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)
Fall 2013

Professor Natalie Privett
Email: Natalie.Privett@nyu.edu
Office Location: Puck 3058
(001) Tuesdays, 1:35-3:15PM, GCASL 375
(002) Tuesdays, 6:45-8:25PM, BOBST LL142
Office Hours: Weds, 4:30-6:00PM (or appt.)

Administrative Assistant Shannon Deere
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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**


   Course Packet. The course packet contains the case studies listed in the syllabus. Available in electronic form through the NYU Bookstore.

   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.

**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 choose 8 out of 11 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

<table>
<thead>
<tr>
<th>Date</th>
<th>Item</th>
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<tbody>
<tr>
<td>Sept 3</td>
<td>Class 1</td>
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<tr>
<td>Sept 10</td>
<td>Class 2&lt;br&gt;Teams Assigned&lt;br&gt;Team Project Distributed</td>
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<td>Sept 17</td>
<td>Class 3 – Journal Assignment 1 Due</td>
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<td>Sept 24</td>
<td>Class 4 – Journal Assignment 2 Due</td>
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<td>Oct 1</td>
<td>Class 5 – Journal Assignment 3 Due</td>
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<td><strong>Monday, Oct 7 by noon</strong></td>
<td><strong>Team Abstract Due</strong></td>
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<tr>
<td>Oct 8</td>
<td>Class 6 – Journal Assignment 4 Due&lt;br&gt;Midterm Distributed</td>
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<tr>
<td><strong>Fall Break October 14 – 15</strong></td>
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<tr>
<td><strong>Friday, Oct 18 by noon</strong></td>
<td><strong>Midterm Due</strong></td>
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<td>Oct 22</td>
<td>Class 7 – Journal Assignment 5 Due</td>
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<td>Oct 29</td>
<td>Class 8 – Journal Assignments 6 and 7 Due</td>
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<td>Nov 5</td>
<td>Class 9 – Journal Assignment 8 Due</td>
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<td>Nov 12</td>
<td>Class 10</td>
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<td>Nov 19</td>
<td>Class 11 – Journal Assignment 9 Due</td>
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<td>Nov 26</td>
<td>Class 12 – Journal Assignments 10 and 11 Due</td>
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<tr>
<td>Dec 3</td>
<td>Class 13 – Team Presentations</td>
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<td>Dec 10</td>
<td>Class 14 – Team Presentations</td>
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<tr>
<td><strong>Monday, Dec 16 by noon</strong></td>
<td><strong>Team Paper Due</strong></td>
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Detailed Course Schedule and Assignments

1. **Introduction** (September 3rd)
   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** (September 10th)

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** (September 17th)

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.**

4. **Performance-Based Contracting** (September 24th)

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.**
5. **Outcomes and Indicators** (October 1st)

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
- **Journal Assignment 3** Due.

***TEAM ABSTRACT DUE Monday, October 7th by noon***

6. **Outcomes from a Healthcare Perspective** (October 8th)

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.
- **Midterm distributed.**
***MIDTERM DUE Friday, October 18th by noon***

7. **Measuring Performance for Operational Efficiency** (October 22nd)
   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
   - Journal Assignment 5 Due.

8. **Performance Measurement from a Funder’s Perspective** (October 29th)
   This class will focus on how funders decide which programs and initiatives to support with a particular emphasis on measuring impact.

   - Journal Assignments 6 and 7 Due.
9. **Using Technology: From Logic Models to Dashboards** (November 5th)
This class will focus on the development of technology-based dashboards that support performance measurement and management.

- **Journal Assignment 8 Due.**

10. **Agency-Wide Indicator, Reporting and Accountability Systems** (November 12th)
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** (November 19th)
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 9 Due.**

12. **Leadership in Performance Management and Social Impact Bonds** (November 26th)
This class will focus on effective performance management and leadership strategies. It will also examine social impact bonds.

- **Journal Assignments 10 and 11 Due.**

13. **Team Project Presentations** (December 3rd)
Each team will present its project which will be followed by a class discussion and critique.

14. **Team Project Presentations** (December 10th)
Each team will present its project which will be followed by a class discussion and critique.

***TEAM PAPER DUE Monday, December 16th by noon***