Course Description

This course focuses on the fundamentals of performance measurement and management systems and demonstrates how they are critical from a mission, strategic, funding, transparency and accountability perspective in public, non-profit and healthcare settings. It will cover not only how to select appropriate measures, but also how to implement a performance management system and use performance measures in managing towards excellence in 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

The required readings for this class will come from the following:

- **Course Packet** – The course packet contains the case studies listed in the syllabus. Available through the NYU Bookstore.
- **NYU Classes** – Articles, study questions, journal assignments, the mid-term examination, team project description and general announcements will be posted on NYU Classes.
- **e-Books** – both available for free download at [http://leapofreason.org/](http://leapofreason.org/)
  - Morino, Mario. (2011). *Leap of Reason – Managing to Outcomes in an Era of Scarcity*. Venture Philanthropy Partners Publications. (note: a hard copy of this book will be provided at the first class)

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 (20%)** – Students will complete 8 of the 10 online learning assignments, which will be due before class as noted in the syllabus. Most of these require the student to watch a video and respond to related questions (max of 300 words), or complete a task.
- **Mid-term Examination (25%)** – The mid-term examination will be distributed in class and on NYU Classes.
- **Team Project (35%)** – The Team Project will consist of three elements:
  - 2 to 3 page abstract outlining your project (5%),
  - Presentation to the class on your project (5%)
  - 10- to 15-page paper excluding references and appendices (25%).
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<tr>
<th>Date</th>
<th>Class Topic</th>
<th>Item</th>
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<tbody>
<tr>
<td>1</td>
<td>January 25</td>
<td>Introduction</td>
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<tr>
<td>2</td>
<td>February 1</td>
<td>Performance Measurement, Logic Models, and Nonprofit Strategy</td>
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<td></td>
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<td>Journal Assignment 1 Due</td>
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<td>Team Project Distributed</td>
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<td>3</td>
<td>February 8</td>
<td>The Development Process</td>
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<td>Journal Assignment 2 Due</td>
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<td><strong>February 15</strong>&lt;sup&gt;th&lt;/sup&gt;, President’s Day</td>
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<td>4</td>
<td>February 22</td>
<td>Outcomes and Indicators</td>
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<td>Journal Assignment 3 Due</td>
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<td>5</td>
<td>February 29</td>
<td>Building and Using Dashboards for Organizational Improvement</td>
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<td>Journal Assignment 4 Due</td>
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<td><strong>Friday, March 4 by 5:00</strong></td>
<td>Team Abstract Due</td>
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<td>6</td>
<td>March 7</td>
<td>Measuring Performance for Operational Efficiency</td>
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<td>Journal Assignment 5 Due</td>
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<td><strong>March 14</strong>&lt;sup&gt;th&lt;/sup&gt; Spring recess</td>
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<td>7</td>
<td>March 21</td>
<td>Performance Measurement from a Funder’s Perspective: Government</td>
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<td>Journal Assignment 6 Due</td>
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<td>Midterm Distributed</td>
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<td>8</td>
<td>March 28</td>
<td>Performance Measurement from a Funder’s Perspective: Foundations and</td>
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<td>Investors</td>
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<td><strong>Tuesday, March 29 by 5:00pm</strong></td>
<td>Midterm Due</td>
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<td>9</td>
<td>April 4</td>
<td>Outcomes from a Healthcare Perspective</td>
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<td>Journal Assignment 7 Due</td>
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<td>10</td>
<td>April 11</td>
<td>Agency-Wide Indicator, Reporting and Accountability Systems</td>
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<td>Journal Assignment 8 Due</td>
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<td>11</td>
<td>April 18</td>
<td>Benchmarking to Achieve Social Goals</td>
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<td>Journal Assignment 9 Due</td>
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<td>12</td>
<td>April 25</td>
<td>Leadership in Performance Management and Collective Impact</td>
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<td>Journal Assignment 10 Due</td>
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<td>13/14</td>
<td>May 2 &amp; 9</td>
<td>Team Project Presentations</td>
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<td><strong>Friday, May 13</strong>&lt;sup&gt;th&lt;/sup&gt; by 5:00pm</td>
<td>Team Paper Due</td>
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<td>Title</td>
<td>Question</td>
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<td>1</td>
<td>Why Performance Management?</td>
<td>Based on the comments of government and nonprofit leaders why is performance management necessary?</td>
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<td>2</td>
<td>Developing a Logic Model</td>
<td>Create a basic logic model with inputs, activities, outputs, short-term outcomes and long-term outcomes for Jumpstart’s services to children.</td>
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<td>3</td>
<td>Developing a Performance Measurement System</td>
<td>Children's Aid Society is in the formative stages of developing its Performance Measurement and Management system. Describe the process Children’s Aid Society undertook to link measurement to mission across its wide range of services.</td>
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<td>4</td>
<td>Creating Organizational Unity on Performance Measures</td>
<td>While <em>Year Up</em> has a common outcome that the organization strives to achieve, each unit works towards and is measured by specific outputs. What were the challenges of aligning the performance measures of the Admissions Department with rest of the organization?</td>
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<td>5</td>
<td>Effective Data Visualization</td>
<td>Reformat any one of the (quantitative) exhibits from any of the cases in the course packet to present the data more effectively. Why is your presentation more effective?</td>
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<td>6</td>
<td>PMM in Humanitarian Relief</td>
<td>How does one instill a data-driven culture in humanitarian relief given the chaotic and urgent nature of the work?</td>
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<td>7</td>
<td>Social Impact Bonds</td>
<td>Are Social Impact Bonds (SIBs) the “flavor of the month” (i.e., just another fad) OR a sustainable, scalable approach? In other words, are SIBs here to stay? Why or why not?</td>
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<td>8</td>
<td>Homelessness and Data Visualization</td>
<td>Watch the video and take a look at the NYC Department of Homelessness Services (DHS) recently published statistics: <a href="http://www1.nyc.gov/site/dhs/about/stats-and-reports.page">http://www1.nyc.gov/site/dhs/about/stats-and-reports.page</a> How does the HOPE count relate to the online published data, and how can and should the nonprofit providers contracted by DHS use all of this data?</td>
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<td>9</td>
<td>BRC Quarterly Performance Review Meeting</td>
<td>What are some of your reflections on the BRC Quarterly Performance Review Meeting from a performance management perspective? What do you like or not like about Muzzy Rosenblatt’s approach in the meeting?</td>
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<td>10</td>
<td>Jeff Tryens and the Oregon Progress Board</td>
<td>Speaking of his position as Executive Director of the Oregon Progress Board, Jeff Tryens says, “I could only succeed because if this effort failed, it wasn’t my fault; it was the fault of the people who got us into this fix. But if I succeeded…I’m the hero!” Do you agree?</td>
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Detailed Course Schedule and Assignments

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<tr>
<th>Class 1</th>
<th>January 25&lt;sup&gt;th&lt;/sup&gt;</th>
<th>Introduction</th>
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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 there will be a lecture/discussion about how to read, analyze and discuss cases. A brief discussion of the topic will close out this session.

- **Book**: Hatry Chapter 1
- **Book**: Marino Introduction, Chapter 1 and 2

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<th>Class 2</th>
<th>February 1&lt;sup&gt;st&lt;/sup&gt;</th>
<th>Performance Measurement, Logic Models, and Nonprofit Strategy</th>
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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.

**Journal Assignment 1 due – Why Performance Management?**

**Teams will be assigned this class.**

- **Book**: Hatry Chapter 2 and 5
- **Book**: Hunter pp. 25-50
This class will cover audiences for and uses of performance measures, the process of developing performance measures and key types of performance measures.

**Journal Assignment 2 due – Logic Model**

- **Book**: Hatry Chapter 3

This class will cover selecting outcomes and indicators that flow from and support the organization’s mission, strategy, and operating plan.

**Journal Assignment 3 due – Developing a Performance Measurement System**

- **Book**: Hatry Chapters 4 and 6
Building and Using Dashboards for Organizational Improvement

This class will focus on the development of technology-based dashboards that support performance measurement and management.

**Journal Assignment 4 due – Creating Organizational Unity on Performance Measures**

- **Book**: Hatry Chapter 11
- **NYU Classes**: City of Augusta, GA Dashboard iDashboard Example
- **NYU Classes**: University of Hawaii Community College System iDashboards Example

***FRIDAY, MARCH 4TH, TEAM ABSTRACTS DUE***

Measuring Performance for Operational Efficiency

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.

**Journal Assignment 5 due – Effective Data Visualization**

- **NYU Classes**: Video: Performance Measurement and Management in Humanitarian Relief.
This class will highlight the challenges associated with developing and implementing an equitable and results-oriented performance-based contracting methodology.

**Journal Assignment 6 due – PMM in Humanitarian Relief**

- **Book**: Hatry Chapter 12
- **NYU Classes**: Here’s how to do it; Government services. (2012, July 28). The Economist [US], 404(8795), 24.

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

- **NYU Classes**: Video: Robin Hood: Driving Mission through Relentless Monetization.
***MIDTERM DUE Tuesday, March 29th by noon***

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<th>Class 9</th>
<th>April 4&lt;sup&gt;th&lt;/sup&gt;</th>
<th>Performance Measurement and Management from a Healthcare Perspective</th>
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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.

**Journal Assignment 7 due – Social Impact Bonds**

- **Book:** Hatry Chapters 10
- **NYU Classes:** Gawande, A., (January 24, 2011) The Hot Spotters - Can we lower medical costs by giving the neediest patients better care? *The New Yorker.*

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<tr>
<th>Class 10</th>
<th>April 11&lt;sup&gt;th&lt;/sup&gt;</th>
<th>Agency Wide Indicator, Reporting and Accountability Systems</th>
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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.

**Journal Assignment 8 due – Homelessness and Data**

- **Book:** Hatry Chapters 8 and 14
### Class 11 | April 18<sup>th</sup> | Benchmarking to Achieve Social Goals

This class will enable students to understand benchmarking, its application and its ability to achieve social goals, particularly in a political context.

**Journal Assignment 9 due – BRC Quarterly Performance Review Meeting**

- **Book**: Hatry Chapter 9

### Class 12 | April 25<sup>th</sup> | Leadership in Performance Management and Collective Impact

This class will focus on effective performance management and leadership strategies. It will also examine Collective Impact.

**Journal Assignment 10 due - Jeff Tryens and the Oregon Progress Board**

- **Book**: Morino Chapters 3-4
Each team will present its project that will be followed by a class discussion and critique.

***TEAM PAPER DUE Friday, May 13\textsuperscript{th} by noon***