

**The Evergreen State College**  
**Graduate Program in Public Administration**  
**Performance Measures, Fall 2008**  
**Intensive Weekend, Oct 17<sup>th</sup> – 19<sup>th</sup>**

*Our students, faculty and staff create learning communities to explore and implement socially just, democratic public service.*

<u>Faculty</u>	<u>Email</u>	<u>Phone</u>	<u>Office</u>	<u>Office hours</u>
Steve Marshall	<a href="mailto:steve@tsmarshallassoc.com">steve@tsmarshallassoc.com</a>	(360) 413-5755		By Appointment.

Overview: Course is presented from a public/non-profit perspective and is designed to teach students how to develop, use and align meaningful measurement data to support planning, budgeting, improvement, etc. The course also introduces students to the logic model – a general framework for describing and measuring work in organizations.

Come prepared to work! If you have workplace data, bring it. Our aim is to learn how to identify and collect data need to monitor and improve the program performance. The course supports the general concepts and recommendations of Baldrige, Managing for Results Government Performance and Results Act, and Governmental Accounting Standards Board.

Learning Objectives: The objective of the course is to provide a basis for action to improve the performance of programs, processes, and systems. In this course, students will:

1. The purpose for measures (number and types), how to write effective performance measures (lead and lag), and how to link measures with decision-making.
2. That performance measurement provides a basis for taking action on the future – guide allocation of resources, identify opportunities for improvement, etc.
3. A simple model for defining systems and collecting sustained, meaningful measurements.
4. To develop measures based on the needs of the user (level of detail and reporting cycle).
5. A process for effectively managing, aligning, and assessing performance measures.
6. How to develop measures that communicate information key to mission success.
7. Concepts and mechanics for measuring outcomes and outputs.

Text: No assigned text. Handouts will be available. Targeted research is required.

Assignments: Credit will be awarded on the following:

- 1) Attendance/active participation: The majority of the work and learning will take place during class. Students are expected to attend and be actively engaged in every session.
- 2) Evidence of learning: Students must: (1) individually prepare a performance measure portfolio (4-5 pages, double-spaced). The portfolio must contain measurements (and/or visual displays of measurement), discussion of types and purposes of measures used, and an assessment of the effectiveness of measures used, and (2) in small groups, prepare a critique and class presentation of an organization's use of performance measures to communicate success. Student work must cite source material.

Expectations and Evaluation: Students are required to attend each class meeting. Learning objectives rely heavily on participation that includes speaking in class, listening to others, taking notes and completing class interactive exercises. If something prevents you meeting these

expectations, you must contact me promptly so we can address your obligations. Makeup work, if approved, must be completed by the end of the quarter. Additional work may be assigned.

In turn, students can expect the faculty member to be prepared for class, responsive to student questions, and to provide timely feedback on assignments.

Credit: Students will receive 2 credits based upon satisfactory and on-time completion of all course requirements and assignments. The faculty member makes credit denial decisions. No partial credit will be awarded. Plagiarism, failing to complete one or more assignments, completing one or more assignments late (without having made special arrangements in advance of the due date) or a non-excused absence may constitute automatic denial of credit.

Evaluation: Each student is expected to participate in the end of quarter evaluation conference with faculty. Students are expected to provide a written evaluation of their faculty member. Your evaluation of the faculty can be given to the program secretary.

All students will receive a written evaluation of their academic performance by their faculty.

Covenants: In furtherance of our learning community, we expect students and faculty to:

1. Act in accordance with the Evergreen Contract and Student Conduct code.
2. Promote a cooperative, supportive atmosphere within the community; give everyone opportunity for self-reflection and expression.
3. Use high standards in reading the text and preparing papers, lectures, and comments in seminar.
4. Handle all disputes in a spirit of goodwill.

Both students and faculty agree to discuss any problems involving others in the learning community directly with the individuals involved, with the right to support from other program members during those discussions, if that seems helpful. For example, students must first discuss any problems involving a faculty member directly with the person in question; other faculty will refrain from discussing details of any such problem except in the above format.

Tentative Schedule:

Day, Date	Topic	Homework
Friday, Oct 17 <sup>th</sup>	Introduction and Syllabus Overview of Performance Measures – Applications, use and language Foundations of measures – programs and systems	None
Saturday, Oct 18 <sup>th</sup>	Measures of qualitative data Aligning measures Managing measures – concepts and mechanics	None
Sunday, Oct 19 <sup>th</sup>	Performance measure reporting Effective measures and improvement Presentations	None
Friday, Oct 31 <sup>st</sup>	None	Portfolio Due