Certificate Approval Form

In order for a certificate program to be reviewed, please fill out the form below and submit to the appropriate college and committees. Please plan on at least six months after submission before offering a certificate. Complete information in Part I for all requests. All appropriate signatures should be obtained.

PART I

1. Name of Certificate: Advanced Government Management
2. Department(s): Public Administration
3. College(s): Public Service
4. Faculty Director/Advisor: Robin Kempf
5. Type of Certificate:

   ☑ Financial Aid Eligible, Stand-alone certificate (formerly Gainful Employment)

   ☐ Course of Study (only for UCCS students in degree program)

   ☐ Professional Development (offered through extended studies)

   Note: If Financial Aid eligible certificate, will need approval by Regents.

6. Expected start date (semester and year): Fall 2027
7. Number of required credit hours: 12
8. Anticipated length of the program in semesters including summer (e.g., 2 years = 6 semesters): 2-4 semesters
9. Preferred CIP[i] code (XX.XXXX): 04
10. Is there a **licensure** associated with this certificate? YES NO

    a. If yes, name of licensure: no licensure

    b. If yes, website where NC-SARA[ii] licensure disclosures exist: _____

11. What percent of courses in the certificate will be delivered via distance or **online** education?

    ○ 100%

    ○ 50-99% In person and online options are available

    ○ 1-49%

    ○ 0%

12. Institutions accredited by the Higher Learning Commission are required to seek prior approval for credit-bearing certificate programs in which 50% or more of the courses were developed for the program and not derived from courses in existing academic programs. What percentage of the total courses required for this certificate were developed for this certificate and not derived from courses in existing programs?

- (●) < 50%
- ( ) 50-100%

13. Describe the certificate program. Include in your description the following information:

    a. Certificate Description: Describe the field of study and basic design of the proposed certificate including how fits into the role and mission of the institution.

    b. Workforce Demand: Supply evidence of the opportunities available to certificate completers.

    c. Academic Requirements: Describe the admission criteria and list the courses and credit hours required for completion and the number of courses to be offered online.

    d. Tuition and Fees: Provide the tuition rate and any mandatory fees.

    e. Resource Requirements: Explain the resources required to deliver the program, clearly indicating new resources that must be secured.

    f. Enrollment: Provide enrollment projections for the first five years of implementation.

    g. Budget: Provide revenue and expenditure estimates, including the primary sources and uses of funds.

    h. The admission and exit process (include requirements for applying to certificate, process for completion). These details are important for Course of Study and Professional Development certificates. Financial Aid eligible certificates require formal application process through admissions.

    i. Other relevant information: Include any other information deemed relevant to support new certificate proposals.

Please see attached narrative.

Narrative for Advanced Government Management Certificate:

a. Certificate Description: Describe the field of study and basic design of the proposed certificate including how it fits into the role and mission of the institution.

The Department of Public Administration offers the Master of Public Administration Program and several undergraduate courses designed to prepare students to take leadership roles in the public and nonprofit sectors. The proposed certificate focuses specifically on advancing the skills of individuals working in the public sector, whether on the local, state, or federal level. This certificate would accompany several existing certificates that provide similar emphasis in other professional areas: homeland security and emergency management, nonprofit management, and national security intelligence.

b. Workforce Demand: Supply evidence of the opportunities available to certificate completers.

While this certificate would build skills for applicants to positions with the federal, state, and local governments, we note that across the country, the number of local government employees is about 2/3 of all government employees (U.S. Census, 2023). In Colorado, we find that although general administration job openings are underperforming by 13.42%, local government positions are increasing and in the past month that is has manifested by an increase of 9.65% employment opportunities (Colorado Department of Labor and Employment's LMI Gateway, using industry Code 92 (Public Administration) and 93 (Local government), https://www.colmigateway.com/vosnet/analyzer/resultsNew.aspx?enc=9bfxYCUawMEI8NJGd4XMp3TKf7YQeCZQK+sfJ0BNo7M=). This shift in the workforce reflects the shift from service and regulatory oversight primarily handled by federal regionals agencies to new demands on local government agencies.

Table 1 shows the metropolitan statistical areas in Colorado with the highest estimated employment for local government (not including state govenrment) in the 2024-2034 projection period. Figure 1 maps those locations.

Table 1: Industry Profile for Local Government in Colorado

Industry Projections Distribution Table

Rank	Area	2024-2034 Estimated Employment
1	Denver-Aurora-Centennial MSA	60,012
2	Colorado Springs MSA	10,923

3	Fort Collins-Loveland MSA	8,245
4	Boulder MSA	7,605
5	Greeley MSA	6,923
6	Pueblo MSA	3,300
7	Grand Junction MSA	3,201

Source: Colorado Dept. of Labor, Labor Market Information
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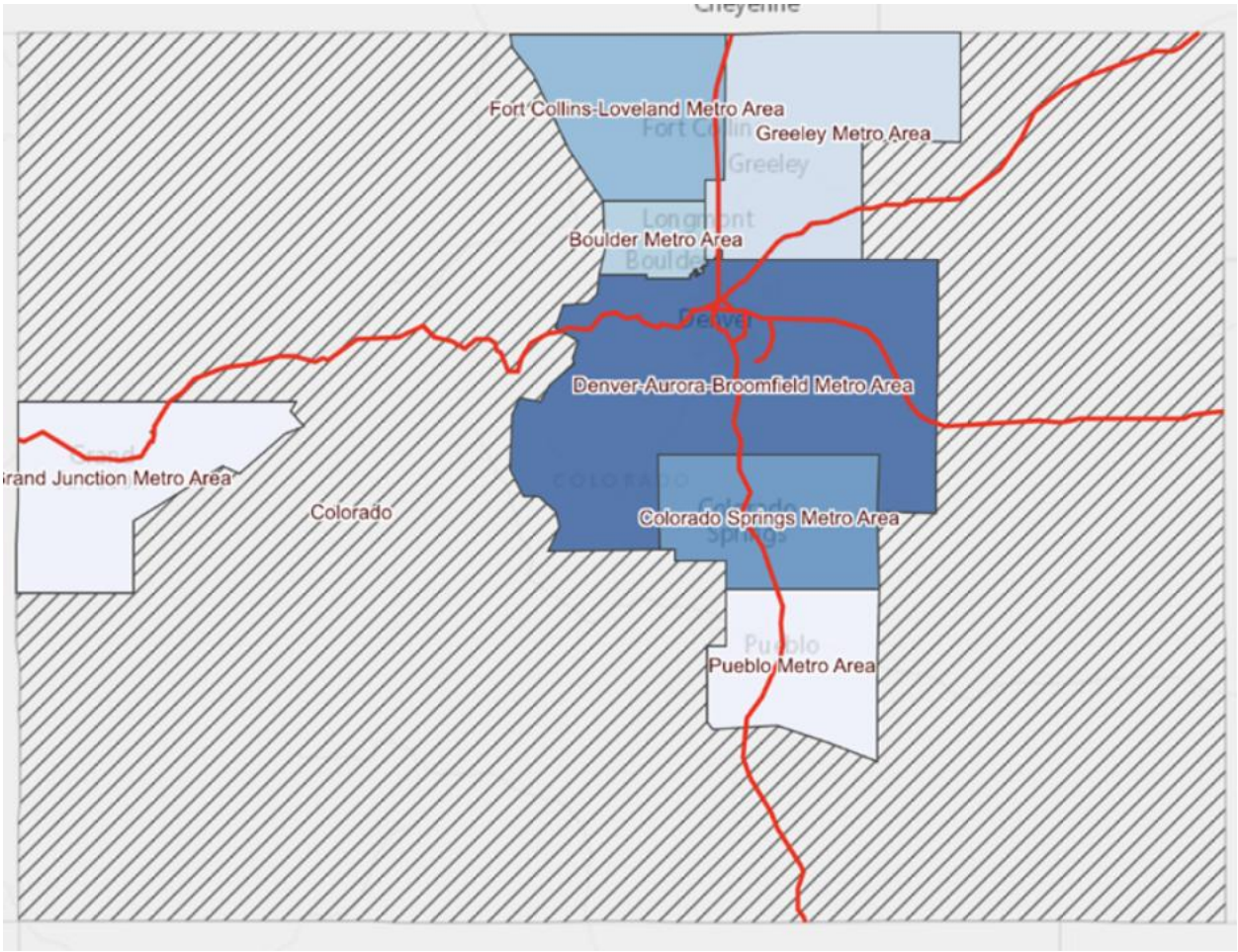
Figure 1: Metropolitan Statistical Areas in Colorado with the Highest 2024 Estimated Employment for Local Government



The growth reflected in Colorado for local government is due not only to a shift of workforce from federal to state and local governments, but also to a trend of shifting management structures within the local service provision areas. It is this shift in

employment and demand for project management and leadership skills that this certificate is designed to meet the employment demand. You will find more managerial-level positions within a direct service department, rather than at the agency operations level.

This shift in types of government jobs is not unique to Colorado but bears out in the latest Bureau of Labor and Statistics reporting on the US local government sector's recovery. At the state and local level, a general trend in reduction of general office support (-9.3), word processing (-27.9), and data entry (-34.8%) (BLS, April 20, 2026, National Employee Matrix 9992-3 State and local government, excluding education and hospitals, https://data.bls.gov/projections/nationalMatrix?queryParams=9992-3&ioType=i). At the same time, employment in both local government service duties and direct management is growing. For example, increases are predicted among management occupations overall (+4.1%) including specific tasks related to government business and finance (+4.5%), arts and media (+2.8%), public relations and fund development (+3.1%), and general operations managers (+4%) (BLS, April 20, 2026).

Overall, these data show more limited clerical and support positions responding to the trends of a devolution of management responsibility and the effects of AI- job inflation as managers are taking on the oversight of work that was previously being done by the contracted job classes related to clerical entry. In short, the field is asking management to take on more project management and oversight tasks and to become savvy contractors for substantive agency work and technological tools ranging from generative AI to data Visualization. The proposed certificates aim to help the next generation of state and local government managers and administrators accomplish these tasks.

c. Academic Requirements: Describe the admission criteria and list the courses and credit hours required for completion and the number of courses to be offered online.

The admission to the certificate program will be the same as those for our other certificates in public administration: Evidence of graduation from an undergraduate institution with a GPA of at least 2.75. Provisional admission can be offered to applicants with a GPA of at least 2.5 and experience in the field.

Our offerings will be appropriate for individuals wishing to enter or promote within the public sector context. Potential enrollees are any employees working in the public sector in Colorado or elsewhere, or for those who wish to enter public employment with advanced skills.

This certificate is a direct answer to the public employers we surveyed in Colorado in May-September 2025. The following quote sums up what they were looking for in a certificate from UCCS for advanced government management skills:

Project management, grant writing, budgeting, public engagement and writing press releases, and managing difficult members of the public are all critical skills in local government. Also, how to plan for contingencies and emergencies, and critical thinking by students.

We asked public service employers what skills they hoped that employees would have when entering the workplace, ranking skills of their current employees from 1 (well below expectations) to 5 (exceeds expectations). We also asked them about their current satisfaction level with the incoming readiness. Table 2 presents their responses.

Table 2: Colorado Public Employers Report Their Desire that New Hires Be Prepared in the Following Skills

	Median level of competency observed	SD	Percentage of employers seeing new hires meeting or exceeding expectations
Tax and Bond Strategy	1.88	0.71	19.2
Grants Writing/Management	2.29	0.85	39.3
Contract Management	2.32	0.67	35.7
Fundraising/Development	2.33	0.73	48.1
Budget/Finance	2.43	0.63	48.3
Personnel/Human Resource Management	2.46	0.71	50
Policy Development/Research	2.56	0.85	55.6
Program Evaluation	2.63	0.88	59.3

To meet the needs of employers, the required courses for the certificate would be four:

The required courses would be four:

PADM 5410: Law and Public Management

PADM 5180: Social Entrepreneurship

PADM 5710: Emerging Technology & the Public Sector

PADM 5220: Human Resource Management in Pubic Service Organizations

We offer the first two courses in rotation both in person and online. The third course is a new course that we will begin offering in rotation in Fall 2026. The last course is a course that we have not offered since a faculty member retired, but we will revive if this certificate is approved.

d. Tuition and Fees: Provide the tuition rate and any mandatory fees.

Tuition and fees will be consistent with other certificates that we offer.

e. Resource Requirements: Explain the resources required to deliver the program, clearly indicating new resources that must be secured.

All but one of the courses are currently offered. The remaining course is one that has not been offered since the retirement of a senior faculty member from Public Administration. Budget expenditures will be limited to the cost of a lecturer for this class, when offered in rotation, which is $3,750.00.

f. Enrollment: Provide enrollment projections for the first five years of implementation.

g. Budget: Provide revenue and expenditure estimates, including the primary sources and uses of funds.

Table 2 presents our projected number of students and related revenue. We provide four scenarios: (1) Online resident students take one class per semester; (2) Out-of-state students take one class per semester; (3) (Online resident students take two classes per semester; and (4) Out-of-state students take two classes per semester.

Table 2: Enrollment and Revenue Projections for the First Five Years

Year	**Number of projected students**	**Total Revenue Online Resident (3 credits per semester)**	**Total Revenue Out-of-State (3 credits per semester)**	**Total Revenue Online Resident (6 credits per semester)**	**Total Revenue Out-of-State (6 credits per semester)**

1	10	$26,937	$26,167	$48,095	$92,370
2	15	$40,4060	$39,251	$72,143	$138,555
3	20	$53,874	$52,334	$96,190	$184,740
4	20	$53,874	$52,334	$96,190	$184,740
5	20	$53,874	$52,334	$96,190	$184,740

h. The admission and exit process (include requirements for applying to certificate, process for completion). These details are important for Course of Study and Professional Development certificates. Financial Aid eligible certificates require formal application process through admissions.

Like our other certificates, this certificate is a financial aid eligible certificate, which requires formal application process through admissions. Completion would occur when all four classes have been taken with at least a B- in each. There will be a six-year time limit for completion.

i. Other relevant information: Include any other information deemed relevant to support new certificate proposals.)

The UCCS MPA program is the only program in the Pikes Peak region accredited by the Network of Schools of Public Policy, Affairs, and Administration, which makes our program competitive in the region. The markets we will target include our midcareer professionals ages 30-45 who are city/county staff without graduate degrees, those looking for promotion, and those with employer reimbursement plans. The program has identified 30 border state institutions and 15 Colorado reimbursement programs for direct marketing.

Two secondary markets are new local government employees and those who are career switchers. In particular, at this time we have a unique opportunity to serve those who had dedicated their career to federal employment but are now finding themselves due to changes in the civil service seeking to switch to local government service.

Required Signatures

Additional names and signature lines may be added as necessary (e.g., center directors)

Requested by:

Robin Kempf	Robin J. Kempf Digitally signed by Robin J. Kempf Date: 2026.04.22 16:17:43 -06'00'	
Faculty: Name	Signature	Date

Approvals:

Edin Mujkic	Edin Mujkic Digitally signed by Edin Mujkic Date: 2026.04.23 13:54:49 -06'00'	
Department Chair: Name	Signature	Date
Regina Winters	Regina Winters Digitally signed by Regina Winters Date: 2026.04.23 14:03:33 -06'00'	
College Dean: Name	Signature	Date
Campus Committee Chair: Name Graduate School Dean or Vice Provost of Undergraduate Education and Academic Planning	Signature	Date
Campus Director of Financial Aid	Signature	Date
Campus Certificate Implementation Committee Chair : Name	Signature	Date
Provost: Name	Signature	Date
Chancellor: Name (if needed)	Signature	Date

To be completed by the Campus Certificate Implementation Committee:

CIP Code: _____ Plan Code: _____

Career Code: _____ Subplan Code: _____

Program Code: _____ Effective Date: _____

Date Assigned: _____

Meets all federal Gainful Employment Certificate Requirements?: ☐ Yes ☐ No
If no, what requirements are missing?

[i] CIP stands for Classification of Instructional Programs and is a numeric system used to identify degree and certificate programs that may have a variety of names. Please suggest a CIP by referring to the available codes at https://nces.ed.gov/ipeds/cipcode/.

[ii] To learn more about NC-SARA and the licensure disclosure requirements, please refer to the NC-SARA section at https://ir.uccs.edu/institutionaldata/accreditation and/or read the latest federal regulation at https://ir.uccs.edu/sites/g/files/kjihxj1231/files/inline-files/CFR-2020-title34-vol3-sec668-43.pdf.