

PPD 675: Nonprofit Management and Leadership (4 units)

Spring 2025 Mondays, 6pm- 9:20pm

Location: Lewis Hall (RGL) 209

Professor: Nicole Esparza

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Office: RGL 208

Office Hours by appointment: <https://calendly.com/neesparz/30min>

Office Hours Zoom: <https://usc.zoom.us/j/4884268965>



Course Description

This course offers a comprehensive exploration of the principles, practices, and challenges involved in leading and managing nonprofit organizations. Designed for graduate students aspiring to become effective leaders in the nonprofit sector, the course emphasizes strategic thinking, governance, financial management, fundraising, program evaluation, and ethical decision-making.

Students will examine the environment in which nonprofit organizations operate, highlighting the unique characteristics shaped by the interplay of mission, governance, and financial sustainability. Through the analysis of real-world case studies, interactive discussions, and skill-building exercises, students will develop practical expertise in areas such as board management, volunteer engagement, and stakeholder communication. Special emphasis will be placed on addressing contemporary challenges, including diversity, equity, and inclusion, technological innovation, and the application of adaptive leadership to navigate complex and evolving organizational environments.

By the end of the course, students will be equipped with the knowledge and tools needed to lead mission-driven organizations, drive meaningful social change, and address complex community needs.

Learning Objectives

By the end of this course, students will be able to:

- Strategic Thinking: Develop mission-aligned strategic plans and make informed decisions for sustainability.
- Financial Management: Analyze nonprofit financials, manage budgets, and ensure compliance.
- Fundraising and Development: Design campaigns, cultivate donor relationships, and write successful grant proposals.
- Leadership: Build inclusive cultures, resolve conflicts, and inspire teams.
- Adaptive Leadership: Navigate uncertainty and lead organizational change.

- Governance: Strengthen board practices and foster stakeholder relationships.
- Program Evaluation: Create impactful programs and evaluate their outcomes using data.
- Marketing: Craft messaging and use digital tools to engage and grow visibility.
- Advocacy: Develop strategies to influence policy and build coalitions.

Required Reading and Supplementary Materials

All course readings and materials are accessible on Brightspace, organized under the corresponding weekly modules. Each class will focus on the assigned readings, which students are required to complete in advance. Completing the readings beforehand is essential to support meaningful class discussions.

Class materials, including lecture slide decks (PPT) and handouts, will be provided and utilized during class sessions. As such, no prior preparation is required.

Course Assessment

Grading Breakdown

The course grade will be based on the following components. Course final grades will be determined using the following scale. The grade will round up if .5 or over.

Category	Weight
In-Class Activities	10%
Case Analysis Memo 1	15%
Case Analysis Memo 2	15%
Grant Proposal	20%
Special Topic Presentation	10%
Final Report	30%
Total	100%

Letter Grade Scale			
95-100	A	73-76	C
90-94	A-	72-70	C-
87-89	B+	67-69	D+
83-86	B	63-66	D
80-82	B-	60-62	D-
77-79	C+	≤59	F

Description of Course Requirements

In-Class Activities (10%)

Students will participate in activities during each class session, designed to reinforce key concepts and promote collaborative learning. These activities will be submitted on Brightspace and shared with the class. While some activities will be completed individually, most will involve group work. The activities will accumulate throughout the semester and collectively account for 10% of the final grade. Submissions will be assessed using a Proficiency Scale: **Incomplete, Developing, Proficient, and Extending**. Incomplete submissions will receive no credit, while all other levels will count as a passing grade. Although Brightspace may assign points to submissions for tracking purposes, final grades for in-class activities will be

determined holistically, with the instructor allocating points based on overall performance and participation. Please note: There are no make-up assignments for in-class activities.

Case Analysis Memos (30%)

Students will complete two case analyses during the course, each worth 15% of their final grade. These case memos will be evaluated based on the organization and clarity of ideas, comprehension and analysis of the case, and the ability to effectively apply concepts from the readings and lectures. Specific instructions and grading rubrics for each case analysis will be provided in the “Assignments” section on Brightspace one week before the due date. Students are encouraged to review these materials carefully to ensure their submissions meet the outlined criteria.

Special Topic Presentation (10%)

Students will deliver a 15–20-minute presentation on one of the top nonprofit management challenges for 2025. Topics may include emerging issues such as the growing role of digital storytelling, influencer marketing, or other significant trends shaping the sector. Presentations will include: An overview of the challenge, background information highlighting its prevalence in the sector, a real-world example of a nonprofit addressing this challenge and recommendations for leaders navigating this issue. Students will submit their slide deck on Brightspace. No accompanying paper is required.

Grant Proposal (20%)

Students will write a grant proposal for a nonprofit organization of their choosing, using the Common Grant Application Format (CGAF). Proposals are typically 7-10 pages, including a 3-5 page narrative, cover letter, forms, and attachments. This assignment develops key competencies in crafting successful proposals, including articulating a nonprofit's mission and aligning it with a funder's priorities. This is a hypothetical grant, so students do not need to apply or notify the nonprofit.

Final Report (30%)

Students will submit a detailed strategic plan as their final report, due Monday, May 12th by 11:59 PM. The report will include the following components: organizational overview, strategic goals, initiative and action plan, fund development strategy and marketing campaign. Students may choose an established nonprofit or design a plan for a nonprofit they would like to create.

Policies

Attendance

The class is in-person only and students cannot Zoom in unless special circumstances arise. Attendance is highly encouraged. However, I expect that illnesses or other obligations may happen. Please let me know if you need accommodations and we will figure something out.

Late Assignments

All assignments need to be submitted on Brightspace by the date listed on the syllabus and Brightspace. Diminished credit of (-10%) will be given each day the assignments is late. No credit will be given to

assignments after a week. Students who request an extension, need to make the request before the due date. It is up to the professor's discretion to make alternative arrangements.

Creating an Inclusive Classroom Community

Higher education thrives on the free expression and respectful debate of diverse ideas. In this class, it is the shared responsibility of all participants to foster a supportive and inclusive environment for everyone. Our varied backgrounds and perspectives shape our interactions, and it is essential to remain mindful and sensitive to how these differences influence our classroom dynamic. Students are expected to contribute to a positive classroom environment by respecting diverse viewpoints and engaging thoughtfully in discussions. This includes actively listening to your peers, offering constructive contributions, and ensuring your comments promote inclusivity and understanding.

Generative AI Policy

For all assignments, students are expected to develop their own ideas and analysis based on course material. The use of AI tools (e.g., ChatGPT, Grammarly, or similar) is permitted only for grammar and spelling corrections, not for generating or drafting content. This includes, but is not limited to, the following guidelines:

Acceptable Uses of AI:

- Proofreading for grammar, spelling, or stylistic improvements.
- Enhancing clarity of sentences you have written (e.g., rephrasing for conciseness or professionalism).
- For visual assignments, tools like DALL·E may be used to create images or concepts that align with assignment goals, as long as they adhere to copyright and ethical standards.

Prohibited Uses of AI:

- Drafting or generating sections of the memo, paper, or report.
- Answering any of the prompt questions or creating recommendations on your behalf.
- Conducting analysis or synthesizing insights from the material (i.e., readings, cases).
- Used to complete assignments in a way that bypasses learning objectives (e.g., submitting AI-generated work as-is without significant student input).
- Misrepresenting AI-generated content as entirely original or human-generated work is a violation of academic integrity.

Accountability:

Students are responsible for the accuracy, originality, and appropriateness of any content submitted, including AI-assisted work.

Assignments that include inaccurate, irrelevant, or plagiarized material due to over-reliance on AI will be subject to standard grading policies.

Verification and Integrity:

You may be asked to submit a statement confirming that the work is your own and that AI tools were used

only for proofreading. Additionally, you may be asked to include a brief reflection (50–100 words) at the end of your memo describing your process and how you ensured adherence to this policy.

Consequences for Violations:

If it is determined that AI tools were used beyond the permitted scope, this will result in a failing grade or other academic penalties in accordance with the university’s academic integrity policy.

Course Schedule

Week	Date	Topics	Assignments
Week 1	13-Jan	Introduction to Nonprofit Organizations	
Week 2	20-Jan	No Class - Martin Luther King Jr. Day	
Week 3	27-Jan	Leadership & Board Development	
Week 4	3-Feb	Leadership Models & Styles	
Week 5	10-Feb	Strategic Planning	Case Memo 1
Week 6	17-Feb	No Class - Presidents Day	
Week 7	24-Feb	Program Development & Evaluation	
Week 8	3-Mar	Resource Allocation & Financial Management	
Week 9	10-Mar	No Class - Midterm	Grant Proposal
Week 10	17-Mar	No Class - Spring Break	
Week 11	24-Mar	Leading through Change	
Week 12	31-Mar	Recruiting & Retaining Talent	
Week 13	7-Apr	Branding, Marketing, & Communications	Case Memo 2
Week 14	14-Apr	Advocacy	
Week 15	21-Apr	Volunteers & Community Engagement	
Week 16	28-Apr	Partnerships & Collaboration	
FINAL	12-May	Final report due Monday May 12 th	Final

Detailed Course Schedule

Week 1, January 13 Introduction to Nonprofit Organizations

Ahmed, S. (2022). Chapter 1: Introducing Nonprofit Organizations. In *Effective Nonprofit Management*.

Young, D.R. & Casey, J. (2016). Supplementary, Complementary, or Adversarial? Nonprofit-Government Relations. In *Nonprofits and Government: Collaboration and Conflict*.

Allison, M. & Kaye, J. (2015). Chapter 3: Mission, Vision, Values. In *Strategic Planning for Nonprofit Organizations: A Practical Guide for Dynamic Times*.

Jonker, K. & Meehan, W.F. (2008). Making Missions That Won't Creep. *Stanford Social Innovation Review*, Winter 2008.

Week 2, January 20 Martin Luther King Jr. Day – No Class

Week 3, January 27 Leadership & Board Development

Grint, K., et al. (2016). What is Leadership: Person, Position, Purpose or Process, of All or None of These? In *The Routledge Companion to Leadership*. Abingdon: Routledge.

Carlson, M., & Donohoe, M. (2010). Chapter 1 in *The Executive Director's Guide to Thriving as a Nonprofit Leader*. Wiley.

Simsa, R. (2020). Chapter 11: Leadership in *The Routledge Companion to Nonprofit Management*.

Renz, D.O. (2016). Chapter 5: Leadership, Governance, and the Work of the Board. In *The Jossey-Bass Handbook of Nonprofit Leadership and Management*.

Wallestad, A. (2021). The Four Principles of Purpose-Driven Board Leadership. *Stanford Social Innovation Review*.

Case: The Rubber-Stamp Board: Don't Walk—Run!

Week 4, February 3 Leadership Models & Styles

CFI Team. (n.d.). Leadership Styles from Corporate Finance Institute.

George, B., et al. (2007). Discovering Your Authentic Leadership. *Harvard Business Review* v. 85, issue 2.

Anheier, H.K. (2014). Managing Nonprofit Organizations in *Nonprofit Organizations: Theory, Management, Policy*. (select pages). Routledge.

Clarke, N. (2018). Introduction to Relational Leadership in *Relational Leadership*. Routledge.

Tramuto, D., & Corwin, T. B. (2022). Empathy Isn't Enough. *Stanford Social Innovation Review*.

Week 5, February 10 Strategic Planning

Bryson, J.M. (2016). Chapter 9: Strategic Planning and the Strategy Change Cycle. In *The Jossey-Bass Handbook of Nonprofit Leadership and Management*.

Allison, M. & Kaye, J. (2015). Chpt 1: Introduction in *Strategic Planning for Nonprofit Organizations: A Practical Guide for Dynamic Times*. (Select pages).

Kenton, W. (2024). How to perform a SWOT Analysis. *Investopedia*. Retrieved from: <https://www.investopedia.com/terms/s/swot.asp#toc-what-are-the-4-steps-of-swot-analysis>

Case: Setting Strategy: Finding Your Organization's North Star

ASSIGNMENT DUE: Sunday, February 9th 11:59pm

Week 6, February 17 Presidents' Day – No Class

Week 7, February 24 Program Development & Evaluation

Center for Theory of Change. (n.d.). *What is Theory of Change?*

Allison, M. & Kaye, J. (2015). Chpt 5: Theory of Change and Program Portfolio in *Strategic Planning for Nonprofit Organizations: A Practical Guide for Dynamic Times*. (Select pages).

Ciccarone, M. et al. (June 2021). *How Nonprofits Can Map Their Programs to their Strategy*. The Bridgespan Group.

Ebrahim, A. & Rangan, V.K. (2014). What Impact? A Framework for Measuring the Scale and Scope of Social Performance. *California Management Review*. Spring, 2014.

Case: Establishing Metrics: What Comes Out of a Backpack

Week 8, March 3 Resource Allocation & Financial Management

Greco, D. (2019). Chpt 12: Nonprofit Financial Management in *Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals*. Wiley.

Tschirhart, M. & Bielefeld, W. (2012). Chpt 6: Resource Acquisition in *Managing Nonprofit Organizations*. Jossey-Bass.

Foster, W.L. et al. (2009). Ten Nonprofit Funding Models. *Stanford Social Innovation Review*, Spring 2009.

Hartsook, R.F. & Sargeant, A. (2017). Chapter 14: Major Gift Fundraising. In *Fundraising Principles and Practice*.

O'Neal-McElrath. (2019). Chpt 19: How to Seek a Grant in *Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals*. Wiley.

Timmons, T. (2023). How to Write a Grant Proposal in 9 Steps (With Definition). *Indeed. Career Development*.

Case: Endowments: To Spend Now or Save for a Rainy Day

Week 9, March 10 Grant Proposal (Midterm) – No Class

Available for Zoom Office Hours during class time

Week 10, March 17 Spring Break – No Class

Week 11, March 24 Leading Through Change

TBD

Week 12, March 31 Recruiting & Retaining Talent

National Council of Nonprofits. (2023). Nonprofit Workforce Survey Results, Communities Suffer as the Nonprofit Workforce Shortage Crisis Continues.

Tschirhart, M. & Bielefeld, W. (2012). Leadership & Human Resources in Managing Nonprofit Organizations. Jossey-Bass.

Daniels, A. (January 2022). New Nonprofits Leaders of Color Bring Change but Face Hurdles. The Chronicle of Philanthropy.

Ibrisevic, I. (Dec 3, 2024). Top Employee Retention Strategies for Nonprofits. Donor Box.

McGinnis, J. et al. (2020). Chapter 17: Managing Generational Differences in Nonprofit Organizations. In The Nonprofit Human Resource Management Handbook: From Theory to Practice.

Case: Toxic Leadership: The Queen Bee

Week 13, April 7 Branding, Marketing, & Communications

Kylander, N. & Stone, C. (2012). The Role of Brand in the Nonprofit Sector. *Stanford Social Innovation Review*, Spring 2012.

Winton, J. et al. (2019). Chapter 24: Nonprofit Marketing: The Why and How of Branding. In *Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals*.

Leroux Miller, K. (2021). *The Nonprofit Marketing Guide: High-impact, Low-cost Ways to Build Support for Your Good Cause* (2nd edition). Wiley.

Case: Devising Marketing Strategies: Regaining Relevance

ASSIGNMENT DUE: Sunday, April 6th 11:59pm

Week 14, April 14 Advocacy

Pekkanen, R.J., et al. (2014). Chpt 10: Effective Advocacy in *Nonprofits and Advocacy: Engaging Community and Government in an Era of Retrenchment*. John Hopkins Press.

Crutchfield, L.R. & McLeod Grant., H (2012). *Advocate And Serve. Forces for Good*. Jossey-Bass.

Gen, S., & Wright, A. C. (2020). Tactics and Strategies in *Nonprofits in Policy Advocacy: Their Strategies and Stories* (1st Edition). Springer Nature.

Community ToolBox. (2016). Developing a Plan for Advocacy, Section 7

Cited Books & References (all available at USC Libraries)

- Adams, T. (2010). [*The Nonprofit Leadership Transition and Development Guide: Proven Paths for Leaders and Organizations*](#) (1st Edition). Jossey-Bass.
- Ahmed, S. (2022). [*Effective Nonprofit Management: Context, Concept, and Competencies*](#). (Second edition.). Routledge.
- Anheier, H., & Toepler, S. (Eds.). (2020). [*The Routledge Companion to Nonprofit Management*](#) (1st ed.). Routledge.
- Anheier, H.K. (2014). [*Nonprofit Organizations: Theory, Management, Policy*](#) (2nd ed.). Routledge.
- Carlson M, D.M. (2010). [*The Executive Director's Guide to Thriving as a Nonprofit Leader*](#), 2nd ed. Wiley; 2010.
- Civitillo, R. (2021). [*Management in the Non-Profit Sector: A Necessary Balance between Values, Responsibility and Accountability*](#) (1st ed.). Routledge.
- Crutchfield, L.R. & McLeod Grant., H. (2012). [*Forces for Good*](#). Jossey-Bass.
- Gen, S., & Wright, A. C. (2020). [*Nonprofits in Policy Advocacy: Their Strategies and Stories*](#) (1st Edition 2020). Springer Nature.
- Gronbjerg, K. A., & Smith, S. R. (2021). [*The Changing Dynamic of Government–Nonprofit Relationships: Advancing the Field\(s\)*](#) Cambridge University Press.
- Heninger, L. (2018). [*Managing as Mission: Nonprofit Managing for Sustainable Change*](#). CRC Press.
- Heyman, D., Rodriguez, & Brenner, L. (2019). [*Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals*](#). Wiley.
- Jang, H.S., Valero, J.N. (2023). [*Public-Nonprofit Collaboration and Policy in Homeless Services*](#). Palgrave Macmillan, Cham.
- Kouzes J.M. & Posner B.Z. (2023). [*The Leadership Challenge Workbook*](#). Fourth Edition. Wiley.
- Leroux Miller, K. (2021). [*The Nonprofit Marketing Guide: High-impact, Low-cost Ways to build support for your good cause*](#) (2nd edition). Wiley.
- Libby, P. & Deitrick, L. (2017). [*Cases in nonprofit management: A hands-on approach to problem solving*](#). SAGE Publications.
- Meehan, W.F. & Jonker, K. (2018). [*Engine of Impact: Essentials of Strategic Leadership in the Nonprofit Sector*](#). Stanford, California: Stanford Business Books.
- Mendel, S.C. & Brudney, J.L. (2018). [*Partnerships the Nonprofit Way: What Matters, What Doesn't*](#). Indiana University Press.
- Meyer, C. K., Dicke, L. A., & Ott, J. S. (2023). [*Understanding Nonprofit Organizations: Governance, Leadership, and Management*](#) (Fourth edition). Routledge.
- Meyer, C.K., Dicke, L.A., & Ott, J.S. (2023). [*Understanding Nonprofit Organizations: Governance, Leadership, and Management*](#). Fourth edition. Routledge.
- Örtenblad, A., Abrahamson Löffström, C., Sheaff, R., & Löffström, C. A. (2015). [*Management Innovations for Healthcare Organizations: Adopt, Abandon or Adapt?*](#) (1st ed., Vol. 18). Routledge.
- Pekkanen, R., Smith, S. R., & Tsujinaka, Y. (Eds.). (2014). [*Nonprofits and Advocacy: Engaging Community and Government in an Era of Retrenchment*](#). Johns Hopkins University Press.
- Raei, M. R. (2021). [*Adaptive Leadership in a Global Economy: Perspective for Application and Scholarship*](#). Routledge.

- Renz, D.O. & Herman, R.D. (2016). *The Jossey-Bass Handbook of Nonprofit Leadership and Management*. Hoboken, New Jersey: Jossey-Bass.
- Searing, E. A. M., Wiley, K. K., & Young, S, L. (2021). Resiliency tactics during financial crisis: The nonprofit resiliency framework. *Nonprofit Management and Leadership*, 32(2), 179–196.
- Sheehan, R.M. (2010). *Mission impact: breakthrough strategies for nonprofits*. (1st ed., Vol. 184). WILEY.
- Shumate, M. & Cooper, K.R. (2021). *Networks for Social Impact*. Oxford Academic.
- Storey, J., et.al. (2016). *The Routledge Companion to Leadership* (1st ed.). Routledge.
- Tschirhart, M. & Bielefeld, W. (2012). *Managing Nonprofit Organizations*. Jossey-Bass.
- Word, J. & Sowa, J. (2017). *The Nonprofit Human Resource Management Handbook: From Theory to Practice* (1st ed.). Routledge.
- Worden, G. (2022). *Leading with Compassion: How to Make Leadership Authentic by Managing with Integrity* (1st ed.). Productivity Press.

Helpful Resources

BoardSource	http://www.boardsource.org/
Charity Navigator	http://www.charitynavigator.org/
Chronicle of Philanthropy	https://philanthropy.com
Chronicle of Philanthropy Weekly Newsletter	https://www.philanthropy.com/account/newsletters
Council on Foundations (COF)	http://www.cof.org/
Emerging Practitioners in Philanthropy	http://www.epip.org
Forbes Nonprofit Council	https://www.forbes.com/sites/forbesnonprofitcouncil/
Foundation Center	http://foundationcenter.org/
GiveWell	https://www.givewell.org/
Giving USA	https://givingusa.org/
GuideStar	https://www.guidestar.org/
Idealist	http://www.idealists.org
Independent Sector	http://www.independentsector.org
National Center for Charitable Statistics (NCCS)	http://nccs.urban.org
National Committee for Responsive Philanthropy	http://www.ncrp.org/
National Council of Nonprofits	https://www.councilofnonprofits.org/tools-resources
Nonprofit Quarterly	http://nonprofitquarterly.org
Nonprofit Resource Center	http://www.nprcenter.org/

Nonprofit Risk Management Center	http://www.nonprofitrisk.org/
Nonprofit Pro	https://www.nonprofitpro.com/
NonProfit Times	https://www.thenonproffitimes.com/
Philanthropy News Digest (PND)	https://philanthropynewsdigest.org
Southern California Grantmakers (chapter of COF)	https://socialgrantmakers.org/
Stanford Social Innovation Review (SSIR)	http://www.ssireview.org/
Urban Institute Center on Nonprofits and Philanthropy	https://www.urban.org/research-area/nonprofits-and-philanthropy

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.