

Introduction	1
I THE ARGUMENT	
1 The Argument in a Nutshell	17
2 Recurring Flaws	23
II THE BACKGROUND	
3 The Origins of Measuring and Paying for Performance	29
4 Why Metrics Became So Popular	39
5 Principals, Agents, and Motivation	49
6 Philosophical Critiques	59
III THE MISMEASURE OF ALL THINGS? <i>Case Studies</i>	
7 Colleges and Universities	67
8 Schools	89
9 Medicine	103
10 Policing	125
11 The Military	131
12 Business and Finance	137
13 Philanthropy and Foreign Aid	153
EXCURSUS	
14 When Transparency Is the Enemy of Performance: Politics, Diplomacy, Intelligence, and Marriage	159
IV CONCLUSIONS	
15 Unintended but Predictable Negative Consequences	169
16 When and How to Use Metrics: A Checklist	175
Acknowledgments	185
Notes	189
Index	213