

DSO-521: SMART CITY TACTICS, TECHNOLOGIES, AND OPERATIONS
Fall 2024

Instructor: *Ted Ross*
Office: *Bridge Hall, Suite 303E (BRI 303E)*
Office Hours: *Mondays, 5:30 – 6:30PM or by appointment*
Email: TedRoss@marshall.usc.edu

COURSE DESCRIPTION

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

LEARNING OBJECTIVES

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

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

COURSE MATERIALS

Required Text/Readings:

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

Brightspace Files:

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

Technology required for this course is a computer that can access the Brightspace online platform, complete Brightspace online exams, submit essays using Microsoft Word, PDF, or other text file types, view YouTube videos, and read online articles in PDF format. Marshall has site licenses for a variety of software that students can access free of charge. A list of available software is located [here](#). You are responsible for ensuring that you have the necessary computer equipment and reliable internet access. You are invited to explore what lab or loaner options exist. Contact the Marshall HelpDesk (213-740-3000 or HelpDesk@marshall.usc.edu) if you need assistance. If you have any questions or need assistance with the Brightspace Course Pages, please contact the Marshall HelpDesk.

GRADING

Grading is based on adding up the number of points obtained in each of the following assignments, weighted according to the percentage proportion given in the third column below (% of Overall Grade). A final letter grade will be assigned to you based on both your total number of points and how it compares to other students in the course. The average grade for this class is expected to average about 3.5.

Grading Summary

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

CLASS CONTRIBUTION & PROFESSIONALISM

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

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

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

Class Participation—Behavioral Anchor Rating Scale:

Meaningful Contributions and Professionalism in Class

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

Modest Contributions and Professionalism in Class

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

Unacceptable Contributions and Professionalism in Class

- Fails to participate even when directly asked
- Gives no input to discussions

- Does not demonstrate knowledge of the readings
- Shows up to class: does nothing
- Distracts group / class
- Irrelevant discussion
- Unprofessional behavior not conducive for a business or graduate course environment

HOMEWORK

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

You will submit the three homework assignments through Brightspace within one week of their being assigned by 6:30PM on Monday (see Course Outline below), with one exception giving additional time due to the Thanksgiving Holiday. In other words, your homework assignment is typically due in Brightspace one week after being assigned and before the start of the class session so we can discuss the homework question and answers as a group at the beginning of the class.

SMART CITY SOLUTION TEAM PROJECT

In Week 9 (after mid-term), I will form teams of five to eight students each (dependent on class size). These teams will draft, submit, and present a group PowerPoint presentation project to the class in week 16 (aka Smart City Solution Team Project).

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

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

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

Minimal time will be provided in class to form teams, discuss approved topics, and take a progress checkpoint (week 14). Researching and drafting the assignment is expected to be completed outside of class hours.

With the submission of your group assignment, you will be asked to rank your teammates using the Peer Evaluation Form as far as their relative contribution to the assignment with the intention that this will encourage all team members to do their best to contribute to the team assignment. The Peer Evaluation Forms could be used to adjust an individual student’s grade on the team project. Your presentation and peer reviews must be submitted on Brightspace by the due date.

EXAMS

There will be one midterm exam worth 24% of your course grade and one final exam worth 30% of your course grade. Both exams will include multiple choice and essay questions to be taken online (open book and open note) on Brightspace using your own computer, and include questions based on the assigned readings or lecture. The midterm exam will be online between October 8th and October 14th and the final exam will be online between December 11th (Wednesday at 9AM) and December 18th (Wednesday at 6:30PM). Per USC policy, the final must be completed within finals week and before the final exam deadline for this class. Both midterm and final review will be provided the class before to highlight areas of study and preparation.

THE IMPORTANCE OF COURSE EVALUATIONS

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

EMERGENCY PREPAREDNESS

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

USE OF RECORDINGS

Pursuant to the *USC Student Handbook* (<https://policy.usc.edu/studenthandbook/>, page 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 or recordings based on USC classes or lectures without the express permission of the instructor for purposes other than personal or class-related group study by students registered for the class. This restriction on unauthorized use applies to all information that is distributed or displayed for use in relationship to the class. Violation of this policy may subject an individual or entity to university discipline and/or legal proceedings.

USE OF AI GENERATORS

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

COURSE OUTLINE AND ASSIGNMENTS			
	Topics/Daily Activities	Readings and Videos (<i>must complete before class</i>)	Deliverables with Due Dates
<i>Week 1</i> August 26	<p>What is a Smart City? & Course Expectations</p> <ul style="list-style-type: none"> ● Course Expectations ● The Smart City Vision & Opportunity ● How Technology Makes Us “Smarter” ● The Smart City Defined ● Components of Smart City ● Smart City Stakeholders ● Cyber-Physical Systems & Cyber-Human Planning 	<p><i>Smart Cities: Foundations, Principles, and Applications</i> (Chapter 1) ~18 pages</p> <p>Read City of Los Angeles’ “SmartLA 2028 Smart City Strategy” (https://ita.lacity.org/sites/g/files/wph1626/files/2021-05/SmartLA2028%20-%20Smart%20City%20Strategy.pdf) ~48 pages</p> <p>Watch City of Los Angeles’ “SmartLA 2028 Introduction” Video (5 minutes, 18 seconds) (https://www.youtube.com/watch?v=23NaWMzkkSU)</p>	
<i>Week 2</i> September 02 (HOLIDAY)	LABOR DAY HOLIDAY	<i>No class</i>	<i>No homework due</i>

<p><i>Week 3</i> September 09</p>	<p>Smart Infrastructure</p> <ul style="list-style-type: none"> ● Smart City Infrastructure Defined ● Strategic Infrastructure Opportunities ● Strategic Infrastructure Challenges ● Infrastructure Use Cases (Mobility, Smart Grid) 	<p><i>Smart Cities: Foundations, Principles, and Applications</i> (Chapter 7 and 15) ~46 pages</p> <p>Watch Volvo’s “Smart Cities - Infrastructure & Transportation of the Future” Video (2 minutes, 34 seconds) https://www.youtube.com/watch?v=d1DndVz9dAs</p> <p>Watch U.S. Dept of Energy “Smart Grid Video” (5 minutes, 18 seconds) https://www.youtube.com/watch?v=JwRTpWZReJk</p>	<p>Homework #1 (9/16, 6:30PM)</p>
<p><i>Week 4</i> September 16</p>	<p>Smart Data Tools & Practices</p> <ul style="list-style-type: none"> ● Smart Data Tools & Practices Defined ● Strategic Data Opportunities ● Strategic Data Challenges ● Data Use Cases (Public Safety, Open Data) 	<p><i>Smart Cities: Foundations, Principles, and Applications</i> (Chapter 2) ~29 pages</p> <p>Watch City of Los Angeles’ “ShakeAlertLA Earthquake Early Warning App” Video (2 minutes, 9 seconds) https://www.youtube.com/watch?v=3G4H3t3QQDo&t=87s</p> <p>Watch City of New York “Open Data” Video (50 seconds) https://www.youtube.com/watch?v=14undH4yOWs</p>	

<p><i>Week 5</i> September 23</p>	<p>Smart Digital Services & Apps</p> <ul style="list-style-type: none"> ● Smart Digital Services Defined ● Strategic Digital Services Opportunities ● Strategic Digital Services Challenges ● COVID-19 Pandemic as a Catalyst ● Digital Services Use Cases (Citizen Service Requests, Parking Availability) 	<p><i>Smart Cities: Foundations, Principles, and Applications</i> (Chapter 11) ~22 pages</p> <p>Watch City of Los Angeles’ “MyLA 311 Mobile App” Video (4 minutes) (https://www.youtube.com/watch?v=95eLlRCarU)</p> <p>Watch MobiDev’s “Smart Parking” Video (2 minutes, 12 seconds) (https://www.youtube.com/watch?v=-9s9QkpRzWs)</p>	
<p><i>Week 6</i> September 30</p>	<p>Smart City Governance</p> <ul style="list-style-type: none"> ● Smart City Governance Defined ● Strategic Governance Opportunities ● Strategic Governance Challenges ● Smart City Governance Use Cases (City of Amsterdam, City of Los Angeles, Republic of Korea) 	<p><i>Smart Cities: Foundations, Principles, and Applications</i> (Chapter 12) ~27 pages</p> <p>Watch CIGI’s “How to Build a Democratic Smart City” Video (7 minutes, 36 seconds) (https://www.youtube.com/watch?v=4z0fVAsHFro)</p>	<p>Homework #2 (10/07, 6:30PM)</p>
<p><i>Week 7</i> October 07</p>	<p>Digital Inclusion & Connectivity and Midterm Review</p> <ul style="list-style-type: none"> ● Digital Inclusion Defined ● Strategic Digital Inclusion Opportunities ● Strategic Digital Inclusion Challenges ● Digital Inclusion Use Cases (United Kingdom, City of Louisville) ● Midterm Review 	<p>Read UK’s “Government Digital Inclusion Strategy” (https://www.gov.uk/government/publications/government-digital-inclusion-strategy/government-digital-inclusion-strategy) ~35 pages</p> <p>Read City of Louisville’s “Digital Inclusion Plan” (https://digitalinclusion.louisvilleky.gov/sites/default/files/Louisville Metro Digital Inclusion Plan May 202017.pdf) ~9 pages</p> <p>Study for Midterm</p>	

<p>Week 8 October 14</p>	<p align="center">MIDTERM</p>		<p>Online on Brightspace. Must be taken between 10/08 & 10/14 at 9:30PM</p>
<p><i>Week 9</i> October 21</p>	<p align="center">Securing the Smart City & Smart City Solution Team Project (Team Formation)</p> <ul style="list-style-type: none"> ● Cyber Threats ● Cyber Security Challenges ● Cyber Security Lifecycle of Smart Cities ● Group Presentation (Team Formation & Assignment Review) 	<p><i>Smart Cities: Foundations, Principles, and Applications</i> (Chapter 14 and 19) ~45 pages</p> <p>Ernst & Young “Security by Design” Video (1 minute, 27 seconds) https://www.youtube.com/watch?v=62DbhSg1tvc</p> <p>Watch Forrester’s “Keeping Smart Cities Safe from Hackers” Video (9 minutes, 25 seconds) https://www.youtube.com/watch?v=ktZ8HUKFj1M&t=51s</p> <p>Work on Group Presentation Topic Proposal ~2 hours of work</p>	<p align="center">Group Presentation Topic Proposal Due (10/28, 6:30PM)</p>
<p><i>Week 10</i> October 28</p>	<p align="center">Innovating the Smart City - Part 1 (Emerging Technologies) & Smart City Solution Team Project (Topic Approval)</p> <ul style="list-style-type: none"> ● Evolution of Smart City Through Emerging Tech ● Emerging Technologies Review ● Importance of Integration (Smart City 2.0) ● Emerging Technology Use Cases (Smart Health Monitoring) ● Group Presentation (Topic Approval & Discussion) 	<p><i>Smart Cities: Foundations, Principles, and Applications</i> (Chapter 27) ~16 pages</p> <p>Read Tomorrow City’s “Technology for Smart Cities: The Pillars of Urban Planning of the Future” ~11 pages https://tomorrow.city/a/technology-for-smart-cities-the-pillars-of-urban-planning-of-the-future</p> <p>Work on Group Presentation PowerPoint ~2 hours</p>	

<p><i>Week 11</i> November 04</p>	<p>Innovating the Smart City - Part 2 (Digital Transformation)</p> <ul style="list-style-type: none"> ● Evolution of Smart City Through Digital Initiatives ● Key Digital Transformation Practices ● Engaging & Navigating Stakeholders ● Smart City Measurements and Key Performance Indicators (KPIs) 	<p><i>Smart Cities: Foundations, Principles, and Applications</i> (Chapter 5) ~24 pages</p> <p>Read Deloitte’s “Seven Pivots for Government’s Digital Transformation” ~13 pages (https://www2.deloitte.com/us/en/insights/industry/public-sector/government-digital-transformation-strategy.html)</p> <p>Work on Group Presentation PowerPoint ~2 hours</p>	
<p><i>Week 12</i> November 11 (HOLIDAY)</p>	<p>VETERAN’S DAY HOLIDAY</p>	<p><i>No class</i></p>	<p><i>No homework due</i></p>

<p><i>Week 13</i> November 18</p>	<p>Sustaining & Funding Smart Cities</p> <ul style="list-style-type: none"> ● Sustainability as an Opportunity ● Sustainability as a Climate Imperative ● Sustainability Use Cases ● Funding Models for Smart City Investments 	<p><i>Smart Cities: Foundations, Principles, and Applications</i> (Chapter 18) ~28 pages</p> <p>Read Deloitte’s “The Challenges of Paying for Smart Cities Projects” ~22 pages (https://www2.deloitte.com/content/dam/Deloitte/global/Documents/Public-Sector/gx-ps-the-challenge-of-paying-for-smart-cities-projects1.pdf)</p> <p>Watch City of Amsterdam’s “How Amsterdam Revolutionizes Energy” Video (11 minutes, 39 seconds) (https://www.youtube.com/watch?v=pkTBJMGKPK8)</p> <p>Work on Group Presentation PowerPoint ~2 hours</p>	
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<p>Week 14 November 25</p>	<p>Global Smart City Perspectives & Smart City Solution Team Project (Progress Checkpoint)</p> <ul style="list-style-type: none"> • Smart Cities & Cultural Context • Culture as a Technology Driver • Culture as a Technology Detractor • Variations in Smart City Focus & Strategies (Dubai, Paris, New York, Amsterdam, Korea) 	<p>Read City of Paris' "Smart & Sustainable Strategy" ~60 pages (https://cdn.paris.fr/paris/2020/02/26/f7dc822a66de6000cd910a145c7fca39.ai)</p> <p>Read City of New York's "Building a Smart & Equitable City" ~24 pages (https://www1.nyc.gov/assets/forward/documents/NYC-Smart-Equitable-City-Final.pdf)</p> <p>Read Dubai's 2021 Smart City Plan ~24 pages (https://www.dubaiplan2021.ae/c/document_library/get_file?uuid=14167c30-550d-546c-5b72-587a3d1e5c7a&groupId=1028358)</p> <p>Read City of Amsterdam's "Amsterdam Smart City: A World Leader in Smart City Development" Strategy Summary ~9 pages (https://hub.beesmart.city/city-portraits/smart-city-portrait-amsterdam)</p> <p>Read Korea's "Korean Smart Cities" Strategy Summary ~13 pages (https://smartcity.go.kr/wp-content/uploads/2019/08/Smart-city-broschureENGLISH.pdf)</p> <p>Work on Group Presentation PowerPoint ~1 hour</p>	<p>Homework #3 (12/06, 6:30PM) <i>{to accommodate Thanksgiving Holiday}</i></p>
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<p><i>Week 15</i> December 02</p>	<p>Consulting or Selling to a Smart City</p> <ul style="list-style-type: none"> • The Smart City Market • Types of Smart City Customers • Who to Sell to? • What to Sell? • Navigating Government Procurement & Budgeting • Final Review Session 	<p>Read TechTarget’s “Develop a Channel Sales Strategy for Smart City Projects” ~4 pages (https://searchchannel.techtarget.com/feature/Develop-a-channel-sales-strategy-for-smart-city-projects)</p> <p>Read NewCo’s “How to Sell to a Smart City” ~3 pages (https://shift.newco.co/2016/09/23/how-to-sell-the-smart-city/)</p> <p>Read City of Boston’s “Smart City Playbook” ~4 pages (https://monum.github.io/playbook/)</p> <p>Finalize Group Presentation PowerPoint ~2 hours</p> <p>Prepare to Give Group Presentation to Class ~2 hours</p>	<p>Group Presentation PowerPoint Due (12/15, 11:59PM)</p> <p>Peer Evaluation Form Due (12/15, 11:59PM)</p> <p>Online Final Exam through Brightspace (available 12/11 at 9:00AM through 12/18 at 6:30PM)</p>
<p>FINAL WEEK December 16</p>	<p>Group Presentations (7:00 - 9:00PM)</p> <p>Take online Final Exam</p>		<p>Online Final Exam through Brightspace (available 12/11 at 9:00AM through 12/18 at 6:30PM)</p>

The date/time of the Final Exam is determined by the University. For the date and time of the final for this class, consult the USC *Schedule of Classes* at www.usc.edu/soc. Select the corresponding semester to view and click on the “Final Examinations Schedule” link on the left side of the screen.

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>).

STATEMENT ON ACADEMIC CONDUCT AND SUPPORT SYSTEMS

Academic Integrity:

The University of Southern California is a learning community committed to developing successful scholars and researchers dedicated to the pursuit of knowledge and the dissemination of ideas. Academic misconduct, which includes any act of dishonesty in the production or submission of academic work, compromises the integrity of the person who commits the act and can impugn the perceived integrity of the entire university community. It stands in opposition to the university's mission to research, educate, and contribute productively to our community and the world.

All students are expected to submit assignments that represent their own original work, and that have been prepared specifically for the course or section for which they have been submitted. You may not submit work written by others or "recycle" work prepared for other courses without obtaining written permission from the instructor(s).

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

The impact of academic dishonesty is far-reaching and is considered a serious offense against the university. All incidences of academic misconduct will be reported to the Office of Academic Integrity and could result in outcomes such as failure on the assignment, failure in the course, suspension, or even expulsion from the university.

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.

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.

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 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

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) 740-5086 or (213) 821-8298

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.