

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

PERFORMANCE MEASUREMENT AND MANAGEMENT  
FOR  
PUBLIC, NON-PROFIT AND HEALTHCARE ORGANIZATIONS  
(PADM-GP 2170-001)  
Spring 2013

Professor Gordon J. Campbell  
Email: gordon.campbell@nyu.edu  
Office Phone: 212.992.8712

Tuesday, 4:55-6:35PM  
GCASL, 238 Thompson St., Room 369  
Office Hours: Weds, 4:30-6:00PM  
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. 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**

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

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.

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

## **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

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

## Detailed Course Schedule and Assignments

1. Introduction (January 30<sup>th</sup>)

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 5<sup>th</sup>)

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
- Case: Grossman, A. & McCaffrey, A. (2010). Jumpstart. Harvard Business School #301037. pp. 1-22.
- NYU Classes: Julnes, P. & Holzer, M. (2008). Performance Measurement: Building Theory, Improving Practice. Chapter 1. New York: M.E. Sharpe. pp. 1-20.

**Journal Assignment 1 should be completed.**

**Teams will be assigned this class.**

3. Logic Models and the Development Process (February 12<sup>th</sup>)

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
- Case: Haskins, M.E. (2007). The Gail Palmer Ashton Graduate School of Business: The Balanced Scorecard Initiative. University of Virginia Darden School of Business. pp.1-5.
- NYU Classes: W.K. Kellogg Foundation. (2004). Kellogg Foundation Logic Model Development Guide. Battle Creek, Michigan, pp. 1-63.
- NYU Classes: Milstein, B. & Chapel, T. (2013). Main Section. In V. Renault & S. Fawcett, Developing a Logic Model or Theory of Change (The Community Tool Box). Available at [http://ctb.ku.edu/en/tablecontents/sub\\_section\\_main\\_1877.aspx](http://ctb.ku.edu/en/tablecontents/sub_section_main_1877.aspx) .
- NYU Classes: Milstein, B. & Chapel, T. (2013). Examples. In V. Renault & S. Fawcett, Developing a Logic Model or Theory of Change (The Community Tool Box). Available at [http://ctb.ku.edu/en/tablecontents/sub\\_section\\_examples\\_1877.aspx](http://ctb.ku.edu/en/tablecontents/sub_section_examples_1877.aspx) .

4. Performance-Based Contracting (February 19<sup>th</sup>)

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

- Book: Hatry Chapter 12
- Case: Rosengrant, S. (1998). Oklahoma's Milestone Reimbursement System: Paying for What you Get. Harvard Kennedy School of Government. pp 1-18.
- NYU Classes: Campbell, G. J., & McCarthy, E. (2005). Conveying mission through outcome measurement: Services to the homeless in New York City. Policy Studies Journal, 28(2), 338-352.
- NYU Classes: Here's how to do it; Government services. (2012, July 28). The Economist [US], 404(8795), 24.

- (Optional) NYU Classes: O'Brien, D., & Revell, G. (2005). The milestone payment system: results based funding in vocational rehabilitation—2005. *Journal of Vocational Rehabilitation*, 23(2), 101-114.

5. Outcomes and Indicators (February 26<sup>th</sup>)

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
- Case: Leonard, H.B. & Epstein, M. (2005). Playgrounds and Performance: Results Management at Kaboom! (A). Harvard Business School. pp. 1-11.
- Case: Leonard, H.B. & Epstein, M. (2005). Playgrounds and Performance: Results Management at Kaboom! (B). Harvard Business School. pp. 1-8.
- Case: Leonard, H.B. & Epstein, M. (2005). Playgrounds and Performance: Results Management at Kaboom! THAT'S. Harvard Business School. Pp. 1-4.
- NYU Classes: Sawhill, J., & Williamson, D. (2001). Measuring what matters in nonprofits. *McKinsey Quarterly*, (2), 98-107.
- NYU Classes: Walton, A.G. (2012). New Playgrounds are Safe – and That's Why Nobody Uses Them. *The Atlantic*.
- NYU Classes: Blum, D. (2006). Checking the Dashboard. *Chronicle on Philanthropy*.

6. Outcomes from a Healthcare Perspective (March 5<sup>th</sup>)

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
- Case: Porter, M.E., Rahim S. & Tsai, B. (2007). In-Vitro Fertilization: Outcomes Measurement. Harvard Business School. pp. 1-32.
- NYU Classes: Shin, P., Markus, A., Rosenbaum, S., & Sharac, J. (2008). Adoption of health center performance measures and national benchmarks. *The Journal of Ambulatory Care Management*, 31(1), 69-75.
- NYU Classes: Damberg, C.L., Sorbero, M.E., Lovejoy, S.L., Lauderdale, K. Wertheimer, S. ... Schnyer, C. (2011). An Evaluation of the Use of Performance Measures in Health Care. Santa Monica: RAND. pp. 1-30.
- NYU Classes: Pear, R. (1999, October 30). Rules on Privacy of Patient Data Stir Hot Debate. *New York Times*.
- NYU Classes: Meier, B. (2005, June 23). A Choice for the Heart; It's Easier to Get Data on a Car Than on a Medical Device. *New York Times*.
- NYU Classes: RESOLVE. (2013). The Family Act. Available at <http://www.resolve.org/get-involved/family-act-of-2011.html>

**Journal Assignment 2 should be completed.**

7. The Interface of Technology and Measuring Performance (March 12<sup>th</sup>)

This class will focus on the development of a technology platform that supports performance measurement and management.

- Book: Hatry Chapter 7
- Case: Kopczak, L.R. & Johnson, M.E. (2004). Can Heroes be Efficient? Information Technology at the International Federation of the Red Cross. Tuck School of Business at Dartmouth: Center for Digital Strategies Case #6-0021. pp. 1-19.
- NYU Classes: Niven, P.R. (2003). Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies. *Chapter 9*. New Jersey: Wiley. pp. 185-224.
- NYU Classes: Schulz, S. F., and Heigh, I. (2009). Logistics performance management in action within a humanitarian organization. *Management Research News*, 32(11), 1038-1049.

8. Performance Measurement from a Funder's Perspective (March 26<sup>th</sup>)

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

- Case: Ebrahim, A. and Ross, C. (2010). The Robin Hood Foundation. Harvard Business School. pp. 1-24.
- NYU Classes: Kania, J., & Kramer, M. (2011). Collective impact. *Stanford Social Innovation Review*. Winter, 36-41.
- NYU Classes: Bannick, M. & Hallstein, E. (2012). Learning from Silicon Valley. *Stanford Social Innovation Review*. Summer.
- NYU Classes: Rodin, J. & MacPherson, N. (2012). Shared Outcomes. *Stanford Social Innovation Review*. Summer.
- NYU Classes: Brest, P. (2012) A Decade of Outcome-Oriented Philanthropy. *Stanford Social Innovation Review*. Spring.
- NYU Classes: Bernholz, L., Seale, S.L., & Wang, T. (2009). Building to Last: Fuild building as philanthropic strategy. *Blueprint Research + Design, Inc.* pp. 1-21.
- NYU Classes: Social Solutions. <http://www.socialsolutions.com/>
- (Optional) NYU Classes: Weinstein, M. (with Cynthia Esposito Lamy). (2009). *Measuring Success: How Robin Hood Estimates the Impact of Grants*. New York, NY: Robin Hood Foundation. pp. 1-130.

9. Agency-Wide Indicator, Reporting and Accountability Systems (April 2<sup>nd</sup>)

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
- Case: Burton, J. (1999). Assertive Policing, Plummeting Crime: The NYPD takes on Crime in New York City. Harvard Kennedy School of Government. pp. 1-30.
- Case: Burton, J. (1999). Assertive Policing, Plummeting Crime: Epilogue: Crime Falls, Doubts Arise. Harvard Kennedy School of Government. pp. 1-13.
- NYU Classes: Glass, I. (2010). Right to Remain Silent. This American Life. 414. Length: 41 minutes.
- NYU Classes: Baker, A. & Rashbaum, W.K. (2011). New York City to Examine Reliability of Its Crime Reports. *New York Times*.
- NYU Classes: Smith, D.C. & Bratton, W. J. (2001) Performance Management in New York City: Compstat and the Revolution in Police Management. In Forsythe, D.W. (Ed.), *Quicker, Better, Cheaper? Managing Performance in American Government*. Albany, NY: Nelson A. Rockefeller Institute. pp. 453-482.
- NYU Classes: Smith, D.C., Purtell, R. & Guerrero, S. (2012). Is Stop, Question and Frisk an Effective Tool in the Fight Against Crime? Draft paper presented at the Annual Research Conference of the Association of Public Policy & Management. Baltimore.

**Journal Assignment 3 should be completed.**

10. Benchmarking to Achieve Social Goals (April 9<sup>th</sup>)

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
- Case: Varley, Pamela (1999). The Oregon Benchmarks Program. The Challenge of Restoring Political Support. Harvard Kennedy School of Government. pp. 1-30.
- Course Packet Reading: Ammons, David N. (2012). Municipal Benchmarks – 3<sup>rd</sup> Edition. Chapters 1, 2, 12, and 29. London: M.E. Sharpe. pp. 3-18; 151-165; 408-416.
- NYU Classes: Smith, D.C. (2012). The Measured City: Reforming the New York Mayor's Management Report After Three Decades in Operation. Draft paper presented at the Annual Research Conference of the Association of Public Policy & Management. Baltimore. pp. 1-41.

11. Leadership in Performance Management and Social Impact Bonds (April 16<sup>th</sup>)

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

- NYU Classes: [Case] Gawande, A. (2004, December 6). The Bell Curve. *The New Yorker*, 6.
- NYU Classes: Social Finance, Ltd. (2009). Social Impact Bonds: Social Finance, Rethinking Finance for Social Outcomes. London. pp. 1-8.
- NYU Classes: Roski, J. & Pawelson, G. (2007). Putting Reliable Health Care Performance Measurement Systems into Practice. Washington, D.C.: The National Committee for Quality Assurance.
- NYU Classes: Jain, M. (2007, September 4). Putting Pay on the Line to Improve Health Care. *New York Times*.
- NYU Classes: IRIS (Impact Reporting and Investment Standards) Website <http://iris.thegiin.org/>
- NYU Classes: Preston, C. (2012, November 8). Getting Back More Than a Warm Feeling. *New York Times*.
- NYU Classes: Fox, C., & Albertson, K. (2011). Payment by results and social impact bonds in the criminal justice sector: New challenges for the concept of evidence-based policy?. *Criminology and Criminal Justice*, 11(5), 395-413.

**Journal Assignment 4 should be completed.**

12. Hearing and Learning from Practitioners (April 23<sup>rd</sup>)

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 30<sup>th</sup>)

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

14. Team Project Presentations (May 7<sup>th</sup>)

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

15. **No Class**