

**DSO-599: SMART CITY TACTICS, TECHNOLOGIES, AND OPERATIONS**  
**Fall 2023**

**3 Units - Meets every Wednesday from 6:30PM to 9:30PM**

**Instructor:** *Ted Ross*  
**Office:** *Bridge Hall, Suite 303E (BRI 303E)*  
**Office Hours:** *One hour per week or by appointment. Wednesdays, 5:15-6:15PM*  
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**COURSE DESCRIPTION**

This is a class about the tactical planning, implementation, and digital transformation of the communities where we live, work, and play (aka the Smart City). This class will dissect the various components of Smart City technologies (infrastructure, data, digital services, etc.), review a series of Smart City technology use cases in areas such as public safety, transportation, and sustainability, discuss strategies for digital transformation in large ecosystems, and detail the organizational change methods necessary to navigate complex political and organizational challenges. As smart city technology spending is more than \$189 Billion per year globally, this class will also cover practical opportunities for students on how to consult, market, or sell to smart cities (International Data Corporation - 2023 Worldwide Smart Cities Spending Guide). This interdisciplinary class is a real-world intersection of technology, data, digital strategy, and the world in which we live, making it applicable to many student industries and areas of interest.

**COURSE OBJECTIVES**

Upon successful completion of this course, students will be able to:

- 1) Define what a Smart City is, including its various technology components and the interactions of those technologies with urban stakeholders (residents, businesses, tourists, government).
- 2) Apply modern digital transformation techniques to large, complex ecosystems and organizations.
- 3) Describe various national and international use cases of smart city technologies for modern urban challenges, including public safety, transportation, sustainability, public works, and digital inclusion/equity
- 4) Work as a team to identify, analyze, and solve an existing urban problem using current and emerging Smart City technologies
- 5) Develop and demonstrate personal skills in consulting, marketing, selling to, implementing, or building technologies in the large, global smart city industry

**COURSE MATERIALS**

Required Text/Readings:

1. “Smart Cities: Foundations, Principles, and Applications,” First Edition, by Houbing Song, Ravi Srinivasan, Tamim Sookoor, Sabina Jeschke, Wiley Publishing, ISBN 9781119226390 (*digital version available at no cost to you through Blackboard Week 1 announcement or this link: <https://onlinelibrary-wiley-com.libproxy2.usc.edu/doi/pdf/10.1002/9781119226444>*)

Blackboard Files:

- This course utilizes additional articles, videos, and publications to enhance your learning. These resources are listed in the Course Outline below and will also be posted on Blackboard.

<b>GRADING</b>
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Grading is based on adding up the number of points obtained in each of the following assignments, weighted according to the percentage proportion given in the third column below (% of Overall Grade). A final letter grade will be assigned to you based on both your total number of points and how it compares to other students in the course. Per USC Marshall School policy, the target average GPA for this course is 3.5.

Grading Summary

<u>Assignments</u>	<u>Points</u>	<u>% of Overall Grade</u>
<i>Class Contribution/Professionalism</i>	<i>100</i>	<i>10%</i>
<i>Homework</i>	<i>150</i>	<i>15%</i>
<i>Team Project</i>	<i>210</i>	<i>21%</i>
<i>Mid-Term Exam</i>	<i>240</i>	<i>24%</i>
<i>Final Exam</i>	<i>300</i>	<i>30%</i>
<b>TOTAL</b>	<b>1000</b>	<b>100%</b>

CLASS CONTRIBUTION & PROFESSIONALISM

Class contributions are extremely important as it greatly improves the learning experience for you and your classmates. Professionally voicing your individual perspective and understanding in class will help you both practice the terminology used in the course and reinforce learning of its topics. In addition, your input can greatly help other students (and the professor) view the content in new and meaningful ways. For this reason, class participation counts 10% of your course grade. It requires that you do the assigned readings before class, participate actively in class with questions and comments, communicate in a respectful and professional manner, and participate in any interactive class activities, such as surveys or polls.

In-class participation grading is based on your demonstrated willingness to participate, the quality of the comments expressed (rather than quantity), and professional behavior demonstrated during the course. While some students are more comfortable than others with class participation, *all* students should make an effort to contribute meaningfully. Students will be “cold called” on from time to time to ensure inclusive student contributions.

For each in-class session ten (10) points will be awarded to a student for relevant, meaningful, and professional participation, five (5) points for modest contributions and professionalism in the class, and zero (0) points for no participation, absence, or highly unprofessional course behavior (up to 100 points maximum for the semester).

## Class Participation—Behavioral Anchor Rating Scale:

### Meaningful Contributions and Professionalism in Class

- Initiates information relative to topics discussed
- Accurately exhibits knowledge of assignment content
- Clarifies points that others may not understand
- Shares personal experiences or opinions related to topic
- Offers relevant / succinct input to class
- Actively participates in class exercises
- Demonstrates ability to apply, analyze, evaluate & synthesize course material.
- Demonstrates willingness to attempt to answer unpopular questions
- Builds on other students' contributions
- Exemplifies professional behavior typical for a business or graduate course environment, such as arriving on time, not using smartphone or laptop for non-course related content in class, dressing appropriately, respectful communication with the professor and other students, a positive attitude, etc.

### Modest Contributions and Professionalism in Class

- Participates in group discussions when asked
- Demonstrates knowledge of course material
- Offers clear, concise, “good” information on class assignments
- Offers input, but tends to reiterate the intuitive
- Attends class regularly
- Mostly professional behavior typical for a business or graduate course environment

### Unacceptable Contributions and Professionalism in Class

- Fails to participate even when directly asked
- Gives no input to discussions
- Does not demonstrate knowledge of the readings
- Shows up to class: does nothing
- Distracts group / class
- Irrelevant discussion
- Unprofessional behavior not conducive for a business or graduate course environment

## HOMEWORK

Three homework assignments count for a total of 15% of your course grade. A typical assignment will consist of a single essay question related to the readings and lectures for the week. Student responses that are thoughtful, thorough, and include multiple, insightful references to the week's reading and lectures will be given full points (50 points per homework assignment). Incomplete answers will receive partial credit. Unanswered questions will receive zero (0) points.

You will submit the three homework assignments through Blackboard within two weeks of their being assigned by 6:30PM on Wednesday (see Course Outline below). In other words, your homework assignment is due in Blackboard two weeks after being assigned and before the start of the class session so we can discuss the homework question and answers as a group at the beginning of the class.

## SMART CITY SOLUTION TEAM PROJECT

In Week 8 (after mid-term), I will form teams of five to eight students each (dependent on class size). These teams will draft, submit, and present a group PowerPoint presentation project to the class in weeks 15 and 16 (aka Smart City Solution Team Project).

Your team will serve as consultants for the City of Los Angeles (the nation's second largest city), analyzing a significant urban issue and providing recommendations for a Smart City technology solution. A list of urban issues will be provided to your team. Your team's job is to:

1. Select an urban issue from the provided list,
2. Research the issue using available online resources,
3. Detail a Smart City technology solution that would substantially benefit stakeholders impacted by the issue
4. Submit the completed presentation online on Blackboard in week 1. PowerPoint presentation template will be provided and includes:
  - a. Executive Overview
  - b. Definition of Problem/Issue
  - c. List of Impacted Stakeholders
  - d. Proposed Smart City Technology Solution
    - i. Detail how the solution would work
    - ii. Describe the technologies used to make up the solution (should reference technologies discussed in this class)
    - iii. Summarize how the chosen technologies relate to each other to make a unified solution
  - e. Brief Benefit Analysis to Impacted Stakeholders
  - f. Expected Agents of Action
  - g. Brief Stakeholder Engagement Plan
  - h. Methods to Fund or Sustain the Proposed Smart City Solution, etc.
5. Present findings to class via concise 20-minute presentation and answer other student's questions in weeks 15 or 16 (Finals Week)

Include what you believe are the most important factors of the issue and how the Smart City technology solution will improve the lives of your stakeholders. Specify wherever possible. General solutions will get little credit. Provide both quantitative (when applicable) and qualitative analysis where possible. Practicality of solution, creativity in approach, ability to "sell" the proposal during the class presentation, and clear application of what is taught in this course will be given higher credit.

Minimal time will be provided in class to form teams, discuss approved topics, and take a progress checkpoint (week 12). Researching and drafting the assignment is expected to be completed outside of class hours.

With the submission of your group assignment, you will be asked to rank your teammates using the Peer Evaluation Form as far as their relative contribution to the assignment with the intention that this will encourage all team members to do their best to contribute to the team assignment. Your presentation and peer reviews must be submitted on Blackboard by the due date.

## EXAMS

There will be one midterm exam worth 24% of your course grade and one final exam worth 30% of your course grade. Both exams will include multiple choice and essay questions to be taken online on Blackboard using your own computer, and include questions based on the assigned readings or lecture. The midterm exam will be online between September 28<sup>th</sup> and October 4<sup>th</sup> (your choice) and the final exam will be online between November 30<sup>th</sup> and December 6<sup>th</sup> (your choice). Both midterm and final review will be provided the class before to highlight areas of study and preparation.

## EXAM RESCHEDULING

If you have a medical or family emergency, I can work with you to create a makeup exam to be completed at another date. For all other reasons, including travel for non-emergencies, oversleeping, or forgetfulness about the exam date, you will not be allowed to reschedule and will receive a zero for the exam.

## ASSIGNMENT SUBMISSION

All homework and group presentation assignments must be submitted via Blackboard before the time it is due. If your computer, Internet access, or Blackboard have issues, then you can email the assignment to me as soon as you regain web access, along with a screenshot verifying the latest date of modification of the attached file. Unless you can document that you completed the assignment before the deadline or have a documented medical or family emergency, no late submissions will be considered for grading. This policy is strict, and the Blackboard system will not accept submissions after the given timestamp.

## THE IMPORTANCE OF COURSE EVALUATIONS

Like a Smart City, this course is continuously being improved! Feedback from students through the midpoint and final course evaluations is invaluable.

## EMERGENCY PREPAREDNESS

In case of a declared emergency if travel to campus is not feasible, the USC Emergency Information web site (<https://emergency.usc.edu/>) will provide safety and other information, including electronic means by which instructors will conduct class using a combination of USC's Blackboard learning management system (blackboard.usc.edu), teleconferencing, and other technologies.

## USE OF RECORDINGS

Pursuant to the USC Student Handbook ([www.usc.edu/scampus](http://www.usc.edu/scampus), Part B, 11.12), students may not record a university class without the express permission of the instructor and announcement to the class. In addition, students may not distribute or use notes or recordings based on University classes or lectures without the express permission of the instructor for purposes other than personal or class-related group study by students registered for the class. This restriction on unauthorized use applies to all information that is distributed or displayed for use in relationship to the class.

<b>COURSE OUTLINE AND ASSIGNMENTS</b>
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	<b>Topics/Daily Activities</b>	<b>Readings and Videos</b> <i>(must complete before class)</i>	<b>Deliverables with Due Dates</b>
<i>Week 1</i> August 23	<p><b>What is a Smart City? &amp; Course Expectations</b></p> <ul style="list-style-type: none"> <li>● Course Expectations</li> <li>● The Smart City Vision &amp; Opportunity</li> <li>● How Technology Makes Us “Smarter”</li> <li>● The Smart City Defined</li> <li>● Components of Smart City</li> <li>● Smart City Stakeholders</li> <li>● Cyber-Physical Systems &amp; Cyber-Human Planning</li> </ul>	<p><i>Smart Cities: Foundations, Principles, and Applications</i> (Chapter 1) ~18 pages</p> <p>Read City of Los Angeles’ “SmartLA 2028 Smart City Strategy” (<a href="https://ita.lacity.org/sites/g/files/wph1626/files/2021-05/SmartLA2028%20-%20Smart%20City%20Strategy.pdf">https://ita.lacity.org/sites/g/files/wph1626/files/2021-05/SmartLA2028%20-%20Smart%20City%20Strategy.pdf</a>) ~48 pages</p> <p>Watch City of Los Angeles’ “SmartLA 2028 Introduction” Video (5 minutes, 18 seconds) (<a href="https://www.youtube.com/watch?v=23NaWMzkkSU">https://www.youtube.com/watch?v=23NaWMzkkSU</a>)</p>	
<i>Week 2</i> August 30	<p><b>Smart Infrastructure</b></p> <ul style="list-style-type: none"> <li>● Smart City Infrastructure Defined</li> <li>● Strategic Infrastructure Opportunities</li> <li>● Strategic Infrastructure Challenges</li> <li>● Infrastructure Use Cases (Mobility, Smart Grid)</li> </ul>	<p><i>Smart Cities: Foundations, Principles, and Applications</i> (Chapter 7 and 15) ~46 pages</p> <p>Watch Volvo’s “Smart Cities - Infrastructure &amp; Transportation of the Future” Video (2 minutes, 34 seconds) (<a href="https://www.youtube.com/watch?v=d1DndVz9dAs">https://www.youtube.com/watch?v=d1DndVz9dAs</a>)</p> <p>Watch U.S. Dept of Energy “Smart Grid Video” (5 minutes, 18 seconds) (<a href="https://www.youtube.com/watch?v=JwRTpWZReJk">https://www.youtube.com/watch?v=JwRTpWZReJk</a>)</p>	Homework #1 (9/13, 6:30PM)

<p><i>Week 3</i> September 06</p>	<p><b>Smart Data Tools &amp; Practices</b></p> <ul style="list-style-type: none"> <li>● Smart Data Tools &amp; Practices Defined</li> <li>● Strategic Data Opportunities</li> <li>● Strategic Data Challenges</li> <li>● Data Use Cases (Public Safety, Open Data)</li> </ul>	<p><i>Smart Cities: Foundations, Principles, and Applications</i> (Chapter 2) ~29 pages</p> <p>Watch City of Los Angeles’ “ShakeAlertLA Earthquake Early Warning App” Video (2 minutes, 9 seconds) (<a href="https://www.youtube.com/watch?v=3G4H3t3QQDo&amp;t=87s">https://www.youtube.com/watch?v=3G4H3t3QQDo&amp;t=87s</a>)</p> <p>Watch City of New York “Open Data” Video (50 seconds) (<a href="https://www.youtube.com/watch?v=14undH4y0Ws">https://www.youtube.com/watch?v=14undH4y0Ws</a>)</p>	<p>-REMINDER- Homework #1 due on 9/13, 6:30PM</p>
<p><i>Week 4</i> September 13</p>	<p><b>Smart Digital Services &amp; Apps</b></p> <ul style="list-style-type: none"> <li>● Smart Digital Services Defined</li> <li>● Strategic Digital Services Opportunities</li> <li>● Strategic Digital Services Challenges</li> <li>● COVID-19 Pandemic as a Catalyst</li> <li>● Digital Services Use Cases (Citizen Service Requests, Parking Availability)</li> </ul>	<p><i>Smart Cities: Foundations, Principles, and Applications</i> (Chapter 11) ~22 pages</p> <p>Watch City of Los Angeles’ “MyLA 311 Mobile App” Video (4 minutes) (<a href="https://www.youtube.com/watch?v=95eLlRCarU">https://www.youtube.com/watch?v=95eLlRCarU</a>)</p> <p>Watch MobiDev’s “Smart Parking” Video (2 minutes, 12 seconds) (<a href="https://www.youtube.com/watch?v=-9s9QkpRzWs">https://www.youtube.com/watch?v=-9s9QkpRzWs</a>)</p>	
<p><i>Week 5</i> September 20</p>	<p><b>Smart City Governance</b></p> <ul style="list-style-type: none"> <li>● Smart City Governance Defined</li> <li>● Strategic Governance Opportunities</li> <li>● Strategic Governance Challenges</li> <li>● Smart City Governance Use Cases (City of Amsterdam, City of Los Angeles, Republic of Korea)</li> </ul>	<p><i>Smart Cities: Foundations, Principles, and Applications</i> (Chapter 12) ~27 pages</p> <p>Watch CIGI’s “How to Build a Democratic Smart City” Video (7 minutes, 36 seconds) (<a href="https://www.youtube.com/watch?v=4z0fVAsHFro">https://www.youtube.com/watch?v=4z0fVAsHFro</a>)</p>	<p>Homework #2 (10/04, 6:30PM)</p>

<p><i>Week 6</i> September 27</p>	<p><b>Digital Inclusion &amp; Connectivity and Midterm Review</b></p> <ul style="list-style-type: none"> <li>● Digital Inclusion Defined</li> <li>● Strategic Digital Inclusion Opportunities</li> <li>● Strategic Digital Inclusion Challenges</li> <li>● Digital Inclusion Use Cases (United Kingdom, City of Louisville)</li> <li>● Midterm Review</li> </ul>	<p>Read UK’s “Government Digital Inclusion Strategy” (<a href="https://www.gov.uk/government/publications/government-digital-inclusion-strategy/government-digital-inclusion-strategy">https://www.gov.uk/government/publications/government-digital-inclusion-strategy/government-digital-inclusion-strategy</a>) ~35 pages</p> <p>Read City of Louisville’s “Digital Inclusion Plan” (<a href="https://digitalinclusion.louisvilleky.gov/sites/default/files/Louisville%20Metro%20Digital%20Inclusion%20Plan%20May%202017.pdf">https://digitalinclusion.louisvilleky.gov/sites/default/files/Louisville Metro Digital%20Inclusion Plan May%202017.pdf</a>) ~9 pages</p> <p>Study for Midterm</p>	<p>-REMINDER- Homework #2 due on 10/04, 6:30PM</p>
<p><i>Week 7</i> October 4</p>	<p><b>MIDTERM</b></p>		<p>Online on Blackboard. Must be taken between 9/28 &amp; 10/4 at 9:30PM</p>
<p><i>Week 8</i> October 11</p>	<p><b>Securing the Smart City &amp; Smart City Solution Team Project (Team Formation)</b></p> <ul style="list-style-type: none"> <li>● Cyber Threats</li> <li>● Cyber Security Challenges</li> <li>● Cyber Security Lifecycle of Smart Cities</li> <li>● Group Presentation (Team Formation &amp; Assignment Review)</li> </ul>	<p><i>Smart Cities: Foundations, Principles, and Applications</i> (Chapter 14 and 19) ~45 pages</p> <p>Ernst &amp; Young “Security by Design” Video (1 minute, 27 seconds) (<a href="https://www.youtube.com/watch?v=62DbhSg1tvc">https://www.youtube.com/watch?v=62DbhSg1tvc</a>)</p> <p>Watch Forrester’s “Keeping Smart Cities Safe from Hackers” Video (9 minutes, 25 seconds) (<a href="https://www.youtube.com/watch?v=ktZ8HUKFj1M&amp;t=51s">https://www.youtube.com/watch?v=ktZ8HUKFj1M&amp;t=51s</a>)</p> <p>Work on Group Presentation Topic Proposal (due 10/18) ~2 hours of work</p>	<p>Group Presentation Topic Proposal Due (10/18, 6:30PM)</p>

<p><i>Week 9</i> October 18</p>	<p><b>Innovating the Smart City - Part 1 (Emerging Technologies) &amp; Smart City Solution Team Project (Topic Approval)</b></p> <ul style="list-style-type: none"> <li>● Evolution of Smart City Through Emerging Tech</li> <li>● Emerging Technologies Review</li> <li>● Importance of Integration (Smart City 2.0)</li> <li>● Emerging Technology Use Cases (Smart Health Monitoring)</li> <li>● Group Presentation (Topic Approval &amp; Discussion)</li> </ul>	<p><i>Smart Cities: Foundations, Principles, and Applications</i> (Chapter 27) ~16 pages</p> <p>Read Tomorrow City’s “Technology for Smart Cities: The Pillars of Urban Planning of the Future” ~11 pages (<a href="https://tomorrow.city/a/technology-for-smart-cities-the-pillars-of-urban-planning-of-the-future">https://tomorrow.city/a/technology-for-smart-cities-the-pillars-of-urban-planning-of-the-future</a>)</p> <p>Work on Group Presentation PowerPoint (due 11/28) ~2 hours</p>	
<p><i>Week 10</i> October 25</p>	<p><b>Innovating the Smart City - Part 2 (Digital Transformation)</b></p> <ul style="list-style-type: none"> <li>● Evolution of Smart City Through Digital Initiatives</li> <li>● Key Digital Transformation Practices</li> <li>● Engaging &amp; Navigating Stakeholders</li> <li>● Smart City Measurements and Key Performance Indicators (KPIs)</li> </ul>	<p><i>Smart Cities: Foundations, Principles, and Applications</i> (Chapter 5) ~24 pages</p> <p>Read Deloitte’s “Seven Pivots for Government’s Digital Transformation” ~13 pages (<a href="https://www2.deloitte.com/us/en/insights/industry/public-sector/government-digital-transformation-strategy.html">https://www2.deloitte.com/us/en/insights/industry/public-sector/government-digital-transformation-strategy.html</a>)</p> <p>Work on Group Presentation PowerPoint (due 11/28) ~2 hours</p>	

<p><i>Week 11</i> November 01</p>	<p><b>Sustaining &amp; Funding Smart Cities</b></p> <ul style="list-style-type: none"> <li>● Sustainability as an Opportunity</li> <li>● Sustainability as a Climate Imperative</li> <li>● Sustainability Use Cases</li> <li>● Funding Models for Smart City Investments</li> </ul>	<p><i>Smart Cities: Foundations, Principles, and Applications</i> (Chapter 18) ~28 pages</p> <p>Read Deloitte’s “The Challenges of Paying for Smart Cities Projects” ~22 pages (<a href="https://www2.deloitte.com/content/dam/Deloitte/global/Documents/Public-Sector/gx-ps-the-challenge-of-paying-for-smart-cities-projects1.pdf">https://www2.deloitte.com/content/dam/Deloitte/global/Documents/Public-Sector/gx-ps-the-challenge-of-paying-for-smart-cities-projects1.pdf</a>)</p> <p>Watch City of Amsterdam’s “How Amsterdam Revolutionizes Energy” Video (11 minutes, 39 seconds) (<a href="https://www.youtube.com/watch?v=pkTBJMGKPK8">https://www.youtube.com/watch?v=pkTBJMGKPK8</a>)</p> <p>Work on Group Presentation PowerPoint (due 11/28) ~2 hours</p>	
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<p>Week 12 November 08</p>	<p><b>Global Smart City Perspectives &amp; Smart City Solution Team Project (Progress Checkpoint)</b></p> <ul style="list-style-type: none"> <li>● Smart Cities &amp; Cultural Context</li> <li>● Culture as a Technology Driver</li> <li>● Culture as a Technology Detractor</li> <li>● Variations in Smart City Focus &amp; Strategies (Dubai, Paris, New York, Amsterdam, Korea)</li> </ul>	<p>Read City of Paris' "Smart &amp; Sustainable Strategy" ~60 pages (<a href="https://cdn.paris.fr/paris/2020/02/26/f7dc822a66de6000cd910a145c7fca39.ai">https://cdn.paris.fr/paris/2020/02/26/f7dc822a66de6000cd910a145c7fca39.ai</a>)</p> <p>Read City of New York's "Building a Smart &amp; Equitable City" ~24 pages (<a href="https://www1.nyc.gov/assets/forward/documents/NYC-Smart-Equitable-City-Final.pdf">https://www1.nyc.gov/assets/forward/documents/NYC-Smart-Equitable-City-Final.pdf</a>)</p> <p>Read Dubai's 2021 Smart City Plan ~24 pages (<a href="https://www.dubaiplan2021.ae/c/document_library/get_file?uuid=14167c30-550d-546c-5b72-587a3d1e5c7a&amp;groupId=1028358">https://www.dubaiplan2021.ae/c/document_library/get_file?uuid=14167c30-550d-546c-5b72-587a3d1e5c7a&amp;groupId=1028358</a>)</p> <p>Read City of Amsterdam's "Amsterdam Smart City: A World Leader in Smart City Development" Strategy Summary ~9 pages (<a href="https://hub.beesmart.city/city-portraits/smart-city-portrait-amsterdam">https://hub.beesmart.city/city-portraits/smart-city-portrait-amsterdam</a>)</p> <p>Read Korea's "Korean Smart Cities" Strategy Summary ~13 pages (<a href="https://smartcity.go.kr/wp-content/uploads/2019/08/Smart-city-broschureENGLISH.pdf">https://smartcity.go.kr/wp-content/uploads/2019/08/Smart-city-broschureENGLISH.pdf</a>)</p> <p>Work on Group Presentation PowerPoint (due 11/28) ~1 hour</p>	<p>Homework #3 (11/22, 6:30PM)</p>
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<p><i>Week 13</i> November 15</p>	<p><b>Consulting or Selling to a Smart City</b></p> <ul style="list-style-type: none"> <li>● The Smart City Market</li> <li>● Types of Smart City Customers</li> <li>● Who to Sell to?</li> <li>● What to Sell?</li> <li>● Navigating Government Procurement &amp; Budgeting</li> </ul>	<p>Read TechTarget’s “Develop a Channel Sales Strategy for Smart City Projects” ~4 pages  <a href="https://searchchannel.techtarget.com/feature/Develop-a-channel-sales-strategy-for-smart-city-projects">https://searchchannel.techtarget.com/feature/Develop-a-channel-sales-strategy-for-smart-city-projects</a></p> <p>Read NewCo’s “How to Sell to a Smart City” ~3 pages  <a href="https://shift.newco.co/2016/09/23/how-to-sell-the-smart-city/">https://shift.newco.co/2016/09/23/how-to-sell-the-smart-city/</a></p> <p>Read City of Boston’s “Smart City Playbook” ~4 pages  <a href="https://monum.github.io/playbook/">https://monum.github.io/playbook/</a></p> <p>Finalize Group Presentation PowerPoint (due 11/28) ~2 hours</p> <p>Prepare to Give Group Presentation to Class (presentation date will be assigned to team) ~2 hours</p>	<p><i>-REMINDER-</i> Homework #3 due on 11/22, 6:30PM</p>
<p><i>Week 14</i> November 22 (Thanksgiving Week)</p>	<p>Thanksgiving Break (no class)</p>		<p>Group Presentation PowerPoint Due (11/28, 11:59PM)</p> <p>Peer Evaluation Form Due (11/28, 11:59PM)</p>
<p><i>Week 15</i> November 29</p>	<p>Group Presentations &amp; Final Review Session</p>	<p>Prepare for Final Exam</p>	<p>Take online Final Exam through Blackboard (available 11/30 at 9:00AM through 12/06 at 6:30PM)</p>

<b><i>FINAL WEEK</i></b> <b>December 06</b>	Group Presentations (7:00 - 9:00PM)		Online on Blackboard. Must be taken between 11/30 & 12/6 at 6:30PM.
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<b>OPEN EXPRESSION AND RESPECT FOR ALL</b>
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An important goal of the educational experience at USC Marshall is to be exposed to and discuss diverse, thought-provoking, and sometimes controversial ideas that challenge one's beliefs. In this course we will support the values articulated in the USC Marshall "[Open Expression Statement](#)."

## 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](http://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](http://osas.usc.edu). You may contact OSAS at (213) 740-0776 or via email at [osasfrontdesk@usc.edu](mailto:osasfrontdesk@usc.edu).

### **Use of Artificial Intelligence (AI) in this Course:**

Since creating, analytical, and critical thinking skills are part of the learning outcomes of this course, all assignments should be prepared by the student working individually or in groups. Students may not have another person or entity complete any substantive portion of the assignment. Developing strong competencies in these areas will prepare you for a competitive workplace. Therefore, using AI-generated tools is prohibited in this course, will be identified as plagiarism, and will be reported to the Office of Academic Integrity.

### **Support Systems:**

*Counseling and Mental Health - (213) 740-9355 – 24/7 on call*  
[studenthealth.usc.edu/counseling](http://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](http://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](http://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](http://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](http://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](http://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](http://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](http://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](http://dps.usc.edu), [emergency.usc.edu](http://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](http://dps.usc.edu)

Non-emergency assistance or information.

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

[ombuds.usc.edu](http://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) 442-3340 or [otfp@med.usc.edu](mailto:otfp@med.usc.edu)*

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