The +Impact Studio teaches interdisciplinary student teams (e.g., MBAs, MSWs, MPH, MEng) how to use scholarly intellectual capital, business acumen and design methodologies to begin to address a wicked problem. Wicked problems are issues with societal import, that are difficult to understand, and are embedded within complex systems; for example, how might the financially precarious or the unbanked accomplish necessary financial transactions in society; how might citizens living with failing infrastructure be better served by their municipality. To begin to address such an issue, teams will be seeded with novel, university-generated intellectual capital (e.g., new insights on FinTech or a machine learning algorithm from Marketing research) that may provide a critical piece of the puzzle to making a sustainable, scalable positive impact. There is a trove of such capital within the University that would otherwise remain disconnected from the pressing problems of our generation. Thus, this course serves as a nexus between this intellectual capital, a wicked problem and design. In the Fall term, this course focuses on identifying the right problem to solve. Specifically, teams will take on the challenge of developing a human-centered and systems-centered understanding of the specific opportunity for making a positive impact at scale. Your work this Fall term will determine what problems the students in the Winter term will work on.

**Course Journey**

The Initial Idea: University Intellectual Capital + Wicked Problem
- Define the Right Problem to Solve
- Ideation
- Build The Handoff Portfolio
- Systems Mapping
- Personas
- Affinity Maps
- Field Interviews
- Journey Mapping
- Funding forms
- Mission/Business Model Canvas

The Deep Dive: Research
- The Ecosystem
- Grounding Assumptions
- Map the Ecosystem
- Identify Stakeholders
- Launch Secondary Research
- Analogous Context Mapping
- Ethnographic Field Work
- Extreme Sampling
- Empathy Maps

Synthesis - Sensemaking
- Build The Handoff Portfolio
- Systems Mapping
- Affinity Maps
- Field Interviews
- Journey Mapping
- Unmet Needs Clustering
- Lo-Fi Prototype Building
- Higher-Fi Prototyping
- Experimentation
- Learning & Building
- Experimentation
- Learn-Observations
- Build
- Learn-Interviews
LEARNING OBJECTIVES

The course will provide students an opportunity to learn the foundations of design methodologies generated in anthropology, social psychology, sociology and industrial design. Upon successful completion of this course, students will be able to: apply a systems approach to identifying stakeholders and how they are connected within a network, conduct ethnographic qualitative research, surface implicit emotional and behavioral needs among stakeholders, generate composite personas, set-up and manage analog and digital design studio assets, integrate primary and secondary research to identify a central opportunity statement and conduct bricolage-ideation sessions. These are the same design methodologies increasingly used in many organizations including Amazon, McKinsey, Bank of America-Merrill Lynch and General Motors.

Time Commitment
Applying the Rackham formula of credits to hours (i.e., 4.5 credits = 4.5 classroom hours, 2-3 hours per each credit out of formal class time), the expected time breakdown is as follows: Teams are expected to spend about about 5 hours each week working in the studio facility and be prepared to spend about 5 hours outside the studio for research and other assignments. It is strongly suggested that you schedule studio work times with your teams early on for the rest of the semester.

DELIVERABLES

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Format</th>
<th>Due Date</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning Logs (n=10)</td>
<td>Individual Assignment</td>
<td>Weekly</td>
<td>15%</td>
</tr>
<tr>
<td>Team-led discussion of the readings/videos (n=2/team)</td>
<td>Team Assignment</td>
<td>Assignment of teams to class session noted in the schedule</td>
<td>15%</td>
</tr>
<tr>
<td>Final Presentation</td>
<td>Team Assignment</td>
<td>Nov 18</td>
<td>15%</td>
</tr>
<tr>
<td>Final Portfolio</td>
<td>Team Assignment</td>
<td>Dec 8</td>
<td>30%</td>
</tr>
<tr>
<td>Dossier</td>
<td>Team Assignment</td>
<td>Dec 8</td>
<td>15%</td>
</tr>
<tr>
<td>Participation/Peer Evaluation</td>
<td>Individual Assignment</td>
<td>Dec 10</td>
<td>10%</td>
</tr>
</tbody>
</table>
Additional Information about the +Impact Studio

Mission
The +Impact Studio’s mission is to harness the power of design and business to develop impactful solutions to global challenges and to deploy leaders with a social innovation skill-set. As part of this work, the Studio seeks to translate faculty research insights into applications that address wicked problems.

Big picture of the two-semester design cycle program (Students enroll in either the Fall or the Winter Semester)