ENGR 499x Special Topics:
"Leadership in Technologically Changing World"

Syllabus Fall 2023
Fridays 10:00 – 12:00 Pacific Time Zone

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Office Hours: Fridays 9-10 via Zoom by appointment.

This class will be entirely online. Synchronous class sessions will be held Fridays from 10:00 –
12:00 Pacific Time Zone via Zoom. The Zoom link is posted on the course Blackboard site.

Course Description
Technological innovation has been the key driver of the global economy and as a result the
demand for leaders especially with engineering background will be rising rapidly. Given that the
major challenges and opportunities for growth in corporations and other organizations are
increasingly technology-driven, the need for leaders who have the ability to understand and
follow technological innovation, are able to anticipate their impact in business and adapt to it
quickly will grow in the future. It is no surprise that today according to the Harvard Business
Review 34 of the CEOs of the world's 100 largest corporations have engineering degrees and the
best-performing CEOs around the globe are more likely to have an engineering degree than any
other degree.

Engineers' basic qualities of paying attention to detail while also understanding the overall strategy; possessing strong skills to solve problems or fix anything that is broken; take responsibility without blaming others; having analytical skills and structural methods of thinking; and, having tendency to recruit talent that has a similar way of looking at challenges provide excellent background experience for leadership positions. However, all these characteristics are by no means enough to make engineers successful leaders.

The course is designed to address urgent issues that relate to the development of leaders as well as some of the larger issues on societal leadership. We will initially focus on the often-neglected timeless lessons of leadership from the classical literature that provide a solid foundation of leadership principles and their practice in a modern world of globalization. We will also study the impact of technological achievements and especially disruptive technologies on leadership structures and new models of governance. By rediscovering timeless truths about the human condition and human society, we can learn a great deal about leadership from the philosophers and playwrights of antiquity. We will gain wisdom and draw parallels and metaphors and rediscover the skills and practices of exemplary leaders of our technologically advanced times and throughout history.

The course is structured to involve a high level of classroom participation from the students, presentations of their weekly essay questions, and debates of the various case studies outcomes. Classes will involve lectures, guest speakers especially from technology companies, discussions, debates, movies and video clips, weekly reading assignments and case studies.

The classes will seek to actively engage and challenge the students, guest lecturers and professors.

Course Learning Objectives

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

- Implement theories from the "Bible on Leadership" which is Xenophon's *Cyropaedia* (*i.e., Education of Cyrus*) that influenced later works such as Machiavelli's "*The Prince*" and the myriad of leadership books and articles written in our times.
- Assess the necessary traits and stand out qualities of successful leaders throughout history and in contemporary society.
- Apply strategies to improve diversity, equity and inclusion (DEI) in any working environment or corporation
- Draw parallels between historical and contemporary leaders.
- Apply the timeless lessons of leadership to our technology-driven working and living environments.
- Analyze the complexity, paradoxes, and often-times messy art of leadership in an increasingly technological world.
- Articulate an effective plan for personal leadership development.
- Discuss the concepts of uncertainty, instability, conflict, ethics and morality as they relate to leadership dilemmas.

Guest Lecturers

Throughout the semester we will host in class noteworthy individuals as guest lecturers who by their leadership roles have made important contributions in the world of technology companies, business, sports, politics, military, arts, journalism, technology, and social work. We will have the opportunity to interact with them in a Q&A session and discussion.

Our Inclusive Learning Community

Our USC Principles of Community state "USC is a multicultural community of people from diverse racial, ethnic, gender, and class backgrounds, national origins, faith backgrounds, political beliefs, abilities, and sexual orientations. Our activities, programs, classes, workshops, lectures, and everyday interactions are enriched by our acceptance of one another, and we strive to learn from each other in an atmosphere of positive engagement and mutual respect."
https://diversity.usc.edu/usc-principles-of-community/

As Trojans, we understand the value of the perspectives of individuals from all backgrounds that reflect the rich diversity of our USC community and beyond. The study of Leadership requires us to recognize how diversity, equity and inclusion is not only the ethical approach, but also creates a competitive advantage for organizations. Together, we will strive to make this classroom a psychologically safe and inclusive environment for all of us to develop and practice inclusive behaviors. As such, we will:

- Respect the dignity and essential work of all individuals,
- Promote a culture of respect within the university community,
- Respect the privacy, property, and freedom of others,
- Reject bigotry, discrimination, violence or intimidation of any kind,
- Practice personal and academic integrity and expect it of others, and
- Promote the diversity of opinions, ideas and backgrounds which is the lifeblood of the university.

If you see ways we can improve, please let us know.

Course Materials

You need the following resources for this course.

- Cyropaedia: The Education of Cyrus by Xenophon
  https://www.gutenberg.org/files/2085/2085-h/2085-h.htm

- Norman B. Sandridge. Loving Humanity, Learning, and Being Honored: The Foundations of Leadership in Xenophon's Education of Cyrus. Center for Hellenic Studies, Harvard University Press, 2012.

- Larry Hedrick, Editor. Xenophon's Cyrus the Great: The Arts of Leadership and War. New York, St. Martin's Press, 2006.

- Various articles and video clips found on Blackboard

Course Notes

All course information is available through your Blackboard account. Blackboard is the primary channel of communication for this course so take note of announcements and other email messages you receive. Assignment and grades are posted here as well.

To access Blackboard from your web browser, enter https://blackboard.usc.edu, and use your USC username and password to log in.

Course Requirements, Pre-requisites, and Grading Policies

Students will receive two units of credit under the heading of this letter-graded course. Course requirements include regular class attendance and participation in discussions, debates and case studies; timely completion of weekly reading assignments and essays; and participation in midterm and final exams. No other course pre-requisite is required.

Breakdown of course requirements and grade weights: Essays 30%, Class participation and attendance 10%, Midterm exam 15%, Final exam 15%, Case study group project 25%, Professors discretion 5%.

Online Class Expectations

1. Class attendance and participation is important in developing a coherent view of the materials covered in the course. Because this will be a highly interactive and experiential class, attendance and active participation is required at the synchronous Zoom class sessions.
2. Students are expected to have cameras on during the synchronous Zoom sessions. Headsets or earphones ensure the best audio quality but are not required.

3. During synchronous Zoom sessions, the following netiquette is expected, as if you were in a physical classroom.

    a. Please DO:
        i. Log into class early or promptly.
        ii. Arrange to attend class where there is a reliable internet connection and without distractions.
        iii. Dress respectfully. Video conference business meetings are and will be the norm, so practice your professional telepresence.
        iv. If you use a virtual background, please keep it respectfully professional.
        v. Display both your first and last name during video conferencing and synchronous class meetings.
        vi. Respectfully minimize distractions by muting and or turning off video if necessary and when appropriate.
        vii. Engage in appropriate tone and language with instructors and classmates.

    b. Please DON'T:
        i. Engage in a simultaneous activity not related to the class.

ii.   Interact with persons who are not part of the class during the class session.
iii.   Leave frequently or not be on camera for extended periods of time.
iv.   Have other persons or pets in view of the camera.

Online Technology Requirements

The following equipment and system requirements are recommended to successfully participate in this online course:
● Computer with webcam
● Earphones or headset
● Reliable (preferably high speed) Internet connection
● Current operating system for Windows or Mac
● Current browser
     ○ Google Chrome
     ○ Firefox
     ○ Internet Explorer (not recommended)
     ○ Safari (Mac)

For technical support please see:

● **USC Systems** (Blackboard, USC Login,)
   For assistance with your USC login or other USC systems, please call +1 (213) 740-5555 or email Consult@usc.edu. They are open Mon – Fri, 9:30am – 5pm and weekends from 8am - 5pm (all Pacific time).

● **Zoom Video Web Conferencing System**
   For assistance using Zoom, go to Zoom Support Page. You may also call +1 (888) 799-9666 ext. 2. They are available 24/7.

Weekly Schedule

Weekly Class Schedule will also be available on Blackboard as a separate document with detailed description of the topics to be covered, reading assignments and class essays.

Book

ARES : Xenophon. The Education of Cyrus (Agora Editions). Translated and annotated by Wayne Ambler, Cornell University Press, Ithaca and London, E-book edition 2014.

Audio:

https://librivox.org/cyropaedia-the-education-of-cyrus-by-xenophon/

Session 1: Discovering the Foundation of Leadership in *Xenophon's Cyropaedia* (8/25/2023)

Discovering the foundations and art of leadership through the classics. Examine timeless truths that have guided humanity during past periods of change and how we can draw parallels to, and metaphors for, the challenges we face. Discuss the "Bible on Leadership" which is Xenophon's Cyropaedia (i.e., Education of Cyrus) that influenced later works such as Machiavelli's "The Prince" and the myriad of leadership books and articles written in our times. It is the portrait of an "ideal ruler" with the highest possible moral and diversity standards combined with strength and discipline to endure the moral and physical challenges.

Readings:

https://www.businessinsider.com/lessons-from-xenophons-cyropaedia-2014-8

http://blogs.wsj.com/experts/2017/02/20/what-the-ancient-classics-can-teach-us-about-leadership/

http://cyropaedia.online/author/norman/

Video on racism:
https://www.ted.com/talks/baratunde_thurston_how_to_deconstruct_racism_one_headline_at_a_time

Session 2: Necessary Character Traits (9/1/2023)
Xenophon's three-character traits of the foundation of leadership are Philotimia (love of being honored), Philomathia (loving learning), and Philanthropia (loving humanity). The character traits as assets versus liabilities and the various problems inherent in these characteristics. Are leaders born or made? Nature vs Nurture. The importance of the leader's education and nature over birth and fate.

Class Essay:

- *Do you agree or disagree with the character traits Xenophon articulates as the foundation of leadership?*
- *Do you think these attributes are essential?*
- *Do you believe you have those traits? Why?*
- *Can you give examples from your own experiences?*

Readings:

Norman B. Sandridge. Loving Humanity, Learning, and Being Honored: The Foundations of Leadership in Xenophon's Education of Cyrus. Center for Hellenic Studies, Harvard University Press, 2012.

https://chs.harvard.edu/CHS/article/display/5124.3-on-the-fundamentality-of-philanthr%F4pia-philomatheia-and-philot%EEmia

https://www.europeanceo.com/business-and-management/are-great-leaders-born-or-made/

https://www.researchgate.net/publication/270684591_Are_leaders_born_or_made

Videos:

Steve Jobs, No.7 video: **https://www.resourcefulmanager.com/leadership-videos/**

Michelle Obama on the strength of women speech: **https://www.youtube.com/watch?v=VwZlHm2bXSM**

Session 3: Importance of Self-Restraint (9/8/2023)

Paying attention to the health of the mind and the body that help build the strength of character. The pillars of leadership: knowledge, character and good judgment. Self-restraint in the pleasures of the body (food and drink, sex and sleep) and self-restraint in the emotions of the body (fear, pity, anger and lust). Taking on the burden of self-restraint is what separates a leader from a follower.

Readings:

Book I: Xenophon. The Education of Cyrus (Agora Editions). Translated and annotated by Wayne Ambler, Cornell University Press, Ithaca and London, E-book edition 2014

Norman B. Sandridge. Loving Humanity, Learning, and Being Honored: The Foundations of Leadership in Xenophon's Education of Cyrus. Center for Hellenic Studies, Harvard University Press, 2012.

https://www.nytimes.com/2019/11/03/business/mcdonalds-ceo-fired-steve-easterbrook.html

https://www.politico.com/news/2019/10/27/rep-katie-hill-to-resign-amid-allegations-of-inappropriate-relationships-with-staffers-000301

https://www.usada.org/sanction/lance-armstrong-receives-lifetime-ban-and-disqualification-of-competitive-results-for-doping-violations-stemming-from-his-involvement-in-the-united-states-postal-service-pro-cycling-team-doping-conspi/

Videos:
Viola Davis, Fences, monologue masterpiece acting on self-restraint
https://www.youtube.com/watch?v=2hs-yt-Pmk0#action=share

"Apologize" movie clip
https://www.wingclips.com/movie-clips/the-war/apologize

Session 4: Stand-Out Qualities (9/15/2023)

The importance of stand-out qualities for a leader: Justice, Gratitude, Courage, Wisdom, Empathy, and Vulnerability. Why leadership is not fitting for someone who is not better than those ruled? Failures and mistakes are major sources of vital experience; there can be no growth without risks and no progress without mistakes. If you don't make mistakes you don't try hard enough.

Class Essay:
- *Share a personal example where you made a mistake and did not follow one of the lessons of leadership; what did you learn from that mistake?*
- *What is your opinion on the following question: should we always reward obedience and punish disobedience?*

Readings:

https://www.forbes.com/sites/prudygourguechon/2017/12/26/empathy-is-an-essential-leadership-skill-and-theres-nothing-soft-about-it/#2962eb02b9da

https://www.thecrosslandgroup.com/article/inner-leadership-seriesleading-vulnerability-vulnerable-can-serve-not-harm-leader/

Podcast:

https://hbr.org/podcast/2020/03/real-leaders-oprah-winfrey-and-the-power-of-empathy

Videos:
"Scent of a Woman".....integrity, courage
https://www.youtube.com/watch?v=UJ4HUD-wErc&feature=youtu.be

Ted Talk (2017) Damon Davis - Courage is Contagious
https://www.ted.com/talks/damon_davis_courage_is_contagious/discussion?language=en

Barry Schwartz – Our Loss of Wisdom
https://www.ted.com/talks/barry_schwartz_our_loss_of_wisdom?language=en

Embrace vulnerability as a quality trait:
https://www.youtube.com/watch?v=iCvmsMzlF7o

Session 5: Vision, Inspiration and Charisma (9/22/2023)

The importance for a leader to articulate a compelling vision for the future and to inspire followers with a charisma. Strong leaders can seem unreasonable with unreasonable goals, endurance and commitment to achieve them, sense of urgency, ability to exude confidence, strong vision, respect for traditions, values and culture. Learn about the transformation of leaders from indecisive and self-doubting to supremely confident and charismatic, the importance of logos, the leader's relationship to fate, destiny and self-sacrifice.

Reading:
https://hbr.org/2012/06/learning-charisma-2

Videos:
Mandela in "Invictus"
https://www.youtube.com/watch?v=TQhns5AwAkA&feature=youtu.be

Gary Oldman as Churchill in the "Darkest Hour"
https://www.youtube.com/watch?v=skrdyoabmgA&feature=youtu.be

JFK "We chose to go to the moon…"
https://www.youtube.com/watch?v=QAmHcdwKgtQ

No.4 Ted Talk John Wooden
https://www.inspiringleadershipnow.com/best-ted-talks-on-leadership/

Session 6: Values, Culture and Social Responsibility (9/29/2023)

Leadership cultivates the foundation of values and culture and integrates social responsibility in all aspects of an organization. Corporate Social Responsibility (CSR) has become a bit of a hot topic in leadership and business today. Setting the tone for a culture of social responsibility and leadership help businesses and organizations connect with their employees and followers and tap

into what is important to them as well as set the plan for today and the future. This session will look at companies and leaders that invest in Corporate Social Responsibility and the benefits of this approach.

Reading:

https://hbr.org/2018/03/socially-responsible-business-can-only-succeed-if-it-becomes-a-movement

Videos:
"Fair Game" Social Responsibility Speech
https://www.youtube.com/watch?v=FKbpLDdw4KU&feature=youtu.be

What is CSR?
https://www.youtube.com/watch?v=l9IyDvkxADU

Coke Video
https://www.youtube.com/watch?v=755zckCQy8E

Patagonia
https://www.youtube.com/watch?v=bB8ZWOKoygY

Class Essay:
- *Do you think sometimes the end justifies the means or is it always unethical?*
- *Is deception wrong? but what about the fact if deception is for a noble purpose?*
- *Examine a leadership decision you made wherein you were not entirely honest with your followers; why did you make this decision?*

Session 7: Pay Transparency and Pay Equity (10/6/2023)

Pay Transparency involves openly sharing compensation information, building trust, and reducing wage inequalities. Pay Equity ensures equal pay for equal work, combating discrimination. Both promote fairness, trust, and a diverse, motivated workforce. Pay Transparency and Pay Equity are vital for promoting fairness, inclusivity, and trust within organizations. By openly communicating compensation practices and striving for equal pay, companies and leaders can create a more equitable work environment that benefits both employees and their organizations. This session will focus on the importance and the role of leaders in closing the wage gap.

Reading:

https://www.whitehouse.gov/gpc/briefing-room/2023/06/10/honoring-60-years-of-the-equal-pay-act-and-advancing-pay-equity/

https://www.shrm.org/resourcesandtools/hr-topics/compensation/pages/pay-transparency-requires-leaders-commitment.aspx

https://www.payanalytics.com/newsroom/us-pay-transparency-laws-by-state

https://fortune.com/recommends/banking/the-motherhood-penalty/

https://www.oecd.org/coronavirus/en/data-insights/the-gender-pay-gap-continues-to-close-but-slowly

https://www.pewresearch.org/short-reads/2022/01/14/some-gender-disparities-widened-in-the-u-s-workforce-during-the-pandemic/

Videos

https://www.ted.com/talks/erin_lydon_equal_pay_from_head_nodding_to_hand_clapping

https://www.ted.com/talks/martha_ivester_hire_a_mom_how_10_years_at_home_made_me_a_better_leader_at_google

Session 8: Midterm Examination

(Take home exam due before 10/20/2023)

Session 9: Women in Leadership (10/20/2023)

Empowering women and women equality as a public good, representation of women in leadership roles, prejudice and gender discrimination, unconscious bias and group favoritism, importance of equal pay, stereotypes and obstacles, the rise of future female leaders in politics, academia, corporations and society at large. Examples of transformational female leaders throughout history.

Class Essay:
- *From your perspective and experience, what are the stereotype obstacles that discriminate against women leadership?*
- *Do you think there are "inhospitable work-family structures" that need to be corrected?*
- *What are the changes needed to be made especially in corporate and other working environments?*

- *Do you believe women's disproportionate family responsibilities and workplaces unwilling to accommodate them are the two major challenges to be addressed?*
- *Have you experienced or witnessed in a working or living environment discrimination against women? How did you react to it?*

Reading:

Biographies online of famous women

https://www.biographyonline.net/people/women-who-changed-world.html

Michelle Obama: A Charismatic Leader? By HBR

Eliminating the Gender Pay Gap: Gap Inc. Leads the Way

"Where Are All the Women CEOs?" WSJ Article

The Number of Women Running Fortune 500 Companies Hits New High
https://www.nbclosangeles.com/news/national-international/the-number-of-women-running-fortune-500-companies-hits-new-high/2365353/

Videos:

"Why we have too few women leaders" by Sheryl Sandberg/Ted Talk
https://www.youtube.com/watch?v=18uDutylDa4

Oprah's Tearful Speech at Power of Women
https://www.youtube.com/watch?v=6Rfn94k717U

Women in Leadership: Lessons in Working Smarter, Not Harder; Anila Khalique
https://www.ted.com/talks/anila_khalique_women_in_leadership_lessons_in_working_smarter_not_harder_jan_2020

Emmy Watson Speech on women equality
https://youtu.be/w0CWe93dXjo

Priyanka Chopra power of women speech (2.2-7min)
https://youtu.be/iCwKM6uB71

Session 10: Defiance & Risk Taking (10/27/2023)

The nature of servant leadership and the importance of understanding oneself and others. The passive resistance as non-violent tactics in social justice struggles and how it was used by Gandhi, Rosa Parks, Martin Luther King and Cesar Chavez. Key lessons from Sophocles' Greek

tragedy *Antigone* who stood up to authority on ethical grounds by defying the King and breaking the law at the risk of her own life. Understanding tensions between individual and society, law and ethics, political ideals and practical realities, religion and state, defiance and obedience, democracy and oligarchy, and the rights of individual households versus the majority. Importance of understanding that the "law" is the "law" until is changed.

Reading

César Chávez: https://progressive.org/magazine/extraordinary-cesar-chavez/

Mohandas Gandhi:
https://www.history.com/news/gandhi-salt-march-india-british-colonial-rule
https://www.britannica.com/biography/Mahatma-Gandhi

Sophocles' *Antigone:*
https://www.ancient-literature.com/greece_sophocles_antigone.html

Rosa Parks:
https://achievement.org/achiever/rosa-parks/

Martin Luther King:
https://www.britannica.com/biography/Martin-Luther-King-Jr

Sojourner-Truth:
https://www.britannica.com/biography/Sojourner-Truth

Session 11: "Social Media Leader" and Teamwork (11/03/2023)

The importance of networking for leaders. Learn how social media have changed organizations and leadership roles. Learn how to become a "Social Leader" by using social media platforms with the purpose of expanding communication capabilities, giving your personal voice, and strengthening your "brand" and that of your group or organization. How to measure success with social media by choosing the right content and approach for each platform. The importance of teamwork and what makes a great team. Diversity as an asset for teamwork. Opportunities and challenges with virtual teamwork.

Class Essay:
- *Do an assessment with your social media platforms presence. Have you been using them effectively to your own benefit? Any changes you want to make to improve your brand?*
- *Do you prefer to work in groups or as an individual in a structure of hierarchy? Which approach makes you most productive and why? Are you sensitive to who gets credit or blame in a teamwork project?*

- *Have you experienced a defiant leader in your life so far? Describe their qualities and some of their leadership efforts.*

Reading:

"How to Become a Social CEO" by Troels Johannesen, March 2020

Neal Gabler:
https://billmoyers.com/story/donald-trump-the-emperor-of-social-media/

https://knowledge.wharton.upenn.edu/article/how-ceos-can-adopt-a-21st-century-approach-to-organizational-communication/

https://www.history.com/news/us-presidents-communication-radio-tv-twitter

Building Great Teams:
https://insight.kellogg.northwestern.edu/building-leading-great-teams-research

Making Virtual Teams Work: Ten Basic Principles, HBR:
https://hbr.org/2013/06/making-virtual-teams-work-ten

Videos:
Attention CEOs:
https://www.youtube.com/watch?v=8-91Q9AyFb0

How do you make something going viral?
https://www.forbes.com/sites/johnbbrandon/2020/03/06/this-is-hands-down-the-best-ted-talk-ever-about-social-media/?sh=7ba727361ecb

Why You Should Quit Social Media:
https://www.ted.com/talks/cal_newport_why_you_should_quit_social_media?language=en

Every-Day Leadership /Drew Dudley – Ted Talk (6:14)
https://www.youtube.com/watch?v=uAy6EawKKME

Session 12 & 13: Group Project Presentations/Case Studies (11/17/2023 & 12/1/2023)

The students will be divided into five groups with five members in each group. Each group will be asked to provide 3 names of leaders they would like to study. Professors Nikias, Glynn and Raghavendra will pick one of the three proposed names for each group in order to avoid duplication of effort. Each group will give a presentation to the class about their case study

leader: their traits, skills, self-restraint or lack thereof, standout qualities or flaws, their values, and above all whether or not they have made an impact to society either good or bad.

Group Project/Case Studies Presentations and Discussion in Class

Final Exam: *8am-10am, December 11, 2022*

<u>**Academic Integrity & Conduct**</u>

USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one's own academic work from misuse by others as well as to avoid using another's work as one's own. All students are expected to understand and abide by these principles.

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. The use of unauthorized material or technology, communication with fellow students during an examination, attempting to benefit from the work of another student, and similar behavior that defeats the intent of an examination or other course work is unacceptable and will be treated accordingly. Other integrity violations include handing in someone else's homework assignment for them when they did not attend class or claiming credit for words or thoughts that are not your own, which includes having your name appear on a team project/paper when you did not fully participate in completion of the project/paper. These actions will have significant impact such as <u>failing the course</u>. Not only is it your responsibility to abide by these standards, it is also your responsibility to notify the instructor if you observe any violations of academic integrity in this course.

You are expected to familiarize yourself with the discussion of plagiarism in *SCampus* in Part B, Section 11, "Behavior Violating University Standards" <u>https://policy.usc.edu/scampus-part-b/</u>. Other forms of academic dishonesty are equally unacceptable.

<u>**Statement on Technological Use**</u>

Please note that you will need to use your <u>computer laptop or tablet</u> for this course to log into Zoom and access other digital tools as instructed by your professors. It is far more important to participate than to take detailed notes. Course PPT slides and Zoom recordings will be posted on Blackboard. After each class session, you may want to take some time to reflect on the learning experience and type up whatever notes seem useful. You should turn off your mobile phone and kept off throughout the class session unless you are using it to access the class session. We invite you to "Be Here, Be Present!" to create an engaging learning community.

Religious/Cultural Observance

Persons who have religious or cultural observances that coincide with class should let me know by email as soon as possible so we can make accommodations for any missed work or participation. I strongly encourage you to honor your cultural and religious holidays! However, if I do not hear from you before the holiday, We will assume that you plan to attend all class meetings.

Emergency Preparedness/Course Continuity

In case of a declared emergency (i.e. earthquake or fire), 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 (blackboard.usc.edu), teleconferencing, and other technologies.

Student Well-being Support Systems

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

Office of Equity and Diversity (OED)- (213) 740-5086 | Title IX – (213) 821-8298
equity.usc.edu, titleix.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
https://usc-advocate.symplicity.com/care_report/
Avenue to report incidents of bias, hate crimes, and microaggressions to the Office of Equity and Diversity |Title IX for appropriate investigation, supportive measures, and response.

The Office of Disability Services and Programs - (213) 740-0776
dsp.usc.edu

Support and accommodations for students with disabilities. Services include assistance in providing readers/notetakers/interpreters, special accommodations for test taking needs, assistance with architectural barriers, assistive technology, and support for individual needs.

USC Campus Support and Intervention - (213) 821-4710
https://uscsa.usc.edu/
Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.

Diversity at USC - (213) 740-2101
diversity.usc.edu
Information on events, programs and training, the Provost's Diversity and Inclusion Council, Diversity Liaisons for each academic school, chronology, participation, and various resources for students.

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

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

Trojans Care for Trojans – (213) 740-0411; https://campussupport.usc.edu/trojans-care-4-trojans/
USC Trojans Care for Trojans (TC4T) is an initiative within the Office of Campus Wellbeing and Crisis Intervention that empowers USC students, faculty and staff to take action when they are concerned about a fellow Trojan challenged with personal difficulties. This **private and anonymous request form** provides an opportunity for Trojans to help a member of our Trojan Family.