

DSO 455 Project Management

Fall 2024 Syllabus

Tue/Thu 10:00-11:50 AM

Instructor:	Assistant Professor Takayama, PMP, CSM, LSS
Contact:	Preferred: Slack DM (or Kathy.Takayama@marshall.usc.edu)
Office:	BRI 400E
Office Hours:	Tue, 1:30 PM - 2:30 PM in BRI 400E Wed, 11:00 AM -12:30 PM on Zoom (see Slack for latest updates) or by 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 that uses the Monte Carlo technique 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. We will also have at least one guest speaker who can share their experiences as Project and Program Managers.

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 Monte Carlo 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:

- We will discuss several articles and cases from Harvard Business School
- You can purchase them here: <https://hbsp.harvard.edu/import/1204589> (\$29.25)

Project Simulation Game:

- We will play a Project Management Simulation, that comes from Harvard Business School, throughout the semester
- Purchase the license here: <https://hbsp.harvard.edu/import/1204595> (\$16.25)
- 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

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/JRDZII> (\$12)

Brightspace Files

- Additional articles and notes will be posted on Brightspace

Software:

Instructions will be provided during lecture

- Microsoft Project
- Excel Solver
- Monte Carlos Software

Optional Material

- “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 (see link above). 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 Brightspace. 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 Brightspace.

Group Case Report

You are required to turn in one complete case analysis 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 Brightspace 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.

We will discuss group setup during class.

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 Brightspace 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 Brightspace 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 90 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 17, 2024, 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. However, if you earn $\geq 90\%$ by the end of the semester, you are guaranteed an A. The average grade for this class is expected to be between a B+ and A-.

Course-specific Policies

Classroom Policies – Fall 2024

1. Our main method of communication outside of class will be using Slack, which is a common communication tool used in businesses today. Announcements, updates, and Q&A will be on the Slack **#fall24-dso-455-16236** channel. See pre-work for Session 1 to get started on Slack. For private messages with Professor Takayama, Slack DM is preferred over email.
2. 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.
3. Students with any official 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.
4. 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.

5. 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, including ChatGPT and other AI tools (see above Academic Integrity Policy). 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 2024

	Topics/Daily Activities	Assignment Dates (due before class)
Week 1 8/27, 8/29	Intro to Project Management Chapters 1-2	8/26, 5PM – Discussion Post
Week 2 9/3, 9/5	Projects in Organizations Chapters 1, 3	9/5 – Case: AtekPC
Week 3 9/10, 9/12	WBS and Tasks Chapter 3, 4	9/12 – Homework #1
Week 4 9/17, 9/19	Scheduling Chapter 5	9/17 – Case: Echelon (A) 9/19 – Homework #2
Week 5 9/24, 9/26	Budgeting Chapter 4	9/24 – Case: Echelon (B) 9/26 – Homework #3
Week 6 10/1, 10/3	Midterm Review MIDTERM 1	10/1 – Homework #4
Week 7 10/8, Break	Allocating Resources Chapter 6	
Week 8 10/15, 10/17	Project Simulation	10/15 – Case: Echelon (C) 10/17 – Homework #5
Week 9 10/22, 10/24	Monitoring & Controlling Chapter 6, 7	10/22 – Sim Debrief - Scenario B 10/24 – “Critical Chain” Book Report
Week 10 10/29, 10/31	Evaluating & Terminating Chapter 8	10/29 – Homework #6 10/31 – Case: La Petit Chef
Week 11 11/5, 11/7	Project Simulation	11/5 – Homework #7 11/7 – Case: Boeing 767
Week 12 11/12, 11/14	Midterm Review MIDTERM 2	11/12 – Simulation Scenario D
Week 13 11/19, 11/21	Intro to Agile Chapters 1, 2	11/21 – Case: BAE
Week 14 11/26, Holiday	Agile Project Management Chapters 3, 5, 7	11/26 – Case: MS Office
Week 15 12/3, 12/5	Guest Speakers & Final Review	12/3 – Homework #8
Final Exam 12/12	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
- Predictive vs. Agile
- Scope, Schedule and Resources
- Project organizational structures
- Roles & Responsibilities

Pre-Work

Readings & Videos:

- Read Syllabus
- 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 2024”](#)

Assignment

- [Individual] Submit “Introduction” on Discussion Board by Mon, 8/26/24, 5PM PT
- [Individual] Prepare for the semester (PollEv, Slack, Harvard Reader, ForClass, “Critical Chain”)

WEEK 2: Projects in Organizations

Discussion Topics:

- What is a PMO? Why have a PMO?
- Project evaluation and selection
- Intro to Monte Carlo Simulation (Ex: NPV, Schedule)

Case Discussion

- The AtekPC Project Management Office (Harvard Course Reader)

Pre-Work

Reading:

- Chapter 1, pages 23-27, Chapter 3, pages 75-80 (optional)

Assignment

- [Individual] Install Marshall Virtual Lab client prior to class on 9/3/24
- [Individual] Answer case questions on ForClass prior to class on 9/5/24

WEEK 3: WBS and Tasks

Discussion Topics:

- Waterfall Lifecycle and Stage Gates
- Project Charter & Scope Statement
- Project Plan
- Kick-Off Meetings
- Work Breakdown Structure (WBS)
- Design Structure Matrix
- Intro to Microsoft Project
 - Starting a new project
 - Defining Project Information

Pre-Work

Reading:

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

Assignment

- [Group of two or one] Homework #1 – due before class on 9/12/24

WEEK 4: Scheduling

Discussion Topics:

- Milestones & Dependencies
- Critical Path Method (CPM) – Network Diagram & Excel
- The Gantt Chart with MS Project
 - Tasks
 - Finding Critical Path
- Program Evaluation and Review Technique (PERT)

Case Discussion (9/17/24)

- (Brightspace) Echelon Inc. (A)

Pre-Work

Reading:

- Chapter 5, pages 145-157, 163-169, 169-174
- “Critical Chain” chapters 9-13

Assignment

- [Individual] ForClass submission for Echelon (A) – due before class on 9/17/24
- [Group of two or one] Homework #2 – due before class on 9/19/24

WEEK 5: Budgeting and Risk Planning

Discussion Topics:

- Review PERT with Echelon (B)
- PERT Simulation using @Risk
- Top-Down vs. Bottom-Up Budgets
- Risk Planning
 - Issues and Risks, FMEA
 - Contingency and Mitigation
 - Risk Registry

Case Discussion (9/24/24):

- (Brightspace) Echelon Inc. (B)

Pre-Work

Reading

- Chapter 4, pages 112-118, 130-137
- “Critical Chain” chapters 9-13

Assignment

- [Individual] ForClass submission for Echelon (B) – due before class on 9/24/24
- [Group of two or one] Homework #3 – due before class on 9/26/24

WEEK 6: Midterm

Discussion Topics:

- Midterm Review
- Midterm 1 on 10/3/24
 - In class, with laptop for Project Management Tools
 - 90 minutes
 - Open book/notes

Pre-Work

Assignment

- [Group of two or one] Homework #4 – due before class on 10/1/24

WEEK 7: Allocating Resources

Discussion Topics:

- Resource management
- MS Project
 - Defining resources
 - Assigning resources to tasks
 - Resource Leveling
- (Fall Break)

Case Discussion on 10/15/24

- (Brightspace) Echelon Inc. (C)

Pre-Work

Reading:

- Chapter 6, pages 186-218
- “Critical Chain” chapters 15-19

Assignment

- [Individual] ForClass submission for Echelon (C) – due before class on 10/15/24

WEEK 8: Project Simulation

Discussion Topics:

- Trade-Offs: Spend money to reduce schedule by Crashing
- R&D Project Simulation Scenario A

Assignment

- [Group of two or one] Homework #5 - due 10/17/24

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 Debrief – Scenario B due before class on 10/22/24
- [Case Group] Critical Chain Book Report due before class on 10/24/24

WEEK 10: Evaluating & Terminating

Discussion Topics:

- MS Project
 - Saving a baseline and 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 10/31/24

Reading:

- Chapter 8, pages 272-286

Assignment

- [Group of two or one] Homework #6 due before class on 10/29/24
- [Individuals] ForClass submission for La Petit Chef due before class on 10/31/24
- [Assigned Case Group] La Petit Chef case slide deck due after class on 10/31/24

WEEK 11: Project Simulation

Discussion Topics:

- Non-Profit Project Simulation

Case Study

- (Harvard Course Reader) Boeing 767 group presentations on 11/7/24

Assignment

- [Group of two or one] Homework #7 due before class on 11/5/24
- [Individual] ForClass submission for Boeing 767 due before class on 11/7/24
- [Assigned Case Group] Boeing 767 case slide deck due after class on 11/7/24

WEEK 12: Midterm 2

Discussion Topics:

- Midterm Review
- Midterm 2 on 11/14/24
 - In person
 - 90 minutes
 - Open book/notes

Assignment

- None

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 11/21/24

Reading

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

Assignment

- [Individual] Simulation debriefing for Scenario D due 11/19/24
- [Individual] ForClass submission for BAE due before class on 11/21/24
- [Assigned Case Group] BAE case slide deck due after class on 11/21/24

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

Case Study

- (Harvard Course Reader) MS Office - group presentations on 11/26/24

Reading

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

Assignment

- [Individual] ForClass submission for MS Office case due before class on 11/26/24
- [Assigned Case Group] MS Office case slide deck due after class on 11/26/24

WEEK 15: Guest Speaker & Final Review

Discussion Topics:

- Agile Guest Speakers & Simulation
- Final Review

Guest Speakers – TBD

- Anthony Chen & Rob Tuft – Hands-On Agile activity

Assignment

- [Group of two or one] Homework #8 due before class on 12/3/24

FINAL EXAM: Dec 12, 2024, 8:00 – 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 Drop/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 (for classes that meet twice per week) or the first class meeting (for classes that meet once 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 (213) 740-0690; 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 13, 2024**. The last day to drop without a mark of a “W” (no refund) or change pass/no pass to letter grade is **Friday, October 11, 2024**. The last day to withdraw from a course with a grade of “W” is **Friday, November 15, 2024**.

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 (<https://policy.usc.edu/studenthandbook/>, pages 13 and 27), 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, recordings, exams, or other intellectual property based on USC classes or lectures without the express per-mission 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. Distributing course material without the instructor’s permission will be presumed to be an intentional act to facilitate or enable academic dishonesty and is strictly prohibited. Violation of this policy may subject an individual or entity to university discipline and/or legal proceedings.

Use of AI Generators

In this course, I encourage you to use artificial intelligence (AI)-powered programs to help you with assignments that indicate the permitted use of AI. You should also be aware that

AI text generation tools may present incorrect information, biased responses, and incomplete analyses; thus, they are not prepared to produce text that meets the standards of this course. To adhere to our university values, you must cite any AI-generated material (e.g., text, images, etc.) included or referenced in your work and provide the prompts used to generate the content. Using an AI tool to generate content without proper attribution will be treated as plagiarism and reported to the Office of Academic Integrity. Please review the instructions in each assignment for more details on how and when to use AI Generators for your submissions.

You may use AI to brainstorm the homework assignments, just as you would brainstorm with your study group. **You may NOT use AI on the Midterms or the Final.**

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"](https://www.marshall.usc.edu/open-expression-statement) (<https://www.marshall.usc.edu/open-expression-statement>).

Academic Integrity:

The University of Southern California is foremost a learning community committed to fostering successful scholars and researchers dedicated to the pursuit of knowledge and the transmission of ideas. Academic misconduct is in contrast to the university's mission to educate students through a broad array of first-rank academic, professional, and extracurricular programs and includes any act of dishonesty in the submission of academic work (either in draft or final form).

This course will follow the expectations for academic integrity as stated in the USC Student Handbook. All students are expected to submit assignments that are original work and prepared specifically for the course/section in this academic term. You may not submit work written by others or "recycle" work prepared for other courses without obtaining written permission from the instructor(s). Students suspected of engaging in academic misconduct will be reported to the Office of Academic Integrity.

Other violations of academic misconduct include, but are not limited to, cheating, plagiarism, fabrication (e.g., falsifying data), knowingly assisting others in acts of academic dishonesty, and any act that gains or is intended to gain an unfair academic advantage.

Academic dishonesty has a far-reaching impact and is considered a serious offense against the university. Violations will result in a grade penalty, such as a failing grade on the assignment or in the course, and disciplinary action from the university itself, such as suspension or even expulsion.

For more information about academic integrity see the student handbook or the Office of Academic Integrity's website, and university policies on Research and Scholarship Misconduct.

Please ask your instructor if you are unsure what constitutes unauthorized assistance on an exam or assignment or what information requires citation and/or attribution.

Statement on University Academic and Support Systems

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.

Student Financial Aid and Satisfactory Academic Progress:

To be eligible for certain kinds of financial aid, students are required to maintain Satisfactory Academic Progress (SAP) toward their degree objectives. Visit the [Financial Aid Office webpage](#) for [undergraduate](#)- and [graduate-level](#) SAP eligibility requirements and the appeals process.

Support Systems:

[Counseling and Mental Health](#) - (213) 740-9355 – 24/7 on call

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

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 consists 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

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

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) 740-2500

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 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

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

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 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

Non-emergency assistance or information.

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

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

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