Course
MPA: Performance Measurement & Reporting for Public & Nonprofit Organizations
Days: T/Th 6:00-9:45 pm
Dates: July 6th – August 12th 2015
Room: TBD

Instructor Information
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Summer Session II 2015
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Course Description

This course is designed to build an understanding of both the components of a successful performance measurement system as well as methods for successful implementation of that system in a public or nonprofit organization. Issues covered include determining what an organization should measure, how to report those measures, and how to translate those measures into tangible organizational improvements.

Required Texts:


Required Articles:


**Additional Resources:**

Additional resources useful to the course are available on blackboard.

Books are available through online distributors and the library. Assigned journal articles can be found free in the library or online.

**Course Requirements:**

Students will be evaluated on their in-class participation, weekly assignments, and final paper.

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<tr>
<th>Class Participation</th>
<th>15%</th>
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<tr>
<td>Weekly/Session Synthesis of Readings</td>
<td>40%</td>
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<tr>
<td>Final Paper</td>
<td>August 12th</td>
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- **Class participation:** Students are asked to participate actively in each class section. This should take the form of discussion of the recent readings, asking questions on the subject, providing personal insight on the issues at hand, and generally contributing to productive class conversations.

- **Weekly/Session Synthesis of Readings:** Students will be assigned readings to complete prior to each class session. From these readings, a single page (single spaced) synthesis will be completed. This synthesis should be the student’s own contributions to the subject within the context of the readings. Students should seek external sources of information and cite those sources. Citations do not contribute to the 1 page limit.

- **Final Paper:** Each student will complete a final paper between 10-12 pages double-spaced. This paper may take two forms:
  1. **Research paper (literature review) - Scholarly**
     a. Topics: (1) What are the major barriers municipalities face when implementing a performance management system and what are methods of overcoming those barriers? (2) How are performance measurement and government transparency related? How can governments use performance measurement to increase transparency? What prevents governments from being transparent? Does transparency lead to improved service delivery and outcomes? (3) Students may suggest a unique idea to the instructor for approval.
     b. Format:
        i. Introduction (1 page): Explain the issue and state your general perspective or thesis
ii. Literature review (8-9 pages): This section should draw from a broad field of scholarly work to defend the position taken in the introduction. Journal articles and books are preferred but articles from reputable news sources will be accepted as well.

iii. Conclusions (1 page): The literature review should provide the reader with a thorough understanding of the issue and provide enough evidence to support the conclusions you present in this section. Use this section to provide a final defense of your thesis.

iv. Recommendations (1 page): In this section, identify any need for further research as well as provide practice recommendations for your paper's audience.

2. Contract Proposal - Practitioner/Applied

a. A simulation will be provided to students at the beginning of the course. This simulation will be used to build the foundations for a contract proposal to be completed by the student. From the perspective of an employee association, students will create target performance metrics to justify a recommendation for salary and benefits. Students will need to provide reasoning for their targets including effective displaying of their statistical data. Students must also provide best practices gathered from their own research on the subject to convince management that they can meet or exceed their targets.

b. Format:
   i. Introduction: Use this section to describe your employment unit, what the employees in this unit do, and why their work is important to the operations of the organization.
   
   ii. Proposed Wages and benefits: In this section, describe the previous wage and benefits of the unit and your new proposed levels. Make sure to include both text and visualization of the differences in wages/benefits from the previous period to the proposed period.

   iii. Key Performance Indicators: List 8-10 key performance indicators that will be used to track the performance of your unit. Include historic data as well as your target levels for the next several reporting periods (quarters or years). For each KPI, provide a short justification as to why it is important for the organization to track. Make sure you include visual representations of a select few KPIs and your target levels.

   iv. Best practices/innovations: In this section, students should provide at least 10 best practices or innovations that will be used to meet your target performance levels.

   v. Conclusion: Summarize your proposal and conclude with another recap of why your particular unit and the services provided are important to the organization.

Course Schedule & Topics