USC Iovine and Young Academy
Arts, Technology and the Business of Innovation

ACAD360: Design Strategy
Units: 4.0
Fall 2022–MW–5:00-6:50 PT
Location: IYH 213

Instructor: Yihyun Lim
Office Hours: By appointment via Zoom
Contact Info: yihyun@usc.edu
Timeline for reply: within 48 hours.

IT Help:
https://uscedu.sharepoint.com/sites/IYAStudent/SitePages/IT-Resources.aspx
Hours of Service: 9 a.m. – 6 p.m.
Contact Info: iyahelp@usc.edu

USC Technology Support Links
Zoom information for students
Blackboard help for students
Software available to USC Campus

Catalog Description
This course takes a professional, collaborative and multidisciplinary consulting approach to diagnosing problems and applying design-based solutions on behalf of organizations.

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This course takes a professional, collaborative and multidisciplinary consulting approach to diagnosing problems and applying design-based solutions on behalf of organizations. The course draws on student knowledge and skills garnered from previous Academy coursework in design, technology and business, and references additional perspectives from psychology, anthropology, sociology, public policy, complexity science, and other areas. For this experience, Academy methods and frameworks are synthesized toward preparing students to analyze multiple facets of an organization (for-profit and not-for-profit), and designing solutions for maximum positive impact.

Learning Objectives
Students will demonstrate, through a series of assignments and projects, requisite knowledge to:
- Lead, consult, or collaborate in high-performance teams and organizations
- Use qualitative methods in branding, marketing, IA, service design, etc..
- Bring multiple diagnostic and creative problem-solving tools to bear in ambiguous situations
- Develop future scenarios and supporting strategic plans
- Articulate insights, conclusions and recommendations with compelling rational and emotional arguments.
- Gain an introductory understanding of the business of design strategy and consulting, including proposals, agreements and operational models

In addition, you will exercise the following skills:
- Critical thinking: Develop the awareness to identify problems and opportunities, create hypotheses, gather data through primary and secondary research sources, and draw conclusions in environments of high uncertainty
- Collaboration: Share ideas and form group work products in impromptu and organized team environments without formal structure
- Effective Communication: Create and deliver concise, compelling oral, written and visual presentations; convey the essence of the critical thinking process and defend conclusions rationally
- Strategic Foresight: Leverage metrics and models to understand markets, choose among potential outcomes and make better decisions.

Prerequisite(s): ACAD 181 and 182 or permission from instructor. Please notify Bria Bourgeois (briabour@usc.edu) if you are interested in enrolling in the course.

Required Readings
1. Exponential Listening, verynice: https://gumroad.com/l/listeningtoolkit
2. Responsible Brand, verynice and Riggs Partners: https://www.responsiblebrand.com/
3. Give All toolkit series, verynice. http://giveall.io
4. Time Machine, verynice. https://gumroad.com/l/timemachinetoolkit

Description and Assessment of Assignments
The following is a breakdown of the assignment expectations. Unless otherwise noted, all submissions will be in the PDF format.
1. **Design Strategy Sprint (x 6):** Throughout the first half of the semester, students will engage in a series of six (6) "Design Strategy Sprints". Each Sprint will take two class sessions. In the first session, students will be introduced to a unique prompt to solve using a method that they will be guided through. In the second class session, students will have group work time to finalize their response to the challenge as a team, and submit a one-page deliverable that recaps their process and solution.
2. **Design Strategy Quiz:** The quiz will test for comprehension of all of the major topics discussed and explored in class, including the six design strategy sprints.
3. **Readings & Discussions**: Short readings will be distributed during class. You're expected to read through these articles, papers, book chapters and extract key takeaways (half-page write up) and participate in class discussions.
4. **Projected vs. Perceived Analysis:** The first deliverable for the major project of the course. Students will conduct desk research, along with user interviews with 10 people in order to understand the perception of their client.
5. **S-Curve Analysis:** Students will collect signals of change, emerging issues, and trends via desk research, and organize/map these findings using an S-Curve.
6. **Final Project Presentation:** The Final Project Presentation will include an overview of the Projected vs. Perceived Analysis and S-Curve Analysis assignments, as well as a series of future scenarios, a strategic plan, and accompanying strategic recommendations.
7. **Final Project Deliverable (Digital Submission)**: The course will culminate in a Final Project Deliverable that will be submitted digitally during the designated final slot of the course. The deliverable will serve as a chance to not only create a "leave behind" version of the Final Project Presentation, but also to further develop and edit the project based on feedback from the presentation.

Grading Breakdown
1. **Design Strategy Sprint** (total of six throughout the semester) is worth a total of 50 points. This deliverable includes a one-page report that provides a clear problem statement, synthesis of the process utilized to get to

the solution, and an overview of the solution/answer to the challenge. The following is the breakdown of assessment for each Design Strategy Sprint:

- Problem statement clarity, specificity, usefulness, and inclusion of all required elements (stakeholder, obstacle, step, task, feeling). **10 points**
- Clear synthesis and process overview. **20 points**
- Creativity of the solution (determined by the professor based on the uniqueness of the idea in the market and in comparison to the other solutions proposed by the class). **20 points**

2. **The Projected vs. Perceived Analysis** is worth 75 points. Assessment Details TBA.

3. **Readings & Discussions** is worth 50 points.

4. **The S-Curve Analysis** is worth 75 points. Assessment Details TBA.

5. **The Final Project Presentation** is worth 100 points:
   - **Presentation Style (10 points):** Are you presenting this in a fun and engaging way? Do you come across as well rehearsed and professional?
   - **Research (20 points):** Strength of the overview of your projected/perceived analysis as well as the competitive and market analysis.
   - **Innovation (30 points):** The level of creativity and novel thinking in the idea presented (business model and future scenarios).
   - **Visual Supplement (30 points)**: The ability for your presentation to make this tangible for us.
   - **Next steps (10 points):** The sophistication of your next steps.

6. **The Final Project Deliverable** is worth 150 points:
   - **Readability and Experience (10 points)**: Are you presenting this deck in a comprehensive and easy to follow way? Does the deck come across as professional?
   - **Research (30 points):** Strength of the overview of your projected/perceived analysis as well as the competitive and market analysis.
   - **Innovation (50 points):** The level of creativity and novel thinking in the idea presented (business model and future scenarios).
   - **Visual Supplement (50 points):** The ability for your presentation to make this tangible for us.
   - **Next steps (10 points):** The sophistication of your next steps.

7. The **Participation** grade is worth 50 points. By default, everyone starts with 25 points for participation. Students who consistently engage in the class will receive full points for participation. The status of your participation grade will be shared in Week 7. Consistently attending online without notice or valid excuse/permission, consistently showing up late to class, or consistently failing to participate in class will result in a participation grade of "0" at the end of the semester.

Assignment	Points	% of Grade
Design Strategy Sprint 01: Brand Strategy	50	5%
Design Strategy Sprint 02: Marketing Strategy	50	5%
Design Strategy Sprint 03: Information Architecture	50	5%
Design Strategy Sprint 04: Service Design	50	5%
Design Strategy Sprint 05: Strategic Foresight	50	5%
Design Strategy Sprint 06: Strategic Planning	50	5%
Design Strategy Quiz	200	20%
Readings & Discussions	50	5%
Projected vs. Perceived Analysis	75	7.5%

S-Curve Analysis	75	7.5%
Final Project Presentation	100	10%
Final Project Deliverable (Digital Submission)	150	15%
Participation	50	5%
Total	**1,000**	**100%**

Grading Scale
Course final grades will be determined using the following scale
A   94-100
A-   90-93
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 yihyun@usc.edu (unless otherwise specified) by COB ("close of business", 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. Grades will be provided via blackboard. Students are encouraged and expected to keep track of their status in the class through documenting these grades. If at any point, a student is uncertain about their status in the class, students may email yihyun@usc.edu.

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

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 may 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. Additionally, students who need accommodations for religious observations should provide advanced notice to instructors and student athletes should provide Travel Request Letters. All accommodations remain at the discretion of the instructor, and appropriate documentation may be required.

Spring 2023 addendum:
- Unless students provide an accommodation letter from USC's Office of Student Accessibility Services (OSAS) 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.

USC Technology Rental Program
The university realizes that attending classes online and completing coursework remotely requires access to technology that not all students possess. If you need resources to successfully participate in your classes, such as a laptop or internet hotspot, you may be eligible for the university's equipment rental program. To apply, please submit an USC Technology Rental Program Application .

HOW TO PURCHASE SOFTWARE AT THE DISCOUNTED ACADEMY RATE

For classes that require them, the following software are available for purchase **online** through the USC Iovine and Young software catalog at the Academy discounted rate:

Software	IYA Short-Term License at USC Bookstore
Adobe Creative Cloud	$70 2022–2023 annual license
Apple Logic Pro	$35 semester licenses

Solidworks	$35 semester license
Apple Final Cut Pro	$35 semester license

To purchase:
- Visit: https://commerce.cashnet.com/IOVINE
- Select the software license(s) you would like to purchase by clicking "View Details" or the software title, and make your purchase
- You will receive an order confirmation receipt at the email address you provided
- You will be notified by email when the software license has been activated

If you have any questions about this process, please do not hesitate to contact Academy IT Support at iyahelp@usc.edu.

Iovine and Young Hall Cleanout
The Academy is unable to store student projects and materials beyond the end of the semester. Students must remove all projects and personal materials from the Creators Studio, lockers/locker room, and other classrooms by the end of each semester. **All projects and materials left in Iovine and Young Hall will be discarded two days after final exams end. No exceptions.**

Classroom norms
Students are encouraged to actively engage during class zoom sessions both verbally and via chat. Students are also encouraged to post questions and thoughts via the IYA course Slack channel.

Zoom etiquette
When class is held in hybrid or Zoom-only mode including presentation sessions, all students should keep their camera on to show respect to your peers and to all participating guests. If you are unable to keep your camera on during the synchronous Zoom session, please contact the instructor prior to discuss expectations and accommodations needed. Instructors will enable screenshare to allow students to share screens in the main zoom session and in breakout rooms.

Synchronous session recording notice
Synchronous sessions will be recorded and provided to all students asynchronously (generally through recorded Zoom sessions, integrated into Blackboard).

Sharing of course materials outside of the learning environment
USC has a policy that prohibits sharing of any synchronous and asynchronous course content outside of the learning environment.

> SCampus Section 11.12(B)
> Distribution or use of notes or recordings based on university classes or lectures without the express permission of the instructor for purposes other than individual or group study is a violation of the USC Student Conduct Code. This includes, but is not limited to, providing materials for distribution by services publishing class notes. This restriction on unauthorized use also applies to all information, which had been distributed to students or in any way had been displayed for use in relationship to the class, whether obtained in class, via email, on the Internet or via any other media. (See Section C.1 Class Notes Policy).

Course Schedule: A Weekly Breakdown

*Please cross-reference with the Assignments section of the syllabus for greater details on deliverables.

Blue text = Assignment due
Green highlight = Zoom day

Week	Session 01 (Monday)	Session 02 (Wednesday)
1	1/9: Course Overview, Welcome, and Introduction to Design Strategy; How to write - a problem statement workshop.	1/11: Reading discussion; Case studies of design strategy and strategic design; Business of design strategy.
2	**1/16: No Class – MLK Day**	1/18: Exponential Listening: How to Listen; Best Practices in Creative Facilitation
3	1/23: Design Strategy Sprint 01: Brand Strategy	1/25: Sprint Continues/Work-in-Class; Design Strategy Sprint 01 Deliverables
4	1/30: Design Strategy Sprint 02: Marketing Strategy	2/1: Sprint Continues/Work-in-Class; Design Strategy Sprint 02 Deliverables
5	2/6: Design Strategy Sprint 03: Information Architecture	2/8: Sprint Continues/Work-in-Class; Design Strategy Sprint 03 Deliverables
6	2/13: Design Strategy Sprint 04: Service Design	2/15: Sprint Continues/Work-in-Class; Design Strategy Sprint 04 Deliverables
7	**2/20: No Class – Presidents Day**	2/22: AMA with industry professionals/design strategists working in the field
8	2/27: Design Strategy Sprint 05: Strategic Foresight	3/1: Sprint Continues/Work-in-Class; Design Strategy Sprint 05 Deliverables 1:1 group crits.
9	3/6: Design Strategy Sprint 06: Strategic Planning	3/8: Sprint Continues/Work-in-Class; Design Strategy Sprint 06 Deliverables; Quiz
SPRING BREAK: no classes		
10	3/20: Final Assignment Kick-Off; Projected & Perceived Analysis; S-Curve Analysis	3/22: Studio time

Week	Session 01 (Monday)	Session 02 (Wednesday)
11	3/27: Studio Time; 1:1 Meetings.	3/29: Studio time
12	4/3: Studio time; S-Curve Analysis Due; Projected & Perceived Analysis Due	4/5: Class Check-In and Report-Outs
13	4/10: TBD Lecture/Workshop Topics	4/12: TBD Lecture/Workshop Topics
14	4/17: Studio Time; 1:1 Meetings.	4/19: Studio Time; 1:1 Meetings.
15	4/24: Studio Time; 1:1 Meetings.	4/26: Final Presentations
Study Days		
Final Exam Slot (Date TBD): **Full Documentation Report / Self-Peer evaluations Due EOD**		

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 Research and Scholarship Misconduct.

Students and Disability Accommodations:

USC welcomes students with disabilities into all of the University's educational programs. The Office of Student Accessibility Services (OSAS) is responsible for the determination of appropriate accommodations for students who encounter disability-related barriers. Once a student has completed the OSAS process (registration, initial appointment, and submitted documentation) and accommodations are determined to be reasonable and appropriate, a Letter of Accommodation (LOA) will be available to generate for each course. The LOA must be given to each course instructor by the student and followed up with a discussion. This should be done as early in the semester as possible as accommodations are not retroactive. More information can be found at osas.usc.edu. You may contact OSAS at (213) 740-0776 or via email at osasfrontdesk@usc.edu.

Support Systems:

Counseling and Mental Health *- (213) 740-9355 – 24/7 on call*
studenthealth.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), press "0" after hours – 24/7 on call*
Studenthealth.usc.edu/sexual-assault
Free and confidential therapy services, workshops, and training for situations related to gender-based harm.

Office for Equity, Equal Opportunity, and Title IX (EEO-TIX) *- (213) 740-5086*
eeotix.usc.edu
Information about how to get help or help someone affected by harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants.

Reporting Incidents of Bias or Harassment *- (213) 740-5086 or (213) 821-8298*
usc-advocate.symplicity.com/care_report
Avenue to report incidents of bias, hate crimes, and microaggressions to the Office for Equity, Equal Opportunity, and Title for appropriate investigation, supportive measures, and response.

The Office of Student Accessibility Services (OSAS) *- (213) 740-0776*

osas.usc.edu

OSAS ensures equal access for students with disabilities through providing academic accommodations and auxiliary aids in accordance with federal laws and university policy.

USC Campus Support and Intervention *- (213) 821-4710*
campussupport.usc.edu

Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.

Diversity, Equity and Inclusion *- (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.

Office of the Ombuds *- (213) 821-9556 (UPC) / (323-442-0382 (HSC)*
ombuds.usc.edu

A safe and confidential place to share your USC-related issues with a University Ombuds who will work with you to explore options or paths to manage your concern.

Occupational Therapy Faculty Practice *- (323) 442-33*40 or otfp@med.usc.edu
chan.usc.edu/otfp

Confidential Lifestyle Redesign services for USC students to support health promoting habits and routines that enhance quality of life and academic performance.