USCMarshall
School of Business

DSO 455 Project Management
Fall 2022
Tue Thu 10:00-11:50 AM

Instructor: Professor Kathy Takayama, PMP, CSM, LSS Greenbelt
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Office: BRI 401T
Office Hours: Wed, 10:00-11:30 AM or via appointment

Course Description
This course introduces important behavioral skills and analytical tools for managing complex projects across multiple functions. The behavioral skills focus on organizing, planning, and controlling projects and managing teams, risks and resources to produce a desired outcome. The course also covers analytical tools to do quantitative trade-offs and to make the best possible decision under uncertainty.

We will discuss cases describing successful projects and failures throughout the semester and learn project success factors. In addition to guest speakers, lectures, case discussions, project simulations, a simulation software called Crystal Ball for project risk management, and Microsoft Project are integrated in many modules of the class.
This course begins with organizational issues in project management and focuses on skills and roles of project leaders and structure of project teams. Then the course moves on to more technical areas and covers traditional project scope, time, cost and quality management. It will also cover project resource, risk, and budget management, followed by controlling, monitoring, and terminating projects. The course will be finalized by investigating agile project management, including guest speakers who have transformed their project management method to agile.

Learning Objectives
Upon successful completion of this course, students will be able to:
- Describe the required behavioral skills and analytical tools for successfully managing complex projects across multiple functions

- Explain how the role of organizing, planning, and controlling projects and managing teams, risks and resources in producing a desired outcome

- Utilize analytical tools to do quantitative trade-offs in project management

- Utilize analytical tools to help decision making under uncertainty and risk management

- Describe project success factors

- Perform analysis using Excel in project management

- Perform quantitative project risk management analysis using Crystal Ball software

- Perform various analyses using Microsoft Project software

- Describe the organizational issues in project management

- Explain ideal skills and roles of effective project leaders

- Describe the structure of successful project teams

- Analyze the components of project scope, time, and cost management.

- Describe the elements of project resource, risk, and procurement management

- Explain strategies for controlling, monitoring and terminating projects

Prerequisite(s):
None

Required Materials
Textbooks:

- Core Concepts: "*Project Management in Practice*," Seventh Edition, by Mantel, Meredith, Shafer and Sutton. Wiley, ISBN 9781119702962 (paperback), ISBN 9781119714026 (pdf), or ISBN 9781119703044 (epub).

- "*Critical Chain*" by Eliyahu M. Goldratt, The North River Press, ISBN 9780884271536

- You can shop from the USC Bookstore → Shop by Course from here: https://www.bkstr.com/usctextstore/shop/textbooks-and-course-materials

Online Course Reader:
- Contains cases which can be purchased from Harvard Business School

- To purchase the cases, go to https://hbsp.harvard.edu/import/960776 to register / sign in

- The website will allow you to purchase the cases using your credit card ($25.50)

- There are 5 cases and one optional article in this online reader; other cases will be provided in class

ForClass
- For most case studies and readings, several questions will be posted on ForClass

- Each student should sign-up for our class on ForClass using the following link: https://app.forclass.com/enroll/BO4978 ($10)

Blackboard Files
- Additional articles and notes will be posted on the Blackboard

Project Simulation Game:
- We will play a Project Simulation, that comes from Harvard Business School, throughout the semester

- To purchase the license, go to https://hbsp.harvard.edu/import/960785 ($15)

- After the purchase, you will have access to the simulation game, but it will initially say "This simulation is hidden."

- Wait until we meet in class for further instructions

Software:
Instructions will be provided during lecture

- Microsoft Project

- Crystal Ball

- Excel Solver

Optional Materials
- "PMBOK Guide" Seventh Edition, Project Management Institute, ISBN-13: 978-1628256642 or ISBN-10: 1628256648

Description and Assessment of Assignments
Participation
Class participation counts 5% of your course grade. It requires that you do the assigned readings, participate actively in class with good questions and comments that contribute to the overall class learning, as well as participating in any interactive activities like polls.

ForClass - Case Preparation
ForClass contributes 4% to your course grade. All cases must be read before the class they are to be discussed in (whether a submission is required or not). Each student should register for our DSO 455 class on ForClass using the following link: https://app.forclass.com/enroll/BO4978 (cost $10). For most readings, there will be several questions posted on this site. Make sure to answer these ForClass questions before coming to class.

Homework Assignments
Assignments count for 12% of your course grade. A typical assignment will consist of 2-3 questions related to subject discussed in the previous weeks. Homework (only) can be completed as a two-person team (this is encouraged). Both names must appear at the top of the homework assignment when you submit the assignment through Blackboard. Only one of the two students should submit the homework – do NOT submit two copies. Homework is due before class.

Simulation Debriefing Reports
Your debriefing report counts for 4% your grade. There will be two debriefing reports. Each report will ask you to address a specific set of questions related to the interactive project management simulation. These will also be submitted through Blackboard.

Group Case Report
<u>You are required to turn in one complete case analysis</u> which counts for 5% of your grade. It will be done in a learning team of 5-6 students and your case will be assigned to you after the teams are formed in the third week. Each team will prepare only a presentation for the assigned case (no case report is required.)

The presentation should cover the following outline:

- Brief discussion of the company and its environment
- Brief description of the problems
- Analysis that links the problems to its causes
- Short term recommendations
- Long term recommendations
- Implementation plan and the risks

Please ensure that the presentation deck is well organized with clear section headers for the outline provided above. Your group is expected to make a brief (15 minute) presentation of your analysis and recommendations in class. At the completion of your case study, you will be asked to rank your team mates as far as their relative contribution to the case with the intention that this will encourage all team members to do their best to contribute to the team case. Your report as well as the peer reviews need to be submitted on Blackboard on the same day the report is due.

If your group is not assigned the case study during a particular week, you are responsible for reading the case and responding to the ForClass questions.

To sign up for a group, go to **Blackboard → Case Groups** and then join any team with less than 6 team members.

Critical Chain Book Report
The group book report counts for 5% your grade. The Critical Chain teaches project leaders how to reduce project development times resulting in early completion within budget and without compromising quality or specifications. You will benefit from this book's techniques of how to remain focused on the few critical areas and how to prevent your attention from being divided among all of the project's tasks and resources. After reading the book, answer the following questions:

- Provide the definitions of critical path and critical chain? How do they differ?

- What are inventory buffers analogous to in project management? List kinds of buffers used to manage projects and describe where each of them should be located?

- Describe common practices to estimate the duration of project activities as well as real reasons that cause project delays.

- What are the challenges to resolve resource contention in multiple projects?

This is also a group assignment with the same group as your case report. The group book report should be *no more than 4 pages* and should be submitted online via Blackboard by one team member.

Deadlines
All assignments (homework, case study answers, simulation debriefs, and group book report), are due prior to class. For full credit, each must be submitted either on Blackboard or ForClass before the deadline. Late submissions will receive a grade reduction (if the quality was an A-, your grade would be a B+). The only exception is the group Case Report (and associated peer reviews), which are due by the end of the day your team presents.

Midterm Exams
There will be two Midterm exams which are each 20% (for a total of 40%) of your course grade. Each will be open book/notes, exams and they may include questions requiring you demonstrate your knowledge on how to use the tools discussed in class and assigned as homework. Midterm exam duration is 70 minutes.

Final Exam
The final exam counts for 25% of your course grade. It will be an open book/notes exam which may include questions requiring you demonstrate your skills with the tools we learned about in lecture and on homework. The final exam is cumulative, but the emphasis will be on the subjects covered after the mid-term exam. According to the USC Final Exam Schedule, the final exam is scheduled for **Thursday, December 13, 2022, 8:00 – 10:00 AM PT**. Please take this into account when scheduling your trips home for the holidays.

According to USC Policy, all students must take the final exam. If there are extenuating circumstances that prevent you from taking an exam, you must discuss the reason with me before the time of the exam. You will not be given a make-up exam unless you obtain permission from me in advance. In addition, you must be able to document the extenuating circumstance for me and your academic advisor (for example, a doctor's note). If you miss the exam due to a medical emergency that can be documented and verified, then a make-up exam will be given. Otherwise, a grade of zero will be given for the missed exam.

Grading Breakdown
Your grade in this course will be based on individual class participation, group assignments, individual assignments, and tests. I will try to assess your understanding of

the tools and concepts covered, your ability to integrate and apply those concepts and your contribution to the learning experience of the class as follows:

Assignment	% Of Grade
Class Participation	5%
ForClass – Case preparation (8, .5% each)	4%
Homework Assignments (6, 2% each)	12%
Simulation Debriefing Reports (2, 2% each)	4%
Case Report and Presentation (group)	5%
"Critical Chain" Book Report (group)	5%
Midterm Exams (20% each)	40%
Final Exam	25%

Total   100%

Grading Scale
Final grades represent how you perform in the class relative to other students. The average grade for this class is expected to be between a B+ and A-. These items are considered when assigning final grades:
- Your individual performance based on your weighted average score as a percentage of the available points for all assignments (the points you receive divided by the number of points possible).
- Your ranking among all students in the class.

Course-specific Policies
Classroom Policies – Fall 2022
1. Active class participation is important in achieving the learning objectives for this course. Unless students provide an accommodation letter from USC OSAS attendance and active participation is expected in the classroom.

2. Any student with such accommodations should submit their accommodation document to their instructor as soon as possible. Your instructor will then provide regular access to a recording of the class and an opportunity to regularly make up missed in-class participation.

3. Students who are experiencing illness should not attend class in person. Students will not be penalized for not attending class in person under these circumstances. There may be intermittent quizzes (approximately once per week) to earn participation credit if you are unable to attend class in person. Although you are encouraged to attend class "live" if at possible, all synchronous sessions will be

recorded and available to students to watch asynchronously several hours after the class ends.

4. Collaboration policy (for non-exam assignments): Students are permitted and encouraged to discuss with others their ideas for completing assignments; however, once a student begins writing the deliverable, unless otherwise noted (i.e., the homework assignments can be completed as a two-person team), all work must be individual and independent. Students may not seek help from anyone outside the class, including but not limited to former students of this course, friends and family, tutors, and online forums. Students may consult course materials and web resources. Students may not post anything related to the assignments online. Failure to abide by the above guidelines may constitute a case of suspected plagiarism or cheating, which will be reported and investigated. Please see the "Academic Integrity and Conduct" section below for further details. For more information about unauthorized collaboration, visit https://libraries.usc.edu/tutorial/academic-dishonesty or http://lib-php.usc.edu/tutorials/academic-dishonesty/story_html5.html.

DSO 455 Calendar
Fall 2022

	Topics/Daily Activities	Assignment Dates
Week 1 8/23, 8/25	Intro to Project Management Chapters 1-2	8/22 – Discussion Post
Week 2 8/30, 9/1	Projects in Organizations Chapters 1, 3	8/30 – Install MS Project 9/1 – Case: AtekPC
Week 3 9/6, 9/8	WBS and Tasks Chapter 3, 4	9/6 – Install Crystal Ball 9/8 – Homework #1
Week 4 9/13, 9/15	Scheduling Chapter 5	9/13 – Homework #2 9/15 – Case: Echelon (A)
Week 5 9/20, 9/22	Budgeting & Risk Planning Chapter 4	9/20 – Case: Echelon (B) 9/22 – Homework #3
Week 6 9/27, 9/29	Midterm Review **MIDTERM 1**	9/27 – Homework #4
Week 7 10/4, 10/6	Allocating Resources Chapter 6	10/6 - Case: Echelon (C)
Week 8 10/11	Project Simulation 10/13 – Fall Recess; no class	
Week 9 10/18, 10/20	Monitoring & Controlling Chapter 6, 7	10/18 – Sim Debrief - Scenario A 10/20 – "Critical Chain" Book Report
Week 10 10/25, 10/27	Evaluating & Terminating Chapter 8	10/25 – Homework #5 10/27 – Case: La Petit Chef
Week 11 11/1, 11/3	Project Simulation	11/1 – Homework #6 11/3 – Case: Boeing 767
Week 12 11/8, 11/10	Midterm Review **MIDTERM 2**	
Week 13 11/15, 11/17	Intro to Agile Chapters 1, 2	11/15 – Sim Debrief – Scenario B 11/17 – Case: BAE
Week 14 11/22, Holiday	Agile Project Management Chapters 3, 5, 7	11/22 – Case: MS Office
Week 15 11/29, 12/1	Guest Speakers & Final Review	11/29 – Homework #7
Final Exam 12/13	**8:00 -10:00 AM Pac** Location: TBD	

Tentative Course Schedule

WEEK 1: Intro to Project Management

Discussion Topics:
- Course Expectations
- Intro to Project Management
- Products, Projects, Programs, Portfolios
- Scope, Schedule and Resources
- Project organizational structures
- Roles & Responsibilities
- Stakeholder Registry

Readings & Videos:
- Read Syllabus
- Watch "Slack" videos
- Chapter 1, pages 1-12; Chapter 2, pages 35-52, 87
- (Harvard Course Reader) "How to fail in Project Management" - *optional*
- "Costly Lessons on How to Not build a Navy Ship," NY Times 2008
- *Optional Reading*: PMI's "Pulse of the Profession 2021"

Assignment
- [Individual] Submit "Introduction" on Discussion Board by Mon, Aug 22, 5PM PT

WEEK 2: Projects in Organizations

Discussion Topics:
- What is a PMO? Why have a PMO?
- Project evaluation and selection
- Waterfall Lifecycle and Stage Gates
- Project Charter & Scope
- Project Plan
- Kick-Off Meetings

Case Discussion (Sep 1)
- (Harvard Course Reader) The AtekPC Project Management Office

Reading:
- Chapter 1, pages 23-27, Chapter 3, pages 75-80

Assignment
- [Individual] Install MS Project before Aug 30
- [Individual] ForClass submission for AtekPC PMO – due before class on Sep 1

WEEK 3: WBS and Tasks

Discussion Topics:
- Work Breakdown Structure (WBS)

- Using WBS to estimate task durations
- Design Structure Matrix
- Intro to Microsoft Project
  - Starting a new project
  - Defining Project Information
- Intro to Monte Carlo Simulation and Crystal Ball

Reading:
- Chapter 3, pages 80-87, 91-92, 97-103, Chapter 4, pages 130-137
- "Critical Chain" chapters 1, 4, 6, 8

Assignment
- Install Crystal Ball on your computer before class on Sep 6
- [Group of two or one] Homework #1 – due before class on Sep 8

WEEK 4: Scheduling
Discussion Topics:
- Deterministic vs. Probabilistic
- Dependencies, Milestones
- Critical Path Method (CPM)
- The Gantt Chart
- MS Project
  - Scheduling
  - Finding Critical Path
- Probabilistic project scheduling
  - Crystal Ball examples
- Review Scheduling with Echelon (A)
- Program Evaluation and Review Technique (PERT)

Case Discussion (Sep 15)
- (Blackboard) Echelon Inc. (A)

Reading:
- Chapter 5, pages 145-157, 163-169, 169-174
- "Critical Chain" chapters 9-13

Assignment
- [Group of two or one] Homework #2 – due Sep 13
- [Individual] ForClass submission for Echelon (A) – due Sep 15

WEEK 5: Budgeting and Risk Planning
Discussion Topics:
- Review PERT with Echelon (B)
- Top-Down vs. Bottom-Up Budgets
- Risk Planning

- Issues and Risks, FMEA
- Contingency and Mitigation
- Risk Registry

Case Discussion (Sep 20):
- (Blackboard) Echelon Inc. (B)

Reading:
- Chapter 4, pages 112-118, 130-137
- "Critical Chain" chapters 9-13

Assignment
- [Individual] ForClass submission for Echelon (B) – due Sep 20
- [Group of two or one] Homework #3 – due Sep 22

WEEK 6: Midterm
Discussion Topics:
- Midterm Review
- Midterm 1 on Sep 29
    - Online on Blackboard
    - 70 minutes
    - Open book/notes

Assignment
- [Group of two or one] Homework #4 – due Sep 27

WEEK 7: Allocating Resources
Discussion Topics:
- Resource management
- MS Project
    - Defining resources
    - Assigning resources to tasks
    - Resource Leveling
- Crashing with resources to improve schedule

Case Discussion on 10/6
- (Blackboard) Echelon Inc. (C)

Reading:
- Chapter 6, pages 186-218
- "Critical Chain" chapters 15-19

Assignment
- [Individual] ForClass submission for Echelon (C) – due Oct 6

WEEK 8: Project Simulation

Discussion Topics:
- Project Simulation Scenario A

Assignment
- [Group of two or one] Homework #4 - due Oct 12

Reading
- *Reminder: Critical Chain book report is due next week*
- "Critical Chain" chapters 20, 22, 24, 25

WEEK 9: Monitoring & Controlling

Discussion Topics:
- Project monitoring and control
- Effective Meetings
- Earned Value Analysis
- Critical Chain – the concept
- Critical Chain – the book

Reading:
- Chapter 6, pages 218-226, Chapter 7 pages 243-249

Assignment
- [Individual] Project Simulation Debriefing – Scenario A due on Oct 18
- [Case Group] Critical Chain Book Report due Oct 20

WEEK 10: Evaluating & Terminating

Discussion Topics:
- MS Project
  - Saving a baseline an updating the process
  - Earned Value analysis
- Project Audits and Termination
- Ethics in Project Management

Case Discussions
- (Harvard Course Reader) La Petit Chef – Group Presentations on Oct 27

Reading:
- Chapter 8, pages 272-286

Assignment
- [Assigned Case Group] La Petit Chef case slide deck due Oct 27
- [Individua] ForClass submission for La Petit Chef due Oct 27

WEEK 11: Project Simulation

Discussion Topics:
- Project Simulation Scenario B

Case Study
- (Harvard Course Reader) Boeing 767 group presentations on Nov 3

Assignment
- [Group of two or one] Homework #6 due November 1
- [Assigned Case Group] Boeing 767 case slide deck due Nov 3
- [Individua] ForClass submission for Boeing 767 due Nov 3

WEEK 12: Midterm 2
Discussion Topics:
- Midterm Review
- Midterm 2 on Nov 10
  - Online on Blackboard
  - 70 minutes
  - Open book/notes

WEEK 13: Intro to Agile
Discussion Topics:
- Agile Values
- Agile Principles
- Waterfall vs. Agile
- Agile Frameworks
- Agile Roles

Case Study
- (Harvard Course Reader) BAE - group presentations on Nov 17

Reading
- Chapter 1, pages 6-9, Chapter 2, pages 65-67

Assignment
- [Individual] Simulation debriefing for Scenario B due Nov 15
- [Assigned Case Group] BAE case slide deck due Nov 17
- [Individua] ForClass submission for BAE due Nov 17

WEEK 14: Agile (cont.)
Discussion Topics:
- Defining the Product Vision and Roadmap
- Planning Releases and Sprints
- Refining Requirements
- Life in the Day of Agile
- Sprint Reviews
- Releases

- (Note: Any topics not covered this week will be included with Guest Speakers)

Reading
- Chapter 3, pages 92-96, Chapter 5, pages 174-176, Chapter 7, pages 259-262

Case Study
- (Harvard Course Reader) MS Office - group presentations on Nov 22

Assignment
- [Assigned Case Group] MS Office case slide deck due Nov 22
- [Individua] ForClass submission for MS Office case due Nov 22

WEEK 15: Guest Speaker & Final Review

Discussion Topics:
- Agile Guest Speakers & Simulation
- Final Review

11/29 - Guest Speakers – Agile in Action at In Time Tec
- Anthony Chen – Anthony has spent more than 23 years in Hewlett-Packard and In Time Tec Research and Development labs, blending his business and technical acumen. His considerable experience is complimented by a postgraduate degree in Computer Science as well as an MBA. His work as chief technologist and master program manager has been marked by the creation of products that customers find compelling, and businesses find meaningful for their day-to-day activities.
- Rob Tuft - When he came to In Time Tec, Rob was asked to lead an effort to improve the company's software development processes and training. Under his guidance, ITT has become fully committed to Agile, which has taken the company to new heights. The company's culture of training and learning is actively fostered by leaders such as Rob.

Assignment
- [Group of two or one] Homework #7 due Nov 29

FINAL EXAM: *Dec 13, 8:00 AM – 10:00 AM Pacific*
- Open notes/book
- Comprehensive
- 90 minutes

Additional Information

Add/Drop Process

Most Marshall classes are open enrollment (R-clearance) through the Add deadline. If there is an open seat, you can add the class using Web Registration. If the class is full, you will need to continue checking Web Registration or the *Schedule of Classes* (classes.usc.edu) to see if a space becomes available. Students who do not attend the first two class sessions (ForClasses that meet twice per week) may be dropped from the

course. There are no formal wait lists for Marshall undergraduate courses, and professors cannot add students or increase the course capacity. If all sections of the course are full, you can add your name to an interest list by contacting the Office of Undergraduate Advising & Student Affairs; if new seats or sections are added, students on the interest list will be notified.

The last day to add the class or withdraw without receiving a "W" (and receive a refund) is **Friday, September 9, 2022**. The last day to drop without a mark of a "W" (no refund) or change pass/no pass to letter grade is **Friday, October 7, 2022**. The last day to withdraw from a course with a grade of "W" is **Friday, November 11, 2022**.

Technology Policy
Laptop use is permitted during academic or professional sessions only for active note taking and in-class activities. Misuse of technology, for example web surfing, or participating in activities not associated to the current class discussion, is considered unprofessional and is not permitted.

Videotaping faculty lectures is not permitted due to copyright infringement regulations. Use of any recorded or distributed material is reserved exclusively for the USC students registered in this class. Exceptions to this policy may be granted to individual students with appropriate documentation on a case-by-case basis.

Use of Recordings or other class materials
Pursuant to the USC Student Handbook (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 individuals 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.

Open Expression and Respect for All
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."

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.

Emergency Preparedness/Course Continuity
In case of a declared emergency if travel to campus is not feasible, the USC Emergency Information web site (http://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 (https://blackboard.usc.edu), teleconferencing, and other technologies.

Support Systems

Counseling and Mental Health - (213) 740-9355 – 24/7 on call
sites.google.com/usc.edu/counseling-mental-health
Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

988 Suicide and Crisis Lifeline - 988 for both calls and text messages – 24/7 on call
988lifeline.org
The 988 Suicide and Crisis Lifeline (formerly known as the National Suicide Prevention Lifeline) provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week, across the United States. The Lifeline is comprised of a national network of over 200 local crisis centers, combining custom local care and resources with national standards and best practices. The new, shorter phone number makes it easier for people to remember and access mental health crisis services (though the previous 1 (800) 273-8255 number will continue to function indefinitely) and represents a continued commitment to those in crisis.

Relationship and Sexual Violence Prevention Services (RSVP) - (213) 740-9355(WELL) – 24/7 on call
sites.google.com/usc.edu/rsvpclientservices/home
Free and confidential therapy services, workshops, and training for situations related to gender- and power-based harm (including sexual assault, intimate partner violence, and stalking).

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) 740-0411
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
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) 442-1200 – 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) 442-2850 or otfp@med.usc.edu
chan.usc.edu/patient-care/faculty-practice
Confidential Lifestyle Redesign services for USC students to support health promoting habits and routines that enhance quality of life and academic performance.