

Public Management
PADM 605 / PLAN 610/ UPA 672
Fall 2018

Professors:
Aaron C. Rollins Jr. Ph.D.
Wes Grooms, Ph.D.

Office: (502) 852 – 7955
aaron.rollins@louisville.edu
wes.grooms@louisville.edu

Office Hours: By Appointment

Class Meetings: Online via Blackboard and TWO in-person sessions (see schedule)

COURSE OBJECTIVES:

The field of study called ‘public management’ focuses on helping public and nonprofit organizations understand, adapt to, and thrive in, changing environments. Organizations’ strengths and weaknesses are leveraged to allow them to respond to intra- inter-, and extra-organizational challenges. In order for the functions associated with public management to take place in an organization, its mission and goals must be outlined, performance indicators must be established and clearly defined, measures of performance must be taken and evaluated, and environmental/contextual changes and trends must be identified and monitored. This course provides instruction in the theory and practice of these processes by studying strategic planning and performance measurement and management in the public and nonprofit sectors.

Effective public management is a process that focuses on incorporating tools that will allow the organization to enhance its performance. It requires that stakeholders understand the purpose of the organization, what level of performance the organization aims to achieve, and identify a viable strategy whose implementation will achieve the organization’s goals. Performance measurement is concerned with improving organizational performance and producing accountability for organizational outcomes in an ongoing, systemized manner. A performance management system tracks program accomplishments to connect its strategic goals to outcomes and to make decisions about current and future directions.

The course will incorporate theory, methods, and modern day examples of strategic planning and performance measurement. At the end of the course students will be able to:

- Understand the purpose of strategic planning
- Understand the significance of and develop a meaningful organizational mission statement
- Identify both internal and external environmental threats to organizations
- Understand and develop a logic model
- Discuss the difference between inputs, activities, outputs, outcomes, and impacts
- Understand and develop performance measures that are: linked to the organization’s mission, account for stakeholders’ expectations, cost effective, and measureable
- Evaluate the strategic planning process and performance measures to ensure they are meaningful to the organization and assist with its decision-making

INSTRUCTOR'S AVAILABILITY

Email is our preferred method of communication; we are typically accessible from 10 a.m. – 6 p.m. M – F. We try to reserve weekends for personal time. If these times are not convenient for you, please let us know and we will be happy to accommodate your schedule if possible. If your question or concern warrants an immediate response, please do not hesitate to contact us via our cell phones at (601) 316-3509 (Rollins) or (202) 549-1779 (Grooms). We prefer you text first to identify yourselves and the nature of your concern. If you call and get voicemail, leave a message because calls from unknown phone numbers may be blocked to reduce scam phone calls. We provide you with these times to make it easier to communicate with us, not to limit our contact and we want you to know that, should you need to contact us outside these time frames, you should not hesitate to do so.

In the event a third party needs to contact us, please direct them to our contact information listed under "Instructor Information" button in Blackboard. No third party should use your login credentials to gain access to the online classroom or call our personal cell phones.

We will respond to your inquiry within 24 hours of receipt except on weekends and holidays. If we do not respond in that time frame, we probably did not receive your message – please resend it.

SYLLABUS REVISIONS:

The course syllabus is a general plan for the course; deviations announced to the class by the instructors may be necessary.

LATE ASSIGNMENTS POLICY:

We do not accept late assignments. Students are more than welcome to turn in hard copies of assignments beyond the deadline, and we will provide feedback but the grade will remain a zero (0).

REQUIRED REFERENCE:

All written assignments must follow American Psychological Association (APA) style. Each APA citation has two parts, the in-text citation and the reference sheet entry. You must have both an in-text citation and a reference sheet entry for EVERY outside source you use. This link includes detailed information regarding APA compliance.

https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_style_introduction.html

ACADEMIC HONESTY:

Academic dishonesty of any kind will **NOT** be tolerated! Please understand that plagiarism is intentionally or carelessly using someone else's ideas or words **WITHOUT USING CORRECT CITATION** that gives credit to the author. Plagiarism on any assignment constitutes academic misconduct.

BLACKBOARD

This is a cross-listed class that has been merged into one online course. We will use the **PADM 605** link for every component of this course. Be sure to click on the 'Course Content/Schedule' tab to locate the course modules. The other graded material should be uploaded to the appropriate link in the 'Assignment Tab.'

ASSIGNMENTS AND GRADES

- | | |
|--|---|
| 1. Assignments = 15% | 4. Strategic Plan Presentation = 10% |
| 2. Attendance/Participation = 10% | 5. Strategic Plan Project = 30% |
| 3. Thought Papers (5) x 7pts each = 35% | |

1. **Assignments** – Directions for each assignment are on Blackboard. Due dates listed in course outline.
2. **Attendance/Participation** – The class will meet in person three times during the semester as noted in the course schedule.
3. **Thought Papers** –These papers are your chance to really think about the readings: how they relate (and do not relate) to your work, project, and one another, and to identify gaps, or shortcomings, in the assigned readings, etc. Instructions for writing these papers as well as examples are on Blackboard. Due dates listed in course outline.
4. **Strategic Plan Presentation** – You will create and present a PowerPoint of your strategic plan project on the last day of class (15 minutes).
5. **Strategic Plan Project** – You will be expected to develop a strategic plan for a public or nonprofit entity.

Components of Strategic Plan Project:

1. **Introduction**-introduce the project
2. **Mission Statement**-why does the organization exist; what is its purpose and aspirations; what will it accomplish
3. **Vision Statement**-what will the organization look like in five or more years
4. **SWOT & Logic Model**-discusses the organization position in the current environment; what are its strengths, weaknesses, opportunities, and threats; needs assessment, logic models, and stakeholder assessment
5. **Competitive Advantage**-what does the organization do best; what makes it unique, viable, and necessary?

6. **Long Term Strategic Objectives**-discusses three or more years; what must the organization do to ensure that the vision is achieved
7. **Strategies**-How will you achieve performance and organizational goals?
8. **Short term Goals**-includes the development of performance targets that will be addressed within one to two years; they explain what, when, and who and are measurable.
9. **Action Plan**-how will the goals be accomplished; what strategy will be used to move strategy from plan to action by stakeholders within one to two years
10. **Scorecard**-what performance measures have been developed; how will they be tracked; what are the monthly targets to ensure that goals are met?
11. **Financial Assessment**- incorporates financial data and uses them to make future projections; what does the organization's financial future look like?
12. **Conclusion**- a brief conclusion should be provided.

COURSE OUTLINE & SCHEDULE

MODULE 1) 8/20 – 9/2

Class In-Person Meeting 8/20/18 5:30-8:15pm

Strategic Planning in Different Environments, Mission Statements & Environmental Scanning

- Nutt, Paul and Robert Backoff 1993. "Organizational Publicness and Its Implications for Strategic Management." *Journal of Public Administration Research and Theory*, 3(2): 209-231.
- Boyne, George and Richard Walker 2004. "Strategy Content and Public Service Organizations." *Journal of Public Administration Research and Theory*, 14(2): 231-252.
- Ring, Peter and James Perry 1985. "Strategic Management in Public and Private Organizations: Implications of Distinctive Contexts and Constraints." *The Academy of Management Review*, 10(2): 276-286.
- McDonald, Robert 2007. "An Investigation of Innovation in Nonprofit Organizations: The Role of Organizational Mission." *Nonprofit and Voluntary Sector Quarterly*, 36: 256-281.
- Ferris, James and Elizabeth Graddy. 1999. "Structural Changes in the Hospital Industry, Charity Care, and the Nonprofit Role in Health Care." *Nonprofit and Voluntary Sector Quarterly*, 28, 18-31

- Kearns, KP. 1992. "From comparative advantage to damage control: Clarifying strategic issues using SWOT analysis." *Nonprofit Management and Leadership*, 3, 3-22.

Thought Paper #1 Due on 9/2 @ 11:59PM

MODULE 2) 9/3 – 9/16

Choosing and Implementing the Right Strategy

- Carroll, DA, and Stater, KJ. 2009. "Revenue Diversification in Nonprofit Organizations: Does it lead to Financial Stability?" *Journal of Public Administration Research and Theory* 19, 947-966.
- Bozeman, B. 2010. "Hard Lessons from Hard Times: Reconsidering and Reorienting the "Managing Decline" Literature, *Public Administration Review*, 70, 557-563.
- Walker, RM 2013. "Strategic Management and Performance in Public Organizations: Finding from the Miles and Snow Framework." *Public Administration Review*
- Boyne, GA 2006. "Strategies for Public Service Turnaround." *Administration & Society*, 38, 365-388.
- Foster, W., Fine, G. 2007. "How Nonprofits Get Really Big." *Stanford Social Innovation Review*, 46-55.
- Poister, T.H. 2010. "The Future of Strategic Planning in the Public Sector: Linking Strategic Management and Performance." *Public Administration Review*, 70, s246-s254.

Thought Paper #2 due on 9/16 @ 11:59PM

Assignment #1 Due on 9/16 @ 11:59PM

Identify an entity/organization to assess. Be sure to find: a contact person, data availability, etc.

MODULE 3) 9/17 – 9/30

Needs Assessment, Logic Models, and Performance Measures

- Heinrich, Carolyn 2002. "Outcomes Based Performance Management In the Public Sector: Implications for Government Accountability and Effectiveness." *Public Administration Review*, 62(6): 712-25.

- Brown, Mitchell 2012. “Enhancing and Measuring Organizational Capacity: Assessing the Results of the US Department of Justice Rural Pilot Program Evaluation.” *Public Administration Review*, 72(4): 506-515. (Sample logic model, outcomes, inputs identified)
- Weissert, Carol and Malcolm Goggin 2002. “Nonincremental Policy Change: Lessons from Michigan’s Medicaid Managed Care Initiative.” *Public Administration Review*, 62(2): 206-16. (stakeholder roles)
- Courty, Pascal and Gerald Marschke 2007. “Making Government Accountable: Lessons from a Federal Job Training Program.” *Public Administration Review*, 67(5): 904-16. (survey and performance measure discussion)
- Millar, A. Simeone, R.S., Carnevale, J.T. 2001. “Logic Models: A Systems Tool for Performance Management.” *Evaluation and Program Planning*, 24, 73-81.

Recommended Readings

- Handbook of Practical Program Evaluation. Joseph Wholey, Harry Hatry, and Kathryn Newcomer. Jossey-Bass, 3rd Edition, 2010. Chapter 3.
- Mayne, J. (2001). Addressing attribution through contribution analysis: using performance measures sensibly. *Canadian journal of program evaluation*, 16(1), 1-24.
- W.K. Kellogg Foundation, Logic Model Development Guide, <http://www.wkkf.org/Pubs/Tools/Evaluation/Pub3669.pdf>
- Morley, E., Lampkin, L.M. 2004. “Using Outcome Information: Making Data Pay Off, Series on Outcome Management for Nonprofit Organizations.” The Urban Institute. Full Text available at: http://www.urban.org/UploadedPDF/311040_OutcomeInformation.pdf

Thought Paper #3 due on 9/30 @ 11:59PM

Assignment #2 Due 9/30 @ 11:59PM:

Mission statement, Vision Statement and SWOT & PEST Analysis

MODULE 4) 10/1 – 10/14

Class In-Person Meeting 10/1/18 5:30-8:15pm

The Development and Use of Performance Measures in Strategic Planning

- Behn, R.D. 2003. “Why Measure Performance? Different Purposes Require Different Measures.” *Public Administration Review*, 63, 586-606.
- Poister, T.H., Pasha, O.Q., Edwards, L.H. 2013. “Does Performance Management Lead to Better Outcomes? Evidence from the US Public Transit Industry.” *Public Admin. Rev.*, 73(4): 625-636.

- Moynihan, DP, and Pandey, SK 2010. “The big question for performance management: why do managers use performance information? *Journal of Public Administration Research and Theory*, 20(4): 849-866.
- Clay, J.A., Bass, V, 2002. “Aligning Performance Measurement with Key Management Processes.” *Government Finance Review* 18, 849-866.
- De Lancer Julnes, P. and M. Holzer 2001. “Promoting the Utilization of Performance Measures in Public Organizations: An Empirical Study of Factors Affecting Adoption and Implementation.” *Public Administration Review*, 61(6): 693-708.
- Light, Paul 2006. “The Tides of Reform Revisited: Patterns in Making Government Work, 1945-2002.” *Public Administration Review*, 66 (1): 6-19.

Thought Paper #4 due on 10/14 @ 11:59PM

MODULE 5) 10/15 – 10/28

State and Local Performance Management Uses

- Ho, Alfred and Anna Ya Ni 2005. “Have Cities Shifted to Outcome-Oriented Performance Reporting? A Content Analysis of City Budgets.” *Public Budgeting and Finance*, Summer: 61-83.
- Willoughby, Katherine. Summer 2004. “Performance Measurement and Budget Balancing: State Government Perspective.” *Public Budgeting and Finance*, p. 21-39.
- Melkers, Julia and Katherine Willoughby 2005. “Models of Performance Measurement Use in Local Governments: Understanding Budgeting, Communication, and Lasting Effects.” *Public Administration Review*, 65, 2, p. 180-190.
- Sanger, M. 2008. “From Measurement to Management: Breaking Through the Barriers to State and Local Performance.” *Public Administration Review*, December (Special Issue) S70-S85.
- Julnes, Patria de Lancer and Marc Holzer. December 2001. “Promoting the Utilization of Performance Measures in Public Organizations: An Empirical Study of Factors Affecting Adoption and Implementation.” *Public Administration Review*, 61, 6, p. 693-708.
- Broom, Cheryle. Winter 1995. “Performance Based Government Models: Building A Track Record.” *Public Budgeting and Finance*, p. 3-17.

**Assignment #3 Due 10/28 @ 11:59PM:
Logic Model, Stakeholder Analysis, Long and Short Term Goals**

MODULE 6) 10/29 – 11/11

Incorporating Performance Measures into Pay

- Perry, James, Trent Engbers, and So Yun Jun 2009. “Back to the Future? Performance Related Pay, Empirical Research, and the Perils of Persistence.” *Public Administration Review*, 69(1):39-51.
- Van Thiel, Sandra and Frans Leeuw 2002. “The Performance Paradox in the Public Sector.” *Public Performance & Management Review*, 25(3):267-281.
- Sharma, Arun (1997). “Customer Satisfaction-Based Incentive Systems: Some Managerial and Salesperson Considerations.” *The Journal of Personal Selling and Sales Management*, 17(2):61-70.
- Goodman, Sarena and Lesley Turner 2013. “The Design of Teacher Incentive Pay and Educational Outcomes: Evidence from New York City Bonus Program.” *Journal of Labor Economics*, 31(2):409-420.
- Durant, RF, Kramer, R, Perry, JL. Mesch, D and Paarlberg. 2006. “Motivating Employees in a New Governance Era: The Performance Paradigm Revisited.” *Public Administration Review*, 66(4), 505-514.

Thought Paper #5 due on 11/11 @ 11:59PM

MODULE 7) 11/12 – 11/25

Including Citizens and Ethics in Performance Measure Use

- Van Ryzin, Gregg 2007. “Pieces of a Puzzle: Linking Government Performance, Citizen Satisfaction, and Trust.” *Public Performance and Management Review*, 30 (4): 521-535.
- Kelly, Janet 2005. “The Dilemma of the Unsatisfied Customer in a Market Model of Public Administration.” *Public Administration Review*, 65 (1): 76-84.
- Woolum, Janet 2011. “Citizen Involvement in Performance Measurement and Reporting: A Comparative Case Study from Local Government.” *Public Performance and Management Review*, 35(1): 79-102.
- Patrick, Barbara 2015. “Performance Management and Ethics: The Case of Veterans’ Affairs and Timely Services” Under review *Public Integrity*.
- Kolthoff, Emile, Leo Huberts, and Hans van den Heuvel 2007. “The Ethics of New Public Management: Is Integrity at Stake?” *Public Administration Quarterly*, 30(4):399-439.

- Anechiarico, Frank and Ronald Goldstock 2007. “Monitoring Integrity and Performance: An Assessment of the Independent Private Sector Inspector General.” *Public Integrity*, 9(2): 117-132.

Recommended Readings

- Heikkila, Tanya and Kimberley Islett 2007. “Citizen Involvement and performance management in special purpose governments.” *Public Administration Review*, p.238-48.
- Smith, James 1999. “The Benefits and Threats of PBB: An Assessment of Modern Reform.” *Public Budgeting and Finance*, Fall: 3-15.
- Patrick, Barbara 2013. “Ethics and Performance Management Assessing Critical Elements of No Child Left Behind Performance Reforms,” *Public Integrity*, 15(3):221-241.

Assignment #4 Due 11/25 @ 11:59PM
Scorecard, performance measures, and Financial Assessment

FULL STRATEGIC PLAN PROJECT & VIDEO PRESENTATION

Due: December 3rd 11:59pm

1. You will be expected to develop a strategic plan for a public or nonprofit entity. Submit to Blackboard
2. You will create and a power point that coincides with your strategic plan and do a 15 minute PANOPTO Video presentation. Submit both the PowerPoint and PANOPTO video to Blackboard.