END OF YEAR REPORT : USC’S COMMITMENT TO CHANGE
Executive Summary

USC’s commitment to change is predicated on establishing a new culture of care, concern, consultation, and compliance by focusing on three tenets:

1. Accountability,
2. Transparency, and
3. Wellness and Culture.

Care. It is critical that our students, faculty, and staff are mindful of their wellbeing and the wellbeing of others in the community.

Concern. Anyone should be able to express any type of concern and not be met to retaliation but with compassionate intervention.

Consultation. We need to prioritize candid discussion to strengthen our leadership model.

Compliance. We must make every effort to live up to our promises and ensure that we abide by the standards we have set for ourselves.
Commitment to Change: Establishing an Improved Culture

Care

*Speaks to wellness:*
- Faculty and staff must be mindful of their own wellbeing.
- Decrease the chances that they will end up in situations in which they compromise their commitment to our Code of Ethics.

Concern

*Speaks to an atmosphere in which we look out for one another:*
- Anyone should be able to express any type of concern.
- Response should be *compassionate intervention*.

Consultation

*Speaks to the prioritizing of candid discussion and the respectful exchange of opinions:*
- We must strengthen our leadership model.
- Implement shared governance and 360-degree evaluations or upwards feedback.

Compliance

*Speaks to the fulfillment of these values and how well we implement our action plan:*
- Ongoing process that requires feedback from the community.
- Requires continual adjustments and self-examination.

As of May 2019
<table>
<thead>
<tr>
<th>Action Item</th>
<th>Key Activities</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create the Office of Professionalism and Ethics (OPE).</td>
<td>• OPE led by Vice President Michael Blanton.</td>
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<tr>
<td></td>
<td>• Oversight of Title IX, OED, OCAP, and Athletic Compliance.</td>
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<tr>
<td>Form new faculty committee to review results of faculty investigations and</td>
<td>• Formed the Committee on Professional Responsibility (CoPR), currently chaired by Professor Paula Cannon.</td>
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<tr>
<td>determine appropriate discipline.</td>
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<tr>
<td>Redraft the university’s Code of Ethics and instill a culture of values and</td>
<td>• PCC will move forward with a university-wide cultural values assessment.</td>
<td></td>
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<tr>
<td>ethics throughout the university.</td>
<td>• Feedback from the assessment will inform the Code of Ethics.</td>
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<tr>
<td>Transform Human Resources.</td>
<td>• Appointed new Senior Vice President of HR Felicia Washington.</td>
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<td></td>
<td>• Implemented enhanced background screening process.</td>
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<td></td>
<td>• Currently centralizing and digitizing all personnel files.</td>
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</tbody>
</table>

As of May 2019
The vice president of professionalism and ethics reports directly to the senior vice president and general counsel and has direct access to the chair of the Audit and Compliance Committee of the Board of Trustees in order to ensure independent and transparency.

* In investigating complaints, OPE will only have oversight over the investigatory functions of these units.
### Purpose

OPE serves as a “one-stop shop” at the university, receiving complaints at all levels across both campuses.

### Fundamental Tenets of OPE

- Faculty and staff will be able to report complaints directly to OPE.
- All leaders who receive a report must tell their supervisors and submit a report or face sanctioning.
- OPE will interface with existing offices throughout the university that collect and compile complaints in specific areas.
- OPE will maintain an anonymous and confidential hotline for additional complaint reporting.
- OPE will have direct oversight of all investigatory processes.

### Key Deliverables

- Single database for tracking all complaints across the university.
- Monthly report on open high-risk investigations to president’s cabinet.
- Semi-annual report on emerging trends among complaints.
New process provides clarification as to how sanctions are determined and supplants the previous process.

**Purpose**

- OPE will forward the results of its investigations to a newly formed faculty committee, the Committee on Professional Responsibility (CoPR), chaired by Professor Paula Cannon.
- CoPR will determine the appropriate discipline.
- Appeals will go directly to the Provost.
- In appeals involving a recommendation of tenure dismissal, the provost will first determine if formal dismissal proceedings should commence and, if they should, assemble a hearing board.
- The president of the university will make the final decision regarding tenure dismissal.

**New Process**
Purpose

Develop a Code based on USC core values and ethical decision-making.

Steps

• Office of Ethics and Compliance will leverage the output from the USC Values Survey to shape the Code.

• Office of Ethics and Compliance will engage with the Working Group on University Culture, the PCC, and other stakeholders in the development of the Code.

• Best practice Codes will be benchmarked during the development phase.

• A training and awareness session will be conducted to support the Code.
**Strategic Measures**

- New SVP of HR to oversee the centralization of HR operations and to develop a university-wide strategy for hiring and retaining employees.

- Implement a more comprehensive background check process for all new hires and promotions to leadership positions.

- Centralize and digitize personnel files for all of the university’s 26,000 faculty and staff.

**Status**

- Ms. Felicia Washington, former Vice Chancellor for Workforce Strategy, Equity and Engagement at the University of North Carolina at Chapel Hill will serve in this role effective June 2019.

- Issued formal policy mandating reference checks.
- Completed automated integration of SkillSurvey, a behavioral reference tool, with Workday for staff hiring.
- Mandated executive background screening for all newly hired or promoted officers, deans, vice presidents, executives who report to offices, chairs at KSOM, coaches, and others, as requested.
- Mandated additional financial background screening for executives and staff in certain financial job profiles.

- Advisory committee formed in March 2018.
- Formal policy issued in February 2019.
- Currently preparing and digitizing all files; estimated completion date of December 2019.
Create a Leadership Training Academy, which will emphasize our core values and the importance of those values in the workplace.

Create a formal succession planning program targeting top two tiers of leadership.

**Strategic Measures**

**Status**

- Budget approved for remodeling of training rooms and additional curriculum development and training for staff.
- Current leadership programs undergoing review.
- Hired talent manager and engaged consultant to build succession planning strategy.
- Configured Workday and training and resources for potential successors.
- Created and validated success profiles for 65 leadership positions.
- Currently assessing vendors to implement 360 upwards feedback.
- Currently collecting and validating list of possible successors.
# Commitment to Change: Transparency

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Key Activities</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish the USC Office of Ombuds Services with presence on both campuses.</td>
<td>- Appointed Katherine Greenwood (UPC), and Thomas Kosakowski (HSC).</td>
<td>✔️</td>
</tr>
<tr>
<td>Create a senior vice president for communications position.</td>
<td>- Mr. Glenn Osaki, former president of Asia-Pacific for MSL, an international public relations firm, will serve in this role effective June 2019.</td>
<td>✔️</td>
</tr>
</tbody>
</table>
| Communicate how the university is implementing change. | - Newsletter created for email updates.  
- Change dashboard created to share ongoing progress related to culture change.  
- Stories of change promoted with internal and external media. | ✔️ |

As of May 2019
Transparency – Office of Ombuds Services
Responsible Office: Office of the Provost
Lead: Vice Provost Varun Soni, Office of Campus Wellness and Crisis Intervention

Strictly confidential forum in which to resolve various concerns, including:
• Miscommunication between coworkers,
• Perceived unfair treatment,
• Interpersonal conflicts,
• And academic concerns.

Educate members of our community about university policies and procedures.

Presence on both campuses with personnel trained to spot high-risk workplace situations.

Office of Campus Wellness and Crisis Intervention (CWCI)
Vice Provost Varun Soni
The new SVP, Mr. Glenn Osaki, will be part of president’s cabinet, draw close ties between our communications office and the offices of the university’s other senior vice presidents, and work to improve upon the current communications landscape.

Next Steps

• “Change” communication to focus on new leadership and highlighting achievements and successes in the realms of research, student affairs, educational access, faculty accomplishments, and contributions to the greater societal good.

• Focus of messaging with the USC community will be on the future direction of the university and on the release of new key information to support transparency and accountability.

• Emphasize face-to-face interaction with USC students, faculty, and staff.

• Employ direct messaging to employees in regular internal communication channels.

• Venues for communicating change at the university include owned media channels (e.g., USC News, Alumni Magazine, social media, podcasts, newsletters), earned media channels (e.g., print and broadcast), and paid media channels.
## Commitment to Change: Wellness and Culture

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Key Activities</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Form and constitute the President’s Culture Commission (PCC).</td>
<td>• PCC created with advice from the Joint Task Force.</td>
<td>⬤</td>
</tr>
<tr>
<td>Establish the Campus Culture Wellness Council (CCWC) to monitor and advise on evolving ethics standards.</td>
<td>• Established the Working Group on University Culture to provide guidance on values and issues related to culture change.</td>
<td>⬤</td>
</tr>
<tr>
<td>Establish the Student Well-Being Council.</td>
<td>• Established the Student Well-Being Council.</td>
<td>⬤</td>
</tr>
<tr>
<td>Coordinate external review of Student Health.</td>
<td>• Engaged outside firm to conduct external review – currently in the planning stages for a late spring/early summer start.</td>
<td>⬤</td>
</tr>
<tr>
<td>Assess applicability of the Vanderbilt Co-worker Observation Reporting System (CORS) to the university. [Already implemented at Keck Hospital.]</td>
<td>• Implemented key systems and processes, such as the establishment of OCAP and the launch of the Barrett Values Tool.</td>
<td>⬤</td>
</tr>
<tr>
<td></td>
<td>• Exploring a variety of approaches to addressing different concerns, including the expansion of CORS.</td>
<td>⬤</td>
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As of May 2019
Wellness and Culture – Student Well-Being Council
Responsible Office: Office of the Provost, Engemann Student Health Center
Lead: Dr. Sarah Van Orman

Mission

Effectuate campus-wide strategies that enhance opportunities for our students to thrive.

[Includes representation from UPC and HSC.]

Responsibilities

• Meet tri-annually to review data and make recommendations on how to create systems across our units, divisions, and campuses that promote student health and well-being.
• Review and evaluate survey results from the 2019 AAU Climate Survey.

Accomplishments

• Evaluated first-year educational requirements related to health and well-being.
• New proposal for game-day alcohol management.
• Increased efforts related to sexual assault and interpersonal violence prevention, including:
  1. Appointment of the university’s first violence prevention specialist.
  2. Formation of the AAU Campus Climate Survey Administration and Task Force to review and evaluate the findings from the AAU Climate Survey.
  3. Implementation of comprehensive education and primary prevention program around affirmative consent and intervention underway.
Wellness and Culture – President’s Culture Commission and Working Group on University Culture

Responsible Office: Office of the President, Office of Ethics and Compliance
Lead: Vice President Stacy Giwa

Both the PCC and Working Group on University Culture are driven by participation from faculty, staff, and students.

**PCC Mission**
Advising the President on the strategic direction of USC’s commitment to embracing a culture of care, concern, consultation, and compliance

**Responsibilities**
- Advise the President on matters pertaining to overall university culture
- Provide recommendations on cultural improvement initiatives
- Promote and participate in culture improvement initiatives
- Provide resources and sponsorship necessary to effectuate cultural change
- Encourage leaders to participate in development activities that reinforce ethical standards and mutual respect

**Working Group on University Culture Mission**
Drive USC’s cultural commitment by supporting the PCC, listening to the community, turning ideas into real change, and monitoring cultural progress

**Responsibilities**
- Listen to concerns from across USC and translate into topics for consideration by the PCC, the Working Group, and other USC units
- Develop expertise on culture within its own membership, on the PCC, and across USC
- Contribute to the overall vision and strategy for culture cultivation and development
- Monitor, evaluate, and assess our culture and related activities on an ongoing basis
Wellness and Culture – President’s Culture Commission and Working Group on University Culture (continued)

Responsible Office: Office of the President, Office of Ethics and Compliance
Lead: Vice President Stacy Giwa

PCC Accomplishments

• Approved use of the Barrett Cultural Values Assessment
• Approved and launched the Working Group on University Culture
• Engaged with:
  1. External speaker, Steve Priest, on ethical decision making
  2. Representatives from Barrett Values Centre on values, culture, and leadership
  3. Dean Varun Soni on wellness

Next Steps

• Continue development of overall change plan
• Engage community around current and desired state values
• Use values survey results as a way to open dialogue
• Conduct in-person and online feedback sessions with university constituents to gather input
• Work with key stakeholders to implement change management

Working Group on University Culture Accomplishments

• Created and launched the Barrett Values Survey prototype.
• Increased awareness of culture change initiatives across campus.
• Planned leadership engagement sessions.
• Identified distinct subgroups to organize the work effort on key aspects of survey deployment
• Brought in broader perspectives from faculty, staff, and students.

Next Steps

• Support and implement cultural improvement initiatives as directed by the PCC

As of May 2019
Wellness and Culture – President’s Culture Commission, Structure
Responsible Office: Office of the President, Office of Ethics and Compliance
Lead: Vice President Stacy Giwa

President’s Culture Commission (PCC)

Yaniv Bar-Cohen
President of Academic Senate

Jeff de Caen
President of Staff Assembly

Jocelyn Yip
President of Graduate Student Government

Debbie Lee
President of Undergrad Student Government

Laura Mosqueda
Dean, Keck School of Medicine

Willow Bay
Dean, Annenberg School for Comm. and Journalism

Yana Bar-Cohen
President of Academic Senate

Paul Rosenbloom
Prof of Computer Science

Renee Smith-Maddox
Clinical Prof of Social Work

Erika Chesley
Assoc Director of Auxiliary Services

Alison Wilcox
Assoc Prof of Clinical Radiology

Renee Almassiadeh
Program Specialist

Tammy Capretta
Ast VP Healthcare Compliance

Working Group on University Culture

Jeff de Caen
President of Staff Assembly

Stacy Giwa
VP of Ethics and Compliance

Paul Rosenbloom
Prof of Computer Science

School and Department Representatives

Culture Subgroups

Subgroup

Subgroup

Subgroup

Subgroup

Advisors

Michael Quick
Provost

James Staten
Chief Financial Officer

Carol Mauch Amir
SVP, General Counsel

David Wright
SVP for Administration

Felicia Washington
SVP, Human Resources

PMO

Stacy Giwa
VP of Ethics and Compliance

Program Management

Change Management

Cultural Values Assessment

Communications

As of May 2019
Wellness and Culture – The Culture Change Journey
Responsible Office: Office of the President, Office of Ethics and Compliance
Lead: Vice President Stacy Giwa

1. Conduct Initial Outreach on Culture Values
   - Winter 2018-19
   - Establish approach to gathering initial set of culture data
   - Commit to change and mobilize (PCC, WG)
   - Launched WG with initial focus to refine prototype, and advise on initial engagement

2. Spring 2019
   - Deploy limited release prototype to test the instrument (3/26)

3. Summer 2019
   - Conduct prototype engagement sessions (4/29, 5/1)
   - Create awareness across USC ahead of broad release

4. Winter 2019-20
   - Deploy external values survey USC-wide

5. Fall 2019
   - Analyze survey data

6. Summer 2019
   - Conduct engagement sessions with USC community around values and future state

7. Values Survey Created
   - Summer 2020 and Beyond

8. Winter 2019-20
   - Aggregate feedback on values and the state of culture at USC

9. Spring 2020
   - Identify additional data sources or engagement required to capture culture information

10. Conduct engagement sessions with USC community around values and future state

11. Identify additional data sources or engagement required to capture culture information

12. Reinforce desired culture in the long term

13. Continue Engagement Sessions
   - Support key stakeholders to modify necessary systems and processes to embed values

14. As of May 2019

15. University of Southern California
Wellness and Culture – External Review of Student Health
Responsible Office: Office of the SVP for USC Health
Lead: Senior Vice President Tom Jackiewicz, Dr. Sarah Van Orman

Current Status

Initial planning discussions complete.

Engaged our insurance carrier, BETA Healthcare Group (BETA), to update and repeat risk assessment of student health.

- BETA to conduct reassessment in late spring or early summer.
- Assessment will include a comprehensive overview of operations and the new organizational structure.

About BETA

BETA is the largest professional liability insurer of hospitals on the West Coast and provides coverage to more than 250 hospitals and healthcare facilities.

- BETA conducted a Student Health Assessment in 2016, the recommendations of which led to the integration of Student Health into Keck Medicine of USC.

As of May 2019
Currently exploring a variety of approaches to addressing the types of concerns that do not have a clear structure for handling, which may relate to:

- Wellbeing of individuals in the USC community,
- Lack of respectful communication among coworkers,
- Lack of professionalism,
- Or other toxic behaviors.

Key Activities to Date:

1. Established the Office of Legal Affairs and Professionalism.
2. Established the Office of Professionalism and Ethics, a one-stop shop for complaints and investigations.
3. Established the Office of Conduct, Accountability, and Professionalism to investigate violations of university policy that have not been investigated by the Office of Equity and Diversity, the Office of Compliance, the Office of Internal Audit, or an office investigating research misconduct.
4. Preparations underway to launch the Barrett Values Survey to foster respectful communication.
5. Assessment of the applicability of the Vanderbilt Co-worker Observation Reporting System (CORS), a peer-based reporting model that records concerns centrally. These concerns are then evaluated by a select peer committee that proposes one of a range of possible responses, based on an analysis that compares the action or issue reported against a community agreed-upon baseline.
Next Steps

Over the next twelve months, Board priority will need to be focused on:

1. Governance - Continued focus on leadership will ensure that everyone’s expectations are aligned with our mission and that the senior management team is empowered with the authority to engage with our core values.

2. Healing and Rebuilding Trust - We must create a space for our students, staff, and faculty members where they feel respected and safe. Concerns should be addressed with compassion.

3. Growing the Enterprise - Sustained investment in the growth and development of our operations and enterprise will ensure that we are prepared for long-term success.

As of May 2019
Appendix: Member Composition

- President’s Culture Commission
- Working Group on University Culture
- Student Well-Being Council

As of May 2019
# President’s Culture Commission: Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>Wanda Austin</td>
<td>Interim President</td>
</tr>
<tr>
<td>Renee Almassizadeh</td>
<td>Program Specialist, Department of Middle East Studies (Dornsife)</td>
</tr>
<tr>
<td>Yaniv Bar-Cohen</td>
<td>CHLA - President of Academic Senate; Pediatric Cardiologist (Professor of Clinical Pediatrics and Medicine)</td>
</tr>
<tr>
<td>Willow Bay</td>
<td>Dean, Annenberg School for Communication and Journalism</td>
</tr>
<tr>
<td>Jeff de Caen</td>
<td>President of Staff Assembly; Thornton - Associate Dean for Operations</td>
</tr>
<tr>
<td>Tammy Capretta</td>
<td>Chief Admin. Integration &amp; Risk Officer (Keck Medicine) and Assistant Vice President, Healthcare Compliance</td>
</tr>
<tr>
<td>Erika Chesley</td>
<td>Assoc. Dir., Engagement and Communications (Auxiliary Services)</td>
</tr>
<tr>
<td>Debbie Lee*</td>
<td>President, Undergraduate Student Govt.</td>
</tr>
<tr>
<td>Renee Smith-Maddox</td>
<td>Clinical Professor of Social Work (Dworak-Peck)</td>
</tr>
<tr>
<td>Laura Mosqueda</td>
<td>Dean, Keck School of Medicine</td>
</tr>
<tr>
<td>Paul Rosenbloom</td>
<td>Viterbi - Professor of Computer Science</td>
</tr>
<tr>
<td>Alison Wilcox</td>
<td>Assoc. Professor of Clinical Radiology (Keck)</td>
</tr>
<tr>
<td>Joycelyn Yip*</td>
<td>President, Graduate Student Govt.</td>
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* New incoming Undergraduate and Graduate Student Government representation transitioning onto PCC in Q2 2019.
## Working Group on University Culture: Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>Steve Adcock</td>
<td>Marshall - Director, Human Resources</td>
</tr>
<tr>
<td>Patrick Auerbach</td>
<td>Advancement - Associate Senior Vice President for Alumni Relations, Alumni Association</td>
</tr>
<tr>
<td>Dillon Balthaser</td>
<td>Human Resources, Administration - Manager of Workforce Analytics</td>
</tr>
<tr>
<td>Yaniv Bar-Cohen</td>
<td>CHLA - President of Academic Senate; Pediatric Cardiologist (Professor of Clinical Pediatrics and Medicine)</td>
</tr>
<tr>
<td>Steve Bacher</td>
<td>Viterbi - Associate Professor Of Technical Communication Practice Of The Engineering Writing Program, Engineering Writing Program</td>
</tr>
<tr>
<td>Paula Cannon</td>
<td>Keck - Distinguished Professor of Molecular Microbiology &amp; Immunology; Associate Director of Cross School Programs for the MESH Academy, Molecular Microbiology &amp; Immunology</td>
</tr>
<tr>
<td>Matt Curran</td>
<td>Auxiliary Services - Director, Trademarks &amp; Contract Compliance</td>
</tr>
<tr>
<td>Jeff de Caen (co-chair)</td>
<td>President of Staff Assembly; Thornton - Associate Dean for Operations</td>
</tr>
<tr>
<td>Stacy Giwa (co-chair)</td>
<td>Office of Ethics and Compliance - Vice President, Ethics and Compliance and Chief Compliance Officer</td>
</tr>
<tr>
<td>Ben Holstein</td>
<td>University Finance – Business Operations</td>
</tr>
<tr>
<td>Rima Jibran</td>
<td>CHLA - Director, Graduate Medical Education &amp; Designated Institutional Official, Children’s Hospital Los Angeles; Director, Retinoblastoma Program Attending Physician; Hematology, Oncology and Blood and Marrow Transplantation; Professor of Clinical Pediatrics (Educational Scholar)</td>
</tr>
<tr>
<td>Kathleen Nelson</td>
<td>CHLA/Keck - Associate Dean for Leadership and Wellness</td>
</tr>
<tr>
<td>Felipe Osorno-Calderon</td>
<td>USC University Hospital - Executive Administrator, Value Improvement Office</td>
</tr>
<tr>
<td>Gary Painter</td>
<td>Price - Director of Social Policy, Sol Price Center for Social Innovation</td>
</tr>
<tr>
<td>Naddia Palacios</td>
<td>Senior Director of Student Equity and Inclusion Programs</td>
</tr>
<tr>
<td>Chantelle Rice-Collins</td>
<td>Ostrow - Associate Professor of Clinical Occupational Therapy</td>
</tr>
<tr>
<td>Paul Rosenbloom (co-chair)</td>
<td>Viterbi - Professor of Computer Science</td>
</tr>
<tr>
<td>Ilene Rosenstein</td>
<td>Provost - Associate Vice Provost, Campus Wellness and Education</td>
</tr>
<tr>
<td>Atia Sattar</td>
<td>Dornsife - Assistant Professor</td>
</tr>
<tr>
<td>Kim Thomas-Barrios</td>
<td>University Relations - Associate Senior Vice President, K-12 Educational Partnerships, Neighborhood Academic Initiative</td>
</tr>
<tr>
<td>Ian Wood</td>
<td>Gould - Associate Dean of Finance &amp; Strategic Planning</td>
</tr>
<tr>
<td>Name</td>
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</tr>
<tr>
<td>Andrea Hodge</td>
<td>Vice Provost for Undergraduate Programs; Professor</td>
</tr>
<tr>
<td>Brenda Maceo</td>
<td>Vice President, Public Relations and Marketing</td>
</tr>
<tr>
<td>Chris Ponsiglione</td>
<td>Senior Associate Director</td>
</tr>
<tr>
<td>Dan Stimmler</td>
<td>Vice President, Auxiliary Services and COO of the LA Memorial Coliseum</td>
</tr>
<tr>
<td>Dianne Anchundia</td>
<td>Associate Dean, Outreach and Loans</td>
</tr>
<tr>
<td>Donna Elliot</td>
<td>Senior Associate Dean for Student and Educational Affairs</td>
</tr>
<tr>
<td>Elizabeth Graddy</td>
<td>Executive Vice Provost for Academic and Faculty Affairs</td>
</tr>
<tr>
<td>Gretchen Dahlinger</td>
<td>Executive Director, Equity and Diversity and Title IX</td>
</tr>
<tr>
<td>Jennifer Hong</td>
<td>Chair, Council of Academic Advisors; Student Services Advisor</td>
</tr>
<tr>
<td>John Thomas</td>
<td>Executive Director/ Chief</td>
</tr>
<tr>
<td>Katharine Harrington</td>
<td>Vice President of Admissions and Planning</td>
</tr>
<tr>
<td>Luanne Rohrbach</td>
<td>Professor of Clinical Preventive Medicine</td>
</tr>
<tr>
<td>Lynn Swann</td>
<td>Athletic Director</td>
</tr>
<tr>
<td>Mark Ewalt</td>
<td>Executive Director, Administrative Operations</td>
</tr>
<tr>
<td>Sally Pratt</td>
<td>Vice Provost for Graduate Programs; Professor</td>
</tr>
<tr>
<td>Representative</td>
<td>Undergraduate Student Government</td>
</tr>
<tr>
<td>Representative</td>
<td>Graduate Student Government</td>
</tr>
<tr>
<td>Ilene Rosenstein</td>
<td>Associate Vice Provost, Campus Wellness</td>
</tr>
<tr>
<td>Varun Soni</td>
<td>Vice Provost for Campus Wellness and Crisis Intervention, Dean of Religious Life</td>
</tr>
<tr>
<td>Sarah Van Orman</td>
<td>Chief Health Officer</td>
</tr>
<tr>
<td>Monique Allard</td>
<td>Associate Vice Provost, Student Affairs</td>
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