

CONTINUING ACCREDITATION REPORT
ON
THE MARYLAND CERTIFIED PUBLIC MANAGER PROGRAM

Presented to:

The National Certified Public Manager Consortium

By the Review Committee:

Haldane F. Davies, Committee Chair
Kathleen Beaumont, CPM Instructor
Marcia Porter Campbell, CPM Program Developer

October 2019

We, the members of the committee appointed to review the Maryland Certified Public Manger (MCPM) program for continuing accreditation are pleased to report we have completed our review and recommend, without qualifications, that the Maryland 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 local and state government, is also actively marketing to county and federal customers;
 - D. Program requirements are clear and accessible to all applicants and candidates;
 - E. Many of the program personnel have been in place for an extended period of time, have regularly revised and improved the curriculum, and demonstrate extensive familiarity with its content;
 - F. Alumni are engaged and participate in the local ASPA meetings;
 - G. The curriculum has been revised and offerings clustered in retreat format to allow for more focused time on tasks and more engaged time on the Capstone.
4. In the matter of program organization, we find:
 - A. Adequate financial support currently exists from a combination of appropriated funds and fees. Although program specific generated fees from tuition are less than desired, MCPM has a plan in place to increase enrollment and program fees as a matter of urgent priority;
 - B. Program instruction is provided by a combination of well qualified state employees and contract instructors, many of whom have been with the

program from its inception. Instructors are highly engaged and dedicate significant time to curriculum innovation and presentation methods

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 automated tracking system, SAKAI is in place and steps are being taken to ensure that program participants have unfettered access to program information;
 - B. Project requirements in the form of a Capstone project are clear and the use of projects and case studies in the curriculum is one of the strengths of the program;
 - C. Adequate security exists for student records and progress towards completion could be monitored by participants, instructors, and program personnel;
 - D. Student evaluations are based on a series of formal tests and other assessments that are linked to the seven competencies of the program;
 - E. The SAKAI system is also used to verify and validate data and ensure its reliability;
 - F. Student and alumni satisfaction with the program is very high as evidenced through electronic surveys and ameliorative strategies are adopted to address any concerns raised by participants.
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 an ongoing process for the review of the curriculum and other course/program materials;
 - C. The program, while responsive to the competencies, is well integrated and responsive to the needs of participants;
 - D. Clear policies regarding substitutions are in place;
 - E. All requirements regarding hours of instruction are met.

7. We find examinations and capstone 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. Many alumni have advanced to other leadership positions on the basis of the relevance of the program and the impact that it has had on their performance.
9. We examined a detailed list of candidates who enrolled in all seven cohorts of the program.
10. We discussed the program's perceived strengths and opportunities for improvement. We are impressed by the efforts to address areas needing improvement, especially:
 - A. Program enrollment. The program has experienced enrollment challenges due primarily to budgetary constraints within its primary recruitment pool. However, the MCPM Strategic Plan has documented a multifaceted approach to increase the enrollment of the program on a phased basis and assure cohorts of at least 25 participants on an annual basis by 2022;
 - B. Program funding. Although the enrollment challenge has impacted the program funding, MCPM and the University of Baltimore (program host) is fully committed to the growth and sustainability of the CPM program. There is a financial plan in place that would allow the program to break even in 2022 and realize a profit in 2023;
 - C. Capacity to reach unserved areas. The MCPM currently offers instruction in Baltimore and in Central Maryland and is actively engaged in pursuing programming in Southern Maryland within the next year. Modalities of presentation may include on-site in-classroom, video-conferencing, and online – in keeping with the program's plan to create an online offering of its courses that would allow more individuals from across the state to participate in the program;
 - D. Beyond CPM opportunities. Plans are being considered to offer a continuing education program for MCPM alumni that would require them to participate in ongoing professional development beyond the CPM curriculum;

- E. Expanded Board engagement. The MCPM Advisory Board currently serves in an advisory capacity but is open to expanding its scope to take a more active role in helping to strengthen the program by identifying additional streams of resources to ensure the sustainability of the MCPM.
11. The committee recommends the program review and consider examining course content and program administration in the following specific areas:
- A. Use of Results. MCPM may do well to fully utilize all available program data to further improve favorable measures and trends in a wide variety of areas including governance and leadership, customer/participant relations, and financial and market results. The strategic use of data by market segment, customer satisfaction, alumni work location and position, and revenue levels may help MCPM to improve its market reach and increase enrollment;
 - B. Strategy Development. In addition to the MCPM strategic plan, the program may consider exploring innovative strategies for Board engagement, program expansion, partnerships, and delivery modalities. This approach may help the program forge strategic relationships that could expand enrollment and assure financial viability;
 - C. Program Continuity. MCPM may enhance its capacity by expanding operational efficiency, enhancing processes, and assuring succession planning in all areas of the program. This approach may avoid gaps in program sustainability, quality assurance, management, and systems operations;
 - D. Workforce Development. MCPM may strategically strengthen its position by expanding connections with city, county, state, non-profit, and perhaps private sector agencies to further assure a well-prepared workforce in support of the aging populations in all mentioned areas;
 - E. Capstone Project. With the evolvement of the Capstone course to more meaningfully engage participants through the program delivery period, MCPM may benefit by using comparative data to determine the effects of the adjusted approach on the quality of projects and capacity of participants to perform and generate measurable results for their sponsoring organizations.

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

- A. Curriculum review and offerings. MCPM has been on a continuous improvement journey in the curriculum and program offering areas since its beginning in 2012. Program faculty collaborate extensively on

curriculum review and are very committed to providing the participants with a highly engaging and relevant learning experience;

- B. Program organization. The MCPM program is very well organized and fully available to all stakeholders in an online format through SAKAI, the institution's learning management system. Students can receive all relevant program information online and can submit assignments and interact with faculty through the learning management platform;
- C. Participant engagement. Program participants are fully engaged in classroom discussions interactions inside and outside of the classroom, and actively network with each other to enhance the learning experience and provide emotional support along the journey;
- D. Program format. The MCPM program format has evolved from a two days per month eighteen months format with an end of program Capstone to its current one-week retreat per month for 12 months format with a program progression Capstone. Participants are satisfied with the new format as it allows them to maintain focus on program requirements in concentrated blocks of time.

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 October 3-4, 2019.

Committee Recommendation:

Accredit Accredit Provisionally Not Accredit

If either accredit provisionally or not accredit, please specify reasons or reference the relevant paragraph in the report.

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

Kathleen Beaumont, Washington CPM Program

Marcia Porter Campbell, Georgia CPM Program

And



Haldane Davies, Chair, for the Committee

10/11/2019

Date