

**ROBERT F. WAGNER GRADUATE SCHOOL  
OF PUBLIC SERVICE  
NEW YORK UNIVERSITY**

**PERFORMANCE MEASUREMENT AND MANAGEMENT  
FOR  
PUBLIC, NON-PROFIT AND HEALTHCARE ORGANIZATIONS  
(PADM-GP 2170 Section 2)  
SPRING 2012**

Professor Megan Golden  
NYU Wagner  
The Puck Building  
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Monday, 4:55-6:35 PM  
Bobst Library #LL151

Office Hours: Tuesdays 4 - 5 p.m.  
or by Appointment

**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. 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**

Required: Hatry, Harry P. (2006). Performance Measurement – Getting Results (2<sup>nd</sup> Ed.). The Urban Institute Press.

Morino, Mario (2011). Leap of Reason – Managing to Outcomes in an Era of Scarcity. Venture Philanthropy Partners. Available through the website <http://www.vppartners.org/leapofreason/overview>

The case study and the readings for each class are incorporated in the syllabus. In addition, articles, study questions, the mid-term examination and general announcements will be posted on Blackboard.

### **Course Requirements**

Grades will be based on the following criteria:

Class Participation (20%) - This includes both classroom participation and the team presentation. 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.

Mid-term Examination (30%) – The mid-term examination will be distributed on March 5th and due on March 22nd

Team Project (50%) – The Team Project will consist of three elements:

- a 2 to 3 page abstract outlining your project (15%);
- a presentation to the class of your project, and,
- a 10 to 15 page paper excluding references and appendices (35%).

Students will work in teams of two to three. A description of the Team Project will be posted on Blackboard and discussed on January 30th. The abstract will be due on March 5th and the Team Project will be due on May 14th. Both assignments should be placed in Professor Golden's mailbox in the Puck Building.

### **Course Schedule and Assignments**

1. Introduction (January 23rd)

This class will enable the 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.

Morino: pp. 1-74 (read by March 5th)

2. Performance Measurement and Management Basics (January 30th)

This class will cover audiences for and uses of performance measures, the process of developing performance measures and key types of performance measures. The Team Project will be distributed and discussed.

Case: Haskins, Mark E. (2007). The Gail Palmer Ashton Graduate School of Business: The Balanced Scorecard Initiative. University of Virginia Darden School of Business. pp.1-5.

Hatry: Chapters 1, 2, 3 & 12

Morino: pp. 111-116

3. Performance Measures and Nonprofit Strategy (February 6th)

This class will focus on how performance measurements can be used by an organization's various stakeholders, including the Board of Directors and management.

Case: Leonard, Herman B. and Epstein, Mark (2005). Playgrounds and Performance: Results Management at Kaboom! (A). Harvard Business School. pp. 1-11.

Case: Leonard, Herman B. and Epstein, Mark (2005). Playgrounds and Performance: Results Management at Kaboom! (B). Harvard Business School. pp. 1-8.

Case: Leonard, Herman B. and Epstein, Mark (2005). Playgrounds and Performance: Results Management at Kaboom! (C). Harvard Business School. pp. 1-4.

Hatry: Chapters 4, 5 & 6

\* Teams should be identified by this class.

4. Developing and Implementing a Performance-Based Contracting System (February 13th)

This class will highlight the challenges associated with developing and implementing an equitable and results-oriented performance-based contracting methodology.

Case: Rosengrant, Susan (1998). Oklahoma's Milestone Reimbursement System: Paying for What you Get. Harvard Kennedy School of Government. pp 1-18.

Campbell, Gordon and Elizabeth McCarthy, "Conveying Mission Through Outcome Measurement: Services to the Homeless in New York City," Policy Studies Journal (2000).

5. The Nuts and Bolts of Measuring Performance (February 27<sup>th</sup>) (Joint Class for Both Sections Taught by Megan Golden. Location TBA)

This class will delve into what organizations need to do--what processes they can put in place and what resources they need--to produce performance measures.

Vera Institute of Justice Adolescent Portable Therapy Program Plan (Posted on Blackboard)

Adolescent Portable Therapy Video on Vera Institute of Justice Website: <http://www.vera.org/videos/adolescent-portable-therapy-apt>

Malcolm Gladwell, The Tipping Point, pp. 99-110 (Posted on Blackboard)

Hatry: Chapter 7

6. Measuring 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.

Case: Porter, Michael E., Rahim Saquib and Tsai, Benjamin (2007). In-Vitro Fertilization: Outcomes Measurement. Harvard Business School. pp. 1-32.

Hatry: Chapter 10

Morino: pp. 95-132 (read by April 9th)

\*Team Project Abstract Due

\*Mid-Term Examination Distributed

7. Performance Management from a Human Capital Perspective: Using Performance Measures to Determine Compensation (March 19th)

This class will illustrate the challenges associated with creating, implementing and sustaining a performance management system that resonates with various stakeholders, enhances individual performance and furthers the organization's objectives.

Case: Nambudiri, Ranjeet and Jayasimha, K.R. (2009). Performance Management at the National Institute of Management (Central India Campus) (A). University of Western Ontario's Ivey School of Business. pp.1-25.

Case: Nambudiri, Ranjeet and Jayasimha, K.R. (2009). Performance Management at the National Institute of Management (Central India Campus) (B). University of Western Ontario's Ivey School of Business. pp. 1-7.

\* Mid-Term Examination Due March 22nd. Put hard copy in Professor's mailbox in the Puck Building.

8. Performance Measurement from a Funder's Perspective (March 26th) Joint Class for Both Sections Taught by Gordon Campbell. Location TBA)

This class will focus on how funders decide which programs and initiatives to support with a particular emphasis on measuring social performance.

Case: Ebrahim, Alnoor and Ross, Catherine (2010). The Robin Hood Foundation. Harvard Business School. pp. 1-24.

Kania, John & Mark Kramer, "Collective Impact," in Stanford Social Innovation Review, Fall 2011. Accessible at [http://www.ssireview.org/articles/entry/collective\\_impact](http://www.ssireview.org/articles/entry/collective_impact)

9. Developing and Implementing an Agency-Wide Indicator, Reporting and Accountability System (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.

Case: Burton, John (1999). Assertive Policing, Plummeting Crime: The NYPD takes on Crime in New York City. Harvard Kennedy School of Government. pp. 1-30.

Case: Burton, John (1999). Assertive Policing, Plummeting Crime: Epilogue: Crime Falls, Doubts Arise. Harvard Kennedy School of Government. pp. 1-13.

Listen to Part Two, This American Life, #414, Right to Remain Silent (41 minutes)  
<http://www.thisamericanlife.org/radio-archives/episode/414/right-to-remain-silent?act=2>

New York Times, New York City to Examine Reliability of Its Crime Reports, by AL BAKER and WILLIAM K. RASHBAUM, January 5, 2011  
<http://www.nytimes.com/2011/01/06/nyregion/06crime.html?scp=2&sq=%22City%20Police%20Ask%20Panel%20to%20Review%20Crime%20Statistics%20%22&st=cse>

Hatry: Chapters 8 & 14

10. Using 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.

Case: Varley, Pamela (1999). The Oregon Benchmarks Program. The Challenge of Restoring Political Support. Harvard Kennedy School of Government. pp. 1-30.

Hatry: Chapters 9 & 15

11. Using Performance Measures as a Management Tool (April 16th)

This class will focus on how organizations *use* performance measures to improve outcomes. We will identify effective performance management and leadership strategies.

Case: Atul Gawande, Better. “The Bell Curve,” 201-230.

12. Hearing and Learning from Practitioners/Trends in Performance Measurement (April 23rd)

This will be an opportunity for the class to learn about trends in the field of performance measurement and management.

Hatry: Chapter 16

Impact Investment and Performance Metrics: Explore Website for IRIS (Impact Reporting and Investment Standards): <http://iris.thegiin.org/>

Social Impact Bonds: Social Finance, Rethinking Finance for Social Outcomes (Posted on Blackboard)

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. \*Team Project Due – No Class (May 14th)

Team projects should be placed in Professor Golden’s mailbox by 5:00PM.