Alaska Certified Public Manager® Program

Information Handbook

Building Leadership and Professionalism for Alaska’s Supervisors and Managers

The University of Alaska Fairbanks is an AA/EO employer and educational institution.
Welcome

Welcome to the Alaska Certified Public Manager® (ACPM) Program. I am very pleased to be a part of bringing this valuable opportunity for professional development to you. You may not know that a couple of years ago ownership of the ACPM program was transferred from UA Corporate Programs to the University of Alaska Fairbanks and in particular to the Cooperative Extension Service Professional and Workforce Development (P&WD) Program. UAF Cooperative Extension Service has a long history in Alaska with a statewide mission to bring the university to the community. P&WD shares in that.

While ACPM has moved under a new program, our mission continues to be that of promoting excellence in management and leadership skills of supervisors and managers in Alaska. The ACPM program continues to require 300 hours of instruction for designation as a CPM® and is expected to take approximately three years to complete. This program is intended to be a rewarding challenge, and be assured that we are here to help you achieve success in this goal.

As we reinvigorate the ACPM program please do not hesitate to contact us if you have any questions. Our contact information is below.

Congratulations on making a wise investment in your education and career.

Juella Sparks
Director
Professional and Workforce Development Program

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Preface

The Certified Public Manager® (CPM) program is part of the nationally accredited management development program created by the American Academy of Certified Public Managers. The Alaska Certified Public Manager® (ACPM) program is designed to develop management, supervision and leadership skills in the public and private sectors specific to the needs of Alaska’s current and future leaders.

The Alaska Certified Public Manager® program is comprised of 300 hours of training taken from a variety of topics ranging from entry level supervisory skills to executive management skills and completion of a practicum within a local organization.

While the subjects being taught are diverse, program participants say that it all comes down to learning how to better lead people.
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Alaska Certified Public Manager®

Program Design

As organizations are faced with greater demands for services with less funding to provide those services, efficient and effective management becomes imperative. The Alaska Certified Public Manager® program is recognized as an effective vehicle for gaining or upgrading professional, technical and management skills.

The Alaska Certified Public Manager® program is designed to provide relevant, practical, and job-related instruction to individuals, regardless of prior academic preparation, who need supervision and management training for their jobs.

Program Benefits

The Alaska Certified Public Manager® program increases the capacity of its participants to lead people, manage work, and develop self. Courses are designed to:

- Equip Alaska’s current and future managers in the latest management information and techniques, new approaches, practical solutions and networking opportunities.
- Build extensive self-awareness of the impact of one’s own style, values and beliefs in the role of leader.
- Use the foundation of theory and apply it to practical situations facing the participant, their agency/department, their organization/community and the state of Alaska.
- Promote on-the-job application of learning relevant to advancing the mission and objectives of their organization, improving services and creating results that matter most to customers and stakeholders.

As participants move through the program, the workplace will benefit from their enhanced skill sets. As the environment changes, organizations will have fully developed managers who can function in an environment of close public scrutiny, high expectations, increasing demands and constant change.

Eligibility

Anyone, whether they work for the public sector, nonprofit agencies or private industry, interested in improving existing or gaining new management skills may register for an ACPM course or enroll in the ACPM program. Candidates interested in the Alaska Certified Public Manager® program need a high degree of conceptual ability, reading comprehension skills, and written and oral communication skills. ACPM participants typically hold management or supervisory positions requiring direct supervision of other employees, although non-supervisors do enroll.

See Appendix C for Enrollment Application form.

www.uaf.edu/ces/pwd/acpm/
Learning Levels
There are three sequential levels in the Alaska Certified Public Manager® program:

- **Level One** focuses on supervisory tasks and the commensurate skills necessary to supervise successfully. Completion of Level One is recognized by the Certificate of Supervisory Management.
- **Level Two** is directed toward broader skills and introduces concepts and practices in management. Completion of Level Two is recognized by the Certificate of Associate Manager.
- **Level Three** focuses on the leadership and organizational responsibilities of managers. Completion of Level Three is recognized by the Certified Public Manager® designation.

Learning Areas
Instructional topics range from entry-level supervisory skills to executive management skills. Each course offered through the ACPM program falls into one of these learning areas:

- **General administration and organization**
  This learning area covers knowledge and skills in general management, the role, functions, responsibilities and skills of the effective public manager, managerial ethics and professionalism, planning models, the nature of organizational goal setting, organizational design, organizational assessment and policy analysis and evaluation.

- **Technical, quantitative and qualitative skills**
  This learning area includes workshops on accounting principles, the state budgetary process and practices used in public jurisdictions, basic knowledge of the capabilities, limitation and uses of computers, statutes and regulations that govern employment law, the responsibilities and potential liabilities of managerial actions, and the basic principles of administrative law.

- **Analytical and conceptual skills**
  This learning area covers knowledge and skills in problem solving, decision-making models, research design and data analysis, quantitative and qualitative methods, and the tools necessary to analyze trends for managers to make reliable projections.

- **Human relations skills**
  This learning area covers knowledge and skills in interpersonal and organizational communication, leadership styles and the impact on employee morale and productivity, motivation, including setting performance standards and performance feedback, the principles of work groups, and conflict management.
Learning Competencies
ACPM workshops and institutes provide opportunities for participants to apply the training to their work environment situations. The core curriculum incorporates the following seven (7) competencies.

1. **Personal and organizational integrity**
   Increasing awareness, building skills and modeling behaviors related to identifying potential ethical problems and conflicts of interest; appropriate workplace behavior; and legal and policy compliance.

2. **Managing work**
   Meeting organizational goals through effective planning, prioritizing, organizing and aligning human, financial, material and information resources. Empowers others by delegating clear job expectations; providing meaningful feedback and coaching, creating a motivational environment and measuring performance. Monitors workload; documents performance. Deals effectively with performance problems.

3. **Leading people**
   Inspires others to positive action through a clear vision; promotes a diverse workforce. Encourages and facilitates cooperation, pride, trust and group identity; fosters commitment and team spirit. Articulates a vision, ideas and facts in a clear and organized way; effectively manages emotions and impulses.

4. **Developing self**
   Commitment to continuous learning, self-awareness and individual performance planning through feedback, study and analysis.

5. **Systemic integration**
   Approaching planning, decision-making and implementation from an enterprise perspective; understanding external and internal relationships that impact the organization.

6. **Public service focus**
   Delivering superior services to the public and internal and external recipients; includes customer/client identification, expectations, needs and the development/implementation of paradigms, processes and procedures that exude positive spirit and climate; demonstrates agency and personal commitment to quality public service.

7. **Change leadership**
   Acts as change agent; initiates and supports change within the organization by implementing strategies to help others adapt to changes in the work environment, including personal reactions to change with emphasis on fostering creativity, innovation and being proactive.
Course Requirements and Time Commitment

Anyone, whether they work for the public sector, nonprofit agencies or private industry, may register for an ACPM course. Courses need not be taken in order, however, sequential progression through Levels One, Two and Three is recommended. Permission to take limited advanced course work before completing the Level One exam or Level Two project may be given by the ACPM Director.

Participants are advised to plan for an average of two and a half to three years to complete the required 300 hours of training. Alaska Certified Public Manager® courses are administered on a self-support basis, i.e. dependent upon student course fees for funding, and, therefore, are occasionally subject to cancellation due to insufficient enrollment.

Students who have successfully completed all required course work, Level One examination and Level Two and Three projects will be formally recognized as an Alaska Certified Public Manager®.

Assessment: Exam and Projects

Examination Level One

Upon completion of Level One courses, students are required to complete an exam which demonstrates the skills and knowledge gained throughout the program. The exam provides a means for ACPM staff, instructors and Advisory Board to evaluate a student’s understanding of management concepts. Participants may be required to rework their exam for further evaluation.

Projects Level Two and Three

The purpose of ACPM projects is to demonstrate constructive use of the knowledge and skills acquired in the core curriculum courses. As a representation of the candidate’s positive contribution to the workplace, project reports should be clearly written, professional, and indicative of creative, quality, leadership-oriented thinking.

In the ACPM Project Handbook, the project requirements for each level are described in detail, including the steps in choosing a project topic, completing a project proposal, developing a project outline, and writing the project report. Participants may be required to rework their projects for further evaluation.

While support from supervisor and employer for individuals participating in the training is important, it is not required. However, participant projects are job related and hopefully of great benefit to employers.

In most courses instructors use a variety of activities which demonstrate student understanding and provide a basis for evaluating student comprehension of course content.
Program Appeals Process
Any student disagreeing with interpretations of the ACPM policies may appeal in writing to the ACPM Director.

Upon receipt of the written appeal the Director has ten working days to respond. The student will be notified in writing of the decision.

Continuing Education Units
A full day of ACPM training is considered six hours. Participants completing the six hours receive 0.6 continuing education units (CEUs) from the University of Alaska Fairbanks Cooperative Extension Service, Professional & Workforce Development. Continuing education units (CEUs) are not convertible to academic credit.

Note: ACPM program awards non-transcripted, department-issued continuing education certificates.

Cost of Courses
ACPM course fees must be approved by the ACPM Advisory Board. The ACPM program strives to keep the costs as low as possible, while maintaining an effective educational experience.

The fee for a one-day, 6-hour ACPM course is $125.00; the fee for a two-day, 12-hour course is $250.00. Level 1 Exam (CPM 015), Level 2 (CPM 035) and Level 3 (CPM 049) Projects are charged separately from the remainder of the courses. Level 1 Exam and Level 2 Project costs are $75. Level 3 Project costs are $200.

The basic cost for the ACPM training program at this time is $5,500* for course fees plus $350 for ACPM certificate applications.

<table>
<thead>
<tr>
<th>Course</th>
<th>Exam or Project</th>
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<tbody>
<tr>
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<td>$5,500* + $350 =</td>
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</tbody>
</table>

Course fees are due at time of registration. Registration can be completed online at www.uaf.edu/ces/pwd

*In addition to course fees, any course may use materials, supplies, or services which necessitate an additional fee. Additional fees may also be charged for administrative and/or instructional services. The University reserves the right to change fees at any time.

Examples of additional fees include, but are not limited to:

- **4% network fee:** The UA network charge covers rapidly rising costs, especially in the maintenance and enhancement of the university wide technology infrastructure. The 4 percent network charge is applied on a per-credit-hour basis (rounded to the nearest dollar) to tuition, nonresident surcharges if applicable, and fees in lieu of tuition for credit and non-credit courses. The minimum network charge per course is $7.

- **Distance fee:** A distance fee is charged for each on-line, distance education course. This fee amount varies.

www.uaf.edu/ces/pwd/acpm/
Alaska Certified Public Manager®

Certification Requirements
Level One: Certificate of Supervisory Management 81 hrs
Level One of the three sequential levels of learning activities in the ACPM program focuses on supervisory tasks and the commensurate skills necessary to supervise successfully. Completion of Level One activities is recognized by the Certificate of Supervisory Management.

CPM 001 Quality Customer Service 0.6 CEU
CPM 002 The Role of Supervisor 0.6 CEU
CPM 003 Effective Interviewing and Hiring 0.6 CEU
CPM 004 Performance Management for Supervisors 1.2 CEU
CPM 006 The Supervisor as a Leader 0.6 CEU
CPM 007 Interpersonal Communications 0.6 CEU
CPM 008 Powerful Presentations 1.2 CEU
CPM 009 Key Issues in Employment Law 0.6 CEU
CPM 010 Effective Problem-Solving and Decision-Making 0.6 CEU
CPM 011 Effective Business Writing 0.6 CEU
CPM 012 Financial Reporting and Analysis 0.6 CEU
CPM 015 *Level One Exam & ACPM Certificate Application 0.3 CEU

*Specific guidelines are explained in the Examination Handbook.

Level Two: Certificate of Associate Manager 111 hrs
Level Two learning activities are directed toward broader skills and introduce concepts and practices in management. Completion of Level Two activities is recognized by the Certificate of Associate Manager.

Level One required courses 81 hours

CPM 019 Strategic Planning 0.6 CEU
CPM 020 Defining Outcomes, Measuring Performance 1.2 CEU
CPM 021 Effective Meeting Management 0.6 CEU
CPM 022 Risk Management 1.2 CEU
CPM 023 Dealing Effectively with Alaska State Government 0.6 CEU
CPM 024 Grant Administration 0.6 CEU
CPM 025 Building a Customer Service Environment 0.6 CEU
CPM 026 Conflict Resolution Strategies 0.6 CEU
CPM 027 Project Management 1.2 CEU
CPM 028 Team Building and Group Communications 1.2 CEU
CPM 030 Supervising Supervisors 0.6 CEU
CPM 031 Fundamentals of Marketing 1.2 CEU
CPM 035 *Level Two Project & ACPM Certificate Application 0.9 CEU

*Specific guidelines are explained in the Project Handbook.

To ensure relevancy, ACPM curriculum is continuously reviewed to meet the needs of Alaska supervisors and managers.

See Appendix A for Course Descriptions.
Level Three: Alaska Certified Public Manager® 108 hrs

Level Three focuses on the leadership and organizational responsibilities of managers. To earn the Alaska Certified Public Manager® designation requires completion of the following:

- Curriculum includes three levels totaling 300 hours of structured learning activities. Learning activities may include application projects, structured readings, examinations, and approved workshops/courses.

<table>
<thead>
<tr>
<th>Level One required courses (see page 8)</th>
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<tr>
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<td>Coaching in the Workplace</td>
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<td>CPM 037</td>
<td>Negotiating and Mediating</td>
<td>1.2</td>
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<tr>
<td>CPM 038</td>
<td>Crisis Management</td>
<td>0.6</td>
</tr>
<tr>
<td>CPM 039</td>
<td>Ethics and Managerial Responsibility</td>
<td>0.6</td>
</tr>
<tr>
<td>CPM 040</td>
<td>Developing Your Leadership Style</td>
<td>1.2</td>
</tr>
<tr>
<td>CPM 041</td>
<td>Quality Control and Continuous Improvement</td>
<td>0.6</td>
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<tr>
<td>CPM 042</td>
<td>Policy Analysis</td>
<td>0.6</td>
</tr>
<tr>
<td>CPM 043</td>
<td>Understanding Organizational Culture</td>
<td>0.6</td>
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<tr>
<td>CPM 045</td>
<td>Organizational Information Systems</td>
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<td>CPM 046</td>
<td>Evaluation Methods and Tips</td>
<td>0.6</td>
</tr>
<tr>
<td>CPM 047</td>
<td>Effective Media Relations</td>
<td>0.6</td>
</tr>
<tr>
<td>CPM 048</td>
<td>Managing Change and Transition</td>
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<td>CPM 049*</td>
<td>Level Three project and CPM certificate application</td>
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* Specific guidelines are explained in the *Project Handbook*.

- An examination given at the completion of Level One. Specific guidelines are explained in the *Examination Handbook*.

- Successful completion of projects at the conclusion of Levels Two and Three course work. The projects demonstrate each participant’s ability to apply the management and leadership concepts, principles, theories and techniques in the workplace. Specific guidelines are explained in the *Project Handbook*.

To ensure relevancy, ACPM curriculum is continuously reviewed to meet the needs of Alaska supervisors and managers.

See Appendix A for Course Descriptions.

NOTE: ACPM program awards non-transcripted, department-issued continuing education certificates.

**After the CPM Designation is Awarded**

Successful graduates earn a nationally recognized professional designation as a Certified Public Manager® and become eligible for membership in the American Academy of Certified Public Managers, a national professional association of public sector managers.
Alaska Certified Public Manager®
Applications and Forms

Enrollment Application
ACPM classes are open enrollment. Participants may elect to register for a
single class or a variety of classes. At any point the participant may elect to
enroll in the ACPM program. By completing the Enrollment Application, the
participant is indicating they are actively pursuing the Level Certificate. See
Appendix C for Enrollment Application.

Certificate Application
Participants interested in obtaining Level One, Two and Three certificates are
required to submit the Certificate Application and fee before taking the Level
One examination or starting the Level Two or Three project.

Certificate Application is required for each Level of the Alaska Certified
Public Manager® program. Level 1 Exam (CPM 015), Level 2 (CPM 035) and
Level 3 (CPM 049) Projects are charged separately from the remainder of the
courses. Level 1 Exam and Level 2 Project costs are $75. Level 3 Project costs
are $200.

- CPM 015: Level One Certificate of Supervisory Management $75
- CPM 035: Level Two Certificate of Associate Manager $75
- CPM 049: Level Three Certified Public Manager® application $200

See Appendix C for Enrollment Application.

Checklists for Certificates/Certification
See Appendix B in this handbook for certificate checklists for Level One, Two
and Three.

Waiver of ACPM courses
Waivers of ACPM courses are the exception rather than the rule. The
philosophy of CPM programs nationwide is that students, regardless of their
educational backgrounds, benefit from all ACPM courses since the approach
and course content are unique to this program. Waivers will be granted on a
course-by-course basis based upon documentation that a college course or
other relevant training course with essentially the same content as a ACPM
course was taken and passed.

No student will be granted a waiver without four years of documented
supervisory or managerial work experience. All students, regardless of the
number of courses waived, will be required to complete the Level One
examination. No waivers will be granted in Levels Two and Three.

For more information about waivers please contact the UAF Professional &
Workforce Development Coordinator. See Appendix C in this handbook for
Credit for Prior Experience and Non-CPM Class Substitution forms.
American Academy of Certified Public Managers
The American Academy of Certified Public Managers is a professional association of public sector managers. To be eligible for membership, an individual must have earned the designation of Certified Public Manager® (CPM) through a management program accredited by the National Certified Public Manager® Consortium and must be a member of an accredited Society of Certified Public Managers.

Visit the American Academy of Certified Public Managers website at www.cpmacademy.org/.

National Certified Public Manager® Consortium
Formed in 1979, the National Certified Public Manager® Consortium establishes and preserves standards for the Certified Public Manager® designation. The quality and efficiency of management in government have a major impact on the lives of citizens and the orderly functioning of society. Systematic training programs are essential to maintain and improve the effectiveness and professionalism of government managers.

The purpose of the Consortium is to promote CPM programs by providing and monitoring accreditation standards, facilitating program development, encouraging innovation and developing linkages with programs and organizations with similar concerns.

Those earning the Certified Public Manager® designation are eligible to become Fellows of the American Academy of Certified Public Managers.

Visit the National Certified Public Manager® Consortium website at www.cpmconsortium.org/.
Appendix A:
Alaska Certified Public Manager®
Course Descriptions

LEVEL ONE

CPM 001 Quality Customer Service (0.6 CEU)
Provides supervisors with a review and practice of the customer service skills that build effective relationships with internal and external customers, solve problems and motivate others to give exceptional service.

CPM 002 The Role of Supervisor (0.6 CEU)
Identifies the supervisor’s role within an organization and provides practical tools necessary to create a positive and productive workplace environment. Topics covered include supervisor roles, working with others and obtaining positive results; linking mission, vision and core values; introducing performance standards, and fostering a customer-centered environment.

CPM 003 Effective Interviewing and Hiring (0.6 CEU)
Provides the skills necessary for a supervisor to recruit and hire the best possible candidate to fill a vacant or new position. Approaches human resources as a fundamental element of organizational strategy. Topics include strategic fit, job analysis, legal aspects of the hiring process, basics of recruitment and screening, employee testing, meaningful reference checking, interviewing techniques and basics of selection and on-boarding (orienting and integrating new employees into the organization).

CPM 004 Performance Management for Supervisors (1.2 CEU)
Includes strategies for supervisors to meet the challenges of managing and developing individual and/or team performance. Topics include performance management language and process, standards and expectations, individual motivation, performance improvement coaching, and basics of performance evaluation/appraisal with a view toward individualizing the process appropriately for various segments of the workforce.

CPM 006 The Supervisor as a Leader (0.6 CEU)
Provides supervisors with an introduction to the role and characteristics of leadership. Includes brief overview of leadership theories. Explores the leadership mindset and leadership self-assessment. Addresses leadership and ethics. Assists with development of the leadership skills needed to create successful employees and teams, and inspire others to work together to deliver high-quality results.

CPM 007 Interpersonal Communications (0.6 CEU)
Provides the supervisor with practical tools to effectively communicate in a positive and perceptive manner. Covers communication concepts and associated communication models and skills. Topics include interpersonal effectiveness, verbal and nonverbal techniques, your personal impact on others, constructive feedback, skillful questioning to avoid ambiguity and turning confusion into clarity.

CPM 008 Powerful Presentations (1.2 CEU)
Provides supervisors with skills and practice to deliver effective presentations in most situations. Topics include assessing audiences, planning objectives, and developing adaptive techniques for successful presentations, including current presentation technology.

CPM 009 Key Issues in Employment Law (0.6 CEU)
Introduces supervisor to federal and state legislation that addresses discrimination and harassment acts in the workplace, as well as employee rights and employer responsibilities. Provides a general overview of key points of major legislation and general principles regarding hiring, managing and terminating employees.

Disclaimer: This course should not be considered legal advice. It is intended to give the supervisor enough information to know when to engage the appropriate resource people and policy processes in their organization.
Level One Continued

CPM 010 Effective Problem-Solving and Decision-Making (0.6 CEU)
Provides a practical “hands-on” approach to everyday problem-solving and decision-making for public administrators. Focus is on three key areas as a manager: (1) when to act, (2) who to involve, and (3) what process to use to solve the problem.

CPM 011 Effective Business Writing (0.6 CEU)
Provides the supervisor with writing skills that focus on choice of words, use of sentences and paragraphs to package information, organizing thoughts, and setting out purpose.

LEVEL TWO

CPM 019 Strategic Planning (0.6 CEU)
Reviews the purpose and steps for creating a strategic planning process at all levels of an organization. Includes practice of some of the management planning skills related to the process.

CPM 020 Defining Outcomes, Measuring Performance (1.2 CEU)
Provides managers with the information and tools needed to effectively measure the team and its members’ alignment with and contribution toward the organization’s strategic goals. Topics include setting performance targets, determining measurement metrics, collecting and organizing the information, and using the results for continuous improvement.

CPM 021 Effective Meeting Management (0.6 CEU)
Review and practice of the skills necessary for effective meeting management to include planning, facilitating and evaluating a meeting.

CPM 022 Risk Management (1.2 CEU)
Learn how the utilization of risk management tools can help you move forward with your organizational and personal objectives with a higher level of awareness and greater degree of security. These techniques will assist you to avoid pitfalls, as well as recognize and seize new opportunities.

CPM 012 Financial Reporting and Analysis (0.6 CEU)
Addresses the basics of financial accounting as needed by supervisors and front-line management. Emphasis is on the presentation of overall financial results, how financial performance is evaluated outside the organization, and how various internal activities impact financial reports which impact funding decisions.

CPM 015 Level One Exam and Certificate Application (0.3 CEU)

CPM 013 Dealing Effectively with Alaska State Government (0.6 CEU)
Provides a practical guide to the factors involved in dealing effectively with Alaska state government. Explains the nature of politics and political power, the fundamentals of lobbying and the Juneau political and governmental scene as a basis for developing and executing an effective lobbying campaign.

CPM 023 Grant Administration (0.6 CEU)
An introduction to the basic concepts of grant administration. Provides the background of grant vs. contract, why grants are different, how to handle them and how to work with those who have them. Discusses where to look for answers, how to build your own skills “toolbox,” and how to keep your grant compliant with the sponsor’s terms and conditions.

CPM 025 Building a Customer Service Environment (0.6 CEU)
Provides managers with guidelines for creating a customer service environment within their organizations and departments.

CPM 026 Conflict Resolution Strategies (0.6 CEU)
CPM 027 Project Management (1.2 CEU)
Introduces processes and principles of project planning and management. Participants create a project plan using project management skills and techniques, including how to plan, resource, analyze risk, track, evaluate and report on business projects.

CPM 028 Team Building and Group Communications (1.2 CEU)
An advanced discussion seminar for future or current managers. Purpose of the course is to present teamwork principles. Participants learn through discussion and practice how to apply the principles. Managers who understand and correctly utilize teams produce more effective results.

LEVEL THREE

CPM 036 Coaching in the Workplace (0.6 CEU)
Designed to help managers develop others in the organization through coaching. Intentionally encourage and develop people using the art and science of active listening, tuning in, powerful questioning, truth-telling, and building and growing individuals. Explore coaching and the positive consequences of developing mutually beneficial expectations and objectives, while also focusing on the employee’s needs and responsibilities. Explore coaching as an effective tool for improving employee performance, while also building employee commitment.

CPM 037 Negotiating and Mediating (1.2 CEU)
Develop negotiation and mediation skills. Explore appropriate and effective use of power and authority during situations involving negotiation, mediation and labor relations issues. Become familiar with grievance procedures, identify elements of mediation strategies, explore various negotiation styles and examine techniques for achieving mutually acceptable objectives.

CPM 038 Crisis Management (0.6 CEU)
Provides an overview of the unique challenges that a business or agency may face during and after a disaster or emergency incident. Discussions include suggested procedures and techniques to assist managers in understanding their role in planning for and/or responding to an emergency including most common disasters. The course focuses on a number of fundamental issues related to disaster preparedness and emergency response and is applicable to managers and supervisors.

CPM 039 Ethics and Managerial Responsibility (0.6 CEU)
Examines values, ethics, personal ethics, and ethics codes. Focus is on developing the means for analyzing and understanding ethical situations and dilemmas.

CPM 040 Developing Your Leadership Style (1.2 CEU)
Explore various leadership styles, gain awareness of your own styles and behaviors, and how, as a leader, you may impact subordinates, peers and superiors. Examine the behaviors and values that drive your own actions. Identify methods to improve personal effectiveness. Engage in self-assessment and execute a personal plan to acquire or improve a desired leadership behavior.

CPM 041 Quality Control and Continuous Improvement (0.6 CEU)
Examines how work processes impact work effectiveness emphasizing fundamental concepts and the importance of quality improvement within an organization.

www.uaf.edu/ces/pwd/acpm/
Level Three Continued

**CPM 042 Policy Analysis (0.6 CEU)**
Provides a practical, “hands-on” approach to everyday policy development processes (research, analysis, decision and implementation) for public administrators. Defines “good” policy processes as part of an overall decision-making strategy. Demonstrates how good policy is developed, how stakeholders are meaningfully involved, and how policy changes are effectively implemented in an organization. Relies heavily on case study discussion and practical exercises.

**CPM 043 Understanding Organizational Culture (0.6 CEU)**
Identify aspects of organizational culture, leadership practices that influence organizational culture, and strategies for improving organizational culture.

**CPM 045 Organizational Information Systems (0.6 CEU)**
Provides managers with overview of current information systems and technology, how to manage them, and their value to an organization.

**CPM 046 Evaluation Methods and Tips (0.6 CEU)**
Designed to help leaders and managers evaluate programs in their organizations. Delivers basic “nuts and bolts” of program evaluation and management.

**CPM 047 Effective Media Relations (0.6 CEU)**
Build relationships with the media and use the tools available to communicate with the public, including press releases, public service announcements, photos, videos, paid advertising.

**CPM 048 Managing Change and Transition (0.6 CEU)**
Change is no longer optional in today’s industries. During this course, identify how to be organizationally ready for change, how to implement change, and how to provide leadership to employees in this stressful period of adjustment.

**CPM 049 Level Three Project and CPM Certificate Application (2.4 CEU)**
## APPENDIX B:

### Alaska Certified Public Manager® Program

#### REQUIRED COURSES AND CHECKLIST

##### Level One – 81 hours

<table>
<thead>
<tr>
<th>DATE</th>
<th>COURSE</th>
<th>CLASS NAME</th>
<th>CEU</th>
<th>APPROVED SUBSTITUTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPM 001</td>
<td>Quality Customer Service</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 002</td>
<td>The Role of Supervisor</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 003</td>
<td>Effective Interviewing and Hiring</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 004</td>
<td>Performance Management for Supervisors</td>
<td>1.2 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 006</td>
<td>The Supervisor as a Leader</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 007</td>
<td>Interpersonal Communications</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 008</td>
<td>Powerful Presentations</td>
<td>1.2 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 009</td>
<td>Key Issues in Employment Law</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 010</td>
<td>Effective Problem-Solving and Decision-Making</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 011</td>
<td>Effective Business Writing</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 012</td>
<td>Financial Reporting and Analysis</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 015</td>
<td>Level One Exam and CPM Certificate Application**</td>
<td>0.3 CEU</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Certificate of Supervisory Management awarded

##### Level Two – 111 hours

<table>
<thead>
<tr>
<th>DATE</th>
<th>COURSE</th>
<th>CLASS NAME</th>
<th>CEU</th>
<th>APPROVED SUBSTITUTIONS</th>
</tr>
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<tbody>
<tr>
<td>CPM 019</td>
<td>Strategic Planning</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 020</td>
<td>Defining Outcomes and Measuring Performance</td>
<td>1.2 CEU</td>
<td></td>
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<tr>
<td>CPM 021</td>
<td>Effective Meeting Management</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 022</td>
<td>Risk Management</td>
<td>1.2 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 023</td>
<td>Dealing Effectively with Alaska State Government</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 024</td>
<td>Grant Administration</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
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<tr>
<td>CPM 025</td>
<td>Building a Customer Service Environment</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 026</td>
<td>Conflict Resolution Strategies</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 027</td>
<td>Project Management</td>
<td>1.2 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 028</td>
<td>Team Building and Group Communications</td>
<td>1.2 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 030</td>
<td>Supervising Supervisors</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 031</td>
<td>Fundamentals of Marketing</td>
<td>1.2 CEU</td>
<td></td>
<td></td>
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<tr>
<td>CPM 035</td>
<td>Level Two Project and CPM Certificate Application**</td>
<td>0.9 CEU</td>
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*Certificate of Associate Manager awarded

##### Level Three – 108 hours

<table>
<thead>
<tr>
<th>DATE</th>
<th>COURSE</th>
<th>CLASS NAME</th>
<th>CEU</th>
<th>APPROVED SUBSTITUTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPM 036</td>
<td>Coaching in the Workplace</td>
<td>0.6 CEU</td>
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<tr>
<td>CPM 037</td>
<td>Negotiating and Mediating</td>
<td>1.2 CEU</td>
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<tr>
<td>CPM 038</td>
<td>Crisis Management</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 039</td>
<td>Ethics and Managerial Responsibility</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 040</td>
<td>Developing Your Leadership Style</td>
<td>1.2 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 041</td>
<td>Quality Control and Continuous Improvement</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 042</td>
<td>Policy Analysis</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 043</td>
<td>Understanding Organizational Culture</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 045</td>
<td>Organizational Information Systems</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 046</td>
<td>Evaluation Methods and Tips</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 047</td>
<td>Effective Media Relations</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 048</td>
<td>Managing Change and Transition</td>
<td>0.6 CEU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM 049</td>
<td>Level Three Project and CPM Certificate Application**</td>
<td>2.4 CEU</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Certificate Public Manager® designation awarded

**NOTE:** Non-transcripted, department-issued, continuing education certificate.

The basic cost for the ACPM training program at this time is $5,850* for course fees, certificate exam and projects. Course fees must be paid by check, purchase order or credit card at the time of registration for each course or series of courses.

*In addition to course fees, any course may use materials, supplies, or services which necessitate an additional fee. Additional fees may also be charged for administrative and/or instructional services. The University reserves the right to change fees at any time. Additional fees may vary at community campuses. Examples of additional fees include, but are not limited to:
- **4% network fee:** The UA network charge covers rapidly rising costs, especially in the maintenance and enhancement of the university wide technology infrastructure. The 4 percent network charge is applied on a per-credit-hour basis (rounded to the nearest dollar) to tuition, nonresident surcharges if applicable, and fees in lieu of tuition for credit and non-credit courses. The minimum network charge per course is $7.
- **Distance fee:** A distance fee is charged for each on-line, distance education course. This fee amount varies.
*To ensure relevancy, ACPM curriculum is continuously reviewed to meet the needs of Alaska supervisors and managers.

[www.uaf.edu/ces/pwd/acpm/](http://www.uaf.edu/ces/pwd/acpm/)
Appendix C: Forms

Enrollment Application
Certificate Application
Credit for Prior Experience
Non-CPM Class Substitution Policy
Non-CPM Class Substitution Form
## Participant Information

<table>
<thead>
<tr>
<th>Field</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name (Last, First, MI)</td>
<td></td>
</tr>
<tr>
<td>Mailing address:</td>
<td></td>
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<tr>
<td>City:</td>
<td></td>
</tr>
<tr>
<td>State:</td>
<td></td>
</tr>
<tr>
<td>ZIP:</td>
<td></td>
</tr>
<tr>
<td>Daytime phone:</td>
<td></td>
</tr>
<tr>
<td>Evening phone:</td>
<td></td>
</tr>
<tr>
<td>Fax:</td>
<td></td>
</tr>
<tr>
<td>Birthdate:</td>
<td></td>
</tr>
<tr>
<td>Gender: □ Male □ Female</td>
<td></td>
</tr>
<tr>
<td>Previous or maiden name:</td>
<td></td>
</tr>
<tr>
<td>Alaska resident: □ Yes □ No</td>
<td>Number of years:</td>
</tr>
<tr>
<td>US citizen: □ Yes □ No □ Other country, please indicate:</td>
<td>VISA type:</td>
</tr>
</tbody>
</table>

## Employment Information

<table>
<thead>
<tr>
<th>Field</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of employer:</td>
<td></td>
</tr>
<tr>
<td>Employer’s mailing address:</td>
<td></td>
</tr>
<tr>
<td>City:</td>
<td></td>
</tr>
<tr>
<td>State:</td>
<td></td>
</tr>
<tr>
<td>ZIP:</td>
<td></td>
</tr>
<tr>
<td>Are you a supervisor? □ Yes □ No</td>
<td>Years as a supervisor:</td>
</tr>
<tr>
<td>Name of your supervisor:</td>
<td>Years in current job:</td>
</tr>
<tr>
<td>Supervisor’s phone number:</td>
<td></td>
</tr>
<tr>
<td>Did your supervisor recommend the ACPM program? □ Yes □ No</td>
<td>Do you take leave to attend classes?</td>
</tr>
<tr>
<td>Is your employer paying for this training? □ Yes □ No</td>
<td></td>
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</tbody>
</table>

## Education Information

<table>
<thead>
<tr>
<th>Field</th>
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<tbody>
<tr>
<td>□ High school diploma</td>
<td></td>
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<tr>
<td>□ GED</td>
<td></td>
</tr>
<tr>
<td>□ None/Did not graduate</td>
<td></td>
</tr>
<tr>
<td>HS/GED graduation date: Month □ Yes □ No Year □ Yes □ No</td>
<td>State where received:</td>
</tr>
<tr>
<td>□ Vo-Tech school</td>
<td></td>
</tr>
<tr>
<td>□ Some college</td>
<td></td>
</tr>
<tr>
<td>□ Associate degree</td>
<td></td>
</tr>
<tr>
<td>□ Bachelor degree</td>
<td></td>
</tr>
<tr>
<td>□ Master degree</td>
<td></td>
</tr>
<tr>
<td>□ Doctorate or equivalent</td>
<td></td>
</tr>
<tr>
<td>□ Other: Indicate below</td>
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</table>

## Statistical Information (optional)

<table>
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<th>Field</th>
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<tr>
<td>Please check all that apply:</td>
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<tr>
<td>Ethnic Origin: □ Alaska Native</td>
<td></td>
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<tr>
<td>□ American Indian</td>
<td></td>
</tr>
<tr>
<td>African-American</td>
<td></td>
</tr>
<tr>
<td>□ Asian/Pacific Islander</td>
<td></td>
</tr>
<tr>
<td>□ Hispanic</td>
<td></td>
</tr>
<tr>
<td>□ Caucasian</td>
<td></td>
</tr>
<tr>
<td>Military Status: □ Active Duty</td>
<td></td>
</tr>
<tr>
<td>□ Veteran</td>
<td></td>
</tr>
<tr>
<td>Indicate branch of service:</td>
<td></td>
</tr>
</tbody>
</table>

I certify that the above information is correct.

<table>
<thead>
<tr>
<th>Field</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signature:</td>
<td>Date:</td>
</tr>
</tbody>
</table>

NOTE: Alaska Certified Public Management® program awards non-transcripted, department-issued continuing education certificates.
Alaska Certified Public Manager® Program
Certificate Application

Please submit to:
UAF Cooperative Extension, Profession & Workforce Development
308 Tanana Loop, P.O. 756180, Fairbanks, AK 99775
Phone: 907-474-5042 Fax: 907-474-2631
Email: uaf-pwd@alaska.edu

NOTE: Alaska Certified Public Management® program awards non-transcripted, department-issued continuing education certificates.

Participant Information

Name: (Last, First, MI)       UA Student ID: If applicable
Mailing address:             Email:
City:                        State:          ZIP:
Daytime phone:               Evening phone:   Fax:
Birthdate:                   Gender:         □ Male   □ Female
                                   Previous or maiden name:

Employment Information

Name of employer:
Employer's mailing address:
City:                        State:          ZIP:
Are you a supervisor?  □ Yes   □ No
Years as a supervisor:
Name of your supervisor:
Supervisor’s phone number:
Did your supervisor recommend the ACPM program?  □ Yes   □ No
Do you take leave to attend classes?
Is your employer paying for this training?  □ Yes   □ No
                                   □ No   □ Sometimes

Certificate Level

□ $75  Level 1 Exam - CPM015: Certificate of Supervisory Management
□ $75  Level 2 Project - CPM035: Certificate of Associate Manager
□ $200 Level 3 Project - CPM049: Recognition as a Certified Public Manager®

Registration and payment can be completed at www.uaf.edu/ces/pwd

Certificate Details

The UAF P&WD office will review the applicant's eligibility within 10 business days of receipt of this certificate application. The applicant will be notified by the email address included on the application.

Signature

I hereby certify that I have successfully completed the prerequisites and courses necessary to apply for the certificate level listed above.
Signature: ________________________________ Date: ________________________________
Alaska Certified Public Manager® Program

Credit for Prior Experience

Please submit a separate form for each CPM course petitioned.

For consideration of credit for prior experience, please complete and submit this form to UAF Professional & Workforce Development, P.O. Box 756180, Fairbanks, AK 99775. Phone: 907-474-5042  Fax: 907-474-2631

Date ____________________________

Student name ____________________________
Please print Last                                      First

Student ID ____________________________
(If applicable)

Address: ____________________________________________

Contact phone ____________________________

Contact email ____________________________

Course for which you are seeking CPM credit __________________________________________

Credit for prior experience

Please explain  (Additional space for your response is available on page 2 of this form)

• How you feel the time or content of your prior experience is relevant to the CPM course listed above.

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Supporting documentation

Please provide evidence of the following:

☐ Four (4) years’ experience as a supervisor or manager

Please provide evidence of one of the following:

☐ Copy of the three (3) most recent evaluations reviewing this area

☐ Copy of a letter from your immediate supervisor confirming ongoing competence in this area

Administrative Section

Decision: □ Approved:  Rationale: __________________________

☐ Denied:  Rationale: ___ Over 5 years  ___ Attachments missing (See checklist above)  ___ Not an exact substitute

Decision by: ____________________________________________ Date: ____________________________

Name ____________________________________________ Title ____________________________

Date decision sent to participant: ____________________________

Date received: ____________________________

Received by: ____________________________
Credit for Prior Experience (cont'd)

Student name _____________________________________            Student ID __________________

Please print                          Last                          First

Additional Comments:
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
Waivers of ACPM classes are the exception rather than the rule. The philosophy of CPM programs nationwide is that students, regardless of their educational backgrounds, benefit from all CPM classes since the approach and course content are unique to this program. Waivers will be granted on a class-by-class basis based upon documentation that a college course or other relevant training classes with essentially the same content as a CPM class was taken and passed. All students, regardless of the number of classes waived, will be required to complete the Level One examination. No waivers will be granted in Levels Two and Three.

It is the responsibility of the ACPM participant to complete the Non-CPM Class Substitution form, attach sufficient documentation and submit to the UAF Professional & Workforce Development, P.O. Box 756180, Fairbanks, AK 99775. The ACPM program staff will review the proof of previous study as submitted by ACPM participants. The original application with documentation remains with UAF Professional & Workforce Development.

Classes considered for substitution must meet one or more of the following criteria:

- Class was taken through the State of Alaska Division of Personnel. Current and former state employees who have taken classes from the Division of Personnel may request a transcript from DOP at the following email address doa.dop.doptraining@alaska.gov or by calling 907-465-4054 in Juneau. Please complete the application for substitution, attach the transcript and submit for review.
- Class is the content duplicate of that offered by the ACPM Program (see list below).
- Participant teaches the ACPM Program class and provides verification.

To be considered for substitution the following conditions apply:

- Class was completed within five years of the date of the participant’s request for substitution.
- Documentation of proof of attendance, satisfactory completion and content verification is provided (i.e., certificate of completion, sign-in sheet, workbook, syllabi, etc.).

Program classes that currently qualify for substitution are:

1. CPM001 - Quality Customer Service
2. CPM002 - The Role of Supervisor
3. CPM003 - Effective Interviewing and Hiring
4. CPM004 - Performance Management for Supervisors
5. CPM006 - The Supervisor as a Leader
6. CPM007 - Interpersonal Communications
7. CPM008 - Powerful Presentations
8. CPM009 - Key Issues in Employment Law
9. CPM010 - Effective Problem-Solving and Decision-Making
10. CPM011 - Effective Business Writing
11. CPM012 - Financial Reporting & Analysis

Please submit a separate form for each non-ACPM course submitted.
Alaska Certified Public Manager® Program
Non-CPM Class Substitution
Please submit a separate form for each non-ACPM course submitted.

For consideration of non-ACPM class substitution, please complete and submit this form to UAF Professional & Workforce Development, P.O. Box 756180, Fairbanks, AK 99775. Phone: 907-474-5042 Fax: 907-474-2631

Date ____________________________

Student name ____________________________
Please print Last ____________________________ First ____________________________
Student ID ____________________________ (If applicable)

Address: ____________________________ Contact phone ____________________________

Contact email ____________________________

Course for which you are seeking CPM credit ____________________________

Supporting documentation
Please provide evidence of the following:
☐ Four (4) years’ experience as a supervisor or manager

Please provide evidence of one of the following:
☐ Copy of the three (3) most recent evaluations reviewing this area
☐ Copy of a letter from your immediate supervisor confirming ongoing competence in this area

Class satisfies one of the following criteria:
☐ Class taken through the State of Alaska Division of Personnel
☐ Class content duplicates a course offered by ACPM Program
☐ Participate teaches the ACPM Program class and provides verification

Class substitution documentation
Please attach documentation of the following when submitting this form for review for class substitution:
☐ Yes ☐ No Proof of satisfactory completion
☐ Yes ☐ No Proof of certification (if applicable)

Date(s) of class attended ____________________________ Name of class provider ____________________________
Additional comments ____________________________

Administrative Section
Decision:
☐ Approved: ____________________________ Rationale: ____________________________

☐ Denied: ____________________________ Rationale: ___ Over 5 years ___ Attachments missing (See checklist above) ___ Not an exact substitute

Decision by: ____________________________ Date: ____________________________
Name ____________________________ Title ____________________________

Date decision sent to participant: ____________________________

Visit ACPM website at http://www.uaf.edu/ces/pwd/acpm/