

SCHOOL OF PUBLIC AFFAIRS AND ADMINISTRATION  
RUTGERS UNIVERSITY – NEWARK

**Performance Measurement and Reporting  
for Public and Nonprofit Organizations**  
(20:834:529:90)

Spring 2021

This is an asynchronous online course on Canvas

DRAFT: This syllabus is subject to change

**Instructor Information**

Hanjin Mao (pronouns: she, her, hers)

Email: hanjin.mao@rutgers.edu

Virtual office hours by appointment, group office hour will be offered before each project

**A note about recent events:** Over the past several months, the U.S. has experienced both the emergence of the global COVID-19 pandemic and the painful consequences of long-endured violence against the Black community in the United States. These events have caused, and continue to cause, fear, stress, and pain for many members of our community, and will continue to impact each of us in various ways throughout this term. Under these circumstances, it is completely normal to feel overwhelmed or anxious, and to have difficulty concentrating. I have designed this course with these challenges in mind, and am committed to continuing to work with all of you to create a positive and supportive learning environment throughout the term. If your health, well-being, or school work are being impacted by recent events, I encourage you to make use of the resources Rutgers University provides, which I have included in this syllabus.

**COURSE DESCRIPTION**

The processes of public and nonprofit performance measurement and management are explored in depth. Theories of public and nonprofit performance are reviewed with a clear focus on application in the management setting. Types of measures are reviewed and their relationships are explored through program logic models. The selection of key performance indicators and proximate measures are discussed. Tools and methods of performance measurement, including benchmarking and trend analysis, are introduced. Data collection, analysis, and reporting are reviewed. Students learn how to align performance measurement with strategic organizational goals and objectives in order to facilitate learning and improved effectiveness. Studies will include a variety of readings and resources from federal, state-local and non-profit sectors. Prepares managers – and those aspiring to become managers and organizational leaders – to use performance information more effectively in improving programs and delivering better outcomes.

## REQUIRED TEXTBOOK AND MATERIALS

Poister, T., Aristigueta, M., & Hall, J. (2015). *Managing and measuring performance in public and nonprofit organizations: an integrated approach* (Second edition.). San Francisco, CA: Jossey-Bass. (Free E-book available on Rutgers Library website, see Canvas >> Reading List)

In addition to the textbook readings, supplementary readings will be assigned and available on Canvas.

## COURSE EVALUATION

Students are expected to keep up with assigned readings, view the lectures and other videos, and to participate actively in online discussions. There will be three projects, online discussions on readings and exercises, and the module leader assignments. Grades will be based on the following:

Class Discussions	30%
Module Leader	10%
Projects	60%

Each of these requirements is explained in more detail below.

**CLASS DISCUSSIONS (30%).** Students are expected to participate actively in online discussions, which are an important part of the class each week, and their participation will be evaluated and graded. For graded discussions, initial posts are due every Thursday at 11:59 pm, responses to classmates are due every Sunday at 11:59 pm.

**MODULE LEADER (10%).** This is a group assignment. Each week, two students will pair up and serve as the module leaders. Module leaders are expected to lead the learning of classmates. In the module, leaders develop an exercise based on the module content (due Sunday 11:59 pm), keep the discussion going on effectively and write a module summary in the shared course note.

**PROJECTS (60%).** Students must complete and submit three projects over the semester. The instructions for each project can be found on Canvas. Be sure to read all instructions carefully, and complete all parts of the project. Projects will be graded according to their presentation quality as well as their analytical substance. Students may consult with each other on assignments, but the work handed in must be the student's own, original work. Late assignments will be downgraded.

### Grading

Final grades in this course will be assessed using the following breakdown:

Letter Grade	Definition	Numerical Equivalent
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A	Outstanding	89.5-100
B+	Very Good	84.5-89.49
B	Good	79.5-84.49
C+	Intermediate	74.5-79.49
C	Satisfactory	69.5-74.49
F	Failing	<69.5

## **COURSE POLICIES**

The syllabus serves as a general outline. I reserve the right to deviate from any part of the plan as necessary. Students will be notified of any such modifications.

**GENERAL EXPECTATIONS.** This is a graduate-level course and so students are expected to be motivated to read and study the assigned textbooks and other materials carefully before class. Active participation in discussions and keeping up with all readings and assignments is essential to doing well in this course.

**COMMUNICATION.** Communication about class schedules, requirements, and assignments or readings may be made via e-mail or Canvas, so it is expected that students will check their accounts regularly.

**SUBMITTING ASSIGNMENTS.** Assignments should be submitted to the Canvas rather than e-mailed. Be sure your name and the submission date are on the assignment (and do not backdate).

**LATE ASSIGNMENTS.** Assignments are generally due at 11:59 pm of the due date. A 24 hour grace period is offered to each assignment. Except for significant extenuating circumstances (e.g., medical, family, etc.), late assignments without notice will be downgraded by 10% the second day and 5% each additional day thereafter. If you know in advance that you have a serious conflict in your schedule, you are encouraged to contact the professor before the assignment is due to discuss any plan to hand in the work late.

**REVISING AND RESUBMITTING ASSIGNMENTS.** Students who receive a grade of less than a B (3.0) for an assignment AND who hand in the original assignment ON TIME will be given an opportunity to revise and resubmit the assignment. A change of grade will be made only for assignments that demonstrate a significant improvement through the student's own effort (making only minor corrections or edits in response to the professor's written feedback on the initial assignment will not be sufficient for a change of grade). This policy does not apply to the final assignment. Resubmissions must be made through Canvas within one week after the initial graded assignment has been returned to the student. The maximum grade possible for resubmission is a B (3.0).

**GRADE DISPUTE.** Grade disputes will be handled according to the SPAA MPA Student Handbook. If you think you have been graded unfairly or in error, you are encouraged to discuss it with the professor before initiating any sort of formal dispute process. I don't "negotiate" grades, but misunderstandings and mistakes do happen occasionally.

**WRITING STYLE.** In terms of the writing style of your assignments, you may use either APA or Chicago style, but please be consistent within the document. In-text citations are preferred to footnotes or endnotes. Writing clarity and quality are considered in grading. Please use a standard font such as Arial, Calibri, or Times New Roman. Pages should use 1-inch margins, double-spaced, with 12 point fonts. If you think you need help with your writing, talk to the professor. There are resources on campus to help you. Also feel free to contact SPAA's writing coach, Terry Hall, at [tlh135@scarletmail.rutgers.edu](mailto:tlh135@scarletmail.rutgers.edu).

**INCOMPLETES AND GRADE CHANGES.** Students are expected to complete all of their assignments and other requirements by the official end of the term. Grades will be based on work received by the professor at this time. A grade of incomplete (IN) will only be given to students with legitimate medical or family emergencies who have discussed their situation with the professor prior to the end of the term. Incomplete work submitted for a change of grade after the term will be accepted at the discretion of the professor and only with prior arrangement and agreement.

**ACADEMIC INTEGRITY.** Students must follow the school's integrity policy: <http://academicintegrity.rutgers.edu> Please be aware that plagiarism and any forms of cheating will never be excused under any circumstances – I check assignments for originality using plagiarism detection software. Violation of these policies leads to immediate failure of the course. You are capable of meeting my expectations for this course. If you are concerned about how well you are doing in this course, please come speak with me instead of considering academic misconduct.

## **ACCOMMODATIONS AND SUPPORT**

Rutgers University Newark (RU-N) is committed to the creation of an inclusive and safe learning environment for all students and the university as a whole. RU-N has identified the following resources to further the mission of access and support:

**For Individuals with Disabilities:** The Office of Disability Services (ODS) is responsible for the determination of appropriate accommodations for students who encounter barriers due to disability. Once a student has completed the ODS process (registration, initial appointment, and submitted documentation) and reasonable accommodations are determined to be necessary and appropriate, a Letter of Accommodation (LOA) will be provided. The LOA must be given to each course instructor by the student and followed up with a discussion. This should be done as early in the semester as possible as accommodations are not retroactive. More information can be found at [ods.rutgers.edu](http://ods.rutgers.edu). Contact ODS at (973)353-5375 or [ods@newark.rutgers.edu](mailto:ods@newark.rutgers.edu).

**For Individuals who are Pregnant:** The Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy. You may contact the Office of Title IX and ADA Compliance at (973)353-1906 or [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu).

**For Individuals seeking Religious Accommodations:** The Office of the Dean of Students is available to verify absences for religious observance, as needed. Contact the Dean of Students at (973)353-5063 or via email at [DeanofStudents@newark.rutgers.edu](mailto:DeanofStudents@newark.rutgers.edu).

**For Individuals with temporary conditions/injuries:** Students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate should submit a request via <https://temporaryconditions.rutgers.edu>.

**Absences:** Per University Policy 10.2.7, you are responsible for communicating with your instructors regarding absences. The Office of the Dean of Students is available to verify extended absences. Contact the Dean of Students at (973)353-5063 or via email at [DeanofStudents@newark.rutgers.edu](mailto:DeanofStudents@newark.rutgers.edu).

**For English as a second language (ESL):** Students experiencing difficulty in courses due to English as a second language (ESL) should contact the Program in American Language Studies via email at [PALS@newark.rutgers.edu](mailto:PALS@newark.rutgers.edu) to discuss potential supports.

**For Gender or Sex-Based Discrimination or Harassment:** If you have experienced any form of gender or sex-based discrimination or harassment, including sexual assault, sexual harassment, relationship violence, or stalking, know that help and support are available. If you wish to report an incident, you may contact the Office of Title IX and ADA Compliance at (973)353-1906 or via email at [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu). You may also submit an incident report using the following link: [tinyurl.com/RUNReportingForm](https://tinyurl.com/RUNReportingForm). If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or via email at [run.vpva@rutgers.edu](mailto:run.vpva@rutgers.edu).

## NETIQUETTE

- In all of your interactions, remember there is a person behind the written post.
- Pause and reflect on a post that is uncomfortable before responding. Consider the root of your emotional reaction.
- Remember, we are discussing ideas and disagreements that are not personal in nature. Take care in crafting your response to demonstrate your disagreement with the idea, not the person.
- Do not participate in "flaming." Flaming is inflammatory comments that are hostile and insulting and do not contribute to the learning process. Choose not to respond to "flames" to support a better learning experience for everyone.
- Be careful with humor and sarcasm. Because the visual cues are absent, many people cannot tell if your comments are meant seriously or facetiously.
- Contribute to a meaningful discussion by presenting your "best self" in the course environment: Take the time to explain your ideas respectfully and completely. However,

also keep brevity in mind. You want to make your point clearly, but also make it concisely.

- If a peer misinterprets your meaning, acknowledge this without being rude or defensive. It can be challenging to communicate some ideas in writing. This is your opportunity to practice clarifying your ideas to others.
- Do not post in all caps. This is the equivalent of SHOUTING at someone and is not acceptable.

## COURSE SCHEDULE

Week	Date	Module	Project Due
1	1/19-1/24	Start Here	
2	1/25-1/31	Module 1 - Introduction and Overview	
3	2/1-2/7	Module 2 - Performance Management Process	
4	2/8-2/14	Module 3 - Developing a Performance Framework	
5	2/15-2/21	Module 4 - Clarifying Goal and Objectives	Project 1
6	2/22-2/28	Module 5 - Performance Outcomes	
7	3/1-3/7	Module 6 - Performance Indicators	
8	3/8-3/14	Module 7 - Collecting and Reporting Performance Data	
9	3/15-3/21	Spring Break - Midterm Meditation	
10	3/22-3/28	Module 8 - Analyzing Performance Data	Project 2
11	3/29-4/4	Module 9 - Improving Performance Management	
12	4/5-4/11	Module 10 - Ensuring Accountability	
13	4/12-4/18	Module 11 - Benchmarking Performance	
14	4/19-4/25	Module 12 - Implementation of Performance Management Process	
15	4/26-5/2	Wrap-up	Project 3

### Notes:

1. In each module, initial posts on discussions are due every Thursday at 11:59 pm. Responses to classmates are due every Sunday at 11:59 pm.
2. Discussion leaders should post exercise questions the day before the module starts. The weekly summary on the shared course note should be updated within one week after the module completes.
3. Projects are due on Sunday at 11:59 pm of the week.
4. Please see Canvas for deadlines of specific assignments.