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. 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 required readings for this class will come from the following:

- Course Packet – The course packet contains the case studies listed in the syllabus. Available through the NYU Bookstore.
- NYU Classes – 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%) – 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%) – Students will complete the 10 online learning assignments, which will be due before class as noted in the syllabus. 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 on your project and
  - a 10 to 15 page paper excluding references and appendices (30%).
## Course Schedule

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<thead>
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<th>Date</th>
<th>Item</th>
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<td>January 29</td>
<td>Class 1</td>
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<td>February 5</td>
<td>Class 2</td>
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<td>Teams Assigned</td>
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<td>Team Project Distributed</td>
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<td>February 12</td>
<td>Class 3 – Journal Assignment 1 Due</td>
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<td>February 19</td>
<td>Class 4 – Journal Assignment 2 Due</td>
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<td>February 26</td>
<td>Class 5 – Journal Assignment 3 Due</td>
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<td><strong>Monday, March 3 by noon</strong></td>
<td><strong>Team Abstract Due</strong></td>
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<td>March 5</td>
<td>Class 6 – Journal Assignment 4 Due</td>
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<td>Midterm Distributed</td>
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<td>March 12</td>
<td>Class 7 – Journal Assignment 5 Due</td>
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<td><strong>Spring Break March 17 – 23</strong></td>
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<td><strong>Wednesday, March 19 by noon</strong></td>
<td><strong>Midterm Due</strong></td>
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<td>Class 11 – Journal Assignment 8 Due</td>
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<td>Class 12 – Journal Assignments 9 and 10 Due</td>
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<td>April 30</td>
<td>Class 13 – Team Presentations</td>
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<td>Class 14 – Team Presentations</td>
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<td><strong>Monday, May 12 by noon</strong></td>
<td><strong>Team Paper Due</strong></td>
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<td><strong>Journal Assignments</strong></td>
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<td>#1</td>
<td>Creating Organizational Unity around Performance Measures</td>
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<td>2</td>
<td>BRC Quarterly Performance Review Meeting</td>
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<td>3</td>
<td>Implementing Real-Time Data Collection</td>
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<td>NYC HOPE Count: Using Data to Inspire Change</td>
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<td>How to Effectively Communicate Data</td>
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<td><strong>Presenting IFRC Best Practices:</strong></td>
<td><strong>Humanitarian Logistic Association</strong></td>
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<td>6</td>
<td>Collective Impact</td>
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<td>From Compliance to Measuring Quality</td>
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<td>Jeff Tryens and the Oregon Progress Board</td>
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<td>Social Impact Bonds</td>
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Detailed Course Schedule and Assignments

1. **Introduction** (January 29th)
   
   This class will enable both students and the professor to share their expectations and goals 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, Logic Models, and Nonprofit Strategy** (February 5th)
   
   This class will center on the alignment of performance measurement and management with an organization’s mission and strategy as well as understanding and developing logic models. The Team Project will be distributed and discussed.

   - **Book:** Hatry Chapter 2 and 5
   - **Teams will be assigned this class.**

3. **The Development Process** (February 12th)
   
   This class 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
   - **Journal Assignment 1 due – Creating Organizational Unity around Performance Measures**
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
   - Journal Assignment 2 due – BRC Quarterly Performance Review Meeting.

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 4 and 6

***TEAM ABSTRACT DUE Monday, March 3rd by noon***
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
- **Journal Assignment 4 due – NYC HOPE Count: Using Data to Inspire Change.**
- **Midterm distributed.**

7. **Measuring Performance for Operational Efficiency** (March 12th)
This class will focus on the development of a technology platform that supports performance measurement and management, and operations across an international federation of organizations.

- Book: Hatry Chapter 11
- NYU Classes: Performance Measurement and Management in Humanitarian Relief.
- **Journal Assignment 5 due – How to Effectively Communicate Data.**

***MIDTERM DUE Wednesday, March 19th by noon***
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 impact.

- NYU Classes: Robin Hood: Driving Mission through Relentless Monetization.
- **Journal Assignments 6 – Presenting IFRC Best Practices: Humanitarian Logistic Association.**

9. **Using Technology: From Logic Models to Dashboards** (April 2nd)
This class will focus on the development of technology-based dashboards that support performance measurement and management.

  *Can be accessed using your NYU Login at https://getit.library.nyu.edu/go/8060178 and following the Online Access links.*
  *Can be accessed using your NYU Login at https://getit.library.nyu.edu/go/9348015 and following the Online Access links.*
- NYU Classes:: City of Augusta, GA Dashboard iDashboard Example
- NYU Classes: University of Hawaii Community College System iDashboards Example
- **Journal Assignment 7 due – Collective Impact.**
10. **Agency-Wide Indicator, Reporting and Accountability Systems** (April 9th)
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

11. **Benchmarking to Achieve Social Goals** (April 16th)
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
- **Journal Assignment 8 due – From Compliance to Measuring Quality.**
12. Leadership in Performance Management and Social Impact Bonds (April 23rd)
   This class will focus on effective performance management and leadership strategies. It will also examine social impact bonds.


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.

***TEAM PAPER DUE Monday, May 12th by noon***