


What are your key measures of success? What are the metrics you can share with us to demonstrate the viability of your solution?

To define business performance measurements, we will use the process of *The Balanced Scorecard* by Kaplan and Norton. They recommend a balanced scorecard that covers the following categories:

- **Customer measures** ... Responsive to the customers needs. How well did he support them and our response time to develop a program?
  - Students measure: surveys after classes
  - Community measurement: what was good/ bad about the program
  - Long term; How well did the student perform in the organization
- **Financial measures**... Did the cost of the program fix the customers need?
  - Is the cost with the program something the community can afford to do?
- **Internal measures**... How well did our student believe we helped them become a better person? What feedback did we get from parents and society about our program? How well did we do in fulfilling our charter? These are survey input forms
- **Innovation measures**... Creating new products and processes for our customer base, doing better for less cost. Developing different markets; “out of work middle-age people”, “short mini-courses”. Did our students feel more entrepreneurial in their outlook after the schooling?





We use measurements internal to the problem solving and team process. These demonstrate to our class the importance of measurements in the process. As an example, we discuss measurements when developing the design requirements as well as doing the team formation.

Feedback and reflection are important elements in each of the learning elements of the program.

