Course Description

This course focuses on how performance measurements are becoming increasingly important in public, non-profit and healthcare settings. It will ground students in the fundamentals of performance measurement systems and demonstrate how they are critical from a mission, strategic, funding, transparency and accountability perspective. It will cover not only how to select appropriate measures, but also how to implement a performance measurement system and use performance measures in managing an organization. In addition, the course will highlight the need for leadership and management acumen to ensure success in achieving meaningful, significant and lasting results.

Class Format

Class learning will be primarily through case studies and supportive readings along with lectures and group work. It is essential and required that students be prepared for each class. Class learning will also be supplemented with online content and complementary journal assignments to challenge students to apply the learning. In addition, it is highly recommended that students identify a study partner to prepare for class. The class sessions will consist of listening to our colleagues, offering our perspectives, and reflecting on the discourse.
Course Readings


The case study and the readings for each class are incorporated in the syllabus. In addition, articles, study questions, journal assignments, the mid-term examination, team project description and general announcements will be posted on NYU Classes.


Course Requirements

Grades will be based on the following criteria:

- Class Participation (20%) - This includes both classroom participation and the team presentation. Participation includes presence, promptness, preparation, and engagement. Students are expected to attend all classes (with no more than one excused absence during the semester). Please email your professor before the class if you will be absent. Use of devices for purposes other than taking notes is not appropriate and can limit one’s learning.

- Journal Assignments (15%) – There will be five online learning assignments, which will be compiled over the course of the semester. Each assignment (maximum of 300 words) requires the student to watch a video or webinar and respond to related questions.

- Mid-term Examination (25%) – The mid-term examination will be distributed in class and on NYU Classes.

- Team Project (40%) – The Team Project will consist of three elements:
  - a 2 to 3 page abstract outlining your project (10%);
  - a presentation to the class of your project, and,
  - a 10 to 15 page paper excluding references and appendices (30%).
Course Schedule

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<thead>
<tr>
<th>Date</th>
<th>Item</th>
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<tbody>
<tr>
<td>Jan 29</td>
<td>Class 1</td>
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<td>Feb 5</td>
<td>Class 2</td>
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<td></td>
<td>Journal Assignment 1 Completed</td>
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<td></td>
<td>Teams Assigned</td>
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<td>Team Project Distributed</td>
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<td>Feb 12</td>
<td>Class 3</td>
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<td>Feb 19</td>
<td>Class 4</td>
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<td>Feb 26</td>
<td>Class 5</td>
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<td><strong>Monday, March 4 by noon</strong></td>
<td><strong>Team Abstract Due</strong></td>
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<td>March 5</td>
<td>Class 6</td>
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<td>Journal Assignment 2 Completed</td>
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<td>Midterm Distributed</td>
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<td>March 12</td>
<td>Class 7</td>
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<td><strong>Friday, March 15 by noon</strong></td>
<td><strong>Midterm Due</strong></td>
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<td>Spring Break: March 18-22</td>
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<td>March 26</td>
<td>Class 8</td>
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<td>April 2</td>
<td>Class 9</td>
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<td>Journal Assignment 3 Completed</td>
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<td>April 9</td>
<td>Class 10</td>
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<td>April 16</td>
<td>Class 11</td>
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<td>Journal Assignment 4 Completed</td>
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<td>April 23</td>
<td>Class 12</td>
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<td>Journal Assignment 5 Completed</td>
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<td><strong>Monday, April 29 by noon</strong></td>
<td><strong>Journal Due (5 Entries)</strong></td>
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<td>April 30</td>
<td>Class 13: Team Presentations</td>
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<td>May 7</td>
<td>Class 14: Team Presentations</td>
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<tr>
<td><strong>Monday, May 13 by noon</strong></td>
<td><strong>Team Paper Due</strong></td>
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Detailed Course Schedule and Assignments

1. **Introduction** (January 30th)
   This class will enable both students and the professor to share their expectations and desires for the class. The syllabus will be distributed and reviewed. In addition, there will be a lecture/discussion about how to read, analyze and discuss cases.
   
   - Book: Hatry Chapter 1
2. **Performance Measurement and Nonprofit Strategy** (February 5th)
   This class will center on the alignment of performance measurement and management with an organization’s mission and strategy. The Team Project will be distributed and discussed.
   - Book: Hatry Chapters 2 and 4

   **Journal Assignment 1 should be completed. Teams will be assigned this class.**

3. **Logic Models and the Development Process** (February 12th)
   This class will focus on understanding and developing logic models. In addition, it will cover audiences for and uses of performance measures, the process of developing performance measures and key types of performance measures.
   - Book: Hatry Chapter 3

4. **Performance-Based Contracting** (February 19th)
   This class will highlight the challenges associated with developing and implementing an equitable and results-oriented performance-based contracting methodology.
   - Book: Hatry Chapter 12
5. Outcomes and Indicators (February 26th)
   This class will cover selecting outcomes and indicators that flow from and support the organization’s mission, strategy, and operating plan.

   - Book: Hatry Chapters 5 and 6

6. Outcomes from a Healthcare Perspective (March 5th)
   This class will examine the importance of measuring ultimate outcomes (as opposed to inputs or outputs) and strategies for doing so. The case examines the complexity of developing realistic and meaningful outcomes from the perspective of patients, physicians, hospitals and researchers.

   - Book: Hatry Chapters 10 and 11

Journal Assignment 2 should be completed.
7. **The Interface of Technology and Measuring Performance** (March 12th)
   This class will focus on the development of a technology platform that supports performance measurement and management.
   
   - Book: Hatry Chapter 7

8. **Performance Measurement from a Funder’s Perspective** (March 26th)
   This class will focus on how funders decide which programs and initiatives to support with a particular emphasis on measuring social performance.
   
9. Agency-Wide Indicator, Reporting and Accountability Systems (April 2nd)
This class will explore how an agency-wide focus on selected outcomes has the potential of dramatic results, while at the same time raising serious questions and concerns.

- Book: Hatry Chapters 8 and 14

Journal Assignment 3 should be completed.

10. Benchmarking to Achieve Social Goals (April 9th)
This class will enable students to understand benchmarking, its application and its ability to achieve social goals, particularly in a political context.

- Book: Hatry Chapter 9

This class will focus on effective performance management and leadership strategies. It will also look at social impact bonds.


Journal Assignment 4 should be completed.

12. Hearing and Learning from Practitioners (April 23rd)

This will be an opportunity for the class to hear and learn from practitioners who will offer different perspectives on performance-based contracting, scaling to impact, outcome driven performance and trends in the field.

- Book: Hatry Chapter 15

Journal Assignment 5 should be completed.

13. Team Project Presentations (April 30th)

Each team will present its project which will be followed by a class discussion and critique.

14. Team Project Presentations (May 7th)

Each team will present its project which will be followed by a class discussion and critique.

15. No Class