graduate

August 2018

We, the members of the committee appointed to review the Mississippi Certified Public Manger (MCPM) program for continuing accreditation are pleased to report we have completed our review and **recommend, without qualifications, that the Mississippi CPM program be re-accredited for the maximum period authorized by the bylaws.** Our recommendation is based on the following findings:

Findings

1. MCPM program administrators submitted all required program documentation to each of the review committee membership;
2. After review by committee members all supplemental documentation was provided on a timely basis during the site visit;
3. In the matter of general program requirements the committee determined that:
 - A. Adequate linkages exist with institutions of higher education;
 - B. An advisory board is actively involved in dealing with appropriate program issues;
 - C. The program, while emphasizing service to state government, is actively and successfully marketing to local and federal customers;
 - D. Program requirements are clear and accessible to all applicants and candidates;
 - E. An alumni association is active and assists in the promotion of the program;
 - F. A CPM with Excellence program that allows for CPM graduates to participate in structured continuing education professional development is in place and part of the MCPM program.
 - G. The program has a systematic process and approach to measuring the effectiveness of courses and instructors based on participants reviews. A favorable result has been the recognition of the program by ACE for the granting of academic undergraduate and graduate credits for the program.
 - H. Many of the program personnel have been in place for an extended period of time and demonstrate extensive familiarity with its content.
4. In the matter of program organization, we find:

- A. Adequate financial support exists from a combination of appropriated funds and fees. MCPM is funded by the state and departments assists with providing any additional funding for those who travel to participate in the program;
 - B. Program instruction is provided by a combination of well qualified state employees and contract instructors who are dedicated to the tasks and committed to providing a high quality of instruction and learning opportunities that are grounded in the tenets of the program.
5. We find thorough documentation of administrative policies and procedures in a combination of administrative policy and formal regulations.

We further find:

- A. A formal electronic tracking system, MAGIC (formerly MELMS) is in place and steps are being taken to improve its capabilities and user-friendliness;
 - B. Project requirements are clear and the use of projects in the curriculum is one of the strengths of the program;
 - C. Adequate security exists for student records and the application and progress toward completion are documented;
 - D. Student evaluations are based on a series of formal assessments that are linked to the competencies and goals of the program.
 - E. There is an information management system in place that verifies the validity and reliability of data.
 - F. Student satisfaction is generally high as evidenced through testimonies from current and past students of practical application of course content in the workplace. Students claim to be better and more effective managers as a result of participating in the program.
6. In the matter of course materials we find:
- A. Courses provided are balanced to adequately cover the required competencies;
 - B. Course syllabi that include learning objectives exist for each course and there is a process for the review of course materials;

- C. The program, while responsive to the competencies, is well integrated with other generally expected subject knowledge and on-the-job application;
 - D. Clear policies regarding substitutions are in place;
 - E. All requirements regarding hours of instruction are met.
7. We find examinations and projects to be one of the strong points of the MCPM program.
8. In regard to program evaluation we find:
- A. Each course is adequately evaluated by students;
 - B. Each instructor is adequately evaluated by students;
 - C. There is strong feedback from agency managers, of high satisfaction based upon their continued use of the program and, most importantly, the utilization of CPM graduates for special assignments and strategic deployment.
9. We examined a detailed list of candidates who are enrolled in all six levels of the program.
10. We discussed the program perceived strengths and opportunities for improvement. We are impressed by the efforts to address areas needing improvement, especially:
- A. Capacity to meet demand. Because of the programs recognition and its links to performance benchmarks, there is an oversubscription of applicants for the available slots. MCPM is exploring the possibility of increasing the number of instructional locations based on the availability of funds.
 - B. Use of electronic learning tools within the program; MCPM is exploring alternative forms of delivery statewide in collaboration with the CPM Association in an effort to increase capacity and more effectively meet the needs of the public service while maintaining the quality of the program.
 - C. CPM with Excellence. MCPM is exploring more opportunities for course offerings in the CPM with Excellence program based on CEUs required, and considering accepting more CEUs from other organizations that satisfy program requirements.

- D. Program funding. MCPM is exploring more opportunities for funding including increases in state budgets and the addition of fees, where applicable, while remaining compliant with the state's desire to fund the program.
11. The committee recommends the program review and consider examining course content and program administration in the following specific areas:
- A. Strategy Development. Establish a clear and systematic approach to planning that is fact-based, stimulates and incorporates innovation, data analysis, key processes, and action plan deployment and modification. This approach may help the agency to form collaborations quickly that result in measureable outcomes and program adjustments.
 - B. Measurement and Knowledge Measurement. MCPM may benefit from an expanded approach on how it selects, gathers, manages, analyzes data and information, and make decisions.
 - C. Program continuity. MCPM may benefit from establishing a clear approach for program continuity through succession planning and enhanced documentation of processes to avoid gaps in program quality, continuity, sustainability, and management of organizational knowledge assets including faculty, staff, and systems.
 - D. Technology as an Active Learning Tool. With the prevalence of interactive learning tools in education, MCPM should consider the increased use of educational technology in the classroom.
 - E. Strategic Use of Results for Program Improvement. MCPM may enhance its performance by improving favorable measures and trends in participant learning and process results, customer results, workforce results, leadership and governance results, and budget, financial, and market results.
 - F. Customer Service and Engagement. In addition to course and faculty evaluations, MCPM should consider establishing a clear process to obtain information from students and other customers and improve ways to better determine customer satisfaction and customer engagement; and enhance its approach to program and service offerings and student and other customer support. More opportunities to access the program may be made available by offering electives across the state and engaging in conversations with more agency managers about the value of the program.
 - G. Workforce Development. Develop an approach to further assess MCPM's workforce capacity and capability to build an effective and supportive

environment and climate including benefits and policies, workforce engagement and performance, and workforce and leader development.

- H. Leadership Engagement. MCPM should place renewed emphasis on organizational learning, innovation, and intelligent risk taking to improve program offerings and encourage managers to inspire creativity within their teams. MCPM should also continuously seek ways to ensure responsible governance, performance evaluation, legal and ethical behavior, and societal responsibilities.
- I. Operational Effectiveness. MCPM should seek new ways to increase funding, control overall costs, and ensure reliability of information management systems.

The program has many strong points. We were especially impressed by:

- A. Leadership and Governance Structure. The personal action of senior leaders guide and sustain the program. Senior leaders meet quarterly to discuss any challenges within the program and engage in teaching and promoting the program across the public service. They talk about the vision, mission, and values of the program and deploy these through the learning modules and the many projects in which participants engage. Leaders demonstrate commitment to legal and ethical behavior and communicate to the workforce through regular staff meetings, emails, and face to face interactions. The governance system is embedded within the state government structure and ensures that program participants and graduates are rewarded through a benchmark system of increments to participants on completion of each of the six levels, as funds are available.
- B. Program Review and Assessment. MCPM follows a systematic approach to program operations and the continued enhancement of program, service, and process design. Examples include the new structured approach to program review and development, module enhancement, supply chain management, and innovation management over the last two years.
- C. State Support and Linkages to Benchmarks. The participant reward system is embedded within the state government structure and ensures that program participants and graduates are rewarded through a benchmark system of increments on completion of the first three levels and again on completion of the second three levels, as funds are available.
- D. On-line and Accessible Information for Applicants and Participants. Program applicants are able to track their progress through the various levels of the program from application to graduation.

- E. CPM with Excellence. This program is highly regarded for its ability to provide high value professional development and continuing education content to graduates of the MCPM program. It is highly valued and highly subscribed.
- F. Quality and Commitment of Instructors. Instructors are knowledgeable, engaging, passionate, and utilize a variety of teaching and learning approaches to increase participant attention and performance.
- G. Program Embeddedness within the State Personnel System. The MCPM program is fully embedded in the Mississippi State Personnel Board and receives annual appropriations from the state. It is a signature program of the Board and has a favorable reputation across the state when compared to other training programs.
- H. Approval by ACE for Granting of Academic Credits for the Program. Graduates of the program are granted undergraduate and graduate credits for the program that go toward the obtaining of bachelors, masters, and doctoral degrees at many universities across the state.

The findings and recommendations are based on a review of all documentation by the committee and confirmed by a site visit by the chair on August 2-3, 2018.

Committee Recommendation:

Accredit Accredit Provisionally Not Accredit

Recommendation endorsed by consensus of the committee and respectfully submitted by:

Name: Neal Kelley, Alabama CPM Program

Name: Genevieve Whitaker , USVI CPM Program

And



 Haldane Davies, Chair, for the Committee

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 Date