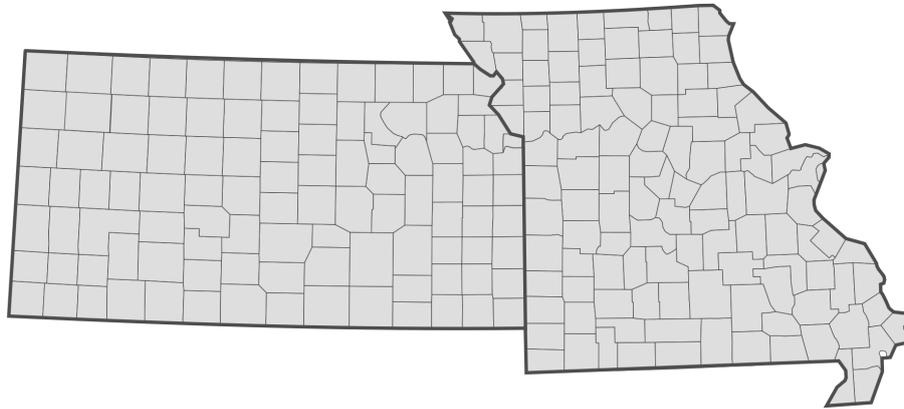




CERTIFIED PUBLIC MANAGER[®] PROGRAM



Kansas-Missouri
Regional CPM Proposal
for the National Certified Public Manager[®] Consortium

KU
PUBLIC MANAGEMENT
CENTER

The University of Kansas

Proposal Request

The University of Kansas, School of Public Affairs and Administration, Public Management Center, administers the Kansas Certified Public Manager® Program. The Public Management Center (PMC) requests the approval of an extension of the state of Kansas CPM boundaries to include the state of Missouri. This would become a regional Kansas/Missouri Certified Public Manager® Program. Kansas CPM graduates would earn the Kansas CPM certificate, while Missouri CPM participants would earn the Missouri certificate.

Brief Overview of the Kansas Certified Public Manager® Program

The Kansas Certified Public Manager program was accredited in 1993 and has over 1,800 graduates. The Kansas CPM program is a cohort model. Annually there is a Topeka cohort, Kansas City Metro cohort, and Law Enforcement Leadership Academy (LELA) cohort. In addition we have a cohort that rotates between Southwest Kansas, Southeast Kansas, and Hays to serve the State of Kansas. Typically we have approximately 85 CPM graduates annually.

The Kansas CPM program has three formal partnerships: The Kansas Association of Counties, The Kansas League of Municipalities and the Mid-America Regional Council of Government. Our partnerships will be discussed in more depth in the following section on partnerships.

Description of the Jurisdiction in which the Program Proposes to Provide CPM training and/or Confer the CPM Credential

The Regional Kansas/Missouri Certified Public Manager® Program would serve public managers from federal, state, city and county government as well as non-profit organizations with a public service mission from the State of Kansas and Missouri.

Rationale for Proposal of a Regional Kansas/Missouri Certified Public Manager® Program

The Kansas CPM Program proposes developing a regional Kansas/Missouri Certified Public Manager® Program for the following reasons: there is an unmet need as Missouri managers have not had the opportunity to earn the Missouri CPM designation for several years; the Missouri entities have had difficulty to sustaining offering the credential, the Kansas CPM program has had CPM graduates from Missouri; and the PMC has strong connections with Missouri entities to support a regional CPM program.

There is an unmet need as Missouri managers have not had the opportunity to earn the CPM designation for several years. Kansas has sustained a CPM program for twenty-five years and would be willing to develop Missouri partnerships to provide a regional CPM program. A Kansas/Missouri Regional CPM program would provide Missouri public managers with the opportunity to earn the Missouri CPM certificate and credential.

Missouri entities have had difficulty sustaining the CPM program. Three years ago, the KU Kansas CPM program consulted with the Missouri State University CPM program to express our support of the Missouri CPM program and to explore the viability of a partnership between the states to provide a regional CPM program. There were excellent partnership ideas explored, but no formal agreements occurred from this meeting.

The Kansas CPM program has accepted Missouri participants during the periods of time when there was not an operating CPM program in Missouri. In addition, there was an MOA between Missouri and Kansas during the years of an active Missouri program.

There has been continued interest from Missouri public managers in earning the CPM credential.

Currently, the Kansas CPM program has awarded the Kansas Certified Public Manager® certificate to 51 graduates from Missouri from the Greater Kansas City Metro (Bi-State) region and St. Charles (Suburb of St. Louis, MO). The Missouri CPM graduates have been from the cities/organizations of:

1. Kansas City, MO
2. Grain Valley, MO
3. Parkville, MO
4. Lee's Summit, MO
5. Belton, MO
6. Buckner, MO
7. Independence, MO
8. Garden City, MO
9. St. Charles, MO (Suburb of St. Louis, MO.)
10. Raytown, MO
11. Federal General Services Administration, Kansas City, MO
12. Community Action Agency of Greater Kansas City, Kansas City, MO
13. National Weather Service, Kansas City, MO
14. US Department of Health and Human Services, Kansas City, MO

There was a cooperative agreement between Kansas and Missouri regarding the Kansas City Metro Area during the times there was an active Missouri CPM program. Kansas CPM

program has always honored the agreement and never marketed the Kansas CPM program to the Missouri side of the KC Metro Region.

The Public Management Center has strong connections with Missouri entities to support a regional CPM program.

The Kansas CPM Program has a formal partnership with The Mid America Regional Council of Government (MARC) that serves 119 cities, 9 counties, 2 states (Kansas and Missouri), and 1 region in the Greater Kansas City Metro (Bi-State) region. This will be a key partnership in providing a regional CPM program. Please see section below on partnerships for additional information.

The Public Management Center has two program managers on staff that currently serve or have served as city managers in Missouri. There are currently four CPM instructors that teach in the Kansas CPM program that are from Missouri. Two of these CPM instructors are currently city managers in Missouri, one instructor is a previous city manager from Missouri, and one instructor is from the Mid-America Regional Council of Government in Missouri. In addition, we bring in guest speakers to the CPM cohorts that are serving in high-level leadership positions from both the State of Kansas and Missouri. This brings a wealth of knowledge and expertise from Missouri that will be an asset and resource for a regional CPM program.

As demonstrated in the following sections, the Public Management Center has the experience, resources, relationships, and formal partnerships to provide a regional Kansas/Missouri CPM program.

Description of the KU Public Management Center/School of Public Affairs and Administration Experience Within The Jurisdiction

The Public Management Center (PMC) is the professional development arm of the School of Public Affairs and Administration. We have built a strong reputation in Kansas and the Greater Kansas City Metro region (Kansas/Missouri) for our services to public organizations. The PMC is seen as a valuable resource for consultation, customization of courses, open-enrollment courses and programs geared towards public service. For the purpose of this proposal, the following paragraphs will describe our services/expertise within Missouri only.

Consultation Services

The Public Management Center provides a variety of consultation services with expertise in the area of strategic planning and community engagement. The list below reflects a few of

the consultation contracts that the Public Management Center have been awarded from Missouri in the last couple of years.

1. Jackson County, MO, Leadership Development and Strategic Planning
2. City of Raymore, MO, Community Engagement & Strategic Planning
3. Raymore-Peculiar School District, Raymore MO, Community Engagement & Strategic Planning
4. City of Smithville, MO, Strategic Planning

Conferences

The Public Management Center hosts the “Inspiring Women in Public Administration (IWPA)” conference annually. This conference has approximately 250 participants each year from Missouri and Kansas. The conference was held in Kansas City, MO the last two years.

Custom Courses

The Public Management Center provides customized professional development leadership and management training for organizations in Kansas and the Greater Kansas City Metro region. The list below reflects a few of our customers from the Missouri side of the region.

1. Kansas City, MO, The Public Management Center customized Ethics training for all managers and employees of the city. This project included consultation with the city Human Resources department, design of the curriculum, and providing class room instruction. Kansas City is the largest city in the state of Missouri.
2. Greater Kansas City Federal Executive Board, Kansas City, MO. The Public Management Center provides an annual three day supervisory leadership training as part of the professional development training that the Federal Executive Board offers to all federal agencies in Missouri and Metro Kansas City region.
3. Federal Executive Board, Kansas City, MO, Lean Management Training. This is open for all federal agencies in the Greater Kansas City region.
4. US Citizen and Immigration Services, Kansas City, MO, Relationship Awareness Training, Strength Deployment Inventory.
5. Kansas City, MO, Parks and Recreation, Public Engagement and Customer Service Training.
6. North Kansas City, MO, Ethics in Public Service.

Programs

The Public Management Center provides a variety of programs and open-enrollment certificates. The participants that enroll in these programs are from cities and counties in Missouri and Kansas. We provide a variety of these certificates at the University of Kansas Edwards Campus which is in Overland Park, Kansas. Overland Park is on the state border of Missouri and Kansas.

1. Kansas Certified Public Manager® Program
2. Supervisory Leadership Training Program (Three day)
3. Emerging Leaders Academy
4. Public Engagement Certificate

List of Higher Education, Governmental, and other Organizations the Member will be Cooperating with in Providing CPM Training in the Jurisdiction.

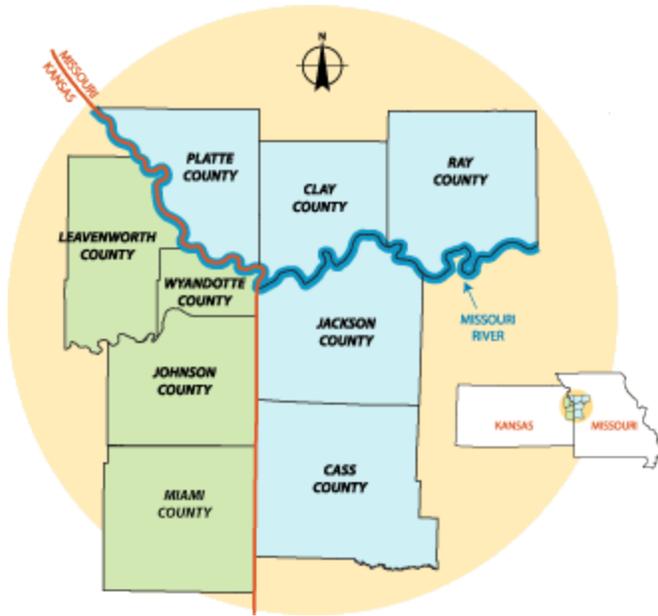
The Public Management Center has several partners and formal partnership agreements in providing the Kansas CPM program. These partners include the Mid-America Regional Council of Government (MARC), the Kansas Association of Counties, the League of Kansas Municipalities, and the Kansas Law Enforcement Training Center. The following paragraphs describe additional or expanded partnerships that PMC would partner with related to expansion of our CPM jurisdiction into Missouri.

1. The Mid America Regional Council of Government (MARC)

Kansas Certified Public Manager® Program has a formal collaborative agreement with the Mid-America Regional Council of Government (MARC). The formal agreement has been in place since 2002. MARC markets the CPM program to their constituents and serves on the CPM Advisory Board. As strong supporters of the program, they also teach in the CPM program. The Mid America Regional Council of Government is a highly respected organization that serves cities and counties in Missouri and Kansas metro area in a collaborative regional approach.

Who is MARC?

MARC is a non-profit association of city and county governments and the metropolitan organization for the bistate Kansas City region. MARC is governed by a Board of Directors made up of local elected officials and is funded by federal, state, and private grants, local contributions and earned income. MARC serves 116 cities, 9 counties, 2 states, and 1 region.



MARC provides a forum for the region to work together to advance social, economic and environmental progress.

What MARC Does

The Mid-America Regional Council promotes regional cooperation and develops innovative solutions through **leadership, planning, and action.**

Leadership

- Identify regional challenges and act as a problem-solving forum.
- Promote consensus and commitment to regional solutions.
- Educate and engage the public in decision-making processes.

Planning

- Coordinate policies that guide progress in the region.
- Develop regional plans for transportation, the environment, emergency response and more.
- Conduct research and provide technical support to local leaders.

Action

- Advocate for regional issues at the state and federal levels.
- Provide cooperative services between local governments.

The Mid-America Regional Council of Government strongly supports the concept of a regional Kansas/Missouri CPM program. If this proposal would be approved, MARC would market the regional CPM program to their Missouri and Kansas membership.

2. University of Kansas, Edwards Campus.

The KU Edwards campus is in Overland Park, KS (Missouri border city). The KU Edwards Campus is highly respected in the greater Kansas City region. It offers a broad variety of academic degrees, certifications, professional and continuing education courses.

- The KU Edwards Campus is involved with civic and business outreach in the community (both Missouri and Kansas). The Public Management Staff have served on the KU Edwards Campus outreach workgroups that have involved civic, business, and community partners. This outreach gives the PMC access in the region to market and grow the Kansas/Missouri Regional CPM program.
- The KU Edward Campus and the Public Management Center partner with the Greater Kansas City Federal Executive Board (FEB) to market KU academic degree programs, certifications, continuing education and management/leadership training to the federal workforce of the KC region. (For more information regarding this federal partnership, see section on FEB partnership below).

The KU Edwards Campus is a very strong, collaborative, beneficial partner with the PMC, and is very supporting of a regional CPM program including providing a classroom for CPM training.

3. The Greater Kansas City Federal Executive Board

The Greater Kansas City Federal Executive Board is a catalyst for communication, coordination and collaboration among Federal offices across the Kansas City metropolitan area. This FEB is comprised of 150 federal agencies located in Cass, Clay, Jackson, Johnson, Leavenworth, Platte, Ray, and Wyandotte counties. The Federal government is Kansas City's largest employer with over 38,000 Federal employees.

As stated earlier, the Public Management Center has on-going agreements with the Federal Executive Board to provide supervisory training and other requested topics annually to federal agencies.

In addition, the FEB Board has a formal agreement with the KU Edwards Campus and the Public Management Center in providing academic courses, professional development, leadership and management development for federal employees. Per agreement, Federal employees receive a 10% discount for attending the CPM program. For additional partnership information, please see the website below:

<https://edwardscampus.ku.edu/federal-government-and-ku-partnership-overview>

Description of Resources Available for Program Start-up and Continued Sustainability

Due to the fact that the Greater Kansas City Metro area includes a large population base both in Kansas and Missouri, gives the Kansas CPM program the unique ability to accept both Missouri and Kansas managers into a regional CPM program. Resources for program start-up and sustainability will be discussed in the sections below.

Resources for Program Start-up

The Kansas CPM Program is self-supporting and is fee funded from each CPM participant. Typically organizations pay the fee of \$3,300 for their managers to attend the CPM program. This covers the cost of the program, program director salary, instructors, materials, assessments, location costs, refreshments, and portions of support staff salaries. The Public Management Center operates to be self-supporting by registration fees of our programs and conferences as well as contractual work.

The fact that this will be a regional CPM program utilizes some resources that are already in place, including cohort sessions that are already in place. Examples: In 2018, the Kansas CPM Program held two different cohorts in the KC Metro region due to high demand. The Kansas program could have served an additional 15 participants in 2018 from Missouri between these two cohorts with very little additional cost or resources. In addition, the Kansas CPM Program has a cohort class in Southeast Kansas in Pittsburg, Kansas. Pittsburg is close to the Missouri border. As this cohort has never been to capacity, this cohort would be available to Missouri participants from Southwest Missouri, including the cities of Joplin and Springfield, MO.

The Public Management Center has a strong pool of Instructors (both internal faculty/staff and outside contractors that bring a diverse scope of expertise. This provides a significant resource for the growth and sustainability of a regional CPM program. This pool of instructors teach in CPM as well as other training and consulting services that the Public Management Center provides across the state of Kansas and the Kansas Metro Region. This pool of instructors give the Public Management Center the ability to offer additional cohorts as needed. In addition, staff instructors in the CPM program grade assignments and provide feedback to participants.

As mentioned in a previous section, the PMC have staff and instructors from Missouri cities teaching in the CPM program that have served or are currently serving as city managers in Missouri. This provides a resource of the wealth of knowledge and expertise in Missouri government needed to provide a truly regional CPM program.

Sustainability

The same resources listed above for program start-up, are also excellent resources that will help the program sustain itself over time. Some additional resources that will sustain the program are discussed in the following paragraphs.

The School for Public Affairs and Administration (SPAA) is an excellent resource for the CPM program. The School is highly respected in the region for their expertise in public administration. The following items reflect how the relationship with SPAA will help with CPM sustainability.

- There are faculty members that teach in the CPM program.
- SPAA offers a reduced hour degree requirement for the MPA program for CPM graduates.
- Faculty have utilized CPM class data in various research findings.
- There is the opportunity to hire Doctoral students or Grading Assistants for specific needs and projects as needed.

The strong partnership with the KU Edwards Campus is a valuable resource that will serve as a resource for start-up and also provide sustainability. The Public Management Center has offices and staff available at the Lawrence Campus, but also at the KU Edwards Campus in Overland Park, Kansas. They provide CPM training space in exchange for KU staff attending the CPM program.

If this proposal is approved, there would be several additional strategies that Kansas would consider to build sustainability for a regional program.

- We would explore adding additional strategic partnerships in Missouri as we have done in Kansas. Additional Missouri partners would also serve on the CPM Advisory Board.
- We would develop a robust marketing plan for the state of Missouri as we have done for Kansas.
- Hold focus groups with past Missouri CPM graduates for guidance on curriculum revisions. Missouri CPM graduate would serve on the CPM advisory board.

Target Date for Commencing CPM Training in Jurisdiction

Based upon approval of the Consortium Board, The Kansas Certified Public Manager® Program would accept Missouri CPM participants beginning January 2019, but would formally market the regional CPM program beginning January 2020. This would give the PMC time to develop a comprehensive marketing plan for the state of Missouri, develop additional Missouri partnerships as needed, and tie in Missouri specific content to the program. The Missouri Certified Public Manager® Program certificate would be provided to the class of 2020.

Closing Remarks

The KU Public Management staff are committed and passionate to the Certified Public Manager® Program. We believe in the vision and mission of the National Certified Public Manager® Consortium and would love to see all managers from every state have the ability and opportunity to develop their leadership and managerial competencies through a CPM program. Having a regional and collaborative approach across various states may be an excellent strategy, particularly in times of limited resources and budgets.

The University of Kansas Public Management Center would like to thank the Executive Council and the National Consortium Board of Directors for your time and consideration regarding this proposal. We look forward to answering any of your questions or concerns surrounding a regional CPM Program. Please see attached letters of support for a regional CPM Program.

Thank you!

Sincerely,

Laura Howard, Director, University of Kansas Public Management Center, School of Public Affairs and Administration

Terri Callahan, Program Director, Kansas Certified Public Manager® Program

CITY OF FOUNTAINS
HEART OF THE NATION



KANSAS CITY
MISSOURI

Office of the City Manager

29th Floor, City Hall
414 East 12th Street
Kansas City, Missouri 64106
(816) 513-1408
Fax: (816) 513-1363
Website: kcmo.gov/citymanagersoffice

August 15, 2018

Executive Council
National Certified Public Manager Consortium Board of Directors
P.O. Box 2133
Boise, ID 83701-2133

Dear Board of Directors:

It gives me great pleasure to recommend that the Kansas University Public Management Center develop a regional Certified Public Manager program which would include the State of Missouri. The Center is an asset to the local government community. Becoming the designated provider for Missouri would allow them to more actively promote the program, serve more public employees in the state, and provide a *Missouri* certification to those graduates.

Through the years the City of Kansas City, Missouri has taken advantage of the KU program. We have had staff graduate from the CPM program since its inception in 2002. Feedback from these graduates has been positive. Each expressed how quickly they were able to apply the knowledge they gained, in the work place, thus providing more efficient service delivery to our residents.

Once again, I would like to express my support of the University of Kansas Public Management Center's request to provide CPM training and confer the CPM credential in the State of Missouri.

Sincerely,

A handwritten signature in blue ink that reads "Troy M. Schulte". The signature is written in a cursive style.

Troy M. Schulte
City Manager
City of Kansas City, Missouri



August 13, 2018

Executive Council
National Certified Public Manager Consortium
P. O. Box 2133
Boise, ID 83701-2133

Dear Colleagues,

It is a pleasure to write in support of the School of Public Affairs and Administration Public Management Center's request to extend their boundary to the State of Missouri. As the Vice Chancellor of the Edwards Campus, I lead the University's efforts to support workforce development in the broader Kansas City region. At the Edwards Campus we host a number of programs that support public service careers in the region, including the U.S. News and World Report #1 ranked program in city management the School of Public Affairs and Administration's Masters in Public Administration. The Certified Public Management program, often hosted at our campus, has served public servants from federal, state, and local government in the Kansas City area for a number of years. This program has made a significant impact on KU's ability to serve the region's largest employer, government. In addition, it has served as a gateway to further education by public sector employees into our master's programs.

Our campus has been a strong supporter of regional efforts lead by the KC Rising initiative and the Mid-American Regional Council for workforce development. The key to success of these programs has been taking a regional view of the needs by erasing as much as possible the state boundary. These efforts point strongly to the need for management and leadership education among all sectors in the Kansas City region. The expansion of the jurisdictional boundary for the CPM program will allow KU to provide its high quality program to the entire region regardless of state boundaries.

We strongly support the University of Kansas Public Management Center's request to provide CPM training and confer the CPM credential in the State of Missouri, thus extending the jurisdictional boundaries of our program to include the States of Kansas and Missouri.

Sincerely,

David J. Cook, PhD
Vice Chancellor



August 2, 2018

National Certified Public Manager Consortium Board of Directors
P.O. Box 2133
Boise, ID 83701-2133

Dear Board of Directors,

I am a recent graduate of the Kansas Certified Public Manager (CPM) Program. The level of professionalism and expertise during this program was unparalleled to any education and training I have been a part of in my professional career. Unfortunately, as a Missouri resident, there isn't a CPM program in our state – which is my purpose in contacting you today.

Local government employees from the State of Missouri would benefit greatly if the CPM program were available throughout our State. It is my understanding that the Kansas University Public Management Center is interested in developing a regional CPM program that would fill a gap by providing a CPM credential for the employees who work in the State of Missouri. I fully support this idea and recommend the board fully support Kansas University and their application.

This proposal meets the strategic goals of the National Certified Public Manager Consortium by promoting high standards, facilitation of an innovative program development, and building awareness and respect for the CPM credential to the local government employees in the State of Missouri.

Should you require more information in relation to my support for Kansas University's proposal for a Regional CPM, please contact me as needed.

Sincerely,

Information Technology

***Matthew A. Seeds, CPM
Director***

City of Saint Charles
200 North Second Street
Saint Charles, MO 63301
636.255.6199

Matthew@stcharlescitemo.gov
www.stcharlescitemo.gov

Matthew A. Seeds, CPM
Director of Information Technology



The Greater Kansas City FEDERAL EXECUTIVE BOARD

2300 Main Street, Suite 2NE-521, Kansas City, MO 64108
Phone: (816)823-5100 Fax: (816)823-5104
Email: feb.mail@gsa.gov Website: <http://www.kansascity.feb.gov>

August 9, 2018

FY 2018

OFFICERS

John Underwood, USDA/FSA
CHAIRPERSON

Regina Heise, DOC
1st VICE-CHAIRPERSON

Terry Sloan, USCIS-NRC
2nd VICE-CHAIRPERSON

Michael Copeland, GSA
3rd VICE-CHAIRPERSON

EXECUTIVE COMMITTEE

Richard Backlund, FHWA

Rick Baker, IRS

Susan DeCourcy, NHTSA

Natascha DeGuire, EEOC

Ronald Miller, USMS

Joe Miniace, FAA

Jason Parman, OPM

Matt Pike, OPM-NBIB

Chris Strager, NOAA

STAFF

John Cleveland, OPM

Larry Hisle, OPM

Executive Council
National Certified Public Manager® Consortium
P. O. Box 2133
Boise, ID 83701-2133

Dear Members of the NCPMC Executive Council:

I am writing this letter in support of the request by the University of Kansas Public Management Center (KU PMC) to extend its Certified Public Manager® boundaries to include the State of Missouri. I am the Executive Director of the Greater Kansas City Federal Executive Board. We are comprised of 160 federal agencies located in eight counties in the Greater Kansas City bi-state area. There are over 38,000 federal employees in the Greater Kansas City area. We serve as a catalyst for communication, coordination and collaboration across these federal agencies.

Missouri federal employees would greatly benefit from the ability to earn the CPM® credential. The comprehensive competency-based management development program, coupled with the capstone project would allow federal employees to grow in their management competencies, earn this national credential, and provide a great benefit to their federal agency.

We have had the opportunity at the Greater Kansas City FEB to partner with the University of Kansas Edwards Campus and the KU Public Management Center to create a Greater Kansas City FEB/KU Edwards federal partnership. Under this partnership, our federal employees have access to reduced tuition for academic programs and discounts on professional development programs including the Kansas Certified Public Manager® Program. I would like to ensure that our federal employees on the Missouri side of the state line have full access to earn their credential as a Certified Public Manager®.

I have had the opportunity to work directly with the staff and instructors at the KU Public Management Center. We have contracted with the PMC to provide a portion of our supervisory training for federal employees for the last three years, and are also utilizing their expertise to conduct a two day Lean workshop later this month. I would welcome expansion of their CPM® programming to provide Missouri managers the opportunity to earn this national credential.

Thank you for your consideration of the request by the Kansas CPM® program to extend their boundaries to include the State of Missouri.

Larry Hisle
Executive Director
Greater Kansas City Federal Executive Board