



Ron Buchholz,
AACPM President

President's Message

By Ronald L. Buchholz, CPM
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When I wrote my last President's Message to you, I indicated that I was communicating to you from a new and unique perspective, that as being Academy President for a second time. Clearly, that was perspective that I had not previously thought about or considered.

I am again writing this Message from another new and unique perspective, albeit this time it is one for which I had been planning for and considering for some time. I write to you today from the perspective of being an "official" retiree. I am pleased that I can attest there is life after retiring from your "day job," and thus far, it has been all I had expected it to be and then some, although at this writing I have only been in this status for a week!

My wife, Mary, and I both retired from our positions with April 20th being our last day in the office. We celebrated the event with two great parties, which were truly happy and memorable events. Both events were heightened by the fact that our oldest son, Lauren, was able to travel from his home in Seattle to join us for the parties and festivities. Although retiring from my Deputy Administrator position in the Division of Safety and Buildings, there was a strong CPM pres-

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Countdown to the September 2007 AACPM Professional Development Conference in Madison, Wisconsin!

By Mark Evans, CPM
2007 AACPM Conference Chair
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We have just a little over four months left before we welcome our friends from CPM societies from around the country here to the state of Wisconsin! We've been working hard to create a great experience for everyone, and we think this will be a truly memorable conference.

One word of advice...if somehow you have not yet realized you should reserve your lodging, reach for the phone before reading further...call 1-800-356-8293 and ask for reservations from the AACPM block. [You will not have charges placed on your credit card until you arrive; you can switch cards or payment methods when you get here; and if you must cancel, you will get no charge if it's more than 24 hours before your planned arrival.] Okay....now, read on.

If you are considering expanding the duration of your stay in Madison, trying to figure out how to get here, curious about cool stuff to see and do, or wondering what we've got in store, check out our Web site at www.wscpm.org...Go to the link on the left of our Society's home page, to 2007 AACPM Conference, and then you'll find everything you need to know. Our link to register is right there too, and you can pay on-line or send us a check. (If you have already visited our Web site, please keep coming back to check it out. We will continue

Continued on page 3...



Art Shegonee will present
Native American dances to
remind us of our history,
heritage and responsibility.

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President's Message continued...

ence at the events. Wisconsin CPM Program Director Susan Paddock and Associate Director Robbi Dreifuferst were both in attendance, as were many of the members of the Wisconsin CPM Program Policy Board, which I continue to chair. Most current and a number of past Wisconsin CPM Society Officers and members were in attendance, and Mary and I were especially pleased that AACPM Past President Bill Herman was also able to travel to Wisconsin from his home state of New Hampshire to celebrate the event with us. Mary and I look forward to all the opportunities retirement has to offer, a large segment of which at least for the next year or so will be CPM related at both the state and national level.

The Board has been very busy since my last message to you. We convened in Arizona (both in Yuma and Phoenix) in late February for the annual Board of Directors Meeting. Greg Hyland and Larry Gordon were outstanding hosts and provided all the hospitality for which the American West is famous. The Board had an opportunity to receive outstanding training from Kay Eldridge regarding the innovative thinking techniques of Edward deBono. Kay was selected to be a presenter at the 2007 Conference here in Madison so you will have an opportunity to meet and learn from her as well. The business meetings of the Board were very productive and fruitful. During our time in Arizona, the Board held a teleconference with Gina Mee from the Ohio CPM Society regarding the planning efforts for the 2008 Conference in Columbus Ohio and held a very successful joint meeting with the National CPM Consortium Executive Board. One social highlight of the trip was a joint dinner with the Consortium Board Members at the Mining Camp restaurant in the Superstition Mountains just outside of Phoenix (location of the famous Lost Dutchman's Gold Mine).

At the meeting, the Board did reaffirm its commitment of the last several years to have Board Members attend as many Society and CPM Program activities as possible in 2007. I am very pleased to report that as of late April, Board Members have traveled to and attended events in Florida and Ohio and will be traveling to Arkansas in May. If you are interested in having an Academy Board Member attend one of your upcoming events (Program Graduation, Society sponsored Conference, etc.), please let me know ASAP and I will make every effort to see if we can arrange to have someone travel to your event.

I can relate to you from personal experience and involvement that the Wisconsin CPM Society is making great strides to ensure that the 19th Annual AACPM Professional Development Conference is one that will be most memorable and one that you certainly will not want to miss. The theme of the

Conference is "Forward in Public Management" and the Conference location is on the isthmus between two lakes in beautiful Madison, Wisconsin. Outstanding keynote speakers (including Wisconsin's Lieutenant Governor and Chief Supreme Court Justice) and break out session speakers will highlight the Conference. Many of you have already reserved your hotel rooms and have already confirmed your Conference Registration. If you have not already done so, I strongly encourage you to go to the Academy's Web Site (www.cpmacademy.org) and do so now.

A recurring question posed to the Academy Board is, "What is in it for me to become and remain a member of the AACPM?"

Just what are the AACPM member benefits? The Board has been working very diligently to address this issue and provide you with Member Benefits that warrant becoming and remaining an Academy member. This issue was addressed in two articles in the last edition of the CPM Connection, one by Bill Herman and one by Robinil Jameson. At the time this message is being written, the Board is finalizing a new travel related member benefit. Elsewhere in this edition of the Newsletter is an article written by Robinil Jameson, KY, our At-Large Board Member for Member Affairs that provides more information about this latest development. Please review that article since several new benefits have recently been added.

The answer for me, however, is that the most significant member benefit is one that many, if not most, of you would consider to be an intangible one - the other CPM's I have met, gotten to know and work with, and with whom I have developed friendships (both professional and personal) since joining the Academy in 1996. This is especially true for those with whom I have had the honor and privilege of serving with on the Academy Board. The Board Members and I discussed this very issue during our last Board Meeting. The friendships developed while serving together on the Board cannot be adequately described in words. I have learned from mentors and have had the opportunity to mentor others. I am a close personal friend with a number of persons with whom I have served, and these friendships are very important and of the highest value for me.

So as you ask the question, "What is in it for me to belong to the Academy?" you need to think in terms of the possibility of meeting new people and forming new friendships. With that in mind, I strongly encourage every member of the Academy to seriously consider running for a Board position this year or in the very near future. The return on your investment cannot be calculated.

I look forward to seeing all of you here in Madison, Wisconsin in September!! ●

Mentoring Committee

Who will be No. 23?

By Bill Herman, CPM
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In 2005, the American Academy of Certified Public Managers® welcomed three new societies to expand the number of CPM societies to 22.

The Idaho Society of Certified Public Managers®, Virginia Society of Certified Public Managers® and Washington Society of Certified Public Managers® became the newest societies to be chartered by the AACPM since three others (District of Columbia, New Hampshire and Ohio) joined the CPM ranks in 2000.

With the addition of Idaho, Virginia and Washington, the AACPM had realized CPM Societies in 22 different jurisdictions from coast to coast.

One of the efforts of any organization like the American Academy of Certified Public Managers® is to be looking at opportunities on where or how to expand its membership base. Beyond merely attracting new members through our existing state societies, for the Academy that also means working at opportunities to help establish new member societies in jurisdictions where there are currently no societies.

That is a bit trickier than simply trying to go stake a claim somewhere. In order for there to be a CPM Society, there needs to be an established CPM Program which is graduating “Certified Public Managers®” who might be willing to take up the challenge.

As a result, the partnership between the American Academy of Certified Public Managers® and the National CPM Consortium is essential to the success the Academy can have in expanding the base of member societies.

For the immediate future, the prospects for the Academy appear to be quite bright in this area. And, ironically perhaps, the trend of possibly a group of three is as bright as it was in 2000 and 2005.

The National CPM Consortium is actively pursuing the establishment of CPM Programs throughout the country. The Consortium has a goal of having a CPM Program in all 50 states. And the Academy Board has committed itself to working to establish CPM Societies in each of those jurisdictions where a CPM Program produces graduates.

Where might we see our next CPM Society? The Academy’s best prospects at this time appear to be in Nevada, where a CPM Program was established in 2003; Michigan, where a CPM Program anchored at Saginaw Valley State University earned active status this year; Illinois, whose CPM Program was given active status in 2006 and is anchored at the In-

stitute for Legal and Policy Studies at the University of Illinois at Springfield; Iowa, whose CPM Program began in 2000; Alaska, where a CPM Program was established in 1996 and from where the Academy gained an “unaffiliated” individual member this year; and California, where a CPM Program offered by The Center for Organization Effectiveness in San Diego was approved for active status within the past few months..

Other jurisdictions where the CPM Consortium is actively working with local entities for the establishment of CPM Programs include Maryland, Massachusetts and the U.S. Virgin Islands.

The potential of successful expansion of the Academy is also tempered with the struggles several of our current member societies are experiencing in retaining and increasing their membership. In 2007, the Alabama Society of Certified Public Managers® received the AACPM Board’s approval to go into “inactive” status for a period of up to five years.

Following the earlier path of the Georgia Society of Certified Public Managers®, our colleagues in Alabama have requested a chance to potentially re-group and re-energize their organization. Although the Alabama Society will be inactive, the existing Academy members from Alabama will remain members of the AACPM.

The Academy Board is committed to working with all of our current societies to sustain and grow our current membership. Efforts to provide an enhanced “Member Benefits” package will hopefully help in that effort, and be able to provide a more substantial answer to the age old question of “What’s in it for me?”

And during 2007, the AACPM Mentoring Committee will also be reaching out to our prospective areas where local CPM societies might be established.

Who will be No. 23? ●

Conference continued...

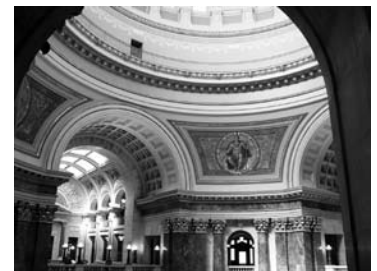
to add information, right up to the time of the September Conference!)

We’ve got a wonderful program lined up, great presenters and many very distinguished people who will be joining us and participating in this training conference. Our welcome ceremony will be in the Assembly Chamber of our beautiful State Capitol Building, a short walk from the Concourse Hotel. Our keynote speakers include Lieutenant Governor Barbara Lawton and the Wisconsin Chief Justice Shirley Abrahamson. We have 16 training sessions in four (4) training tracks: Innovation, Communication, Leadership and Management. Plus, we have special events, a delicious set of menus all planned and entertainment features we know will give everyone a wonderful sense of Wisconsin’s rich and diverse history and culture.

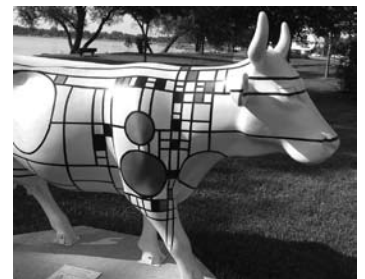
We very much look forward to seeing you all here and we know you’ll have a great time! ●



Bill Herman,
AACPM Past President



Inside the Wisconsin State
Capitol Dome.



Cow, painted with a Frank
Lloyd Wright stained glass
design.

AACPM Board Members Participate in CPM Graduation Ceremonies

OHIO

By Becky Bryant, CPM
Member-at-Large/Conferences & Communications
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On April 19-20, 2007, Robinil Jameson and I had the opportunity to travel to Columbus, Ohio on a three-fold mission. The first was to participate in the graduation ceremonies for the Ohio Certified Public Manager® Program. Being a relatively new AACPM board member, it was certainly a privilege for me to represent the Academy and our AACPM president, Ron Buchholz, and address the new graduates on his behalf. I was told that this was the largest graduating class in the history of the Ohio CPM program with 103 graduates representing 24 different Ohio government agencies (state, city and county) and one university. After a welcoming reception, the ceremony was held in the auditorium of the Ohio Bureau of Workers' Compensation Neil Schultz Conference Center/William Green Building.



Becky Bryant,
AACPM Member At
Large/C&C

While in Columbus, we stayed at the Hyatt Regency adjacent to the Greater Columbus Convention Center, the site chosen for the 2008 AACPM Annual Conference. It is a wonderful facility. The rooms were cozy and comfortable, the food was also very good, and the room rates were very reasonable. I believe we will all enjoy our stay there in '08.

After the Ohio graduation ceremony, Robinil and I drove to Cincinnati and had a very informative meeting with Kimberly Winfrey, a representative of YTB, our new Travel Bureau partner. Using the new site to book your upcoming travel will provide a monetary benefit for AACPM. Be sure to check out the website at: <http://ytbtravel.com/AACPM>.

Although our trip was rather fast and furious, the driving time between Cincinnati and Columbus and back gave Robinil and me a lot of time to chat and get to know one another even better. I have certainly enjoyed my time on the AACPM board and encourage each of you to become more involved.

ARKANSAS

Robinil H. Jameson, CPM
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In 1995, the Arkansas Society hosted the Seventh Annual Conference in Little Rock, my very first AACPM Conference. Because of my experience there, I have not missed one since! Nearly 12 years later, I returned to Little Rock and was able to enjoy the Kentucky/Arkansas connection. While touring the Old Arkansas State House, I was stuck by the familiarity of the design. Imagine my surprise to learn the design



Robinil Jameson,
AACPM Member At
Large/MA

was that of Kentucky native Gideon Shyrock, who in 1827 also designed the Old Kentucky State Capitol. The supervisor of the construction of the Arkansas structure was also from Kentucky, George Weigart.

On May 10, 2007, I was on hand to congratulate graduates of the Certified Public Manager® Program on behalf of President Ron Buchholz at the Arkansas CPM Program graduation. Held under the rotunda of the historic State Capitol, the graduation ceremonies not only included the Arkansas CPM program, but also the Arkansas Governmental Manager Program and the Certified Volunteer Manager Program. A total of 64 graduates were recognized between the three programs, 14 CPM, 28 AGM, and 22 CVM. We heard the inspiring words of Ron Oliver, Chief of Staff for Arkansas's Lieutenant Governor Bill Halter, about the role of managers and leadership in government.

While Becky Bryant, who has become a MOST valuable member of the AACPM Board of Directors currently serving as the Member-at-Large for Conferences & Communications, was also planning to be in attendance, an unfortunate accident prevented her from attending. She did, however, serve as a wonderful tour guide upon my arrival. ●

Management Training Program Has Its Benefits

By Bill Cotterell

Reprinted with permission from tallahassee.com originally published June 11, 2007.

The title “certified public manager” sounds like something Charles Dickens might have rejected as too much of a caricature, the bloodless embodiment of government squared — not just a faceless functionary, but one officially examined and guaranteed to be the next best thing to a machine.

So, when writing about another graduating class from the Florida Certified Manager program, it’s easy to take cheap shots about “bootcamp for bureaucrats” or “Beancounting 501.” I know, I’ve done so.

But it’s really a neat program, a win-win-win proposition for employees, employers and taxpayers. Certainly, it hasn’t rooted out political patronage or favoritism. Nothing can assure that your next boss won’t be a campaign aide to some governor or Cabinet member.

Still, the idea of professional training for managers is a good one.

More than 250 managers from across the state will graduate in ceremonies at the Civic Center on Friday. Shawn Baldwin, director of the CPM program at FSU’s Askew School of Public Administration and Policy, said that’s probably the biggest class of newly certified managers since the program started in 1979.

Since then, nearly 3,000 state and local employees have gone through the curriculum — currently 32 days of training, seven exams and six outside project assignments — that it takes to earn the CPM designation.

It’s a lot of work, especially considering that employees have to keep up their day jobs and family obligations. Baldwin said about 20 percent of CPM students don’t finish in two years, which is all right. One of this week’s grads started in 1995, she said.

The CPM concept began in Georgia and has spread to about half the states.

“What a good job it’s done in teaching us to always keep reinventing ourselves,” said Barbara Ford-Coates, the Sarasota County tax collector who is scheduled to be this year’s graduation speaker. “No matter how good an operation we become, we have to periodically take a look again and see what needs to be change. You don’t institutionalize a good office, you keep improving it.”

She’s a 1992 graduate of the CPM program and, like Baldwin (a 1990 CPM), a big believer. She said she has 13 CPMs in her office now, plus five more taking courses.

Ford-Coates said the curriculum “was a lot like going back to college,” with one big difference. Studying public administration in the classroom doesn’t offer immediate opportunities to apply what you’ve learned in a real office; the CPM program requires such real-life participation.

“It’s just the class of all classes,” she said.

She also said there are important differences between managing a large public agency and running a business. Public employees can’t get the same kind of salary incentives or bonuses (real bonuses, not the \$1,000 thing this year’s Legislature enacted) that employers can devise in the private sector.

And most companies don’t run into as many legal strictures as a government workplace contends with, Ford-Coates said. In managing people and delivering an agency service, she said, part of the challenge is “creating an atmosphere in which you can meet

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Wilkinson Scholarships Support Professional Development

By Barbara Taft, MSM, CPM, CPO
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The American Academy of Certified Public Managers® (AACPM) provides annual scholarships to members who have pursued continued professional development while following a career in public management. In 1994, the Academy voted to name the existing scholarship program after Fran L. Wilkinson, the 1983 President of the Georgia CPM Society and the 1987 Chair of the National CPM Consortium, who died in 1990. The Wilkinson scholarships are awarded as a token of remembrance, affection, and esteem, and are intended “to promote a high professional, educational and ethical standard in public management,” one of the founding objectives of the AACPM.

Eligible members must complete the Scholarship application found on the following website:
http://www.cpmacademy.org/wilk_Scholarship_Appl_2007.pdf and submit it to the Scholarship Award Committee, PO Box 53009, Oklahoma City, OK 73152-3009 prior to the August 15, 2007 deadline.

Barbara Taft, MSM, CPM, CPO is the Committee Chair. If you have any questions, she can be reached at (405) 525-2612 X3007, or by e-mail at btaft@octp.org. ●



Larry Gordon,
AACPM Treasurer

Treasurer's Report

By Laurence Gordon, CPM
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At the end of May, seventeen (17) Societies have reported 1,122 members. This puts the Academy at 65% of this year's membership goal. At this time last year, the membership stood at 875 with eleven states reporting. Our appreciation goes out to the Societies for their efforts to get the annual fee and rosters in on time. Eighteen (18) Societies have paid their annual assessments.

With the Annual conference in Madison less than 90 days away, it is essential those Societies that have not reported their rosters to please do so as soon as possible. This will ensure the timely mailing of conference materials and keep the Academy's database current. When reporting your membership roster, please use the pre-formatted spreadsheets that were distributed to each Member Society. If you require another copy, please contact Robinil Jameson, Board Member-at-Large for Member Affairs, or me.

The FY 2006 financial records are currently under review by the accounting firm Holcomb & Shreeve's, CPAs, in Gilbert, AZ. The Independent Auditor's Report is expected to be completed soon.

In closing, I would like to remind all members to use the Academy link to Amazon.com for their internet purchases. This is a great way to help raise funds as the Academy receives a 5% referral fee every time a person uses the link and makes a purchase. The link button is located near the bottom of the www.cpmacademy.org home page. Also, check out the new Travel Bureau site (see related article).

Please feel free to contact me if you have any questions. I can be reached at any of the following numbers: (602) 261-8581; Fax (602) 261-8166; e-mail larry.gordon@phoenix.gov; or mail PO Box 1012, Phoenix, AZ 85001. ●

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Wisconsin Commerce Department Highlights Buchholz's Retirement

By Barbro McGinn

There is nothing retiring about retiring Commerce Safety & Buildings Deputy Administrator Ron Buchholz. Indeed, it's a wonder that the affable gentleman, who has worked for the division for 34 years, ever had time for work. Between his and wife Mary's family, church, hobby and volunteer commitments, the Buchholzes scarcely have time to come up for air. But that, it is evident, is how Ron likes it. He's a "never enough hours in the day" kind of guy.

Growing up in Milwaukee, Ron notes that he had two goals for himself in life. The first was to become an architect. Asked by his sixth grade teacher to help draw up some conceptual plans for an addition to his school, he says he was "hooked" from that moment on. He made that dream a reality in 1972, when he received his BS in Architecture and Urban Planning from the University of Wisconsin-Milwaukee (UWM).

His second goal was established the day he watched John F. Kennedy being sworn-in as the 35 president of the United States. JFK's Inaugural address challenged Americans to give of themselves through public service, and Ron took it to heart. He has strived ever since in both his personal and professional lives to do just that, and has demonstrated it in spades, time and time again.

Perhaps Ron's first foray into public service came when joined the Boy Scouts. His dad, a milkman who moved indoors as an accountant at Sealtest Dairy when home delivery milk routes went out of fashion, was his first Scout troop leader. (Ron's mother was a homemaker and part-time waitress. His one older sister, a nurse, preceded him in retirement three years ago.) Ron credits working with his father, and earning his Eagle Scout badge in 1965 as the firm foundation on which he built the rest of his life.

"I still use the leadership skills I learned in Scouting," says Ron, who is still a volunteer Scout leader even though his children are long grown. "They still guide me today."

However, the Eagle Scout was not all work and no play—although it was at work at the old Capitol Court Kohl's grocery store where he met his future wife, Mary, also an employee. He was still in high school (at Milwaukee's Rufus King); she was an "older" woman—already in college—yet somewhere between the produce department (where she worked) and the stock room (where he worked), sparks flew.

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The couple dated for five years before tying the knot in May 1972, seven months before Ron graduated from UWM in December 1972.

Ron's first professional full-time job in the private sector was his first one out of college. He worked as an architectural appraiser for American Appraisal in Milwaukee, specializing in healthcare and education buildings. "I spent most of my time traveling," he recalls. "I was in 26 states in 11 months." During month 12, November of 1973, he applied for a job with the State of Wisconsin — and got it.

Ron's career with the state began as a commercial building plan reviewer in the Safety & Buildings Division at the Department of Industry, Labor and Human Relations - DILHR (now the Department of Workforce Development).

Their first son Lauren was born in 1974, and son Geoffrey followed in 1976, the same year Ron was licensed as an architect and moved into code development, where he spent 13 years until he was promoted to Deputy Division Administrator in 1989, the position he will be retiring from on April 20, 2007.

However, it was not career advancement that was on Ron's mind in the 1980's — it was Mary's health. Diagnosed with cancer in 1980, which she beat, the couple made a very conscious decision to "focus on our kids and family," first and foremost.

Ron and Mary both got involved in Scouting, and Ron became a Cubmaster in 1982 when Lauren was old enough to join the Cub Scouts and was Scoutmaster to both sons, who, incidentally, earned Eagle Scout and Religious awards.

The Buchholzes made their children's school and their church priorities as well. Ron was the president of the Home and School Association, and coached youth soccer and basketball while Mary edited the school newsletter and served as a Room Mother. Both he and Mary sang in the choir and became Eucharistic ministers.

Ron remembers traveling with his sons and their Scout troop as a definite life highlights — particularly the "High Adventure trips" to such places as the Quetico Wilderness Park in Canada, Philmont Scout Ranch in New Mexico, and the Appalachian Trail and the 1989 National Scout Jamboree in Virginia was something he "only dreamed of as a city kid" who thought the Boy Scout Camp off of I-94 near Milwaukee was wilderness.

Between work and volunteer commitments, Ron found time to return to school to become a Certified Public Manager®, obtaining his certification

in 1995, a year before the formation of the Department of Commerce, the new home of Safety & Buildings.

He then joined, and eventually became president of, both the Wisconsin Society of Certified Public Managers® (WSCPM) and the American Academy of Certified Public Managers® (AACPM). In 2005, Ron received the latter's highest honor, the Henning Award, named for the founder of the AACPM, Kenneth Henning.

While the boys were growing up, Mary taught piano in their home. When they were older, she returned to work as an accountant, and plans to retire from her career on the same day that Ron bids adieu to Commerce.

When that day finally arrives the couple plans to take a "Three times postponed" trip to Europe, where their itinerary includes stops at Mary's ancestral Stockhausen Castle and Ron's family's namesake town, Buchholz, both in Germany.

At some point they plan to visit the seven remaining states that Ron has yet to see (Alaska, Hawaii, Montana, Rhode Island, Oregon, Idaho and Texas), as well as son Lauren, who works in the computer industry in Seattle. (Geoffrey is an accountant in Madison.)

Meanwhile, Ron still has a week left at a job that he says has "been an honor and a privilege." Serving the public for 34 years, Ron muses that he has seen seven Governors, 16 Department Secretaries and nine Division Administrators come and go. Yet something that never changed, he says, is the high level of services that the Safety & Buildings Division provide to the citizens of Wisconsin — despite administration changes and budget cuts.

"We have a very dedicated group of employees," says Ron "who have the opportunity to touch peoples' lives every day, where they live, work, and recreate." He adds that "I stayed all these years because I feel what we do is important and essential."

However, come April 20, Ron's staff will have to keep peddling without him while he pursues his hobbies of photography, woodworking and his interest in the Civil War — particularly the Wisconsin Iron Brigade.

He has also signed on for another year at the helm of the AACPM and will continue as a lector and commentator at St. Mary Goretti, as a Scout leader and, well, you get the picture.

For Ron Buchholz, even after retirement, there will never be enough hours in the day. ●



Ron Buchholz

UW-Madison Profiles Susan Paddock, Founder of Wisconsin's CPM Program

By Alexander Hancock

"Public employees get far more criticism than praise, and that's very unfair. I would estimate that 99.9 percent of them are highly ethical, devoted public servants."



Susan Paddock (center), director of UW-Madison's Certified Public Manager Program, meets with members of an advisory group — all program alumni — to review the curriculum and recommend improvements.

Photo: Jeff Miller

Few people are as qualified to make such a judgment as UW-Madison's Susan Paddock, who founded Wisconsin's Certified Public Manager (CPM) Program in 1990 and has been directing it ever since. Paddock, a professor with the Department of Professional

Development and Applied Studies in the Division of Continuing Studies, also founded Arizona's CPM program and directed it for eight years before returning to Madison, where she was born and raised.

"At the time we started CPM in Wisconsin, perhaps a dozen states already had one," says Paddock. "Nearly all of them followed the Georgia model, where the program is strictly for state government employees. We created our own model, bringing state and local government people together."

"It's harder to manage a program like this, but I believe it's much more useful for the students. They get to see how other branches of government operate and how the decisions they make at their own level affect people who work at other levels and in other settings."

Paddock's connection with various branches of government goes back a long way: Her father was a highway engineer for the federal government in the 1950s and '60s and at one time supervised federal funding for all the highways in Wisconsin, including the then-new interstate highway system. Her mother, one of the first women to graduate with an economics degree from UW-Madison, worked for the federal government and even now, at 95, remains active in community affairs. Paddock graduated from Madison West High School, majored in international relations at UW-Madison and then attended the University of Massachusetts for a master's in teaching.

Several years of teaching high-school social studies in Atlantic City revealed a truth that has remained important ever since: "In the schools, as in any other organization, you can have great people in the front

lines, but if the administrators are weak, they can take down the whole system."

When Paddock was invited to design and administer Arizona's CPM program, she says, "At first I didn't think it was any big deal. I knew little about public administration. But as soon as I started teaching the classes I could see how helpful the program was and what an incredibly talented, dedicated, hard-working group of people public managers are. I've kept at it for 25 years, and I continue to be fascinated by state and especially local government."

Wisconsin's nationally accredited CPM Program works to improve government by presenting high-quality in-service education to managers in federal, state, county and municipal governments, as well as in tribal and nonprofit agencies.

"In terms of networking and followup, CPM is by far the most beneficial educational program I've ever experienced," says Tammy Olson, a manager in the Wisconsin Department of Administration.

"One of Susan's many strengths as CPM director is how she facilitates these connections — among different branches of government and between the public and private sectors," Olson says. "And the networking is continuing and becoming even more helpful since we graduated. Several of us from different agencies meet every month now to help one another find solutions to our specific problems."

For Michelle Baxter, a manager for the state's Department of Employee Trust Funds, the program has been extremely helpful during a time when her job responsibilities have grown remarkably quickly. "In the last three years I've gone from staff member to supervisor to director, which made for unique challenges," Baxter says. "I attribute my increased responsibilities and my success in navigating these challenges to CPM."

Susan Paddock, professor of professional development and applied studies, says the Certified Public Manager Program she directs at UW-Madison is rare in its commitment to train both local and state government employees. "It's harder to manage a program like this," she says, "but I believe it's much more useful for the students."

Like many other CPM participants, Baxter found that the networking and collaboration aspects of the program made the most difference in her work. "All of us benefited from the diversity of our fellow

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Arizona Society of Certified Public Managers®

By Martha Rozen, CPM & Gary Rodriguez, CPM
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On Friday morning, April 27, 2007, many of Arizona's Certified Public Managers® Alumni gathered at the Arizona State University College of Public Programs, School of Public Affairs, in downtown Phoenix. Catherine Eden, the Director of the Bob Ramsey Executive Education Program, the program that administers the CPM program, greeted attendees with opening remarks and a warm welcome home.

The ASU sponsored event, titled "Ways to Make it Happen: The Ins and Outs of Leadership Styles," is the first of several reunion events that ASU is planning in its effort to provide CPM Alumni with an opportunity to reconnect.

Breakfast was served at 7:30 a.m., and the program began at 8:15 a.m. The morning presentations included five key leaders from around the state and from various governmental venues. The combined background of the presenters totals more than 100 years of experience in the public sector. Some of the pearls of wisdom from the panel's presentation included:

Elliott Hibbs, MBA

- Has served four Arizona Governors (31 years of government service)
- Importance of using key measurement goals.
- "What is not measured, is not done."
- Set well defined expectations, execute with clear ideas.

Jan Dolan, BS

- Scottsdale City Manager
- Importance of being open to ongoing change.
- Mistakes may be made. Learn from them.
- Listen to employees for valuable input and motivation tools.
- Well trained employees know their job, they stay motivated and challenged.

Kevin Robinson, MPA

- Assistant Chief of Police, Phoenix Police Department
- "Perception plays an important role for measurement."
- People are important and deserve a personal touch and undivided attention.
- As a leader, he always looks for different perspectives.
- It is important to provide staff with tools to best do their job.

- Help your staff to get it right the first time.
- Importance of maintaining ethics, personal and professional standards, values.
- "Always be on your Game", there is no telling who's watching.

Catherine R. Eden, PhD

- Arizona State University, Director of the Bob Ramsey Executive Education Program
- Style sets the mood. Be aware of what you bring to the table. Be aware of what are your strengths in your leadership.
- "Learn about different Leadership styles." Take the best from each employer. Create morale boosters in the office, such as fun breakfasts, talent shows to give staff an opportunity to showcase other talents, skills, abilities.
- Use care when working with the press, work with them, and maintain your personal values.
- Fight for your employees, support, encourage and help them to achieve their personal best.

Alan V. Brunacini, MPA

- Chief of Fire Department (retired), City of Phoenix
- Enjoys and embraces the para-military structure within the Fire Department. It offers a style/sense of team and family.
- He has had to develop more tact, has learned "grace under fire", especially when working with emotions of personal loss.
- Maintains four simple ideas: 1) "Keep it Simple" 2) Prevent harm 3) survive and 4) be nice!

General forum comments regarding mentoring employees and others:

- Mentorship = Bringing others along with you to share in successes!
- Identify you may be the problem—be prepared to do what you have to do to correct the problem.
- Make sure you have a diverse group of mentors/teachers.
- Never stop learning.
- Be customer focused.
- Inspire other people.
- Bring out their best!
- Commit to continuous improvement.
- Maintain a high work ethic and integrity.
- Develop character building, value systems and mission statements.
- Maintain a "It's not about ME" mentality.
- Feel the FEAR...but do it anyway. Especially, if it's the right thing to do. ●



Management Training continued...

the requirements that the law has put there, but you can still enjoy yourself, enjoy your coworkers, enjoy your customers."

With state and local governments increasingly forced to do more with less, with competition for good workers rising, with much of the public convinced—right or wrong—that government everywhere is bloated and unresponsive, it's good to have a system for professionalizing management. It's like the staff NCOs and field-grade officers in the military.

Besides, it's sure better than sticking some legislator's campaign aides in decision-making roles. ●



Florida Society of Certified Public Managers®

By Jerry O'Cathey, CPM
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On February 13-14, 2007, our Florida Society of Certified Public Managers® (FSCPM) proudly presented the 17th Annual FSCPM Symposium and Awards Banquet. Appropriately, and in keeping with our CPM mission and objectives, this year's theme was that of "Team Building." After much negotiation and bargaining, the Embassy Suites Hotel Orlando-North was selected as our 2007 symposium "destination resort." I would be remiss if I did not, at this point, thank the team which made this event, within an extremely compressed time frame, possible. Karl Goodwin and his committee of John Taylor, Jerry McCarthy, and Meloney Lung took ownership of this project and proceeded "full steam ahead." As always, assisting in the navigation through these rough seas were our perennial FSCPM first mates, Jan Wright and Dottie Gough. These are certainly not the only members of this crew deserving of recognition, and it is only due to space limitations that a host of others are not mentioned. Thanks to all!

The Embassy Suites accommodations, food, and service were excellent. Far surpassing our anticipated numbers, approximately 57 "CPMers" took time out of their daily work schedules and personal lives to attend this year's Symposium.

The speakers at this year's Symposium were outstanding, with many of our old friends volunteering their time to contribute their wisdom to our group.

Lori VanNess, Director of the Polk County Sheriff's Office, Human Resources, and VanNess Consulting, CEO, enthusiastically presented an insightful discourse on "How to Turn Dysfunctional Groups into Dynamic Teams." Chris Warren, Deputy Executive Director and Chief Operating Officer of the Florida "Less Stressway" Turnpike Enterprise, made a presentation appropriately entitled "Teaching Elephants to Fly." In my humble opinion, this was one of the most revealing and educational Power Point presentations I have had the privilege of viewing. Chris effortlessly condensed the history of the 460 mile Florida Turnpike System and its evolution to that of private sector management and organizational management style. The mission, vision and goals were well illustrated through discussion of the continuous training and education of the organization's 4,600 employees, and its commensurately high customer service rating. We certainly hope to see Chris at our future Symposiums.

Valerie Tutor next addressed the most pertinent subject of "Team Relationships: Creativity, Commu-

nication and Contribution." I am surprised Valerie had any voice left after this enthusiastic and instructive interactive presentation. Through the tool "Icebreaker Squares," we now know how to find out if someone has a "tattoo they are willing to show" or "can sing the first two lines of the Gilligan's Island theme song."

Bob Preziosi, of the NSU Huizenga School for CPM, invited us to join him in a review of the "buy in" of the various "stages" of leader and member behaviors and the corollary "energy build up" as they apply to member behaviors and priority issues. Academic and enlightening, Bob's contributions provided much food for thought.

Last but not least was our own Teresa Wood, CPA, CPM. Teresa promoted an intellectually challenging interactive exercise entitled, "There is no I in TEAM, but there are I's in TEAMBUILDING." Through the distribution of T-Shirts and other tools appropriate for this exercise, Teresa explored the challenge of teambuilding through an analysis ranging from "purpose," in this case a "community project" to "membership mix," culminating in the inevitable "finale" of closure. Teresa did indeed encounter challenges to "TEAMBUILDING" in this exercise with some participants refusing to don the participant identification shirts and others so impressed and proud of what they accomplished in their 45 minutes of fame, that they were reluctant to part with them!

The Symposium excitement didn't end with Teresa! The day ended with our annual FSCPM "Box Lunch" Board Meeting. Here we had an opportunity to discuss issues, concerns, and suggested remedies Vis a Vis with our fellow FSCPM brethren. A new Board of Directors was sworn in, new Committee Chairpersons appointed, Bob Daymon, "Acting Point of Contact" for the coalescing new "Tampa Chapter," discussed his progress and obstacles, culminating in a report by our tireless 2009 AACPM Chairperson, Ms. Joanne Robertson. Joanne discussed the ongoing review of three potential AACPM Conference meeting locations (Tampa, Orlando, and Miami) as well as her conversations with Shawn Baldwin of FCPM regarding the possibility of coordinating the 2009 Level VIII graduation with that of the 2009 AACPM Conference. In ending, Joanne once again reminded me to remind our fellow CPM readers that she continues to accept applications for the 2009 AACPM Conference Committee and may be reached at joanner@leetc.com. Joanne assured me that all inquiries will most gratefully be accepted and acknowledged! ●

Idaho Society of Certified Public Managers®

By Reva Tisdale
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On April 18th through 20th, the Idaho Society sponsored Ronald Willis from Kansas in three presentations throughout Idaho. Ron's presentation was, "I'm Their Leader, But Which Way Did They Go—the Art of Caring Leadership." We had approximately 140 participants, and the evaluations and responses from the audience were some of the highest for any presenter. Some of the comments were: "This helped me make some life changing decisions." "Mr. Willis has inspired me in many ways with today's class." "Excellent presentation with real life anecdotes—not just theory, but also practical."

Connie Pratt, the founder of Idaho's CPM program and mentor to many managers throughout the state, retired in June. A reception was held May 31st to honor Connie and her many years of dedication to improving state government. Anyone who knows Connie and would like to submit comments, pictures, or stories that can be added to her scrapbook that was presented, please email any of the board members through our website: www.iscpm.org. ●

Kentucky Society of Certified Public Managers®

By Janice Earnest, CPM
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Society members attended the April graduation ceremony at the Frankfort Convention Center to greet the CPM graduates and invite them to join the Kentucky Society of Certified Public Managers®. Of the 208 graduates from the Kentucky Certified Public Manager® program, the following are members of the KSCPM:

- Robert Todd Bailey
- Thomas G. Blankenship
- Janet Lee Brockwell
- Robert O. Brown
- Elyse Christian
- Richard W. Parkos
- Sallie E. Razor
- Jeanettie Sam Riedling
- Stan Riley

- Larry O. Roberts
- Barbara B. Rucker
- Michael S. Schwendeman
- Candy Simms
- Robin S. Whitaker

KSCPM also recognized graduates who submitted exceptional project reports as part of their program requirements. There were seven graduates who received an award from President-elect Tony Smith for their excellent work. KSCPM selected one of the projects by Laura Lynne Best as the Kentucky Askew Award winner to be recognized at the American Academy of Certified Public Managers® Professional Development Conference in Madison, WI in September. KSCPM President and AACPM Board Member-at-Large Robinil Jameson delivered an inspirational message at the ceremony, on behalf of AACPM President Ron Buchholz.

On May 1, the KSCPM held their 8th Annual Professional Development and Educational Seminar at the Thomas D. Clark Center for Kentucky History in Frankfort, KY. The theme, "Management: Visions and Opportunities Shifting in the Workplace," focused on leadership challenges and issues of today and tomorrow facing public sector managers.

Society members, and other state employees, as well as graduates and current students enrolled in the KY Certified Public Managers® program, attended the all day session and heard from Justice Mary C. Noble, elected to the Supreme Court of Kentucky in November 2006 to serve the 5th Supreme Court District. Justice Noble gave an overview of the four Kentucky courts—District, Circuit, Court of Appeals, and Supreme Court. She said, "The District Court is where most people live—Traffic, Criminal Offense, Misdemeanor, Estate under \$4,000, Small Claims under \$1,500, and Juvenile Court fall under District Court. Felony Criminal cases and large civil cases are handled in Circuit Court. The right of appeal is the next court up. All subsequent appeals to the next higher court are at the discretion of that court."

Personnel Cabinet Secretary Brian J. Crall instructed us to "Under promise and over deliver." Also, work on 'continuous improvement.'"

Aaron Thompson, Ph.D., Associate Vice President for Academic Affairs and Professor of Sociology at Eastern Kentucky University, said, "A key component of leadership is trust. It is only when you have followers, those who have placed trust in you, that you have moved into a role of leadership. Do not be afraid to get your hands dirty and do share good news with your employees."

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Mississippi Society of Certified Public Managers®

By Cheryl Lunsford, CPM
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Even the cold weather could not dampen the spirits of those who attended the Annual Certified Public Managers® Legislative Breakfast held February 1, 2007 in the first floor rotunda of the new Capitol. The Mississippi Society of Certified Public Managers® (MSCPM) and the Mississippi State Personnel Board (SPB) once again co-sponsored the event. The breakfast was held to promote the Society and the CPM Program to members of the legislative body and the public.

The breakfast provided an offering of sausage biscuits and ham biscuits, as well as coffee and soft drinks for the attendees. Many MSCPM members attended the event and wore stickers that stated, "CPM, Ask Me!" It was a morning full of visiting with old friends and making new ones!

As a very special surprise, three SPB Directors attended the breakfast. They were Don Thompson, current SPB Director; J.K. "Hoopy" Stringer, former SPB Director; and Dr. Bob Robinson, former SPB Director. Other attendees included MSCPM Past Presidents Leslie Lloyd, Mark Yeager and Cheryl Lunsford, along with our current president, Ray Balentine. Other MSCPM Board members attending the event included Melissa Collier, Bill Greenleaf, Shelly LeGrand and Jennifer Sledge.

A special thank you goes to Debbie Ferguson and Shelly LeGrand for ensuring that the food and drinks arrived safely! And, thanks to all of the society members and others who came out to show their support of the CPM program. ●

New Hampshire Association of Certified Public Managers®

By Charlene Farmer, CPM
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Our new Website is up and running. Check it out—<http://www.nhacpm.com>. This was the number one goal of our strategic planning process. NHACPM Past President Kathy Gallagher has taken the ball and run with it.

The number two goal of the NHACPM was to evaluate our membership and evaluate benefits of membership offered. To start off, we offered an opportunity for networking and education to our members with the NHACPM hosting. All NHACPM members have been invited as our guests to attend a presentation entitled "Remaining Posi-

tive in Times like These." All NHACPM members have been invited to attend as our guest free of charge. Non-members may attend, but will be required to pay a nominal fee of \$30.

This event was held on Wednesday, June 6th, at the Red Blazer in Concord, NH, from 5:00 to 8:00 PM. The guest speaker was Marty Fuller, Success and Empowerment Strategist. The workshop dealt with building self-esteem and maintaining a positive attitude to successfully move forward with your life. Positive motivation through the use of visualization, affirmations, and use of the subconscious mind will demonstrate how to turn negatives into positives. Attendees learned techniques to improve both family and workplace environments—Attitude Determines Attitude!

Marty has more than 20 years' experience in success coaching and communication skills. She provides training to business, academic and sales organizations nationally. Marty has provided training and motivation to a multitude of independent sales consultants of various backgrounds and cultures located throughout the U.S. Marty is sensitive to the needs of families and human service providers and is frequently requested as a guest speaker for a variety of organizations. ●

Ohio Certified Public Managers®

By Terina R. Allen
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Congratulations to Ohio's Graduates!

On April 20, 2007, the State of Ohio held the largest ceremony in the history of the Ohio Certified Public Manager® (OCPM) program.

This ceremony was held specifically to honor and recognize 103 of Ohio's finest public servants and the newest group of "Certified Public Managers®."

Each graduate is applauded for this significant achievement. The road to certification was paved with 300 training hours, two extensive work-related projects, and a comprehensive examination to assess mastery of learning content. The government professionals successfully traveled that road and earned the nationally accredited credential and designation of "Certified Public Manager®." This



Kentucky Society
 continued...

Priscilla McCowan, a Training Manager for the Education Cabinet, Department of Workforce Investment, provided humorous management tips: "Humor at work improves customer service, fosters open communication, improves employee morale, decreases absences and inappropriate behavior and decreases negative conflict. If you take care of employees, they will take care of customers." ●



certification signifies competence in a targeted body of knowledge and the critical skills for effective public management and leadership.

On behalf of the State of Ohio, Governor Strickland and the Certified Public Manager Advisory Board, Department of Administrative Services' (DAS) Director Hugh Quill congratulated and addressed the graduates during the ceremony. Director Quill provided wonderful comments which included the following quotes:

"...All of you have demonstrated a belief in the OCPM strategic vision: Leading Excellence in Public Management" and "...Although we are gathered here today to celebrate an end – an end to this chapter in the book of your life's education, we are also here to look with favor upon a bold beginning. For now you are called to go out and collaborate and build teams. You are called to mentor and to teach and to share. You are called to continue to serve. And – you are required to lead."

Additional remarks and comments were provided by several notable government leaders including DAS Deputy Director Nancy Kelly, American Academy of CPM board member Becky Bryant, Ohio CPM Society board member Patti Barnett, and the cohort graduate representatives.

Cohort #	Graduate Representative
Cohort 19	Mayor John Elam and Kathleen Fuller
Cohort 20	Timothy McDermott
Cohort 21	Mark Smith
Cohort 22	Elayne Siegfried
Cohort 23	Barb Lubberger
Cohort 24	Mark Maxwell and Luke Wysocki

The graduation ceremony was greatly enhanced by all the speakers, and I express sincere gratitude for the kind remarks and leadership displayed. To view a copy of the 2007 ceremony program with a listing of all graduate names and to view ceremony photos, click here <http://www.das.ohio.gov/ocpm>. ●

Oklahoma Society of Certified Public Managers®

By Delphine Hill, CPM,
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Wow, how time passes fast when you are working hard and having fun doing it. We have been busy, busy, busy finishing up our spring scheduled events and gearing up for the summer. We recently finished a few of our community activities with the OETA Festival 2007 telethon where this year Team OSCPM raised more than \$12K in commitments for public

television. The MS Walk was a great success as well. Our theme this year was "Happy Birthday Oklahoma" as we continue to celebrate our state's centennial. Each year society members volunteer their time staffing one of the rest stations or participating as a walker in our fight against Multiple Sclerosis. This year, six of our members participated as walkers. In May, we are participating in the Quality Oklahoma Team Day recognizing the contributions of public service employees.

Moving forward, the continuing education L3 (Leadership, Lunch and Learn) series has an event this June. We are in the planning stages for the summer reunion in July. In addition, we are going to try something new with the upcoming L3 series, and we are excited to be hosting the August session from a site in the Tulsa, Oklahoma area. The plans are in the works and we look forward to the new experience.

We strive each step of this journey to reach our goal and that is to be the best. We are the "Emissaries of Public Management doing a great work." ●

Texas CPM Graduation Held at the Texas State Capitol

By Dr. Howard R. Balanoff
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On December 4, 2006, the Texas CPM Program, which is offered by Texas State University's William P. Hobby Center for Public Service, held its bi-annual CPM Graduation at the Texas State Capitol. Delivering the graduation speech was Mr. Jack Martin, Chief Executive Officer and Founder of Public Strategies Inc. of Austin, Texas. Mr. Martin, a former Chairman of the Texas State University System Board of Regents, spoke about the ways in which public managers can meet the leadership and management challenges of the 21st Century. Mr. Martin was introduced by the Honorable Charles Matthews current Chancellor of the Texas State University System.

One of the highlights of the graduation was the induction of 51 CPM graduates into the Texas CPM Society and the American Academy for Certified Public Managers® (AACPM). The December 2006 CPM Graduation was very special as it featured the graduation of 21 CPM participants from the Texas A&M University – Corpus Christi. This was the first graduating CPM class for Texas A&M Corpus Christi's CPM Program. The Director of the Texas A&M – Corpus Christi CPM Program is Professor Dan Jorgenson.

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Texas Society continued...

In addition to the induction of the CPM students, Mr. Jack Martin, the Graduation Speaker was presented with an Honorary CPM Diploma. Also honored at this CPM graduation was Ms. Stephanie Brim, Manager of the City of Huntsville, Texas who received a national Askew Award given annually by the American Academy of Certified Public Managers® for the best applied project in Texas.

After the graduation ceremony was concluded, a reception for the CPM graduates and their guests was held in the Capitol Grill at the Texas Capitol.

In addition to the 21 graduates of the Texas A&M–Corpus Christi CPM Program, the December 2006 graduates of the Texas CPM Program included 13 who graduated under the direction of Texas State University William P. Hobby Center for Public Service, four from the City of Houston CPM Program offered by Sam Houston State University, eight from the CPM Program offered by the University of Texas at Arlington and five from Stephen F. Austin State University’s CPM Program.

The next Texas CPM graduation ceremony is scheduled for June 11, 2007, also at the Texas State Capitol. ●

Utah Society of Certified Public Managers®

*By Suzette Green-Wright, CPM
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The Ninth Annual Manager’s Conference was held on May 22, 2007, at the Davis Conference Center in Layton, Utah. There were 350 attendees, 58 who are members of the Utah Society of Certified Public Managers® (USCPM). This year’s conference was jointly provided by the USCPM, the Department of Human Resource Management and the Utah Policy Partnership.

Our morning speaker was Ken Miller, author of the book *We Don’t Make Widgets: Overcoming the Myths That Keep Governments from Radically Improving*. Mr. Miller came from Missouri government and was Deputy Director of the Missouri Department of Revenue. Mr. Miller spoke on the three myths that tend to prevent government from making changes.

The first myth is, “we don’t make widgets.” That means that most of government thinks themselves as a service entity only. Mr. Miller challenged that thought process with several agencies. He used Medicaid as an example. They provide the

‘widget’ of insurance coverage for the low-income population. Unemployment provides the ‘widget’ of welfare checks and food stamps.

Myth two is, “we don’t have customers.” As state agencies we have clients, consumers, licensees, etc. We tend not to think of them as customers because we relate that to someone buying something.

Myth three is, “we’re not here to make a profit.” We need to think as profit as being a desirable outcome not necessarily related to a dollar amount.

The attendees participated in several exercises that included fixing a plant that builds Ford Mustangs. We all came up with things to qualify as a percentage or a number in three minutes. When you are dealing in the ‘profit mode’ it seems easier to find solutions. Mr. Miller was trying to get the audience to think outside of their comfort zone in relation to each position that they held.

He reminded the audience there are two types of customers: the end-user and the broker. The rule tends to be that whoever has the most dollars has the most power in designing a system. Change is possible if we change our mindset on what our widget is and make it usable for the best results.

The second speaker for the conference was Scott Wood of the Institute for the Individual Training. His presentation was on “Social Signposts: Key to Success.” His discussion was on the ‘waves’ of culture on the earth. This begins with the Agriculture Wave 1. This was where everything revolved around rural farm life, small social circles, work until done, everyone knows everything, face to face communication with some written, and family committee based decisions.

Then we moved to Wave 2, the Industrial Wave. Now we had migration to cities, some automation, working for others, specialization, unions, distinction between white collar and blue collar workers, scheduled work and scheduled play, wire and telephone communication, mass production, and executive decision making.

Around 1970, Wave 3 came, the Electronic/Informational wave. With this came the personal computers, email and cell phone communications, teamwork concepts, heavy focus on education, extreme travel, globalization, instant gratification, and decisions by management and teams.

With the advent of Wave 4, the Individual Wave, we have a whole new focus. There is competency expectancy, tight organizations, instant decisions, high intensity, extreme technology, ‘world wide web’

with everything at your fingertips, and individual or team based decisions.

Some of us may have been raised under Wave 2 and have to learn to except answers from Wave 4 communicators. With Wave 4, communication has gone to bullet points not paragraphs. We have to learn to skim, and scan and summarize versus the term paper method. You no longer use ALL CAPS unless you are shouting or want to be rude. And underlining just can't be used because the Wave 4's think it is a hyperlink. Now I know why my sons look at me cross-eyed sometimes.

No more than five principles should be in any one document. Paragraph styles have changed. Make them short and sweet and to the point. My 10th grade English teacher is probably turning over in her grave.

Executive management level attendees participated in a closed session with Mr. Miller to further develop his presentation to the larger group.

Overall, the conference was a resounding success. ●

Wisconsin Society of Certified Public Managers®

By Jeffrey R. Roemer, CPM
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The Wisconsin Society of Certified Public Managers® is excited and anxious to see all of you at the 19th Annual AACPM Professional Development Conference in Madison. The Board and Conference Planning Committee have been busy planning and organizing the conference. We have put together a fantastic educational program with more than 16 public management related workshops and educational sessions. Please review the conference article in this newsletter and visit our web site at www.WSCPM.org.



There is no better time to visit the State of Wisconsin than September. The weather will be great and we have some very special social events scheduled, which will give you an excellent taste of Wisconsin and provide unique networking opportunities. In the 12 years that I have been a member of AACPM, I have found that the annual conference is the best way to network and learn from other public managers.

Our society continues to develop and expand our relationship with the UW-CPM Program, which we feel enhances the program and the society. Our

close relationship with the CPM program has lead to a sharp increase in our society memberships. The current Cohort Group of the program is working together with our society on the annual conference registration. Our Speakers Bureau program is a continued work in progress, that we feel will enhance public manager educational opportunities and assist with society members professional development.

I hope that all of you have a great summer and I am looking forward to seeing all of you in Madison this September. ●

Susan Paddock continued...

students too," she says. "I've been able to study and problem solve with near-newcomers and with people who have decades of experience. Everyone brings their own perspective to a problem, and each one can be helpful."

Adam Malchow, a sergeant with the Portage Police Department and president of Main Street Portage, stresses the practical focus of CPM workshops as a major benefit. "You can spend years of class time on theory and abstractions, but we concentrate on solving practical, day-to-day problems in ways that make life better for the taxpayer," says Malchow.

Malchow has found it especially interesting that his on-the-job challenges are very similar to those of people working in a variety of other settings. "Often the solution that someone else has found to one of their problems can be applied very effectively to my own, even though the conditions of our work are very different," he adds.

Olson, Baxter and Malchow are among a group of recent CPM graduates who meet regularly with Paddock to evaluate the CPM curriculum and report to the national CPM Consortium. "In the past, the evaluation committee was always made up of trainers, but this time we decided that the students themselves could provide the most relevant insights," Paddock says.

Another member of the evaluation group is Kathleen Morris, treasurer of Green Lake County. Her final CPM project, a PowerPoint presentation called "Understanding Your Tax Bill," is now available online at Green Lake County Treasurer — one more way that Wisconsin citizens are benefiting from the program.

CPM classes are open to anyone, regardless of whether they are seeking certification, but most students do complete the certificate. Completion involves general supervisory training and managerial training, including an assessment of managerial skills; specialized classes in personnel, organizational and resource management and related areas; and case study and team-based classes. Candidates also complete a comprehensive applied project to improve the efficiency and responsiveness of their governmental agencies.

"Our first CPM class entered in the fall of '90 and graduated in the spring of '93," Paddock says. "Since then, thousands of people throughout the state have prepared for the challenges of public-sector management through CPM." ●



Robinil Jameson,
AACPM Member At
Large/MA

Your AACPM Travel Benefits

By Robinil H. Jameson, CPM
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Whether you're planning a summer vacation, booking a cruise, looking for a great golf vacation or spa get-a-way, planning an extended business trip or even planning a trip for the Christmas holidays, we've got the help you need! Through our customized website, AACPM members and supporters can now book their personal and business travel 24 hours a day, 7 days a week!

With \$7-trillion generated in sales, travel is the largest industry in the world and produces huge amounts of travel commissions. The typical family spends \$3,000 per year on vacation, and chances are someone you know will buy travel online this week, the fastest growing commercial segment.

In the upcoming months, the Integrated Marketing & Resource Catalog Committee will provide members with additional information about the

AACPM's travel website (<http://ybttravel.com/AACPM>) that will provide an alternative source for members and supporters to book their business and personal travel...travel you are most likely already booking online. Since the new site's booking engine is powered by Travelocity, members will be receiving the most competitive rates, as well as a travel professional in the association program to help plan group trips for 20 people or more, including cruises and special excursions. Best of all, the American Academy of Certified Public Managers® will receive a substantial share of all travel commissions generated from the website, an ongoing source of funding. And, it only requires a simple shift of activity.

The website is available now. Please take the time to visit <http://ybttravel.com/AACPM> today! Remember, Your Travel Benefits the AACPM! ●