Professor Gordon J. Campbell

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Office Hours: Tuesdays 6:45-8:00PM
or by Appointment
Puck Building – Room 3045

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. Hence, their selection, implementation and usage are key. 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


The case study for each class is 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.
- **Mid-term Examination (30%)** – The mid-term examination will be distributed on November 22nd and due on November 29th.
- **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 distributed and discussed on September 20th. The abstract will be due on October 18th and the Team Project on December 20th. Both assignments should be placed in Professor Campbell’s mailbox.

**Course Schedule and Assignments**

1. **Introduction (September 6th)**
   - 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. The class will conclude with a basic primer on performance measurements.

2. **Understanding and Building a Balanced Scorecard (September 13th)**
   - This class will enable students to gain a conceptual understanding of balanced scorecards and the opportunity to create one.


   Hatry: Chapters 1 and 2

   Morino: pp.1-12

3. **Developing and Implementing a Performance-based Contracting System (September 20th)**
   - This class will highlight the challenges associated with developing and implementing an equitable and results-oriented performance-based contracting methodology


   Hatry: Chapter 3 and 13

   Morino: pp. 63-74
4. **Going Beyond Mandated Performance-Based Contracting (September 27th)**
This class will examine the juxtaposition between mandated performance-based contracting which drives funding and development of broader outcomes consistent with an organization’s philosophy.


Hatry: Chapters 4 and 7
Morino: pp. 105-109 and 122-132

5. **Performance Management and their Relationships to Strategy (October 4th)**
This class will focus on how performance measurements can be used by an organization’s various stakeholders, including the Board of Directors and management.


Hatry: Chapters 11 and 12
Morino: pp. 95-104

6. **Using Benchmarking to Achieve Social Goals (October 18th)**
This class will enable students to understand benchmarking, its application and its ability to achieve social goals, particularly in a political context.


Hatry: Chapters 9 and 15
Morino: pp. 23-35

*Team Project Abstract Due

7. **Developing and Implementing an Agency-wide Indicator, Reporting and Accountability Methodology (October 25th)**
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


Hatry: Chapters 8 and 14
Morino: pp. 13-22

8. Performance Management from a Funder’s Perspective (November 1st)
This class will focus on how funders decide which programs and initiatives to support with a particular emphasis on measuring social performance.


Hatry: Chapter 10
Morino: pp. 47-60

9. Developing Appropriate Measurements that will Demonstrate Results in an Educational Setting (November 8th)
This class will focus on how to demonstrate success in an educational setting by selection and utilization of appropriate measurements.


Hatry: Chapter 5
Morino: pp. 37-46

10. Performance Management from a Human Capital Perspective (November 15th)
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.


Hatry: Chapter 6
Morino: pp. 117-126
11. **Outcome Measurement from a Healthcare Perspective (November 22nd)**
   This class will examine the complexity of developing appropriate, realistic and meaningful outcomes from the perspective of patients, physicians, hospitals and researchers.


   Hatry: Chapter 16

   Morino: pp. 111-116

   *Mid-Term Examination Distributed

12. **Hearing and Learning from Practitioners (November 29th)**
   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 other approaches.

   *Mid-Term Examination Due.

13. **Team Project Presentations (December 6, 2010)**
   Each team will present its project which will be followed by a class discussion and critique.

14. **Team Project Presentations (December 13, 2011)**
   Each team will present its project which will be followed by a class discussion and critique.

15. **Team Project Due – No Class (December 20, 2011)**
   Team projects should be placed in Professor Campbell’s mailbox by 5:00PM.