Project Mercury Germany
Cohort 1 SYLLABUS

OVERVIEW

The Purpose of Project Mercury is to develop the culture, competency, and connections that are vital for innovative individuals, teams, and ideas to thrive. Project Mercury (PM) introduces you to proven practices required to stimulate and manage innovation. Using collaborative seminars, real projects, and individual study, you will learn frameworks for designing, developing, and implementing innovation within and across organizations. This program will provide you not only the perspective, vocabulary, and skill base necessary—but also the tools to lead innovation-focused projects, people, and ventures through a practical project-based approach.

Project Mercury's emphasis is on building innovation culture, competency, and community. You will learn how innovation tools and methods can be successfully employed in real world situations. Each online video is in Thinkific (https://innovatrium.thinkific.com/) and the accompanying Project Mercury Innovation Playbook module will consist of several basic components including: (1) **a framework** (2) **methodologies and tools** and (3) an opportunity to **apply these to your personal development and a real-world project**. Each module is designed to engage you in a conceptual and experiential application of innovation practices. Graduates are expected to demonstrate, with the necessary rigor through attendance at sessions and written assignments, their understanding of the concepts outlined in the syllabus to earn Certified Professional Innovator, University of Michigan College of Engineering, upon completion.

PROGRAM COMPONENTS

There are five components to this program:

PREWORK	JUMPSTART	PROJECT ACCELERATION	FINAL PITCH	GRADUATION SHOWCASE
Due 20 Mar 2026	23-25 Mar 2026 Full Time	30 Mar – 12 Jun 2026 Part Time; expect minimum 7 hours per week	TBD based on sponsor but NLT 12 Jun 2026	17 Jun 2026

TEAMS

You will work in teams of 4-7 members that are intentionally built to leverage multiple perspectives. You need to work as a team during all components of the program, but you will be evaluated for certification individually.

TIME ZONES

Cohorts may have participants from different time zones. All scheduled times will be posted in CET until CET transitions to CEST on the last Sunday in March.

FACULTY AND COACHES

- The Head Coaches and master facilitators for this program will be introduced prior to the start of the Cohort.

- The Course Director/ Master Coach for this program is USAF LtCol (Retired) Kelley "Crash" Sawyer, Kelley@innovatrium.org

- The Coordinator for the program in Germany is Thomas Belka. You can reach him for questions at project.mercury.deutschland@gmail.com.

- You will also have at least one, possibly two, Project Mercury coach-mentors per team. These coaches have gone through the same training that you are taking right now and are receiving additional training to deepen their innovation leadership skills. You will find this cadre to be an incredible resource for you.

- For admin support issues you can also contact Sarah Hussong: Sarah@innovatrium.org and Celeste Dryjanski, Celeste@Innovatrium.org

PRE-WORK

The prework is designed to (a) ensure each participant is prepared to best learn and contribute during the jumpstart and (b) lay a solid foundation for three months of virtual collaboration. There are four platforms to become familiar with, if you are not already: Basecamp, Miro, Thinkific, and Zoom.

** Invitations and links for these platforms will be sent to your primary email as we get closer to the Cohort start date. **

Basecamp is the single method of communication from the coaching staff throughout the duration of the program and the communication platform where we share articles, videos, assignments, and communicate via group and individual chat. Utilizing this platform allows a free flow of communication between team members, coaches, and guest team members as they onboard, as well as providing an artifact of your innovation journey.

Prework: After receiving enrollment link: set-up account, introduce yourself (prompt will be in Message board), Review/Skim/Explore any posted articles in Basecamp in the 'Docs and Files' section

Miro is a powerful tool for synchronous and asynchronous collaboration, acting as a virtual "white board"

Prework: After receiving the link via email: Browse a pre-loaded Project Mercury page (link given with pre-work), watch a short introductory video and be prepared to be on the platform during Team and Tech Day (you will learn, participate and practice with your team on this platform).

Thinkific is the online learning management system where your academics are accessed. Each week, you will have readings and videos pertaining to different steps in the innovation process, followed by reflection and discussion or a short post on Basecamp.

Prework: After receiving enrollment link: login to https://innovatrium.thinkific. com/, navigate to the "pre-work" section; it is highly recommended that you download the Playbook and Worksheets found there.

TEAM AND TECH ORIENTATION

- **Note: This will be an interactive event held via Zoom (afternoon of 13 Mar 2026, Time TBD)**
- Goals for this session:
    - Meet Innovatrium staff/coaches
    - Get to know your team (using Zoom break-out sessions/exercises)
    - Overview of the platforms we will use during PM, ensure you can access them, and interactive, hands-on practice to set you up for success during PM

VIRTUAL JUMPSTART "Day 0" - "Introduction to Competing Values"

- **Note: This will be an interactive event held via Zoom (afternoon of 20 Mar 2026, Time TBD)**
- This is the first day of your team's innovation Jumpstart, except it's in the virtual environment. The content will set the stage for the Jumpstart in person event. The virtual medium will also allow all teams to exercise their synchronous and asynchronous collaboration muscles to help the transition from the in-person Jumpstart back to virtual.

JUMPSTART

23-25 Mar 2026 (all day)

Grünheide, Germany

Come rested and ready for a fast-paced jumpstart week, as you and your cohort step through the initial stages of team and problem formation. We will be digging into undefined problem sets, practicing brainstorming, and leveraging constructive conflict, getting each team ready for the innovation journey ahead. The topics you're exposed to during jumpstart will be re-visited and unpacked throughout the Project Acceleration phase.

Attire: For the purposes of creating flat, collaborative teams, we will be meeting in **casual business attire** and communicating using *first names*.

Agenda: You will receive a more detailed agenda upon arrival at the jumpstart. The following is provided as a general picture of what you can expect:

Sunday 22 Mar 26—TRAVEL DAY
- *Coaches only meeting in the afternoon (time TBD)*
- Evening **(time TBD)**: (Optional) Informal Meet & Greet

Monday 23 Mar 26—Finding the Problem
- Welcome
- Weather Watching
- Set an initial High Quality Target
- Enlist Deep Diverse Domain Expertise

Tuesday 24 Mar 26—Gaining Buy-in (Who's problem is it?)
- Welcome to day 2/Day 1 Recap
- How to Win a Barfight
- String of Failures/Successes: Gaining Buy-in
- Sponsor prismatic Color
- Elevator Pitch for Problem Buy-In

Wednesday 25 Mar 26—ARRAY OF SOLUTIONS
- Welcome Day 3/Day 2 Recap
- Prismatic Brainstorming (400 shots on goal)
- Hybrid Shots on Goal
- Action Plan / Wrap up

PROJECT ACCELERATION

[30 Mar – 12 Jun 26]

You will have 12 weeks with your team to complete the course and create proofs of concept for your projects. During the Acceleration phase, you will work with your coaches, who are Certified Professional Innovators themselves, and the Innovatrium faculty to meet milestone deliverables. The role of coaches and instructors is to support you and help you solve any problems you encounter, and if we can't help, we love to find experts who can. However, this course requires that YOU do the work, and you will be evaluated based on your individual growth and team progress.

During the acceleration phase, you will be expected to connect with your team and coach each week. ***Expect to spend a minimum of 7 hours per week on Project Mercury (near the last few weeks of the program there's a heavy push which may require more time).*** This estimate is based on 2-3 hours per week in coaching or cross checks; 2-3 hours in team meetings (one hour of which is required to be scheduled with a team coach); and 3-4 hours of individual outreach and academics [approx 2 videos and 2 articles per week, plus a short reflection to weekly prompts on Basecamp or discussion with team coach]. **Think ahead and experiment with how to "make time for innovation" within your work life for these weeks!**

COACHING SESSIONS

Week A: Team Coaching

Each team meets with the head coach or guest coach in a zoom session for 1 hour. **Every team must sign up for one coaching session that will be the same time every two weeks** (these times will be coordinated before the end of Jumpstart). Regular attendance at these meetings and your weekly team meetings are mandatory.

What works well:

- Plan to spend either the hour before or the hour after in a team meeting, prepping or debriefing.
- Establish roles and responsibilities early.
- Adapt and adjust who is in the 'team task execution' role
- Carve out time 1-2 days a week to work at an alternate location.
- Choose a path forward based on team unity, evidence, and reason, not simply hierarchy and authority.
- Make innovation a priority!

What doesn't work:

- Leaving things to the last minute.
- Dividing all the work into parts and completing tasks separately. (There is little to no constructive conflict this way!)
- Using email and other sharing platforms out of view from the broader PM community.
- Promising more than you are capable of or preventing multiple attempts because of seniority.

Over this course, there will be times that your team will present to each other, allowing communication and learning across teams. At these Cross Checks, teams will:
- present their milestones,
- practice their storytelling,
- talk "what's next",
- have an opportunity to experiment with wilder ideas in low stakes environments.

Think of it as a place to test out your message. These are the scrimmage grounds.

SPRINT PHASES

One way to conceptualize the pacing of this course is in 3 phases—these are guide-rails not stage-gates. You should be doing your own research and thinking as a team about what you need to complete in order to succeed in your objectives. In general, set ambitious goals and push yourself— this program is a good way to find growth!

Phase 1—Gather evidence that you have a real problem and develop your view of the sponsor landscape. Find a potential sponsor who is supportive, engaged, and willing to share their time to solve the problem with you, where you can scheme for a quick win.

- 20 Face to face interviews. This should give you visibility over the environment and who you can potentially enroll as your team's sponsor (if your experiments in phase 2 work). You can warm up several potential sponsors, but ultimately, you'll only pick one!
- Scan the environment—find 100 articles / newsprint / references / press statements (archive links on Miro or somewhere all can access)—Think like your sponsor, what do *THEY* see, what insight might they be missing?
- Scan the marketplace for any existing companies (up to 3)—try to understand what's already out there! (You might not need to invent anything!)

Phase 2—As a team, run 20 small, radical experiments in the complex domain, to validate a proof of concept for the various elements of your problem and solution approach, all while validating information for an interested sponsor.

- An "experiment" in PM is putting something out into the environment to get a reaction. These are NOT scientific experiments. They're simple, small, and designed to test your assumptions...They are ways to get feedback on your shots on goal. There should be a 60-70% failure rate. The goal is 2 to 3 'hits' that are WOW (something that couldn't have been easily thought of)
- Track your progress on experiments as a team, and make sense of working experiments to hone your choice of sponsor.
- A sponsor is someone who's problem you can solve and is willing/able to give you money, manpower, and/or the support you need to make it happen. It might be someone that you can hand off the project to or who will give it to someone who can take it over. You may find that they are resistant to you if you come with 'too much help' so make sure to warm up your target sponsor gracefully. (Your coach can help!)

Phase 3—Integrate the parts that worked (and a story of those that didn't) into a cohesive whole and pitch to a sponsor. A separate Pitch Video for the Graduation Showcase is also due (the earlier your draft videos the better) in this phase.

- Clarify, condense, sell. Refine the elements of your experiences into something that you can hand off (or make a new part of your career!)—90 days won't be enough to build the solution—you've only built buy-in...DOING the work is the really no kidding difficult part. You'll need to set up a hand-off if

this is going anywhere but the good idea graveyard.

- Set up a practice pitch with a coach or another innovation expert before you go 'live' with potential sponsors. We will help you hone your pitch.

- Schedule your sponsor pitch during the beginning of week 12 of the course (or sooner if you're feeling bold) which gives you enough time to build artifacts and lessons learned to share in the showcase with a 3- minute pitch video.

WEEKLY ACADEMICS

Every week, you will have independent study time. The individual work and team project work complement one another and run concurrently throughout the 12-week program. The weekly work needs to be accomplished as you go, but it doesn't mean you can't work ahead.

- Complete the e-learning module on Thinkific (videos and articles) each week
- Reflect and respond to weekly discussion prompts on Basecamp (one per article)
- Optional/suggested: Review new articles and links shared on Basecamp

CURRICULUM MAP—INDIVIDUAL ASSIGNMENTS *(articles subject to update)*

SESSION	VIDEOS/MODULES	READINGS AND QUESTIONS	COACHING TOPIC AND PREPARATION
Week 1: Jumpstart 23-25 Mar 2026	**Pre-Work (completed prior to Day 0)**		***Turn in your Team Charter draft.***
Week 2: 30 Mar – 3 Apr 2026 Overview, assessment and assignment	**Video 1:** *Practice Prismatic Thinking* **Video 2:** *How to Think About Growth*	"Build an Innovation Engine in 90 Days," by Scott Anthony, David Duncan, and Pontus Siren, *Harvard Business Review*, December 2014. ● In the first 30 days, how do you make sure that your project is properly scoped? ● In the first 30 days, how do you enlist and engage the best possible talent? ● In the first 60 days, how do you determine if your project is truly unique? "You Need an Innovation Strategy" by Gary P. Pisano, *Harvard Business Review*, June 2015. ● What is the unique value proposition for your project? ● What category does your innovation fit into? (Disruptive, etc.) ● How do you manage the key trade-offs of this innovation project?	Scope HQTs using empathy interviews (>5 per team member). Set your team and individual ops tempo.
Week 3: 6 -10 Apr 2026 Analyzing situations and creating a roadmap	**Video 10:** *Assess to Progress*	"Innovation as a Learning Process: Embedding Design Thinking," by Sara L. Beckman and Michael Barry, *California Management Review*, Fall 2007. ● How might you adjust your innovation project to enhance the development of key skills? ● How will you design your project so that when new problems are discovered you can rapidly adjust? ● How can you incorporate the emotional and impulsive axis into your project?	Deep dive into your problem (get more facts and perspectives about your challenge). Clarify your HQT(s) Suggestion: Contact a successful Mercury Alumni (through your coach) to dive into the entire experience. Are you solving the right problem? How do you connect your problem to a bigger challenge within the organization?

		"Design Thinking," by Tim Brown *Harvard Business Review*, June 2008. ● What do you believe is the most important trait of a design thinker? ● How will you prototype your innovation project? ● How will you integrate human centered design into your project?	Talk to key stakeholders. Refine your target if you need to.
Week 4: **13 – 17 Apr 2026** Creative Thinking and Jumpstarting Innovation	**Video 8:** *Creative Thinking*	"Creativity and the Role of the Leader," by Teresa Amabile and Mukti Khaire, *Harvard Business Review*, October 2008. ● How will your innovation project help establish a culture of creativity? ● How will you navigate the bureaucracy to get the support and resources required for this innovation project? ● How will your innovation project achieve scale and sustainability? "Mastering the Five Levels of Creativity," by Jeff DeGraff ● How will you move your innovation project beyond the lower levels of creative thinking? ● How can you use analogical thinking to integrate a complex array of creative ideas? ● How can telling a creative story about your innovation project change it for the better?	Continue your deep dive. Refine your target if you need to.
Week 5: **20 -24 Apr 2026** Opportunity Finding	**Video 3:** *Sources of Innovation*	"The 12 Different Ways for Companies to Innovate," by Mohanbir Sawhney, Robert C. Wolcott, and Inigo Arroniz, *MIT Sloan Management Review,* Spring 2006. ● Which of the 12 dimensions of innovation does your project resemble? ● What are some benchmarks or examples of organizations who have succeeded at this type of innovation? ● How might you adjust your project to include another one of the 12 dimensions of innovation? "Using the Crowd as an Innovation Partner," Kevin J. Boudreau and Karim Lakhani, *Harvard Business Review*, April 2013. ● How can you motivate the crowd to participate in your innovation project? ● Who can you engage, beyond your own organization, to provide insight and support for your innovation project? ● How can you use crowdsourcing to anticipate emerging innovations?	Focus on target market—Identify potential sponsors and key assets (key stakeholders, who you are solving the problem for). What do **they** need? Look into tools such as an empathy map and customer journey mapping.

Week 6: **27 Apr – 1 May 2026** Problem Scoping	**Video 4:** *Set High Quality Targets (rewatch if you do not remember)*	"Reinventing Your Business Model," by Mark W Johnson, Clayton Christensen and Henning Kagermann, *Harvard Business Review*, December 2008. ● What are the key elements of the business model for your innovation project? ● Can you provide an example of how this model has been successful in other organizations? ● How will your business model fit within the larger organizational structure? "Moon Shots for Management," by Gary Hamel, *Harvard Business Review,* February 2009. ● How will your innovation project help the organization leave the past behind? ● How will your innovation project create enough momentum to overcome the organizational gravity of failure? ● How will your innovation project help systemize moon shots in your organization?	Run diverse experiments of different "colors" (Take "shots on goal"). Expert Interviews—e-mail or live Do more of what works and less of what doesn't.
Week 7: **4 May -8 May 2026** Team Building Shots on goal	**Video 5:** *Enlist Deep and Diverse Domain Expertise (rewatch if you do not remember)*	"Deep Smarts," by Dorothy Leonard and Walter Swap, Harvard Business Review, September 2004. ● How are you developing innovators through guided experiences? ● Who is someone in your organization who is a master innovator? ● How can you apprentice yourself to a master innovator to further develop your own skills? "Managing Yourself: Collaborating with Creative Peers," by Kimberly Elsbach et al., *Harvard Business Review*, October 2015. ● How will you engage creative people who prefer to work alone in your innovation project? ● How do you allow for someone's personal artistic style in your team's innovation project? ● What is the most promising track for advancing your creative ideas?	20 Shots on Goal(s). Establish the field of play, test out different goals. Do more of what works and less of what doesn't.

Week 8: 11 - 15 May 2026 Solution Patterns Action Plans	Video 6: *Take Multiple Shots on Goal*	"Blue Ocean Strategy," by W. Chan Kim and Renee Mauborgne, *Harvard Business Review,* October 2004. ● What distinguishes a blue ocean strategy from a red ocean strategy? ● How can your innovation project be both breakthrough and cost efficient? ● What are the key organizational barriers to your strategy? "Building Breakthrough Businesses Within Established Organizations," by Vijay Govindarajan and Chris Trimble, *Harvard Business Review,* May 2005 ● How will your innovation project help the organization forget its old way of innovating? ● How will your innovation project borrow resources and support from the organization at large? ● How will your innovation project help the organization at large learn how to innovate in a new way?	Run diverse experiments of different "colors." Do more of what works and less of what doesn't.
Week 9: 18 – 22 May 2026 After Action Review Story telling	Video 7: *Learning from Experience and Experiments*	"Strategy as Simple Rules," by Kathleen Eisenhardt and Donald Sull, *Harvard Business Review,* January 2001. ● What are the advantages of a simple rule strategy over conventional strategy? ● How will you assess the successes and failures of your innovation project in real time? ● How do you develop and adjust your simple rules as you go along? "The Innovation Value Chain," by Morten T. Hansen and Julian Birkinshaw. *Harvard Business Review,* June 2007. ● What are the key elements in your innovation value chain? ● What is the weakest link in your innovation value chain? ● How will you strengthen the weakest link in your value chain?	GO FAST, SMALL, and RADICAL Run diverse experiments of different "colors." Do more of what works and less of what doesn't. Consider adjacencies and white spaces.
Week 10: 25 – 29 May 2026 How to Win a Bar Fight	Video 9: *Gaining Buy-In*	"The 5 Myths of Innovation," by Julian Birkinshaw, Cyril Bouquet and J.L. Barsoux, *Sloan Management Review*, Winter 2011. ● Where are we believing in the "Build It and They Will Come" myth and how do we overcome it? ● Where are we believing in the "Open Innovation Is the Future" myth and how do we overcome it? ● Where are we believing in the "Bottom Up Innovation Is the Best" myth and how do we overcome it?	Pivots as needed Stakeholder Mapping Run diverse experiments of different "colors."

		"The Seven Deadly Sins of Innovation Leader," by Jeff DeGraff	
		● What is the biggest deadly sin of leaders in your organization? ● How can you greatly increase the development speed of your innovation project? ● How will your innovation project encourage and support deviants?	
Week 11: **1 – 5 Jun 2026** Innovation Processes	**Video 11:** *Innovation Processes*	"Is It Real? Can We Win? Is It Worth Doing? Managing Risk and Reward in an Innovation Portfolio," by George Day, *Harvard Business Review*, December 2007 ● What proof do you have that your challenge is real? ● How are you certain that you can win? ● What makes you believe that your organization will make this project a priority?	Pitch Practice Demonstrate how diverse experiments and prototypes are informing the solution.
Week 12: **8 – 12 Jun 2026** Measuring Innovation and Preparation for Final Pitch— **Pitch to sponsor**	**Video 12**: *Evaluating and Measuring Innovation* **Video 13**: *Connecting the Dots*	"Why Every Project Needs a Brand," Karen Brown, Richard Ettenson, and Nancy Lea Hyer, *MIT Sloan Management Review*, Summer 2011 ● What's the brand for your innovation project? ● How are you promoting its brand? ● How will your brand establish recognition and acceptance even before your project pitch?	Learn to do storytelling. Connect the dots for your solutions. Final 90 sec-3 min video due ***Pitch to your Sponsor if you haven't already.*** Turn in graduation completion requirements.
GRADUATION SHOWCASE **17 Jun 2026**		Three external panel members and guests will be invited to hear the progress you made and the results of your pitch.	

FINAL PITCH

The last major milestone is a "Final" Pitch to **your** sponsor—the person you have strategically chosen, based on interest and resources, to adopt or boost your solution to the next level of experimentation, leveraging a "wow" solution in pursuit of meaningful solutions. "Final" is in quotes here because to be successful you need to enroll the sponsor throughout the process! Don't leave this conversation to the 'end'—but do try to have a clear handoff and path forward for your team's proposal.

The final pitch is one of the requirements for you to receive the certificate from the University of Michigan. You will need to give a final presentation about your prototype or proof of concept and update the short final team report to capture the results. You will have many opportunities to practice your pitch with mentors, advisors, and coaches within our innovation community before your pitch to your sponsor. You will be able to refine your pitch based on the feedback.

You should plan for your final pitch to your sponsor to be 7 minutes followed by about 20 minutes Q&A (or more if your potential sponsor grants you time on their calendar). The last Cross Check in the program is intended to be a practice pitch to your sponsor. Your presentation during that Cross Check will be 5-7 minutes followed by 13-15 min for questions and answers.

The three most important criteria for your pitch are:

- Is your problem **real**? Does solving this problem make us more effective?
- Is your solution/proof of concept **feasible**? Can we win with it? Do we have the capability to execute the plan and be successful?
- Is it "**wow**"? Does it require the organization stretch beyond how it does things today?

Tips for success:

- Problem definition: this needs to be very clear and is probably the most important element in your project. What IS the problem? Make sure you address the root cause and not the symptoms. You also need to emphasize the importance of the problem. Why should we care about your problems? Use facts and figures. Quotes from your target market can be powerful.
- Convince people that your interpretation and analysis of the situation is correct or that the root cause that you have uncovered is correct.
- Create a clear line of argument from the problem statement, analysis and your solution or new product/service. How does the solution solve the challenge or, how does the new product/service fill the current unmet needs?
- Be concise, clear, and energetic. Bring energy and enthusiasm. There is a big element of "show business" in doing pitches. Make it fun and make it count. If you are not excited and do not seem to be 100% invested in your project, why would other people care?
- Only 2 or 3 people should present. Not everyone should pitch. The rest of the team can answer questions if they have some things to contribute. For the presentation, pick the 2-3 people who are more suitable for this task. Do not pick out of seniority or other attributes that do not matter.
- If not all members in your team can attend in person, that's fine. You can use video conference for the other team members if they are crucial to the pitch. Your presentation does not have to be complex. It can be super simple.

- You are selling your team as much as your idea.
- In a business pitch, there are 8 elements of every successful pitch (see below). While you do not need to stick to these 8 elements strictly, you should, in general, present all the relevant information in these 8 elements.

  o Problem: the pain you are feeling.
  o Team: who are you and why would people believe that you are capable of doing this?
  o Solution (high level): show how this solution solves the problem or eliminates the pain. Don't unveil the product/service yet. Be more general here.
  o Market Size: or the impact of this solution. How widespread can this solution be utilized? Is this solving one particular problem in one base or is this solving a prominent problem that all in the organization experience?
  o Competition / Substitutes: if not this solution, what workaround or substitution can you use? Is there an existing product that does the same or similar thing? So, if you want to build an app, what other apps are there that do the same thing?
  o Product or Service (value proposition): Remember that this needs to be feasible, solves the problem, and a WOW. What is it exactly? Do you have a model or a mock up you can show? Be specific with enough details. Giving a story from the perspective of a real person is often effective.
  o Business Model: Measurement for success: cost saving, time saving, increase in satisfaction, etc.
  o What It Takes for Proof of Concept (the "ask"): how can you prove that this product or service is real? How much money and how much time do you need? Do you need to build a prototype? Do you need to get a group of customers? This is your "Ask."

GRADUATION SHOWCASE

[Final Event on 17 Jun 2026]

The Graduation Showcase is a tool that brings together Project Mercury alumni and the broader innovation community and showcases your learning journey through a presentation of a version of your pitch. Some teams will show their 3-minute video with 5 minutes of question and answer while others will present "live" in a virtual showcase with a 7-minute pitch and 10 min question and answer. All teams (video and live presentations) will answer questions and be eligible for Cohort awards during the showcase.

REQUIREMENTS FOR GRADUATION

If you fulfill the requirements for graduation, you will be awarded a Certified Professional Innovator Certificate from the University of Michigan, College of Engineering. The requirements are:

- Complete pre-work.
- Attend the Jumpstart sessions.
- Engaged participation in weekly meetings. Absences must be coordinated with team/coaches and arrangements made to make up any missed content. Your commitment and contribution to the team is crucial throughout the duration of the Cohort.
- Lead the presentation of content for the team during at least one scheduled event.
- Complete the online modules/courses (https://innovatrium.thinkific.com/). Ensure video and quiz completion as well as active participation in weekly academic discussion as led by coaches or complete a response to at least one of the discussion prompts per article posted in Basecamp messages each week if unable to attend academic coaching session. These need to be completed during the cohort.
- Generate an innovation solution for the challenge that fulfills these criteria:
    o Really solves the innovation challenge.
    o Is feasible and executable.
    o Is WOW!!
- Team delivery of a final pitch to a sponsor (this is not the Graduation Showcase).
- Each team will update the Final Team report Google document with final HQT, pitch information, and sponsor status as well as any follow-on actions if applicable. (you'll be given access to this document towards the end of the Cohort)
- Team must create a 90-180 sec pitch video (post to your documents in your team Basecamp).
- Complete post-course evaluation.

Supplementary Reading

DeGraff, J. (2014*). Certified Professional Innovator Workbook.* The Jeff DeGraff Innovation Library (December 14, 2014). ISBN: 13-978-0986230806. The pdf chapters of this book can be found under the corresponding videos.

DeGraff, J. and DeGraff, S. (2017). *The Innovation Code: The Creative Power of Constructive Conflict.* Berrett Koehler Publishers (August 7, 2017). ISBN: 978-1- 5230-8476- 0.

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