

**Nebraska Certified Public Manager<sup>®</sup> Program**  
**Course Schedule for 2016**  
**Dates are subject to change**

**JANUARY 21 -23 (on campus) Thursday, Friday and Saturday.**

**ORIENTATION**

January 21, 2016

**Brief Description of Orientation:** The Orientation will provide an overview of program benefits, expectations of participants and faculty, schedule, and what to expect generally and specifically from the program. We will meet each other and start networking. The NE CPM Program will stress the importance of networking and networking skills. A major portion of the Orientation will focus on the CPM project and on the importance of writing to success in your career. The Orientation will also provide an introduction to the wide range of resources available at UNO, including online access to the library, Blackboard, writing and speech resource centers, and much more. We will also discuss the results of participant self-assessments.

**KNOWING AND MANAGING YOURSELF**

January 22-23, 2016

**Brief Description of Course:** Knowing and Managing Yourself offers participants an opportunity to assess leadership and management styles, skills, and areas for improvement. Participants will fill out the Myers Briggs Type Indicator before the class and discuss the results in class. Participants will also be encouraged to understand the story of their lives and to connect how their life experiences influence preferences, style, and values as a leader and manager. Course discussions and exercises will focus on leadership and management styles, qualities, skills, behaviors, the importance of effective communication for leaders and managers, and approaches to motivating the self and others. Course participants will also be introduced to the concept of Emotional IQ. Each participant will create Individual Development Goals for the year based on their understanding of their own life story, the results of their self-assessments and the class readings, exercises and discussions.

**FEBRUARY (two courses on campus)**

**MANAGING FOR RESULTS**

February 19, 2016

**Brief Description of Course:** This is the second course in a series of three courses aimed at providing participants with tools and knowledge that will help them develop and implement their CPM projects. Managing for Results (MFR) is an approach to public management that uses a careful setting of goals, the development of performance measures to track progress toward goals, and the use of performance measures to guide agency actions. Participants will explore

MFR's connection with strategic planning, program management, and evaluation. Participants will engage in exercises to develop basic skills in several elements of an MFR system as applied to their agency or jurisdiction. One of these exercises will be development of effective logic models specific to each participant's project. Participants will be asked to develop a logic model and potential performance measures for their project.

## **STRATEGIC PLANNING and CONTINUOUS IMPROVEMENT** February 20, 2016

**Brief Description of Course:** This is the first of three courses that will prepare participants to develop and implement their CPM project. The course will provide an understanding of what strategic planning is and how to make it valuable to participants' organizations. Using examples and case studies, the components of a plan will be discussed and their interrelationships explored, and the class will work through the process of developing a strategic plan. The course will also demonstrate the relationship of continuous process improvement to the output of strategic planning and will provide tools and techniques to enable the implementation of a strategic plan as well as implementation of the CPM project. This course will provide: an understanding of processes in work settings; approaches to identifying performance gaps due to processes; and approaches to fixing processes in order to improve performance. Participants will be expected to discuss how their CPM project relates to their organization's strategic plan and to the key processes in their organization.

### **MARCH** (one course online)

#### **Individual Check-in Sessions with Participants to follow up on logic models and writing** TBA

The CPM Director and staff will schedule telephone or in-person meetings with each participant on March \_\_\_\_\_ to provide feedback on logic models and written assignments and to discuss the CPM projects.

## **PROJECT MANAGEMENT** March 13-31, 2016

**Brief Description of Course:** This is one of the four courses in support of participants' developing and implementing their CPM project. This course will provide an understanding of: what project management is; the factors that are critical to a successful project; processes for implementing a project; the mix of skills required for successful projects; developing a project plan and schedule; and—very important—developing and managing a successful project team.

### **April** (one course on campus)

## **LEADERSHIP**

April 15-16, 2016

**Brief Description of Course:** Leadership is often considered to be exercised only by elected officials and agency heads. However, managers in organizations must also exercise leadership. Understanding and practicing leadership in a managerial role is essential to achieving the mission, vision, and goals at each level in the organization. This course provides participants with a perspective on the leadership and management skills and knowledge needed to achieve effective change in organizations. The course also explores, through exercises and cases, power and influence strategies, approaches to motivating ourselves and others, and leadership styles in the public and nonprofit sectors. Participants will be expected to identify ways that leadership—their own and others—will affect the implementation and results of their CPM projects.

### MAY (one course online)

#### **MANAGING PUBLIC AND NONPROFIT FINANCES**

May 1-21, 2016

**Brief Description of Course:** This course will explain the basics of budgeting and accounting in the public and nonprofit sectors. Participants will become familiar with the budget process, including budget formulation, legislative consideration, budget execution and program evaluation. Participants will develop an understanding of relevant issues related to debt, revenue administration and financial reporting as well as general financial management and procurement, cash management, investments and risk management. Participants will also be asked to estimate the potential cost savings and/or budget impact of their CPM projects.

### JUNE (two courses on campus) \* Thursday, Friday and Saturday

#### **ORGANIZATIONAL CULTURE, INCLUSIVE ORGANIZATIONS, AND MANAGING PEOPLE**

June 16, 17 (Half day), 2016

**Brief Description of Course:** Understanding and being able to navigate the existing cultures in and around an organization is an important part of being a manager, especially in the public arena. This course is designed to help participants identify existing organizational and ethnic cultures, ensure that these cultures are appropriately understood and honored, and that the necessary diversity is maintained in the organization to ensure success.

This course provides a comprehensive perspective on the management responsibilities, skills, and knowledge needed to effectively manage people in the public and nonprofit sectors. Such factors will be considered based on the historical approaches to management in the public and nonprofit sectors, as well as considering the emerging dynamics in public and nonprofit organizations that require new or varied approaches to management. Class participants will apply such skills and knowledge to case studies and to implementation of their CPM projects. Also, each participant will profile a human resource management problem encountered in their work

and apply their new skills and knowledge in critically thinking through an approach to better managing work within that profile.

## **LEADING TEAMS**

June 17 (Half day) and 18, 2016

**Brief Description of Course:** This course offers a practical guide to using teams in the public and nonprofit sectors. It also discusses the role of teams in developing collaborative leadership within and between organizations and across sectors. The course will describe common task and interpersonal roles leaders play in a collective setting, and will also describe stages of team evolution and the pitfalls of each. Conflict is one of the most pervasive impediments to team development. This course will discuss the different types of conflict that frequently disrupt teams and the skills leaders need to manage conflict to enable team members to produce high quality results. Participants will be expected to identify the relationship between teams and the successful implementation of their projects.

## **JULY (Two courses online)**

### **MANAGING IN THE PUBLIC AND NONPROFIT SECTORS**

July 2-16, 2016

**Brief Description of Course:** This course provides the participant with an introduction to the basics of managing public and nonprofit organizations within a democratic society. Topics will include: Public and nonprofit management vs. private sector management: differences, similarities, complementarities

- Political culture and its impact on the public and nonprofit sectors
- Foundations of American public administration with special focus on relationships between career professionals in the public and nonprofit sectors and elected officials/governing boards

### **UNDERSTANDING AND USING PUBLIC POLICY**

July 17-31, 2016

**Faculty:** Anthony Campbell, MPA, doctoral student in public administration

**Brief Description of Course:** Public policy establishes the agencies and jurisdictions within which public employees work as well as creates the activities and programs administered by public managers. Knowledge of the processes which influence the formulation, adoption, and implementation of public policy assists public officials understanding of how the institutional and societal context of government shapes the design of policy and its implementation. Public managers make important contributions to the policy process, and understanding these important roles is vital to one's success in public administration. Particular emphasis will be placed on the policy process as it unfolds in the State of Nebraska.

## AUGUST (one course online)

### **LAW FOR PUBLIC AND NONPROFIT MANAGERS**

August 1 -27, 2016

**Brief Description of Course:** This course includes two modules. One addresses nonprofit legal issues. This module provides an overview of Federal and State legal foundations for nonprofit organizations and ways to minimize legal risks for nonprofits. The second module focuses on two major aspects of public law: openness in government and due process of law. While public managers should always consult their attorneys in situations that might lead to law suits by citizens, they should be aware of constitutional and legal constraints on administrative actions. Participants will learn how to locate, read and distill major elements of statutes and court decisions. They will also be expected to identify statutes, regulations, etc., that relate to the issue they are addressing in their CPM project.

## SEPTEMBER (one course on campus)

### **COMMUNICATING EFFECTIVELY: PROFESSIONAL COMMUNICATION AND GETTING THE MOST FROM MEDIA RELATIONS**

September 16 and 17, 2016

**Brief Description of Course:** This course is a survey of the most effective communication practices. Participants will learn by applying knowledge and developing communication skills. The course will focus on: understanding communication; effective oral and written communication; communication apprehension and success; computer-mediated communication; understanding media and the First Amendment; messages, crises, and news judgment; public relations and media relations; and ethical communication. Participants will be asked to bring a 5-minute speech describing their CPM project to deliver in class. They will also be asked to think of their project presentations in story form.

### **Introduction to the Ethics Class on campus**

## OCTOBER (one course online)

### **UNDERSTANDING AND PROMOTING ETHICAL BEHAVIOR**

October 2 - 23, 2016

**Brief Description of Course:** This course offers a practical guide to ethical decision making in public organizations. Rather than right-or-wrong principles, it is based on examination of

expectations of public employees in the United States and in specific workplace and occupational applications. Course participants will learn a process that includes defining an ethical issue, identifying alternative courses of action, imagining probable consequences, and choosing an appropriate alternative. The course format is based on sharing knowledge and experience with other participants and involves analysis of related examples of practice. Participants will be asked to reflect on the ethical implications of their CPM projects.

## NOVEMBER (one course online)

### **MANAGING INFORMATION AND INFORMATION TECHNOLOGY**

November 1 -21, 2016

**Brief Description of Course:** This course will provide a public-sector view of information management along with some of the basics of information technology of concern to public and nonprofit managers. The course emphasizes that information is a vital organizational resource—just as important as people and money. It also highlights the unique aspects of managing information in the public and nonprofit sectors. Finally, the course will touch on the related technologies supporting the management of information, and some of the public policy and public management issues arising from the use of information technologies in public agencies at all levels of government. Participants will be expected to identify any links between technology and information systems and their CPM projects.

## DECEMBER (on campus)

**Note: This last session is on Thursday and Friday!!**

### **PROJECT PRESENTATIONS**

December 8, 2016

### **NEGOTIATION SKILLS**

December 9, 2016

**Brief Description of Course:** This course will focus on negotiation as an interpersonal skill used to prevent unproductive conflict and maximize the benefits of difference. Participants will learn about types of conflict, conflict styles, and principles of collaboration. These topics will be approached from the vantage point of leaders involved in group decision making, with a particular focus on "interest based negotiation." This course is designed to teach participants the basic skills of negotiation, in order to allow them to ensure that the programs they lead reflect the best interests of all parties involved. Participants will be asked to discuss how these skills can help them with implementing their CPM projects as well as with leading and managing generally.

**Graduation!!**

**3:30 pm**

December 9, 2016