Diana Rodgers
MicroChange Project
Element 5
Plan for Measurement

Schein is very clear that measurement does not have to be quantitative, although many businesses and institutions like quantitative data (2017, pp. 162-164). However, Schein is clear that what you choose to measure is a reflection of your institutional culture (p. 163), and as I am seeking to intentionally create culture, I will be thoughtful as to what gets measured.

In the past, I have measured the number of clients I get through referrals, the number of younger siblings of previous students who work with me, the percentage of my students admitted to one of their top 3 choices, and, of course, profit. While these data points are interesting, they don't tell me how I am doing relative to living my espoused values through the business. This MicroChange project is giving me the opportunity to think about what I'm measuring and why.

Short Term Measurement

For the purposes of this semester's project, I will be relying almost entirely on qualitative metrics to determine the success of my MicroChange project. Because the college admissions process is many months long, the bulk of which is from April of 11th grade through December of 12th grade, I will not be able to determine the full impact of my changes on my students until well after this course is over. This is fine, however, as I am making changes that I feel are necessary and using this course as a framework to undergo this growth process.

By the semester's end, I will be able to determine if I've accomplished my goals related to curriculum development, electronic folder system development, and placed job postings. I will also be able to start to work with my electronic forms and curricula as I already have 18 current 11th graders contracted to work with me for the coming year, and will be able to determine how well these systems are working and what needs to be addressed.

Long Term Measurement

I believe that if I form a better system, our previous metrics including admissions success will increase, but this will take at least one year to measure. This measurement, of course, will be quantitative. A year from now, I will be able to qualitatively determine if my students' stress levels were decreased by increased organization and if we, despite planned personnel expansion, are continuing to live our espoused values.

References

Schein, E. H. (2017). *Organizational culture and leadership.* 5th ed. Hoboken, New Jersey: John Wiley & Sons