USC Iovine and Young Academy

Arts, Technology and the Business of Innovation

ACAD 475B: The Garage Experience
Units: 04-08
Spring 2022–MW–12:00-2:50pm

Location: IYH 110 & Online

Lead Instructor: Matthew Manos
Office: IYH 201
Office Hours: By Appointment
Contact Info: manosm@usc.edu.
Timeline for reply: within 48 hours.

Co-Instructor: Trent Jones
Office: N/A
Office Hours: By Appointment
Contact Info: trentjon@usc.edu
Timeline for reply: within 48 hours.

Guest Lecturer: Jean-Michel Arnoult
Office: N/A
Office Hours: By Appointment
Contact Info: arnoult@usc.edu

IT Help:
https://uscedu.sharepoint.com/sites/IYAStudent/
SitePages/IT-Resources.aspx
Hours of Service: 8:30am - 6:30 p.m.
Contact Info: iya.helpdesk@usc.edu

Course Description & Learning Outcomes:

Academy capstone experience, innovative projects leading to operational prototypes and viable enterprises, mentored by faculty and industry experts. This capstone course comprises exploration, experimentation, and self-directed work on projects assigned in Academy courses.

In Garage Experience II, taught in the spring semester, students will focus on further development and refining their projects from Garage Experience I, along with the creation of a clear and compelling vision for their venture; a viable business case; a brand and marketing strategy.

Course Overview:

The semester begins with an overview of the course as well as an overview of what the students currently do and don't know about their projects. Next, students will begin working through a range of activities and lectures to help them visualize their projects, and begin the process of developing a pitch and/or case study to capture the spirit of the work. The remainder of the term will serve as dedicated work time while also providing a range of unique opportunities to present their work before the final.

Required Readings

1. *Responsible Brand*, verynice and Riggs Partners: https://www.responsiblebrand.com/
2. *Three horizons: a pathways practice for transformation*: https://www.jstor.org/stable/26270405?seq=1#metadata_info_tab_contents

Assignment Breakdown

The following is a breakdown of the assignment expectations. Unless otherwise noted, all submissions will be in the PDF format, and will be due prior to the class session via email.

1. **S-Curve Analysis Assignment:** Each student/team will complete an S-Curve Analysis for another Gx Project. The S-Curve must include a total of at least 20 signals of change spread as evenly as possible across three categories: weak signal, emerging trend, trend. In addition to completing the analysis, each team will also be asked to submit two brief (25-50 words each for a total of 50-100 words) reflections on three different potential implications these same signals could have on their own project.

   This assignment is worth a total of 100 points. 50 points are assigned to the S-Curve; 50 points are assigned to the reflections. For the S-Curve, students will be assessed based on a brief peer-review of the deliverable, along with the depth, originality, and relevance of the signals selected. For the reflection, students will be assessed based on the depth and originality of insight.

2. **Project Update 01:** Presentation on general project progress, including the most up-to-date version of the pitch, along with an overview of the key insights gained from the vision module (must include vision statement, scenarios across all four alternative futures, and supporting evidence/signals of change leading to these conclusions).

   This assignment is worth a total of 100 points. Students will be assessed on the following: Clarity of presentation (25 points); Significance of progress since last presentation (25 points); Quality of product and deliverables (50 points). For example, high quality would include evidence of rigorous research, iteration, and design.

3. **Business Model Canvas:** Completion of a business models canvas, including [insert here]. This assignment is worth 50 points. Students will be assessed on the following: [insert here].

4. **Investor Deck:** Completion of the Investor Deck, including [insert here]. This assignment is worth 50 points. Students will be assessed on the following: [insert here].

5. **Project Update 02:** Presentation on general project progress, including the most up-to-date version of the pitch, along with an overview of the key insights gained from the business case module (including an overview of the business model canvas, investor deck, and general "business case" behind the idea).

   This assignment is worth a total of 100 points. Students will be assessed on the following: Clarity of presentation (25 points); Significance of progress since last presentation (25 points); Quality of product and deliverables (50 points). For example, high quality would include evidence of rigorous research, iteration, and design.

6. **Responsible Brand Canvas:** Completion of a Responsible Brand Canvas, including.. Criteria for evaluation to be shared on Blackboard.

7. **Science Fair:** Students will participate in a "speed dating" event to share their elevator pitch with as many participants as possible, including people who may have no familiarity with the project. Students will be assessed on the clarity of their project explanations, entirely based on participant evaluations post-event (measured on a scale of 1 to 10, with "1" being least clear, and "10" being most clear).

8. **Final Project Presentation:** Students will present all of the work they have developed throughout the term. Criteria for evaluation to be shared on Blackboard.

9. **Final Project Digital Submission:** Students submit their final presentation decks during final's week, with any suggested corrections made. The deck must stand on its own, serving as a "leave behind" that can speak for itself. Criteria for evaluation to be shared on Blackboard.

10. **Participation:** As the course is an incubator-like environment, students are expected to be active participants in the classroom, for their own teams and projects, but also as advisors to the teams and projects of other classmates. The participation grade will be informed by active participation in class, and observation of activities in small groups.

Assignment	Points	% of Grade
S-Curve Analysis	100	10%
Project Update 01	100	10%
Business Model Canvas	50	5%
Investor Deck	50	5%
Project Update 02	100	10%
Responsible Brand Canvas	50	5%
Science Fair	100	10%
Final Project Presentation	200	20%
Final Project Deliverable (Digital Submission)	200	20%
Participation	50	5%
Total	**1,000**	**100%**

Grading Scale
Course final grades will be determined using the following scale

A   95-100
A-   90-94
B+   87-89
B   83-86
B-   80-82
C+   77-79

C	73-76
C-	70-72
D+	67-69
D	63-66
D-	60-62
F	59 and below

Assignment Submission Policy

Unless otherwise noted, all assignments must be submitted as a PDF presentation. For assignments delivered in class (such as presentations), the work must be completed before the commencement of the class session in which the assignment is due. For assignments that are designated for virtual submission, one team member is expected to submit the assignment to manosm@usc.edu and pmore@marshall.usc.edu (unless otherwise specified) by COB (6:00pm) the day the assignment is indicated as due.

Grading Timeline

Grades and feedback for all assignments will be returned to students within one week of submission.

Academy Attendance Policy

The Academy maintains rigorous academic standards for its students and on-time attendance at all class meetings is expected. Each student will be allowed two excused absences over the course of the semester for which no explanation is required. Students are admonished to not waste excused absences on non-critical issues, and to use them carefully for illness or other issues that may arise unexpectedly. Except in the case of prolonged illness or other serious issue (see below), no additional absences will be excused. Each unexcused absence will result in the lowering of the final grade by ⅓ of a grade (e.g., an A will be lowered to A-, and A- will be lowered to a B+, etc.). In addition, being tardy to class will count as one-third of an absence. Three tardies will equal a full course absence.

Students remain responsible for any missed work from excused or unexcused absences. Immediately following an absence, students should contact the instructor to obtain missed assignments or lecture notes and to confirm new deadlines or due dates. Extensions or other accommodations are at the discretion of the instructor.

Automatically excused absences normally many not be used for quiz, exam or presentation days. Using an excused absence for a quiz, exam or presentation, such as in the case of sudden illness or other emergency, is at the discretion of the instructor.

In the case of prolonged illness, family emergencies, or other unforeseen serious issues, the student should contact the instructor to arrange for accommodation. Accommodation may also be made for essential professional or career-related events or opportunities. All accommodations remain at the discretion of the instructor, and appropriate documentation may be required.

Additional Policies

Assignments will be accepted after the deadline with the following grade penalties. Do not ask for extensions; the below are the extensions.

- Submission in the 24 hours after the deadline 10% deduction
- Submission between 24 and 48 hours after the deadline 20% deduction
- Submission between 48 hours and 3 days after the deadline 50% deduction
- Submission more than 3 days after the deadline 100% deduction

Course Schedule: A Weekly Breakdown

	Session 01 (Monday)	Session 02 (Wednesday)
Week 01	**1/10:** Course Overview; Winter Break Progress Update; Mid-Project Check-in and Goal Setting Workshop	**1/12:** Vision Module Kick-Off; S-Curve Analysis Assignment and In-Class Exercise
Week 02	**1/17:** Martin Luther King Jr. Day: No Class	**1/19:** 1:1 Meetings with Matthew and Trent
Week 03	**1/24:** S-Curve Analysis Report-Outs; Scenario Development Prep; Re-Intro to Strategic Foresight; S-Curve Analysis Assignment Due	**1/26:** Scenario Development Workshops; Vision Statement Exercise
Week 04	**1/31:** Project Update 01 (Day 01)	**2/2:** Project Update 01 (Day 02)
Week 05	**2/7:** Business Case Module Kick-Off: Making the business case; what do investors look for?; Business Model Canvas Workshop	**2/9:** Make Something with Trent!; Business Model Canvas Assignment Due
Week 06	**2/14:** 1:1 Meetings with Jean-Michel (Day 01)	**2/16:** 1:1 Meetings with Jean-Michel (Day 02);
Week 07	**2/21:** President's Day; No Class	**2/23:** Investor decks/one-pagers; Investor Deck workshop
Week 08	**2/28:** Guest speakers from the investor community: what do they do, and what is important to them as investors?	**3/2:** Studio Time; Prep for Project Update 02; Investor Deck Assignment Due
Week 09	**3/7:** Project Update 02 (Day 01)	**3/9:** Project Update 02 (Day 02)
SPRING BREAK: NO CLASSES		
Week 10	**3/21:** Brand and Marketing Strategy Module Kick-Off; Building a Responsible Brand Platform	**3/23:** Brand Identity Takeover with Steve Child (via Zoom); Responsible Brand Platform Assignment Due
Week 11	**3/28:** 1:1 Meetings with Guest Expert for a Brand Audit (TBC)	**3/30:** 1:1 Meetings with Guest Expert for a Brand Audit (TBC)
Week 12	**4/4:** Help Each Other Out Day	**4/6:** Science Fair
Week 13	**4/11:** "After Gx" (part 01)	**4/13:** "After Gx" (part 02)
Week 14	**4/18:** Studio Time; 1:1 Meetings.	**4/20:** Studio Time; 1:1 Meetings.
Week 15	**4/25:** Final Presentations (Day 01)	**4/27:** Final Presentations (Day 02)
	STUDY DAYS	**Final Slot:** Final Deliverable Due

Yellow = Zoom Day; Blue with Underline = Hybrid

Spring 2022 addendum:

- Unless students provide an accommodation letter from USC's Office of Student Accessibility Services or a letter from IYA Student Services detailing visa or travel restrictions, attendance and active participation is expected in the classroom. Any student with such accommodations should submit their accommodation document to the instructor as soon as possible to discuss appropriate accommodations. Either classroom recordings or live remote access to the class via Zoom will be provided.
- Students who are experiencing illness should not attend class in person. Please inform the instructor in advance of any class sessions that you can't attend for medical reasons, and accommodations will be arranged to view recorded lectures and submit alternatives to any missed class participation. Students will not be penalized for not attending class in person under these circumstances.
- In the event that you find yourself experiencing COVID-19 related symptoms, in keeping with university recommendations, you should Stay home! This is the best way to prevent spreading COVID-19 as supported by scientific evidence; Please do not come to an in-person class if you are feeling ill, particularly if you are experiencing symptoms of COVID-19
- Further, for The Garage Experience, we are strongly encouraging students to engage in social distancing when it is possible to do so.
- Please note that the university has updated their mask policy such that as of January 18th "individuals on USC campus premises in locations where masking is required are now required to wear medical grade masks, which at minimum are surgical masks and may also include higher grade respirator masks (N95, KN95, or KF94)... The following items no longer meet the current requirements for masking: bandanas, neck gaitors, scarves, cloth [including our IYA branded ones].

Statement on Academic Conduct and Support Systems

Academic Conduct:

Plagiarism – presenting someone else's ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in SCampus in Part B, Section 11, "Behavior Violating University Standards" policy.usc.edu/scampus-part-b. Other forms of academic dishonesty are equally unacceptable. See additional information in SCampus and university policies on scientific misconduct, policy.usc.edu/scientific-misconduct.

Support Systems:

Student Health Counseling Services - (213) 740-7711 – 24/7 on call
engemannshc.usc.edu/counseling
Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

National Suicide Prevention Lifeline - 1 (800) 273-8255 – 24/7 on call
suicidepreventionlifeline.org
Free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week.

Relationship and Sexual Violence Prevention Services (RSVP)
-213-740-9355 (WELL
https://studenthealth.usc.edu/sexual-assault/
Free and confidential therapy services, workshops, and training for situations related to gender-based harm.

Relationship and Sexual Violence Prevention and Services provides immediate therapy services for situations related to gender- and power-based harm (e.g., sexual assault, domestic violence, stalking). (wording from the site)

Office of Equity and Diversity (OED) | Title IX - (213) 740-5086
equity.usc.edu, titleix.usc.edu
Information about how to get help or help a survivor of harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants. The university prohibits discrimination or harassment based on the following protected characteristics: race, color, national origin, ancestry, religion, sex, gender, gender identity, gender expression, sexual orientation, age, physical disability, medical condition, mental disability, marital status, pregnancy, veteran status, genetic information, and any other characteristic which may be specified in applicable laws and governmental regulations.

USC Policy Reporting to Title IX (213) 740-5086
https://policy.usc.edu/reporting-to-title-ix-student-misconduct/
The university encourages individuals to report prohibited conduct to the *Title IX Office*. Individuals can report to the university *Title IX Coordinator* in the *Office of Equity and Diversity.*

Bias Assessment Response and Support - (213) 740-2421
studentaffairs.usc.edu/bias-assessment-response-support
Avenue to report incidents of bias, hate crimes, and microaggressions for appropriate investigation and response.

The Office of Disability Services and Programs - (213) 740-0776
dsp.usc.edu
Support and accommodations for students with disabilities. Services include assistance in providing readers/notetakers/interpreters, special accommodations for test taking needs, assistance with architectural barriers, assistive technology, and support for individual needs.

USC Support and Advocacy - (213) 821-4710
studentaffairs.usc.edu/ssa
Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.
Diversity at USC - (213) 740-2101
diversity.usc.edu
Information on events, programs and training, the Provost's Diversity and Inclusion Council, Diversity Liaisons for each academic school, chronology, participation, and various resources for students.

USC Emergency - UPC: (213) 740-4321, HSC: (323) 442-1000 – 24/7 on call
dps.usc.edu, emergency.usc.edu
Emergency assistance and avenue to report a crime. Latest updates regarding safety, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible.

USC Department of Public Safety - UPC: (213) 740-6000, HSC: (323) 442-120 – 24/7 on call
dps.usc.edu
Non-emergency assistance or information.