

The History of the Certified Public Manager

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Abstract

This history is intended to serve as a chronicle of the Certified Public Manager. It provides details on the birth of the Certified Public Manager concept, the formation of the Society concept in Georgia, the transfer of the concept to other states, the formation of the National Certified Public Manager Consortium as the higher education instructional, and program standards organization and the formation of the American Academy of Certified Public Managers as the national association of State CPM Societies and their individual members. This history includes a list of leading and supporting actors who all played a role in the emergence of the Certified Public Manager and the growth of the organizations formed by the early pioneers. This history draws heavily on the work published by Kenneth K. Henning and L. Douglas Wilson in 1979. Special emphasis is placed on the vision and work of Kenneth K. Henning and the work of L. Douglas Wilson, Quinn Spitzer, John Pine and the early planners and pioneers of this process and the enabling support provided to the concept by Harold F. Holtz and the late Grady Huddleston. As you read through this history, please note that major headings are placed to highlight a particular event in the chronology and not to indicate that an entire section is devoted to a particular topic. The overall timeline is preserved within the document.

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Foreword

In this remarkably comprehensive and precise history of the development of the Certified Public Manager Program and its journey through the establishment of the American Academy of Certified Public Managers, Tom Patterson has provided public management an outstanding example of professionalism in practice.

I know from personal experience and conversations with others, that Tom has sent many of those whose names appear in this document, as well as others, to search through aged storage containers and to refine their recollections of events of decades ago.

Always, Tom insisted on “getting the facts” to support the recollections. He prevailed, and all of us, and those who will follow us, will benefit from his very hard work. I am certain that everyone associated with the CPM Program will join me in expressing our appreciation to Tom for a job well done.

This document is the story of an organizational journey. While it focuses here and there on some individuals and organizational entities, it also affords us the opportunity to observe some of the principles of management in practice and demonstrates their validity.

While we often think of organizations as inherently stable, Chester Barnard, the former President of the New Jersey Bell Telephone Company, has hypothesized the opposite. He suggested that successful cooperation of people in organizations is abnormal, and that failure of organizations is highly likely.

One has only to review the financial pages of newspapers today to be persuaded that Barnard’s hypothesis has much validity.

That the Certified Public Manager Organization, from its inception to the present, has not only survived but has grown for nearly three decades, is a remarkable achievement.

Substantial opportunities, but also some significant challenges, lie ahead for us. If all Certified Public Managers will approach the future with determination to play an increasingly important professional role in our society and internationally, the future will be marked by a 50th anniversary of the CPM concept.

Kenneth K. Henning

Athens, Georgia
March 2003

History

In the mid-1960s, the University of Georgia and the Georgia Merit System of Personnel Administration presented several separate management development course offerings. The purpose of this training was to enable various levels within Georgia state government to become more effective in their present positions and to prepare for possible assumption of broader responsibilities (Holtz and Huddleston 1966 and 1967).

In the early-1970s, the University of Georgia recognized that the state's government was beginning to be significantly affected by accelerating change increasingly characteristic of the American society. Along with the rest of the country, the state was experiencing the effects of an almost explosive growth in information and knowledge, significant new social legislation and rapidly altering social values (Henning and Wilson 1979).

For a number of years, the Institute of Government and the Georgia Merit System, independently, and in some instances, collaboratively, offered management training to agencies of Georgia state government. The University of Georgia and the Georgia Merit System recognized that there had been, and continued to be, duplication of effort in these management offerings, while other vitally important areas of contemporary and developing management need were not being addressed (Henning and Wilson 1979).

In early 1974, representatives of the University of Georgia's Institute of Government and Center for Continuing Education and the Georgia State Merit System of Personnel Administration initiated a series of informal meetings to explore ways of broadening and focusing their individual and collaborative efforts to assist Georgia state government in meeting the challenges of a rapidly changing state and society. These meetings were held in anticipation of the management needs of state government foreseen as developing in the wake of this substantial and accelerating change (Henning and Wilson 1979).

Ken Henning, Senior Management Development Associate in Governmental Training, and Douglas Wilson, Assistant Division Director in the Georgia State Merit System, met informally to brainstorm ways to join the efforts of both organizations for the benefit of Georgia State government. It became obvious in these meetings that certain forces of change could be expected to manifest increasingly significant effects upon both the practice of management in state government and the roles and responsibilities of state managers and management staff. It was the consensus that management in state government needed to become more professional. As mentioned in Henning and Wilson, 1979, a broad outline of these changes had been suggested by Chapman and Cleaveland in a 1973 study conducted for the National Academy of Public Administration (Chapman and Cleaveland 1973). This article was an indication of support for the project. It was anticipated, following the changes affecting the public service foreseen in this study, that in Georgia, as elsewhere, public managers would:

- Be required to develop and implement new standards for effectiveness, efficiency, and accountability;
- Be required to make more decisions in open meetings and, therefore, be subjected to broader and more varied participation as well as more substantial and diverse external evaluation and intervention;
- See more actions taken by their agencies and therefore be subjected to legal challenges and judicial review and intervention;
- Need to implement more widespread and effective collaboration between and among agencies at all levels of government and between the public and private sectors (Henning and Wilson 1979).

The Vision

Ken Henning's experience prepared him well to introduce the idea of the Certified Public Manager. Henning had previously served as Deputy Director, Center for Organization Science at the University of Wisconsin; Associate Director, Center for Programs in Governmental Administration, University of Chicago; Chairman, Department of Management, College of Commerce at DePaul University and other assignments. At each of these, Henning served as an instructor, lecturer, researcher or course designer and had extensive experience that prepared him to form the Certified Public Manager concept.

During Henning's visits to train state government employees, he noticed that employees had placed certificates for the workshops that they had attended on the walls of their offices. It occurred to him that instead of separate courses whose content jumped around from one topic to another, it would be better to have an integrated program. He was very knowledgeable of the Certified Public Accountant program at DePaul University and proposed it as a model for a management credential. This would involve using the Certified Public Manager credential as the means of binding various facets of the training program together as a coordinated program involving elements of study and preparation, practice and application of learning, examination, and prestigious recognition (Henning and Wilson 1979). The accounting profession also featured state societies and the American Institute of Certified Public Accountants as a central capstone organization, a concept that would later provide the pattern for the formation of the individual state societies and the American Academy of Certified Public Managers.

Henning met with Grady Huddleston to discuss how a certification program might help to bring the University and the Merit System programs together. A basic model of this concept was prepared by Ken Henning and Douglas Wilson and taken to the upper management of the University and the Merit System. Douglas Wilson brought the concept to Grady Huddleston while Ken Henning introduced the idea to Harold Holtz. Mr. Holtz and Mr. Huddleston voiced their approval of the basic concept. The considerable organizational and developmental work by Douglas Wilson on preparing the working model of the certification program must be acknowledged.

The representatives of the University and the Merit System concluded that formal

planning should be undertaken immediately to design and implement a truly collaborative venture, with the Institute and the Georgia Center as one partner and the State Merit System as the other, for the provision of management training and development in Georgia State Government. The planners believed that providing a broad spectrum of short, non-credit courses, offered without a deliberate and carefully designed effort to integrate and sequence subject content, would fall far short of the perceived need for quality management development in state government (Henning and Wilson 1979).

The Early Program Planning and Development Process

In the early stages of the formal planning process, the planners determined that a truly innovative and rigorous program of study, application of knowledge, examination and certification should be developed and implemented to provide for and recognize professional and educational attainment in the field of public management.

A workgroup was formed that began discussing the marriage of the University courses with the Merit System courses to develop a framework for integrating both programs into a consolidated program with the intent of minimizing duplication and maximizing the efforts of both agencies. The workgroup consisted of two representatives from the Georgia Merit System and two from the University of Georgia. The workgroup included Ken Henning, Senior Management Development Associate in Governmental Training; Doug Wilson, Assistant Division Director; Quinn Spitzer, Management Development Team Leader in the Georgia State Merit System; and John Pine, Coordinator of State Government Training in the Governmental Training Division of the Institute of Government/Georgia Center for Continuing Education, University of Georgia (Holtz 2001a).

A letter of agreement dated October 16, 1974 outlined agreements made between the Merit System and the University of Georgia, regarding how the two programs would interact. It included dedication of funds granted by the legislature for implementation of the Certified Public Manager Program, assignment of teaching responsibilities, co-sponsoring all training for Georgia Government Employees, including all presentations of Levels I-VI and other arrangements (Huddleston 1974).

Relying heavily on the structure and content of existing courses taught by both organizations, the planners developed a program of six courses that was unique at that time because of the logic that tied them together (Wilson 2002b). The arrangements that were made are contained in the Huddleston-Holtz letter dated October 16, 1974 (Huddleston 1974).

The Merit System government management trainers, under the direction of Doug Wilson and Quinn Spitzer, taught the following three-course series.

- Level I Management: Management of the Individual (1 week)
- Level II Management: Management within the State Government Environment (1 week)
- Level III: Management of the Small Group (1 week)

The University of Georgia would teach the following three courses that were made up of elements of existing courses, taught primarily by Ken Henning with occasional involvement from other University instructors:

- Level IV: Management of the Large Organization (2 weeks)
- Level V: Management Systems (1 week)
- Level VI: Management Decision Making and Ethics (2 weeks)

This six-level program was soon producing numerous graduates of all levels within the State of Georgia. Because the Certified Public Manager credential had not reached the stage where it could be implemented, there was still no means of integrating the levels of training and no incentive to remain with the program to its end. A 1975 brochure entitled “Management Development for State Government Officials” describes the organization of the levels (Georgia Merit System of Personnel Administration 1975).

The planners believed that awarding “certificates of attendance” or even continuing education units would not suffice in a program where the emphasis was on quality, relevance of learning and true professional development. They believed that certification of attendance would be inadequate to motivate participants to join and remain enrolled in the program of voluntary study (Henning and Wilson 1979).

Now that the planners had agreement on a total framework, the workgroup took the plan to Harold Holtz and Grady Huddleston for approval and to see how to gain the political and financial support needed to make it happen. It was critical to secure funding to “flesh-out” numerous issues and to gather the political support for the concept.

The completion of the plan allowed the University of Georgia-Merit System joint planning committee to embark on two tasks simultaneously in mid-1975. The first was to accomplish the detailed formulation of the program of study, application, examination and proposals for the program’s administration and management. The second was to investigate the degree of support that might be provided by the Governor, legislative leadership, the top management of state agencies, the University System of Georgia and the Regional IPA Office of the U.S. Civil Service Commission (Henning and Wilson 1979).

The Later Program Planning and Development Process

After an initial series of meetings, the planning committee undertook the task of drafting a comprehensive and detailed description of the proposed program elements, including admission requirements and application procedure; objectives, sequencing, duration and content of the core course curriculum; course and hour substitution criteria and procedures; the objectives and nature of the application projects; elective course requirements and specifications; and the specifics of the certification examination requirements and procedures. The planning document became the basis for the CPM brochure subsequently published (Certified Public Manager Program 1976). The planning committee proposed that the program, once initiated, should be under the policy

direction of a Certified Public Manager Board, and that IPA funding should be sought to assist in the implementation of the program (Henning 1978). The effort was partially funded by a \$5,000 grant from Title I of the U. S. Department of Education's Higher Education Act. This grant was among several grants that were eventually used to expand the concept.

The long-range intentions of the program leading to the designation Certified Public Manager (CPM) were:

- To achieve and subsequently to maintain a level of national recognition for the CPM designation similar to that accorded the Certified Public Accountant (CPA) designation; and
- To foster and encourage the highest possible levels of competence and ethical practice by managers in state and other levels of government through a national body of professionally trained and oriented Certified Public Managers (Henning and Wilson 1979).

Beyond these long-range objectives, the formal planning process delineated seven broad guidelines that were believed to be imperative to successful functioning and therefore needed to be embodied within the administrative and programmatic components of the plan. The following guidelines were published in Henning and Wilson (1979):

First, the management development program should be specifically developed for, and not adapted to, state government. It was the observation of the joint planning group, based on member's personal knowledge and experience, that in-service state programs in many states often were functionally oriented and designed to meet the perceived needs of a single agency. These programs were not, in many instances, focused on the current and developing management requirements of state government as a whole. It also had been observed that a substantial number of university-based management development programs either were modifications of programs originally designed for industry and offered by business school faculty, or off-campus modifications of public administration programs originally designed for graduate students and substantially oriented to federal government management.

Second, the programs of study leading to certification should be officially recognized by the state that should award the certification. The credentialing would not be merely a designation by a university, the state's civil service system, or by another agency of state government.

Third, the program of preparation should be substantially professional in focus rather than largely academic in character and, therefore, complementary to and not competitive with the Master of Public Administration degree.

Fourth, the program should be operated under the active policy guidance and administrative oversight of an officially constituted board with broad, official representation.

Fifth, the course content and subject presentation should challenge candidates with high levels of academic preparation and, simultaneously, be sufficiently reality-oriented and job-related to enable those with relatively limited formal education to satisfy the requirements for certification.

Sixth, the candidate's competence should be tested in rigorous examination so that certification would not be merely a designation for attendance.

Seventh, graduates should be able to continue in an ongoing relationship with the program of study to ensure that their knowledge would be kept abreast of new developments and technologies in the field of administration and their professional competency maintained as a high level.

Gathering Support for the Concept

Representatives from the Institute of Government and the Merit System undertook a series of meetings with Norman Underwood, the Governor's Executive Secretary, legislative leadership, the Chancellor and the Vice-Chancellor for Services of the University System of Georgia and the state and regional IPA offices to ensure their interest and commitment to this concept (Henning 1978).

Once it was known that the Governor, legislative leadership, the top management of state agencies, the University System of Georgia, and the Regional IPA Office of the U.S. Civil Service Commission were willing to strongly support the initiation of the program, the University of Georgia's Institute of Government and Center for Continuing Education and the Georgia State Merit System of Personnel Administration jointly presented a formal, detailed proposal for initiation of the Georgia Certified Public Manager Program to the Governor and also submitted a formal proposal through the State Merit System to the U.S. Civil Service Commission Regional IPA Office and to the State of Georgia's IPA Review Committee for initial funding support (Henning and Wilson 1979).

The detailed plan was presented to Governor Busbee, who gave his approval to the planners to go ahead with the implementation of the Certified Public Manager Program prior to his request for approval of the program in the January 13, 1976 State of the State address. When the planners received this approval from the Governor, they were told to have graduates in six months. Because the six levels of management development were already in place, the six months were devoted to accomplishing the following (Wilson 2002a):

- Developing all the tests for the six levels
- Developing all the projects for each level
- Developing the elective coursework criteria
- Communicating with the graduates of Level VI to see if they were interested in the CPM concept
- Developing and teaching refresher courses for this group
- Testing the graduates
- Designing the CPM certificate
- Conducting the first graduation ceremony

Considerable credit must be given to Harold F. Holtz, Director of Governmental Training at the University of Georgia, who served as the enabler throughout the program development and expansion. Holtz made contacts with federal agency heads, met with the governors of a number of states, secured financial resources, and knew what pieces were needed for the program to move forward. Holtz made important contacts with the Board of Regents and the Governor's Executive Secretary. Mr. Holtz's very capable support was critical to the establishment and expansion of the concept.

Grady Huddleston, former Georgia State Representative and Training Director for the State Merit System, also served as an enabler during the development and expansion and opened the door to the legislature and the State Council of Training Officers. While Mr. Huddleston was a political person by virtue of his previous service in the Georgia Legislature, he also used his influence at critical moments to help merge the University of Georgia and the Merit System training programs together, prompting Mr. Henning to describe Mr. Huddleston as a superb facilitator.

Governor George Busbee's Chief of Staff, Norman Underwood, a close friend of Mr. Holtz, agreed to convince the Governor to provide an "Emergency Appropriation" of \$15,000 to finalize the program and, most importantly, to secure the Governor's continued support of the program. Mr. Underwood succeeded on all these issues (Holtz 2001a).

The Establishment of the Georgia Certified Public Manager Program

In Governor Busbee's January 13, 1976 State of the State Address to the Joint Session of the Georgia General Assembly, he recommended the establishment of the CPM program as prepared by the University of Georgia-Governmental Training Division and the Merit System and called on the General Assembly to authorize its initiation. Speaking of the CPM Program, the Governor said, "I'm going to ask for your approval of a new program which will begin to strengthen the management function in state government... If we are going to raise the caliber of state government, we must have managers with more professionalism and skill... It will be a professional training program used to develop management skills, and the state government---through the Merit System---will recognize that training and reward it with higher management responsibility..." (Busbee 1976). It is of special note that Fiscal Year 1977 was a year of budgetary austerity in Georgia, and the Certified Public Manager Program was the only new program recommended by Governor Busbee for implementation in that fiscal year (Henning 1978).

On February 9, 1976, in response to the Governor's request, the Georgia House of Representatives passed Resolution Act. No. 97 authorizing and directing the State Personnel Board and the State Merit System of Personnel Administration to implement a Certified Public Manager Program in the State Government of Georgia. The Georgia Senate adopted this resolution on February 19, 1976. The Georgia Legislature unanimously passed a joint resolution directing the State Personnel Board to implement the CPM Program as a means of upgrading the capability, efficiency and administrative expertise of management personnel throughout the State government. The resolution was signed on February 26, 1976 (Georgia 1976). On March 1, 1976, the Georgia Merit System for Personnel Administration sent a memorandum to all state training officers announcing the formal establishment of the CPM Program (Henning 1978).

Responding positively to the recommendations of the planning group, the Governor agreed to place the joint Institute of Government/Merit System staff of the Certified Public Manager Program under the policy guidance and administrative oversight of a six-member official board. The make-up of the board included the Governor's Executive Secretary Norman Underwood; Dr. Howard Jordan, Vice Chancellor for Services of the University System of Georgia; Grady Huddleston, Director of the Training and Staff Development Division of the Georgia State Merit System; Harold F. Holtz, Administrator of Governmental Training at the Institute of Government of the University of Georgia; a Commission representative of the executive branch agencies of state government, and Ken Henning, Director of the Certified Public Manager Program, ex officio. Mr. Henning was appointed as Director of the Certified Public Manager Program. The Assistant Director of the Training and Staff Development Division of the State Merit System, L. Douglas Wilson, was designated Secretary of the Board and Associate Director of the CPM Program. The Board held its first meeting on March 30, 1976 (Wilson 1976).

In April of 1976, the U.S. Civil Service Commission awarded an IPA grant of \$51,895 to assist the State in the implementing the CPM Program (Henning and Wilson 1979).

Using the process described earlier, the first CPMs received their Certified Public Manager certificates from Governor George Busbee at the October 6, 1976 graduation ceremony, less than nine months after Governor Busbee asked the Georgia General Assembly to approve the program. Governor Busbee continued to support the Certified Public Manager Program and spoke personally at graduations for at least the first three years of the program. The 29 recipients at the first ceremony were graduates of the sixth level of Georgia management development training who participated in refresher courses to prepare them for the tests for the CPM credential. The Certified Public Manager, the first publication advertising the requirements for earning the designation in Georgia, is dated 1976 (Certified Public Manager Program 1976).

Following the first graduation ceremony in 1976, the planners had the necessary graduates to approach others to join the concept and expand the CPM to other states. By March of 1979, more than 1,000 Georgia state managers and management staff were enrolled as candidates for certification in the CPM Program. From April 1, 1976, to July 1, 1978, a total of 8,019 participants had received at least one week of management

development training in a total of 411 core courses (Henning and Wilson 1979).

The Formation of the Georgia Society of Certified Public Managers

The minutes of the Georgia Certified Public Manager Program meeting on February 7, 1977, show that Mr. Henning challenged the group to elect a temporary chairman and a temporary secretary to become involved in the idea of “establishing a Georgia Society of Certified Public Managers affiliated with a national organization to be known as the American Academy of Certified Public Managers.” Doug Wilson was appointed temporary Chairman of the group and was charged to work closely with Ken Henning in setting up the Georgia Society of Certified Public Managers. Their charge included “setting up the machinery for establishing the national organization to be known as the American Academy of Certified Public Managers” (Wilson and Kraft 1977).

After the first graduation, the planning group formed the Georgia Society of Certified Public Managers, which was incorporated in the State of Georgia on June 20, 1977. The Articles of Incorporation were submitted with a letter signed by Kenneth K. Henning as Incorporator. Doug Wilson was a member of the first graduating class and became the first president of the Georgia Society (Wilson 2002b). The Society played a vital role as the alumni association for the graduates of the program (Henning 1977). The first charge that came out of the meeting on February 7, 1977 was met (Wilson and Kraft 1977).

The Georgia Society of Certified Public Managers held its first meeting in Atlanta, GA., on September 29, 1977. Nominations were taken from the floor and elections held. Douglas Wilson became the first president of the Georgia Society (Weiskittel 1977).

The minutes of the Georgia Society of Certified Public Managers Board of Directors meeting of Friday, August 4, 1978, provide Ken Henning’s update on the status of the expansion of the Certified Public Manager Program to other states. A development plan for the expansion of the concept was prepared by Ken Henning in 1978 (Henning, 1978). The acceptance of this plan by the U.S. Civil Service Commission led to a three-year \$132,000 implementation grant (Weiskittel 1978).

The Initial Expansion of the CPM Concept

The transfer of the concept to the initial states was a direct result of the combined work of Ken Henning, Doug Wilson, Quinn Spitzer, Grady Huddleston and Hal Holtz (Holtz 2003).

During the development of the program in Georgia and before graduation of the first Georgia CPM, contacts were being made in other states to gather support for development of CPM programs outside of Georgia. The individual letters to the governors of all states were initiated in September of 1978 (Weiskittel 1978).

Jim McIntyre, Director of the U.S. Office of Management and Budget during most of the term of President Jimmy Carter (1977-81), and Harold Holtz joined the University of Georgia-Institute of Government faculty about the same time in 1965. Jim served as Director of the Georgia Governor’s Office of Planning and Budget during the early years

of the Georgia Management/Executive Development Program and became a strong supporter. Later, as Director of the U.S. Office of Management and Budget, he agreed to consider national funding for an expansion of the CPM to other states if a national organization could be found to develop and formally submit a proposal. Hal Holtz was a Board member of the National Training and Development Service for Local and State Governments (NTDS) and convinced its Board to support the proposal (Holtz 2001a).

A grant was secured for funds provided through the U.S. Civil Service Commission's Intergovernmental Personnel Act funds to fund the exploration with other states to assess interest in the concept (Beckman 1978). This included inviting trainers from interested states to visit Georgia to become familiar with the Georgia CPM program. The proposal for this grant was titled "A Proposal to Develop a Transfer Process and Implementation Plan for the Effective Transfer of the Georgia Certified Public Manager Program to Other State Jurisdictions" (Henning 1978). A staff member of NTDS coordinated the project, but almost all of the work with the first five states was provided by the planners: Doug Wilson, Quinn Spitzer, Grady Huddleston, Harold Holtz and Ken Henning. John Pine, Coordinator of State Government Training in the Governmental Training Division of the Institute of Government/Georgia Center for Continuing Education, The University of Georgia, was part of the initial group but had since moved to Louisiana State University (Holtz 2001a).

Early in 1979, the Georgia CPM Program received the \$132,000 grant mentioned earlier. This three-year national discretionary grant from the Bureau of Intergovernmental Personnel Programs of the U.S. Civil Service Commission (Office of Personnel Management) funded the national transfer of the program. The grant was awarded to the NTDS in Washington D.C., which agreed to serve as the national administrative organization for the grant. The IPA funding allowed for the participation of five states in the transfer implementation. The five states that indicated an interest in the program and appeared to have the necessary training capability and top-level executive and legislative support to initiate and sustain the implementation of a CPM program were Arizona, Florida, Kansas, North Carolina, and Vermont. Subsequent to the awarding of the grant, the state of Louisiana indicated a desire to collaborate with Georgia and the five transfer states, even though not included in the grant funding (Henning 1979).

Following a preliminary meeting of CPM planners and NTDS staff in Washington in early April 1979, an initial multi-state planning meeting was held in Atlanta on April 19, 1979. At this meeting, a tentative date was set for conducting a demonstration session of Level I for administrators and trainers from the collaborating states. This demonstration was conducted in Atlanta, during the week of June 18, 1979, with a second session scheduled for Atlanta during the week of October 22, 1979 (Henning 1979).

The states selected for the initial expansion of the concept had to meet many requirements, but the most important one was the personal commitment of the states' governors (Holtz 2001b). There was a good deal of controversy with the original six CPM states over whether they would have to teach Georgia's management curriculum or meet certain standards in the development of an alternative program. After considerable discussion, the planning group agreed on initial requirements that included:

1. 240 hours of management development courses
2. 60 hours of elective courses
3. 6 management-related projects
4. Testing to cover the material
5. Ongoing re-certification education to maintain the CPM designation

Once this initial hurdle was behind them, there was a comfort level by all the states that they “could do their own thing” within a certain set of boundaries (Henning 1978).

The planners wanted some geographic distribution, but most importantly they wanted people who could provide support for the program. Gus Turnbull, Chief Academic Officer at Florida State University and a former Institute of Government faculty member, was the reason that Florida was the first state selected for contact. John Sanders, Director of North Carolina’s Institute of Government, participated in the early discussions of the program, but North Carolina never implemented the Georgia model.

Indiana, Iowa, and Arizona had all expressed interest in the Certified Public Manager program. Only one other state with a Certified Public Manager Program and Certified Public Manager certificate holder was needed to pave the way for the formation of the American Academy of Certified Public Managers (Weiskittel 1978).

Arizona became the western representative during Bruce Babbitt’s tenure because his Chief of Staff, a former Northern Arizona State faculty member, strongly supported the CPM concept (Holtz 2001a). Personal visits with the Governor of Arizona by Hal Holtz paved the way for the development and later establishment of the Arizona program in 1978 (Holtz 2003). Susan Paddock, now with the University of Wisconsin at Madison, worked with Ken Henning to develop the Arizona Program. Ken Henning actually traveled to Arizona to present several of the levels.

Ken Henning noted that Governor Richard Snelling of Vermont was the Chair of the Management Development Committee of the National Governors Association at the same time that Governor Busbee was Chairman of the same organization. It was for this reason that Vermont was selected (Holtz, 2003). As described earlier, a commitment letter had already been received from the Governor Snelling by August 4, 1978 as described in the Minutes of the Board of Directors Meeting of the Georgia Society of Certified Public Managers (Weiskittel 1978).

The University of Georgia and other universities were concerned that the Certified Public Manager would compete with the Masters in Public Administration offered at various universities. This remained a concern for years and was discussed later in a paper by Conant and Housel (1995).

The Formation of the National Certified Public Manager Consortium

In June 1979, a meeting was held in Atlanta where the initial work of drafting the Constitution and By-laws of the National Certified Public Manager Consortium (Consortium) began. While there was no actual formalization of the Consortium at this meeting, the groundwork was laid for later formative meetings and the work of setting

the standards and orienting the state's trainers with the program of instruction proceeded.

Subsequent to the meeting in June 1979, other meetings were held regularly in Georgia and the states to orient the state program instructors from Arizona, Florida, Georgia, Louisiana, North Carolina, and Vermont with course content. Representatives from each member state program traveled regularly to Georgia for these training programs to become familiar with the course materials through Level V.

The completed Constitution of the Consortium was signed by 10 individuals from member programs at a meeting in Raleigh, N.C., on July 9, 1980 (Consortium 1980).

On October 6, 1980, the Certified Public Manager National Policy Board met for the first time in Washington, D.C. and ratified the Constitution of the Consortium (Wilson 1980). The meeting was held to illustrate to Washington supporters how far the Consortium had come with the help of the grant and to explore future funding opportunities for the Consortium. Indeed, the grant support provided to the Academy by the Carter Administration (1977-1981) played an integral role in the formation of the Consortium. Dr. Howard Jordan, Vice-Chancellor for Services for the Board of Regents of the University System of Georgia and Chairman of the Georgia Certified Public Manager Board was elected as the first chairman of the Program Administration Committee (Wilson, 1980). Dr. Jordan is recognized later in this history for the valuable support he provided to the CPM concept and its transfer.

The National Certified Public Manager Consortium was formed with the participation of six CPM states: Arizona, Florida, Georgia, Louisiana, North Carolina, and Vermont. Its purpose was to establish and preserve standards for the Certified Public Manager (CPM) designation. Specifically, the Consortium was to promote state CPM programs by providing and monitoring accreditation standards, facilitating program development, encouraging innovation and developing linkages with programs and organizations having similar concerns (Hays and Duke 1996).

The Consortium was formed to provide a framework within which each program should operate, not to dictate curriculum or administrative specifics for each Certified Public Manager program. The Consortium would establish standards by which CPM programs were to be reviewed, including administrative and program design requirements, a demonstration of adequate funding and governing structure to support the program, and a demonstration that each program would provide opportunities for participants to apply the training to their work environment.

Established in 1982, the New Jersey CPM program became the most active northeast state because of the relationship between Hal Holtz and Tom Davy, Holtz' major professor in the Wharton Graduate School at the University of Pennsylvania. After Mr. Davy retired at the University of Pennsylvania, he became a senior advisor and consultant to Governor-elect Thomas H. Kean of New Jersey who was instituting major personnel reforms. As a result of Hal Holtz' relationship with Davy, the Georgia program shared its entire CPM program with New Jersey, excluding the Georgia examinations (Holtz 2001b).

After taking office in January of 1982, New Jersey Governor Kean initiated the Governor's Management Improvement Plan with Rutgers University. From this beginning came the New Jersey CPM Program patterned after the Georgia Model. The formation of the Certified Public Manager Society of New Jersey was the Level IV project of Richard A. Merkt, Deputy Attorney General, who became its first president, and who was later elected to the New Jersey Legislature. Assemblyman Merkt is mentioned later for his participation in the Atlanta meeting where the Academy was actually formed and for his contribution to the development of the By-laws (Merkt 2003).

In 1982, the CPM-CST Society of Louisiana was established as the product of the Level IV project of Nancy E. DeWitt, who would later become the first Henning Award Winner, the first President of the Louisiana Society and eventually President of both the Consortium and the American Academy.

The Formation of the American Academy of Certified Public Managers

In anticipation of the reality of a large number of graduates from several formally accredited CPM programs, the Georgia Society proceeded with the establishment of the American Academy of Certified Public Managers in 1984 (Henning 1984b). One of the highlights of the year was the reservation of the name for the American Academy of Certified Public Managers with the Georgia Secretary of State's Office on March 2, 1984 (Cleland 1984).

The first version of the Constitution and By-laws was written to support the original vision and served to incorporate the Academy. Ken Henning and Glen Williamson drafted the first version of the Constitution and By-laws, which was accepted in principle, by the Consortium's Executive Committee in September of 1983 in Oklahoma City. Following that meeting, the draft was provided to the American Academy Initiation Committee, a committee of the Georgia Society of Certified Public Managers. Chaired by George C. Askew, this committee coordinated the redrafting of the Bylaws to reflect certain recommendations of the Consortium and the Georgia and Louisiana Societies (Henning 1984a). The product of this committee was used in the incorporation of the Academy (Askew 1984). In subsequent references, this version will be referred to as the Incorporation Bylaws. It contained a system of representation of societies that involved election of a single state delegate to a three-year term. The number of additional delegates was determined by the method of equal proportions (Henning 1984a).

On April 23, 1984, George C. Askew, Chairman, American Academy Initiation Committee, expressed in his Committee Report his committee's consensus that the incorporation of the American Academy was imperative. This was in consideration of the number of CPMs that would be certified by the summer of 1984 in the member states (Askew 1984).

On May 7, 1984, the Articles of Incorporation, accompanied by a letter from Ken Henning, was mailed to the Georgia Secretary of State Max Cleland, resulting in the incorporation of the Academy as a not-for-profit professional society in the State of Georgia with an incorporation date of May 8, 1984 (Williamson 2003). The name of the Incorporator was Kenneth K. Henning.

Incorporation of the Academy was undertaken to reserve the name and provide an organizing mechanism to establish it. Following the work to incorporate and reserve the name, the next step was for the Georgia Society and the graduates of an accredited Certified Public Manager program to proceed jointly to formally organize the Academy immediately upon the formal award of the designation Certified Public Manager (Henning 1984b).

With the incorporation of the Academy, the second charge given to Ken Henning and Doug Wilson at the Georgia Certified Public Manager Program meeting on February 7, 1977 was met (Wilson and Kraft 1977).

The American Academy of Certified Public Managers (AACPM) was established in Georgia as a professional association of public sector managers who had earned the designation of Certified Public Manager (CPM) through a management program accredited by the National Certified Public Manager Consortium and were members of an accredited state society of Certified Public Managers (Laubsch 1988b).

The Academy was established to:

- Unite Certified Public Managers
- Encourage the acceptance of management in government as a profession established upon an underlying body of knowledge
- Promote a high professional, educational, and ethical standard in public management
- Improve communication, cooperation, and coordination among public entities
- Foster leadership through example and innovation
- Facilitate positive changes to enhance the delivery of public services

In a letter dated December 31, 1984, New Jersey Society President Richard A. Merkt requested a copy of the 1984 Incorporation Bylaws from Georgia Society President Glen Williamson and referenced a February 1, 1985 meeting in Atlanta (Merkt 1984). Subsequently, Merkt and Brian McKeever produced a revised version of the Incorporation Bylaws for discussion in Atlanta at that meeting.

On February 1, 1985, the five states that formed the Consortium met in Atlanta to discuss the formation of the Academy (Williamson 2003). This was a vital part of Ken Henning's vision - to have the graduates form state societies and for the Academy to serve as the central, capstone organization to unite the Societies, just as the accounting profession featured state societies and the American Institute of Certified Public Accountants. This structure was compatible with Ken Henning's vision to have the Academy act as the national organization to unite the societies and provide the umbrella-type of organization that was necessary for a professional organization. Ken Henning facilitated the meeting, talking this group through the development of the Academy model. Using the notes from the meeting on the Academy Model, Glen Williamson made revisions in the Bylaws to include language to establish the Academy Model and Richard A. Merkt, an attorney and the first President of the New Jersey Society, reviewed the draft (Williamson 2003).

On February 27, 1985, the Georgia Society of Certified Public Managers Educational Foundation, Inc. was incorporated in the State of Georgia. The Incorporator and Registered Agent for the Corporation was Kenneth K. Henning (Henning 1985).

In 1986, AACPM representatives Sharon Postel (NJ), Brian McKeever (NJ), John Maroney (NJ), and Robert Hayes (LA) met to further refine the Constitution and Bylaws, seeking a more workable set of documents, given the pattern of development the CPM Program had taken. The major issue involved the establishment of an equitable means of representation for member societies with widely varying numbers of graduates. The product had to be agreeable to the five states with graduates: Arizona, Florida, Georgia, Louisiana, and New Jersey (Laubsch 1988b).

On February 2-3, 1987, the Presidents of the Louisiana, Georgia, New Jersey, and Florida State Societies met in Atlanta to, among other items, work on amendments to the Incorporation Bylaws. The group was able to agree on a tentative set of Bylaws for the Academy that resulted in establishment of a five-member board with delegates to the House of Delegates (Hayes 1987). Brian McKeever distributed the amended Bylaws to the societies on March 25, 1987 in preparation for the follow-up meeting in Tallahassee in August 1987 (McKeever 1987).

On August 2-5, 1987, AACPM representatives from Florida, Georgia, Louisiana, and New Jersey met in Tallahassee, Florida, in conjunction with the Consortium to form the framework for a national society. The primary task at hand was the review of the existing version of the Constitution and Bylaws. The Academy Constitution, Bylaws, Mission Statement, Vision, Goals, Objectives, as well as the majority of the Academy's business processes, were products of that meeting. The Incorporation Bylaws described a configuration for the national organization that was not practical for the organization, as it existed in 1987. The decision was made to have three Delegates from each society as representatives in a governing body called the House of Delegates. The societies did not enter the organization in a manner that supported the regional configuration, as described in the Incorporation Bylaws. The Constitution and Bylaws were brought back to the participating states for ratification (Laubsch 1987). In 1988, all five states ratified the document that became, and remains, the basis for the operations of the Academy (Laubsch 1988b).

On January 30, 1988, AACPM representatives from Arizona, Georgia, Louisiana, and New Jersey met for the first formal AACPM Board of Directors Meeting in Phoenix, Arizona, to establish a framework for the business operations of the Academy. At this meeting, Bobby Ann Clark (LA) was appointed President Pro Tempore of the Academy. The Presidents-elect were Colonel John McMurdie (AZ) and Charles Fulgham (FL). The Secretary was Paulette M. Laubsch (NJ) and the Treasurer was Barbara H. Barnell (Vagenas) (GA). These pro tempore officers were appointed to allow the Academy to conduct its business and would serve until the House of Delegates Meeting of February 4, 1989 (Laubsch 1988a).

After incorporation of the Academy and designation of graduates by the accredited state programs, the work of organizing the Academy became the responsibility of the graduates. Redrafting and refining the Bylaws was an arduous process involving

numerous meetings and countless hours over several years.

In the Academy's first newsletter, the AACPM President Pro Tempore Bobby Ann Clark acknowledged a group of people who should be congratulated for their hard work in bringing the Academy to fruition. They were: Annette Berger (FL), John McMurdie (AZ), John Greisheimer (FL), George Askew (GA), Kenneth K. Henning (GA), Glen Williamson (GA), Barbara Barnell (GA), Bob Hayes (LA), Judy Cain (LA), Bobby Ann Clark (LA), Paulette Laubsch (NJ), John Maroney (NJ), Bryan McKeever (NJ), Richard Merkt (NJ), and Sharon Postel (NJ) (Clark 1988a).

On October 1, 1988, the first House of Delegates meeting of the American Academy of Certified Public Managers was convened in Atlanta, Georgia, to establish the framework for the Academy. The minutes of this meeting acknowledge charter membership for Arizona, Florida, Georgia, Louisiana and New Jersey. After Ken Henning led the Academy through a goal setting session, the Board committed to collect background information from the charter states between this meeting and the February 4, 1989, House of Delegates meeting to aid in drafting of the vision statement (Laubsch 1988b).

At the February 4, 1989, House of Delegates Annual Meeting, it was necessary to adopt the Bylaws in order to change the structure of the House of Delegates. This was the first time House of Delegates members were appointed or elected by the Societies. As such, it was necessary for this House of Delegates to formally adopt the Bylaws, which it did. Also during this meeting, the Nominations Committee offered the first official slate of officers for an Academy election. The slate included: Bobby Ann Clark (LA) for President; Paulette M. Laubsch (NJ) for President-Elect; Phil Wells (FL) for Secretary; Barbara H. Barnell (Vagenas)(GA) for Treasurer and Brian McKeever (NJ) for Past-President. No nominations were received from the floor and the motion passed unanimously to elect this slate as the Academy's first official Board (Laubsch 1989).

The minutes of the February 4, 1989, HOD also reflect a decision to acknowledge charter membership for any state society in existence on December 31, 1989, moving North Carolina (January 20, 1989) and Oklahoma (October 27, 1989) onto the list of charter states mentioned earlier (Laubsch 1989).

Using the research conducted after the October 1, 1988 HOD meeting, the 1987 Academy mission statement was revised in 1989 to read: "to promote effective public management by establishing the Certified Public Manager credential as the recognized standard for professional practice" (AACPM 2002a).

The Henning Award

The Board of Elections Committee Report of March 29, 1990, describes the establishment of the Henning Trophy in detail. The Board of Elections was charged with developing an award for presentation at the 1990 Annual Meeting to a member of the Academy. The award was named the Henning Trophy, after Kenneth K. Henning, the former Director of the Georgia Certified Public Manager Program and "Father" of the Certified Public Manager concept. The Henning Trophy was to be presented annually to an active Academy member who, through his or her efforts, had made the greatest

contribution to the Academy, his or her state Society, or the prestige of the CPM image.

The Committee issued a call for nominations to the Presidents of all member states. Upon return of the nominations, it was found that two members of the Academy's Board of Directors were nominated. To simplify the election process, the President of the Academy instructed the Board of Elections to select that year's recipient instead of allowing the selection to be made by the Board of Directors. The Board of Elections selected the recipient for that year and notified the President. They also recommended to the President that the selection remain secret until announced at the annual meeting. The Committee purchased the trophy, a pewter bowl on a wood base that remains today as the symbol of the highest ideals of the Certified Public Manager and the American Academy of Certified Public Managers (Askew 1990). In 1990, Nancy E. DeWitt (LA) became the Academy's first Henning Award winner.

At the Savannah Conference in February 26-28, 1992, Michael Josephson of the Josephson Institute for the Advancement of Ethics provided a centerpiece presentation in a conference agenda devoted to a consideration of ethics in public management. In December 1992, President George Askew charged Dr. Richard Blake, Chair of the Publications Committee, to proceed with the development of a monograph series for the Academy. On November 2, 1992, Dr. Blake solicited input from his Publications Committee on development of the series (Blake, 1992). In the spring of 1993, the committee produced the first monograph publication produced and distributed by the Academy titled "Ethics: The Public Trust" (Andrew 1993). This monograph was widely distributed under the Academy logo to the Governors of all states; state training directors, state ethics commissions, Academy and Consortium Member states, Council of State Governments, NAGTD, NASPAA and others. This was a means of gaining public visibility for the Academy. The monograph series has not been continued.

The Fran L. Wilkinson Scholarship

On April 30, 1993, members of the House of Delegates unanimously voted to designate the Academy's existing annual scholarship as the Fran L. Wilkinson Memorial Scholarship as a token of remembrance, affection, and esteem. Fran was a leader in the CPM Program at the state and national level, serving as President of the Georgia State Society in 1983 and chair of the National CPM Consortium in 1987. Fran died June 6, 1990, at an early age, as the result of a ruptured aneurysm. The Academy remembers her through this memorial scholarship that provides an award to a deserving student who plans a career in public management. This scholarship was developed in support of one of the objectives of the American Academy of Certified Public Managers - "*to promote a high professional, educational and ethical standard in public management*" (Norman 1993).

Mission Statement

In 1995, the mission statement was amended to reflect the evolution of the Academy since the initial mission statement was written. The revised mission was: "Promoting professionalism, excellence, and quality principles in public management through:

- (1) Endorsement of dynamic leadership, high ethical standards, and education, development, and training dedicated to serving public interest;
- (2) Adherence to the Certified Public Manager program as an ideal comprehensive management development process; and
- (3) Performance as a professional association/accrediting body to maintain the highest standards for management and management training (AACPM 2002b).

The George C. Askew Award

At the November 9, 1996, Board of Directors Meeting, the Board authorized the presentation of up to three awards per year to recognize exemplary CPM projects (Hagler 1996). At the May 17, 1997 HOD Meeting in Utah, the Board was directed to work with the Consortium, to develop a special award program in honor of George C. Askew, the "first" CPM, due to his unwavering commitment to exceptional management practices. The Management Practices Committee was charged with defining nomination criteria for the Askew Award, with the expectation that the first awards would be presented at the 1998 AACPM Conference in Mississippi. The criteria established that the award be given to one participant (or team) from each Consortium member's state training program. It was to be selected from projects reviewed from the prior year that exemplified the management practices philosophy of the Academy. The Award is an engraved medallion designed specifically for this achievement and was first given in 1999 during the eleventh AACPM Annual Conference in Baton Rouge. The Askew Awards are presented annually at the Academy educational conferences (Gough 1997).

The AACPM Web Site

In 1997, the AACPM web site was developed and temporarily hosted on the Utah Department of Human Resource Management web server.

In next year, the AACPM domain was registered as "www.cpmacademy.org" and this site was moved to its present server. Revision and enhancements to the Academy Site are ongoing.

Expansion of the Board

In 2000, two Members-at-Large positions were created with two-year terms to allow the Board to better address the business issues of the Academy. Initial appointments were made through the end of 2001. Jeffrey A. Kramer (AZ) was appointed to serve as Member-at-Large for a two-year term and Larry P. Totten (KY) was appointed to serve as Member-at-Large for a one-year term upon the expiration of his term as Treasurer

(Pepper 2000).

During the 2000 conference, the Board received responses from the Societies to a Call for Issues, a vital part of the Academy's strategic planning process. The responses received from the stakeholders through this process will guide the activities of the Board for the foreseeable future (Pepper 2000).

In 2001, the Board Member-at-Large seats were re-defined to align the positions more accurately with strategic activities. The positions were designated as Member-at-Large for Conferences and Communications and Member-at-Large for Member Affairs. The first presentation of the AACPM Orientation Program for New Members and Societies occurred in this year (Felice 2001).

Recent Activities

In 2002, the membership of the Academy had risen to 1,670 members. At the 2002 Conference in Atlantic City, N.J., the first presentations of the AACPM Leadership Institute were made. The AACPM Integrated Marketing and Resource Committee formally presented its catalog of marketing options to the Society Presidents.

At the 2003 Conference in Charleston, S.C., a number of individuals who played a vital part of the concept development and the formation of the Academy and the Consortium will attend. Among those individuals will be Ken Henning, George Askew, Glenn Williamson, Bobby Ann Clark, Nancy DeWitt, Paulette Laubsch, and Margaret Bailey.

The Past and the Future

This history describes the development of the Certified Public Manager Concept from its earliest vision through program development and implementation resulting in its expansion to twenty-five state or regional Certified Public Manager Programs as of December 31, 2002. Throughout the history of the Certified Public Manager concept, it has been described as a relatively recent program (Finkle 1985).

In 1996, S. W. Hays and Bruce Duke commented that the accomplishments of the Consortium had surpassed anything that might reasonably have been expected when the first CPM program was initiated in 1979 (Hays and Duke 1996). They went further to comment that the spread of the CPM program to the number of states that had developed formal certification programs in an environment that lacked conditions for vibrant growth was truly remarkable.

Despite obstacles described in various articles about the CPM (Conant and Housel 1995; Finkle 1985; Hays and Duke 1996), the programs accredited by the Consortium continue to increase in number. According to Conant and Lado in 1991, the factors contributing to the creation of CPM programs include a desire to fill important gaps in public sector training, to provide an incentive for continuing education, to "officially certify a manager's competence," and to improve management practice through targeted employee development activities. (Hays and Duke 1996) The current budget-challenged

management environment of doing more with less, improving the efficiency, effectiveness and competence of today's government managers makes these early factors even more viable factors.

From its 1984 incorporation as the alumni association of CPMs, the American Academy of Certified Public Managers has grown to include 20 separate Certified Public Manager Societies in 20 states. In late 2002, CPM Program graduates from three additional states are developing applications for membership as Certified Public Manager Societies. The Iowa graduates predict their application will be completed by June of 2003. In addition, as of this writing, the possibility of membership by certain tribal nations is being discussed. The CPM Societies, including the American Academy of Certified Public Managers and member Societies, were described as a potentially powerful force for change in the public management field, if they follow the lead of other professional societies by lobbying for gradual strengthening of certification requirements and formal recognition of CPM recipients (Hays and Duke 1996).

The future of the Certified Public Manager is directly dependent on the CPM certification earning public manager's respect by distinguishing itself as a true achievement and being perceived as a prestigious accomplishment that is worthy of recognition and reward (Hays and Duke 1996).

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Early Pioneers and Visionaries

Kenneth K. Henning was director of the Certified Public Manager Program at the Institute of Government and Georgia Center for Continuing Education, University of Georgia. Mr. Henning is considered as the “Father of the Certified Public Manager.”

He was Chairman of the Department of Management at De Paul University; then served as Associate Director of the Center for Programs in Government Administration at the University of Chicago. This Center was “purchased” by the University of Wisconsin Extension Division, a unique event in higher education. Its name was changed to the Center for Advanced Study in Organization Science and Mr. Henning became Deputy Director and then Acting Director during the Director’s yearlong leave of absence.

This Center, both at the University of Chicago and at the University of Wisconsin, conducted an annual six-week summer institute for senior level federal executives, and annual residential management development programs for state Commissioners of Mental Health and for Commissioners of State Departments of Corrections. Mr. Henning helped to design the course content for these programs and also served as faculty member in them.

In 1965, Mr. Henning was an instructor in a major one-week continuing education program for state parole board professionals with the National Parole Institute, (NPI). Mr. Holtz attended most of the sessions and heard Mr. Henning’s presentations and discussions with the participants. Mr. Holtz discussed with the possibility of Mr. Henning’s participation in future programs that Mr. Holtz might develop.

Mr. Henning returned in 1966 and 1967 for the courses described in Holtz and Huddleston (1966 and 1967) and continued to come to Georgia on a regular basis to teach in both state and local government management/executive development programs.

In 1969, Mr. Holtz invited Mr. Henning to come to the University of Georgia on a full-time basis. This invitation was initially made by telephone while Mr. Henning was in Kampala, Uganda as a lecturer at the Uganda Institute of Public Administration. Mr. Henning subsequently accepted the invitation and joined the faculty of the University of Georgia on January 1, 1970.

Following Mr. Henning’s retirement in 1986, Mr. Holtz asked Mr. Henning to continue to instruct in the Georgia CPM Program on a part-time basis. Mr. Henning agreed to do so, serving until 1991, including resumption of the CPM Director’s duties after his successor’s resignation.

He also was asked by the Commissioner of the Georgia State Merit System to serve as Director of the Training Division following the tragic death of Fran Wilkinson. He did so, and then finally retired in June of 1991. He still lives in Athens, Georgia (Henning 2003b).

Harold F. Holtz was Administrator of the Governmental Training Division, Institute of Government and Georgia Center for Continuing Education, University of Georgia for 33 years, retiring in 1998. Upon his retirement, a position was named in honor of the tremendous amount of work done by Mr. Holtz over the years. The Harold F. Holtz Distinguished Practitioner Chair that funded an individual to work at the University of Georgia, Governmental Training Division for a period of two years for the purpose of enhancing the ability of the Governmental Training Center. According to a number of the early pioneers, the support provided by Mr. Holtz was critical to the emergence of the CPM.

Grady L. Huddleston was Director, Training and Staff Development Division, State Merit System of Personnel Administration and served as Vice Chairperson for the Georgia Certified Public Manager Board. Mr. Huddleston represented Fayette County in the state House of Representatives for 14 years. Mr. Huddleston was a decorated veteran of World War II. He served as Judge of the Fayette County Magistrate Court for the last 13 years. Judge Huddleston passed away on February 20, 2002. The support provided by Huddleston was critical to the establishment of the program as he traveled to numerous states with Ken Henning to promote the concept. Henning credits the acceptance of many of the early programs to these visits.

L. Douglas Wilson, CPM, was a member of the original Georgia planning group; graduate of the first class of Certified Public Managers; and Director, Training and Organization Development Division, State Merit System of Personnel Administration. Representing the Merit System, he worked hand-in-hand with Ken Henning in developing designing the original CPM proposal and was instrumental in creating the curriculum. He is considered by some of the early pioneers to be as important to the development of the course content and the CPM as was Mr. Henning. Wilson was Associate Director, Certified Public Manager Program and served as Secretary for the Georgia Certified Public Manager Board. He was the first president of the Georgia Society of Certified Public Managers. Wilson later left the Georgia Merit System and later worked for Kepner-Tregoe. Doug now works for McHugh Consulting.

John Pine, PhD, was a member of the original team of four planners who developed the Certified Public Manager concept proposal that was presented to Mr. Holtz and Mr. Huddleston. John's specialty was in the field of adult learning transfer. Among other contributions, his primary contribution to the CPM is the practical application project. Pine left the University of Georgia in the late 1970's and now works for Louisiana State University. Dr. Pine directed the Certified Public Manager Program at the Public Management Institute at LSU in Baton Rouge and now works in the Institute for Environmental Studies at LSU.

Howard Jordan, Ph.D was Chair of the Georgia Certified Public Manager Board and Vice-Chancellor for Services for the University System of Georgia. Dr. Jordan came to the University of Georgia from Savannah State College where he served as President. Dr. Jordan was very supportive of Mr. Henning's work and Mr. Henning credits the success of the CPM, in part, to Jordan's support within the University System. Mr. Holtz referred to Dr. Jordan as a remarkable man and compliments Dr. Jordan on the way he managed the Georgia CPM Board with its competing influences.

Frances L. Wilkinson, CPM, was Assistant Director, Training and Organization Development Division, State Merit System of Personnel Administration, and Assistant Director of the Certified Public Manager Program. Wilkinson was a leader in the CPM Program at the state and national level, serving as President of the Georgia State Society in 1983, and chair of the National CPM Consortium in 1987. She also played a key role in the transition of the program to other states and in the formation of the Academy. Fran died June 6, 1990 and the American Academy of Certified Public Managers renamed its annual scholarship as the Fran L. Wilkinson Memorial Scholarship, as a token of remembrance, affection, and esteem.

George C. Askew, CPM, was a member of the first group of CPMs graduating in Georgia and, because of the order in the graduation, was “The First CPM.” Mr. Askew was president of the American Academy of Certified Public Managers in 1992-93 and was also a recipient of the Henning Award. The Academy worked with the Consortium to develop a special award program named in honor of Mr. Askew due to his unwavering commitment to exceptional management practices. Mr. Askew was a constant leader in the Georgia CPM Society, serving as President on two separate occasions, Board Chair, and numerous other offices and committee chair positions over nearly two decades. Mr. Askew served the Academy as President in 1992-1993 and is a Henning Award recipient.

Quinn Spitzer, CPM, was Management Development Team Leader in the Georgia State Merit System. He was in the second class of Certified Public Manager graduates. Quinn was a member of the original planning workgroup that developed the CPM proposal that was submitted to Mr. Holtz and Mr. Huddleston. Quinn led all of the teaching for Management levels I-III throughout the state. He left the Georgia Merit System in 1978 and went on to join Kepner-Tregoe, eventually serving as CEO. After leaving Kepner-Tregoe, he founded McHugh Consulting.

Suggested Reading List

This suggested reading list includes publications that address trends in public management, the concept of certification, and specifically, the Certified Public Manager.

Chapman, Richard L. and Frederic N. Cleaveland (1973). "The Changing Character of the Public Service and the Administrator of the 1980's." Public Administration Review (July/August) 358-366.

Conant, James K. and S. Housel(1995) "MPA and CPM Programs: Competitors or complements in Public Service Management Education." Public Personnel Administration (Fall 1995) 5-21.

Finkle, Arthur (1985) "CPM-Professionalizing Professionalism" Public Administration Quarterly. Vol. 9 (Spring), 47-54.

Hays, S. W. and Bruce Duke (1996) "Professional Certification in Public Management: A Status Report and Proposal." Public Administration Review. Vol. 56, no. 5 (September/October 1996) 425-432.

Henning, Kenneth K. and L. Douglas Wilson (1979). "The Georgia Certified Public Manager (CPM) Program." SRPA (March 1979) 424-435.

APPENDIX A. AACPM Leadership (1988-2003)

- 1988** On January 30, 1988, AACPM representatives from Arizona, Georgia, Louisiana, and New Jersey met for the AACPM Board of Directors Meeting in Phoenix, Arizona to establish a framework for the business operations of the Academy. This board meeting was in conjunction with the Consortium Meeting. At this meeting, Bobby Ann Clark, Louisiana, was appointed President Pro Tempore of the American Academy of Certified Public Managers. The Presidents-elect were Colonel John McMurdie (AZ) and Charles Fulgham (FL). The Secretary was Paulette M. Laubsch (NJ) and the Treasurer was Barbara H. Barnell (Vagenas) (GA). These pro tempore officers were appointed to allow the Academy to conduct its business and would serve until the HOD Meeting of February 4, 1989 (Laubsch, 31 January 1988).
- 1989** During this 1989 House of Delegates, the Nominations Committee offered the first official slate of officers for an Academy election. The slate included: Bobby Ann Clark (LA) for President; Paulette M. Laubsch (NJ) for President-Elect; Phil Wells (FL) for Secretary; Barbara H. Barnell (Vagenas)(GA) for Treasurer and Brian McKeever (NJ) for Past-President
- 1990-1991** - President Paulette M. Laubsch (NJ), President-Elect Margaret J. Bailey (NC), Secretary George Banks (FL), Treasurer Myrtle H. Pettit (LA), and Past-President Bobby Ann Clark (LA).
- 1991-1992** - President Margaret J. Bailey (NC), President-Elect George C. Askew (GA), Secretary George Banks (FL), Treasurer Myrtle H. Pettit (LA), and Past-President Paulette M. Laubsch (NJ).
- 1992-1993** - President George C. Askew (GA), President-Elect George Banks (FL), Secretary Sandra M. Norman (LA), Treasurer Edward R. Burt, III (NC), and Past President Margaret J. Bailey (NC).
- 1993-1994** - President George Banks (FL), President-Elect Nancy E. DeWitt (LA), Secretary Sandra M. Norman (LA), Treasurer Edward R. Burt, III (NC), and Past-President George C. Askew (GA).
- 1994-1995** - President Nancy E. DeWitt (LA), President-Elect Barbara H. Vagenas (GA), Secretary Patricia J. Hagler (NC), Treasurer Linda M. Dawkins (LA), and Past-President George Banks (FL).
- 1995-1996** - President Barbara H. Vagenas (GA), President-Elect Craig D. Odekirk (UT), Secretary Patricia J. Hagler (NC), Treasurer Linda M. Dawkins (LA), and Past-President Nancy E. DeWitt (LA).
- 1997** President Craig D. Odekirk (UT), President-Elect Lewis J.B. Logan (OK), Secretary Brian C. Gough (UT), Treasurer Diane M. Sneed (FL), and Past-President Barbara H. Vagenas (GA).
- 1998** President Lewis J.B. Logan (OK), President-Elect Mary P. Robinson (MS), Secretary Bonnie J. Weaver (AL), Treasurer Larry P. Totten (KY), and Past-President Craig D. Odekirk (UT).

- 1999** President Mary P. Robinson (MS), President-Elect Dennis J. Magee (FL), Secretary Bonnie J. Weaver (AL), Treasurer Larry P. Totten (KY), and Past-President Craig D. Odekirk (UT).
- 2000** President Dennis J. Magee (FL); President-Elect Thomas H. Patterson (LA); Secretary Barbara C. Pepper (MS); Treasurer Larry P. Totten (KY), and Past-President Mary P. Robinson (MS).
- 2001** President Thomas H. Patterson (LA), President-Elect Kay Nidiffer Rogers (SC), Secretary Barbara C. Pepper (MS), Treasurer Edward R. Burt, III (NC), and Past-President Dennis J. Magee (FL). Larry P. Totten (KY) and Jeffrey Kramer (AZ) served as Board Members-at-Large
- 2002** President Kay Nidiffer Rogers (SC); President-Elect Larry P. Totten (KY); Secretary Julie R. Felice (UT); Treasurer Edward R. Burt, III (NC); and Past-President Thomas H. Patterson (LA). Jeffrey A. Kramer served as Member-at-Large for Conferences and Communication, and Haywood P. Poole served as Member-at-Large for Member Affairs.
- 2003** President Larry P. Totten (KY); President-Elect Ronald K. Buchholz (WI); Secretary Julie R. Felice (UT); Treasurer Edward R. Burt, III (NC); and Past-President Kay Nidiffer Rogers (SC). William Herman (NH) will serve as Board Member-at-Large for Conferences and Communication, and Haywood Poole (NC) will serve as Board Member-at-Large for Member Affairs.

APPENDIX B. Consortium Leadership (1979-2003)

Period	Person/State
1979 - 1980	Ken Henning, Georgia
1980 - 1981	Doug Wilson, Georgia
1981 - 1982	Sam Breen, Louisiana
1982 - 1983	William Moeller, Florida
1983 - 1984	Doug Wilson, Georgia/Susan Paddock, Arizona
1984 - 1985	Peggy Miller, Louisiana
1985 - 1986	Bill Scheuer, New Jersey
1986 - 1987	Sam Breen, Louisiana
1987 - 1988	Fran Wilkerson, Georgia
1988 - 1990	Nancy DeWitt, Louisiana
1990 - 1991	Jack Lemons, North Carolina
1991 - 1992	Alma Joseph, New Jersey
1992 - 1993	Gene Childress, Kentucky/Montgomery Van Wart, Arizona
1993 - 1994	Montgomery Van Wart, Arizona
1994 - 1995	Carrie Rohr, Oklahoma
1995 - 1996	Stan Vanagunas, Arkansas
1996 - 1997	Sharon Marcum, Kentucky
1997 - 1998	Don McKinnon, Utah
1998 - 1999	Marianne Gaudin, Mississippi
1999 - 2000	Laurette Burdyl, South Carolina
2000 - 2001	Joyce Loudon, Louisiana
2001 - 2002	Peter Gamache, New Hampshire
2002 - 2003	Howard Balanoff, Texas

APPENDIX C. AACPM Annual Professional Development Conferences

Year	Location
1989	Baton Rouge, Louisiana
1990	Princeton, New Jersey.
1991	Raleigh, North Carolina.
1992	Savannah, Georgia
1993	Orlando, Florida.
1994	Oklahoma City, Oklahoma.
1995	Little Rock, Arkansas.
1996	Louisville, Kentucky.
1997	Salt Lake City (Snowbird), Utah.
1998	Biloxi, Mississippi.
1999	Baton Rouge, Louisiana.
2000	St. Pete Beach, Florida
2001	Scottsdale, Arizona
2002	Atlantic City, New Jersey
2003	Charleston, South Carolina.

APPENDIX D. Program Establishment, Accreditation and Academy Membership

State	Program Establishment	Accredited by Consortium	Accepted as Academy Member
Alabama	1985	1989	1992
Alaska	1996	1997	TBA
Arizona	1978	1979	1989
Arkansas	1985	1991	1992
District of Columbia	1997	1998	2000
Florida	1979	1980	1989
Georgia	1976	1983	1984
Idaho	2002	TBA	TBA
Iowa	2000	TBA	TBA
Kansas	1992	1993	1994
Kentucky	1986	1989	1992
Louisiana	1979	1984	1989
Metropolitan Washington Council of Governments	2002	TBA	TBA
Mississippi	1990	1993	1993
New Hampshire	1996	1998	2000
New Jersey	1982	1984	1989
North Carolina	1980	1988	1989
Ohio	1998	2000	2000
Oklahoma	1986	1988	1989
South Carolina	1991	1996	1997
Texas	1995	1996	1997
USDA Graduate School	1998	1996	TBA
Utah	1986	1989	1992

Vermont	1980	TBA	TBA
Virginia	1999	TBA	TBA
Washington	2000	TBA	TBA
Wisconsin	1992	1993	1994

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