

# PADM 5560.001 PERFORMANCE MEASUREMENT IN THE PUBLIC AND NONPROFIT SECTORS

Spring 2020

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Office hours by appointment

## COURSE DESCRIPTION:

This course provides an overview of the performance measurement process, including benchmarking and performance monitoring, in public and nonprofit organizations. The overall objective of the course is to acquaint professionals in the public and nonprofit sectors with conceptual tools essential to understanding the development of performance measurement systems and the techniques necessary to enable them to apply the concepts in their work environments. Emphasis is on the practical application of the techniques of performance measurement in field settings.

## REQUIRED TEXTS:

- Ammons, David N. 2020. Performance Measurement for Managing Local Government: Getting It Right. Irvine, CA: Melvin & Leigh, Publishers.
- Ammons, David N. 2009. Tools for Decision Making: A Practical Guide. 2<sup>nd</sup> edition. Washington, D.C.: CQ Press.
- Additional readings provided by the professor.

## COURSE REQUIREMENTS:

Students will be assessed by a combination of quizzes, homework assignments, a research paper, and a final exam. Final grades will be based on the following formula:

Quiz Average	25%
Homework Average	25%
Mid-Term Exam	25%
Project Report	25%

Please note that there is no “class participation” grade and that grades are not rounded. Your grade in this class is earned, not given, and is completely up to your scores on quizzes, homework, and the final exam.

**QUIZZES.** Quizzes will cover the reading material to be discussed the week it is assigned. Thus, all reading assignments must be completed for the date indicated to be successful on quizzes. Quizzes will be given as indicated on the calendar below. **No quizzes may be made up.** Missed quizzes count as a zero.

**HOMEWORK.** A number of take-home assignments will be given during the semester, as indicated on the calendar below. Homework assignments are designed to reinforce lessons and to give students the opportunity to practice new skills developed in class. Assignments will typically involve the utilization of MS

Excel spreadsheet work and typed reports in MS Word, as well as Google maps. Students will need access to MS Excel and Word on a regular basis on either a home computer or in the student computer labs on campus.

**MID-TERM EXAM.** One exam will be administered during the course. This exam will be comprehensive and cumulative. Any material in the readings or discussed in class is fair game for the exam. The format for the exam will include multiple choice, short answer and essay questions, and will be administered on computers in the Testing Center in Sage Hall.

**PROJECT REPORT.** Students are required to write a project paper that will incorporate many of the elements learned in the class during the semester. A separate research assignment document will be provided that will discuss the paper requirements in detail. **The Project Report is due at 6 p.m. on May 7, 2020.** Late submission will be penalized substantially.

## COURSE CALENDAR

Please note that this schedule is a plan only, and is subject to change at any time. The professor will provide verbal updates to the schedule each week in class.

Class	Date	Subject	Textbook 1 Chapters	Textbook 2 Chapters	Quizzes	HW Due
1	1.16.20	Introduction				
2	1.23.20	Measurement Theory	1,2,3,8		1	
3	1.30.20	Logic Models	6, Handout	12. Inflation	2	
4	2.6.20	Strategic Plans and Benchmarking	4,9,24	31. Benchmarking	3	
5	2.13.20	Efficiency, Quality, and Cost Effectiveness	7,11,16	3. Smoothing	4	
6	2.20.20	Less than Best Practices & How to Overcome Them	10,12,13,14	11. Performance Standards	5	
7	2.27.20	Aggregating Data Usefully	17,20		6	Logic Model
8	3.5.20	<b>MID-TERM EXAM</b>				
9	3.12.20	<b>Spring Break - No Class Meeting</b>				
10	3.19.20	Audiences and Presenting Information	22,25,27	30. Trend Analysis	7	
11	3.26.20	Mapping Performance Data	Handouts	7. Mapping		Trend Analysis
12	4.2.20	~ continued				Tables and graphs
13	4.9.20	~ continued				Map 1
14	4.16.20	Critical Path Analysis		5. Gantt and CPM		Map 2
15	4.23.20	Queuing Theory		6. Demand Analysis		CPA
16	4.30.20	Wrap Up				Que Analysis
17	5.7.20	<b>Project Reports Due</b>				

## **POLICY ON CHEATING AND PLAGIARISM**

Notice of this policy shall be given in all public administration classes each semester, and written copies shall be available in the public administration office.

### **Definitions**

The UNT Code of Student Conduct and Discipline defines cheating and plagiarism “as the use of unauthorized books, notes, or otherwise securing help in a test; copying other’s tests, assignments, reports, or term papers; representing the work of another as one’s own; collaborating without authority with another student during an examination or in preparing academic work; or otherwise practicing scholastic dishonesty.”

### **Penalties**

Normally, the minimum penalty for cheating or plagiarism is a grade of “F” in the course. In the case of graduate departmental exams, the minimum penalty shall be failure of all fields of the exam. Determination of cheating or plagiarism shall be made by the instructor in the course, or by the departmental faculty in the case of departmental exams.

Cases of cheating or plagiarism on graduate departmental exams, papers, theses, or dissertations shall automatically be referred to the departmental Curriculum and Degree Programs Committee. Cases of cheating or plagiarism in ordinary course work may, at the discretion of the instructor, be referred to the Curriculum and Degree Programs Committee in the case of either graduate or undergraduate students. This committee, acting as an agent of the Department, shall impose further penalties, or recommend further penalties to the Dean of Students, if they determine that the case warrants it. In all cases, the Dean of Students shall be informed in writing of the case.

### **Appeals**

Students may appeal and decision under this policy by following the procedure laid down in the UNT Code of Student Conduct and Discipline.

## **POLICY ON DISABILITY ACCOMMODATION**

The Department of Public Administration, in cooperation with the Office of Disability Accommodation, complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. Please present your written accommodation request during regular office hours before the 12<sup>th</sup> class day of regular semesters (4<sup>th</sup> class day of summer sessions).

## **POLICY ON LAPTOPS AND CELL PHONES IN THE CLASSROOM**

The classroom setting at an institution of higher learning is intended to serve as a venue that permits the transfer of knowledge and facilitates the sharing of ideas. As such, it is imperative that any distractions from these stated objectives be avoided and kept to a minimum. Potential disruptions include modern electronic devices such as laptop computers and cell phones.

Students are allowed to take notes on personal laptop computers to enhance the learning process, but they should not activate their internet browsers during class or use computers for non-academic purposes (as this diverts attention from the lecture/discussion for both the student using it and others nearby). Students should also avoid using cell phones to search the Internet or text while class is in session.

Exceptions to this policy will be at the discretion of the faculty only and may occur if searching the Internet is necessary to find additional information or facts related to the subject being covered on that particular day.

## **POLICY ON STUDENT BEHAVIOR IN THE CLASSROOM**

Student behavior that interferes with an instructor’s ability to conduct a class or other students’ opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Center for Student Rights and Responsibilities to consider whether the student’s conduct violated the Code of Student Conduct. The university’s expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at [www.unt.edu/csrr](http://www.unt.edu/csrr).