

Tab 1: Introduction and Overview

Section 1: Program Overview

- A. The Tennessee Certified Public Manager® (CPM) Program is based in the Naifeh Center for Effective Leadership, an agency of the University of Tennessee Institute for Public Service (IPS). The Institute for Public Service (IPS) serves as the public service outreach source for The University of Tennessee. Through its six agencies, IPS assists city and county governments as well as State employees in Tennessee, trains law enforcement personnel on a local, regional and national level, and helps Tennessee manufacturers reduce costs and increase revenue.
- B. The Tennessee CPM program advances and enhances the mission of the Naifeh Center by aligning with the institute's key elements. Those key elements are to Discover, Educate, and Connect. The Tennessee CPM program strives to assist our customers to discover new methodologies and philosophies by being exposed to current trends in public management through subject matter experts with field-proven experience to assist in the successful completion of current and relevant managerial demands. The program then proceeds to educate the participants by learning trends and best practices of positive workflows and styles within organizations to produce the best possible outcomes. Finally, the Tennessee CPM program connects the candidates to their individual agencies by providing active research opportunities in key problem areas and applying real solutions based upon key factors learned throughout the program. By upholding these three main focal areas in our curriculum, the Tennessee CPM program embodies the mission of the Naifeh Center for Effective Leadership.
- C. Key Deliverables of the Tennessee CPM program:
 - The Tennessee CPM mission, values, and vision are as follows:
 - i. **Mission:** We serve business and government to improve the lives of Tennesseans.
 - Values:** people, diversity, relationships, integrity, and excellence. **Vision:** We envision Tennessee as a global leader with thriving business and industry, efficient and effective government, and vibrant communities.
 - The **Tennessee CPM program goals and objectives** are:
 - i. Providing high-quality instruction which enhances participant performance in competencies identified as essential to managerial effectiveness in Tennessee state and local government.

- ii. Using multiple sources of feedback to build participant self-awareness concerning the impact of their own behavioral style, values, beliefs, and competencies on managerial performance.
- iii. Facilitating participants' applications of learning on the job to improve effectiveness of Tennessee state agencies/universities, local government organizations and other participants.

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- The Tennessee CPM is a course of study consisting of 300 hours of training in the practical application of recognized public management theories and best practices. The curriculum of the Tennessee CPM Program is designed in conformance with the requirements of the National Certified Public Manager® Consortium. Participants are required to demonstrate proficiency in seven fundamental public management competencies:
 - Personal and Organizational Integrity
 - Developing Self
 - Managing Work
 - Public Service Focus
 - Leading People
 - Change Leadership
 - Systemic Integration

The Tennessee CPM program is divided into four modules consisting of 65 hours each culminating with a Capstone Project valued at 40 hours for the program delivery. The first module, Managing Development Planning, focuses upon the interpersonal leadership and basic skills needed to supervise workers. Participants who complete the first module are eligible to continue their development into the remaining three successive modules. These are: Managing Daily Operations (Module 2), Collaboration Across Management Levels (Module 3) and Public Organization Strategic Leadership (Module 4), in which additional management skills for leading a department or entire organization are developed. After successful completion of the four modules, the Capstone Project provides the opportunity to apply theory, skills and abilities within a proposed project within the participant's current service position culminating with a final presentation and discussion of the project.

Each module consists of 3 eight-hour class sessions (96 hours total), 33 hours of online classes (132 hours total) and 8 hours (32 hours total) of reflections.

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- The program fee for the Tennessee CPM program is \$3,500, which includes all materials needed for the program including lunches. The inaugural class fee was \$4,980 to assist with the development costs of the program.
 - The Tennessee CPM class has placed much emphasis on the 12 class meetings. The participants utilize this time to reinforce the networking opportunity to build relationships and experiences with each other. Each class brings a different subject matter expert with real life examples and opportunities to discuss many ranges of management. Many times, during the presentations, the participants ask questions related to their agencies which in turn sparks other questions to ultimately deliver a rich learning experience for all the candidates. Each candidate is required to submit a reflection of each class. The reflection is a twopage document stating the student's involvement in the class with application to his or her own agency and day-to-day workload from the class content.

- D. The Tennessee CPM program first applied to the Consortium in 2011. Research was conducted by the Naifeh Center for Effective Leadership to compile curriculum and content for the courses in preparation for a 2016 launch. However, due to staff changes in the Naifeh Center, the launch for the Tennessee program was delayed until 2018. Much more research and recruiting was conducted in 2017 in preparation for the launch. The program successfully launched in January 2018 with an inaugural class of 15 candidates representing Federal, State, and local government employees.

E. **Annual Report**

Tab 2: Program Design and Organization

Section 1: Program Model

A. Institutional/Organizational Structure

a. **Organizational Chart**b. **Program Instructors**

- i. January – Trent Clagg
- ii. February – Elisha Hodge
- iii. March – John Grubbs
- iv. April
 - 1. Jeff Stiles
 - 2. Chuck Shoopman
 - 3. Derek Newport
 - 4. Thomas Moats
- v. May
 - 1. Gail White
- vi. June – Tim Waldo
- vii. July – Trent Clagg
- viii. August – Dr. Jenni Bates
- ix. September – Dr. Jeff Lindsey
- x. October – Dr. Macel Ely
 - 1. Deputy Governor Jim Henry
- xi. November – Dr. Macel Ely
 - 1. Secretary of State Tre Hargett
- xii. December – Trent Clagg

B. **Program Model**

- a. The program consists of a hybrid online and in-class instruction. Candidates complete coursework and submit reflections throughout the program. Once coursework is completed, a Capstone Project reflecting the seven core competencies is presented and submitted demonstrating compliance with the National CPM competencies.

C. Linkage between government and higher education institution

- a. The Naifeh Center for Effective Leadership currently supports all state of Tennessee employees with leadership training. Our sister agencies in the Institute for Public Service offer assistance and training for Counties and Municipalities as well as local government law enforcement. Our primary



function in these relationships is detailed out in Tennessee state law as our purpose and will continue to be until legislation is changed.

- b. **Letters and Agreements and Support.**

Section 2: Program Advisory Board

A. The Tennessee CPM program has an advisory board representing leaders of state agencies, local government representatives, private consultants, CPM Program Coordinator and the CPM Director.

a. **Advisory Board By-laws**

b. **Advisory Board Members**

- i. Dr. Charley Deal, *Associate Vice Chancellor for Alumni Relations and Annual Giving, University of Tennessee at Martin* ii. Dr. Trish Holliday, *Assistant Commissioner and Chief Learning Officer for TN Department of Human Resources* iii. Dr. Bridget Jones, *CEO Jones-Bridget Consulting Group and contract employee for the Tennessee Department of Economic and Community Development* iv. Dr. Jenni Bates, *Employee and Organizational Development Consultant, Leadership Development, Oak Ridge National Laboratory (ORNL)*
- v. Dr. Macel Ely, *Executive Director, University of Tennessee's Naifeh Center for Effective Leadership* vi. Mike Walker, *President of the Tennessee City Management Association (rolling off)* vii. Joe Barker, *Executive Director, Southwest Tennessee Development District* viii. Kim Harmon, *Inspector General, Tennessee Department of Finance and Administration*
- ix. Richard Moore, *Assistant Director Training Division, Tennessee Bureau of Investigation*
- x. Jeff Stiles, *Captain of the Knoxville Police Department and Adjunct Faculty at the University of Tennessee*

Section 3: Program Delivery and Operations

A. **Admission Capability.** The Tennessee CPM program is open to all interested applicants from all forms of government, public, and private. Our current inaugural class consists of federal, local government including city and county, and state employees.

a. **CPM Class Directory 2018**

B. **Program Requirements.** As stated in our handbook, participants are required to complete 300 hours of the instruction, online and in-class, including the Capstone Project. In line with class participation, participants are required to write 16 reflections based upon the coursework and application to their daily tasks. If participants are unable to attend a session, it is made up via video and one-on-one instruction from the instructor, which covers the hourly requirement.

a. CPM Flyer

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- C. **Timeframe for Completion**. The program is framed around a 12-month completion timeframe. Each participant steps through the modules in three month increments and finally completes the Capstone Project at the end of the program/year.

Section 4: Program Funding

- A. The Naifeh Center for Effective Leadership provides fiscal oversight of the Tennessee CPM. The program is primarily funded through tuition payments from participants and their respective agencies. If a deficiency should arise, the Naifeh Center for Effective Leadership will supply funds as needed to support the Tennessee CPM. Should an extreme hardship arise for the program, the Naifeh Center has several endowments available to assist in funding.

a. Tennessee CPM Budget

Tab 3: Administration Policies and Procedures

Section 1: Program Policies and Procedures

A. Written Policies

- a. **Eligibility/Application process** – The application process is a simple online form showing demographic information and payment ability.
- b. **Admission** – The Tennessee CPM program features an open enrollment policy for all individuals to attend especially those newly in or seeking to find a management position. Applicants are required to submit a letter of intent and supervisors are required to submit a letter of recommendation. Due to the requirement of the Capstone Project, the candidate must be able to assess and analyze their agency while looking for a fiscal policy or other agency policy or procedure that needs improvement. This project requirement makes it necessary for the candidate have a place to conduct this work.
- c. **Tests** – The online classes contain a pre-test and post-test of the content to survey the participants showing growth in the subject area. Also, each participant is required to complete a two-page reflection of each class and module to demonstrate application and completion of classes.
- d. **Projects** – The candidates are subject to several projects during class time to facilitate discussion of specific topics. The final project for the CPM class is the Capstone Project that culminates all the competencies together and assessed by subject matter experts and CPM staff at the end of the program.
- e. **Elective Credit/Substitution of Prior Training** – Within the Institute for Public Service there are three programs that offer training that the Tennessee CPM program will award 15 hours of online hour credit. The Naifeh Center for Effective Leadership offers the Local Government Leadership Program (LGLP), which offers classes that align with the CPM competencies. The County Technical Assistance Service offers the **County Officials Certificate Training Program (COCTP)**, which contains core classes that align with CPM competencies, and the Municipal Technical Advisory Service offers the **Municipal Management Academy (MMA)**, which many of the offerings in this certification align with CPM competencies. Within the State of Tennessee there are 3 programs that can receive credit upon application of the CPM program. Those are Tennessee Government Management Institute (TGMI), Tennessee Government Executive Institute (TGEI), and LEAD TN. The Tennessee CPM program awards up to 40 hours of online instruction to those demonstrating completion of these programs.
- f. **Confidentiality and Privacy** – The University of Tennessee protects the privacy of students and participants pursuant to the provisions of the Family Educational Rights and Privacy Act (FERPA).

• **CPM Flyer**

Section 2: Program Tracking System

- A. **Candidate Tracking System** - All candidates enrolled in the Tennessee CPM program are housed in our learning management system entitled K@TE also known as Cornerstone. This system tracks the progress of candidates through the program

allotting credit for online classes and instructor led classes. The candidates are able to login and print transcripts and see their status as they complete modules.

B. **Candidate List of Participants**

Section 3: Program Security Measures

A. **Security Measures** – The program adheres to strict security standards with records and assessments. Each student's LMS account is encrypted and password protected as well as other assignments submitted. All paper documents are also locked with physical security nightly.

a. **Student Handbook**

Section 4: Assessment Review Standards

A. **Assessment Review Standards** – The competencies are clearly stated in the student handbook and are aligned to in-class instruction and online courses. All curriculum is wrapped around the seven Certified Public Manager competencies and candidates demonstrate application through monthly reflections.

a. **Student Handbook**

b. **Module Competency Matrix**

Tab 4 Program Course/Curriculum Design Structure and Delivery

Section 1: Course Delivery

- A. Course delivery methods contain a hybrid approach to in class instruction and online class instruction. See **Teaching & Learning Strategies in handbook.**
- B. **CPM Curriculum and Daily Lesson Plans**

Section 2: Course Materials

- A. **Core Curriculum** addresses all seven competencies in the CPM Model.
- B. **Learning Outcomes** – The program has stated overarching goals and themes for the participants to walk away knowing and achieving by completing the program.
 - a. **Overarching Program Themes**

Section 3: Examinations and Projects

- A. **Relationships between projects and curriculum** – Each candidate is required to complete the Capstone Project at the end of the program. Each monthly class session, candidates are encouraged to apply the curriculum to their project. Many of the topics discussed are very practical in daily job functions and will enhance the Capstone Project when applied.
- B. **Requirements for projects** – The candidates complete all online and instructor led classes and then are required to complete the Capstone Project as a culminating project in the program.
- C. **Group Projects** – Participants are encouraged to participate in group discussions and projects within the daily class sessions. The final Capstone Project requires individual participation and discourages groups for the initial cohort.
- D. **Methods for Feedback on Projects** – Throughout the program, the candidates are asked to share progress of his or her Capstone Project. The program coordinator and other classmates provide feedback on each project after they are presented throughout the program. Another method for feedback on projects is a rubric for the Capstone Project. The last day of class, a panel of subject matter experts including the program coordinator will evaluate the participants with the rubric and discussion. Each candidate is required to score an 80% or above to pass the program.
- E. **Assessment Process** – The program requires each candidate to complete a reflection paper after each class and module. The candidate is asked to review the content and explain application to their organization. During the program, the candidates are required to take the pre-test on the online portion of the curriculum before each class. The candidates are assessed on the post-test and are required to pass before finalizing the class.

F. Participants Receive Feedback on Assessments

As candidates complete the post-test on the online portion of the program, they are made aware of questions missed. Students receive assessment results after taking the post-test.

- a. **Capstone Project Requirements**
- b. **Capstone Project Rubric**
- c. **Online-Class Assessment Report**

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Tab 5: Program Evaluation

Section 1: Program Plan

A. Program has a Strategic Plan

The Naifeh Center has oversight from the Institute for Public Service which has a strategic plan. The Tennessee CPM program falls under the strategic plan for the Institute for Public Service.

- a. **Strategic Plan**

Section 2: Data Collection A.

Data collected:

- a. **CPM Aggregate Class Evaluation**

Section 3: Program Improvement and Sustainability

- A. **Evaluation for program development** – The program conducts an end of the year evaluation to be completed at the last class. The Tennessee CPM administration will review the responses and evaluate the curriculum accordingly. The Tennessee CPM strives to be relevant and applicable to current job demands and will take appropriate measures to apply positive changes to the program to enhance participants experience and productivity.

- a. **End of Course Survey**
- b. **Tennessee CPM Program Assessment Plan**

Tab 6: Program Development and Sustainability

Section 1: **Program Strengths & Weaknesses**

A. **SWOT Analysis**

B. **Tennessee CPM Program Assessment Plan**