Professor Gordon J. Campbell
Email: Gordon.campbell@nyu.edu
Office: Puck, 3071
Office Phone: 212.992.8712

Office Hours: Wednesday, 2:00-3:00PM
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


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 October 9th and due on October 25th

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 three or four. A description of the Team Project will be posted on Blackboard and discussed on September 11th. The abstract will be due on October 9th and the Team Project will be due on December 18th. Both assignments should be placed in Professor Campbell’s mailbox in the Puck Building.

Course Schedule and Assignments

1. Introduction (September 4th)
   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.

   Morino: pp. 1-74 (read by September 11th)

2. Performance Measurement and Management Basics (September 11th)
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.


Hatry: Chapters 1 & 2

3. **Performance Measures and Nonprofit Strategy (September 18th)**
   This class will focus on how performance measurements can be used by an organization’s various stakeholders, including the Board of Directors and management.


   * Teams should be identified by this class.

   Hatry: Chapter 4

4. **Developing and Implementing a Performance-Based Contracting System (September 25th)**
   This class will highlight the challenges associated with developing and implementing an equitable and results-oriented performance-based contracting methodology.


   Hatry: Chapters 3 & 12

5. **Performance Management from a Human Capital Perspective: Using Performance Measures to Determine Compensation (October 2nd)**
   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.
6. **Measuring Outcomes from a Healthcare Perspective (October 9th)**

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.


Hatry: Chapter 10

Morino: pp. 95-132 (read by October 30th)

*Team Project Abstract Due*

*Mid-Term Examination Distributed*

*Note: October 16th – Fall Recess*

7. **The Interface of Technology and Measuring Performance (October 23rd)**

This class will delve into a review of the efficacy of various software applications. In addition, the class will hear from two Wagner alums who have started a consulting firm focused on performance measurement and management.

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

Hatry: Chapter 7

* Mid-Term Examination Due October 25. Put hard copy in Professor’s mailbox in the Puck Building.*
8. Performance Measurement from a Funder’s Perspective (October 30th)
   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.

   Fall 2011. Accessible at http://www.ssireview.org/articles/entry/collective_impact

9. Developing and Implementing an Agency-Wide Indicator, Reporting and Accountability
   System (November 6th)
   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.


   Listen to Part Two, This American Life, #414, Right to Remain Silent (41 minutes)

   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%20Po
   lice%20Ask%20Panel%20to%20Review%20Crime%20Statistics%20%22&st=cse

   Hatry: Chapters 8 & 14

10. Using Benchmarking to Achieve Social Goals (November 13th)
    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

    Hatry: Chapters 9 & 15
   This class will focus on how organizations use performance measures to improve outcomes. We will identify effective performance management and leadership strategies.


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

12. Hearing and Learning from Practitioners and first Team Project Presentations (November 27th)
   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.

   Hatry: Chapter 16

13. Team Project Presentations (December 4th)
   Each team will present its project which will be followed by a class discussion and critique.

14. Team Project Presentations (December 11th)
   Each team will present its project which will be followed by a class discussion and critique.

15. *Team Project Due – No Class (December 18th)
   Team projects should be placed in Professor Campbell’s mailbox by 5:00PM.