



May 2, 2019

Dear USC Community,

We are pleased to announce the appointment of **Felicia A. Washington** as senior vice president for human resources, effective June 1, 2019. This is a new position in the president's cabinet, and speaks to the university's commitment to ensuring a vibrant culture of trust and excellence in all areas across USC.

Ms. Washington arrives at USC with decades of experience as a dynamic university administrator and as a highly respected attorney specializing in employment law. She has built a strong reputation around implementing rigorous and ethical compliance standards while at the same time caring deeply about students, faculty, and colleagues. She is known for her collaborative, practical, and people-focused decision-making. She will be a highly valuable and visible member of our Trojan Family, and vital to building on the foundation we have laid to bring about meaningful culture change.

Reporting directly to the president, Ms. Washington will occupy a critical role in our senior administration. She will provide the primary leadership on human resources for our nearly 28,000 faculty members, staff, and student workers on the payroll. She will also provide the long-range strategic vision for building an integrated human capital strategy for the university, one that balances the overall needs of the university with the unique needs of different schools and units. This leadership will also include attention to nuts-and-bolts issues at the university, such as providing strategic leadership on workforce analytics, benefits administration, compensation governance, employee relations, retirement plan administration, and talent acquisition. She will help lead new initiatives in executive succession planning and workforce development. She will also lead efforts to bring excellence and consistency in the human resources enterprise across all departments and academic units.

For many years, USC has ranked among the "Great Colleges to Work For" in the poll from *The Chronicle of Higher Education*. Together with her team, Ms. Washington will ensure that the Trojan commitment to our most precious resource—our people—reaches even greater heights in the future.

Since 2014, Ms. Washington has served as vice chancellor for workplace strategy, equity, and engagement at the University of North Carolina at Chapel Hill. In that role, she helped lead the university through some of the most pressing challenges in its history. She was a key leader

in the NCAA academic irregularities case, the implementation of a new Policy On Prohibited Discrimination, Harassment, and Related Misconduct, and the related resolution with the U.S. Department of Education's Office for Civil Rights on the University's Title IX program, as well as the re-framing of the University's Office for Diversity and Inclusion. Additionally, she was instrumental in efforts to grow the capacity of the Office of Human Resources and Equal Opportunity and Compliance Office teams, and she was a key driver in bringing together central and campus human resources personnel to tackle the challenges of improving the search and hiring processes and restructuring of the university's human resources operations to meet the needs of the modern workplace. Known for her collaborative style, Ms. Washington was a familiar presence at staff forums, faculty meetings, and alumni councils.

Before that, Ms. Washington spent more than two decades in private practice at the Charlotte office of K&L Gates, a multinational law firm. As an employment law partner, she litigated cases in federal and state courts and advised clients on a variety of matters, including such issues as hiring and firing, internal investigations, and regulatory compliance. She has been involved in a wide variety of legal and community organizations, including service on the North Carolina Medical Board and as a member of the Board of Trustees at UNC-Chapel Hill.

She graduated from UNC-Chapel Hill with a degree in economics and has a J.D. from the University of Virginia School of Law. She served on the UNC-Chapel Hill Board of Trustees for four years.

Please join us in welcoming Ms. Washington to our Trojan Family, and in extending her our very best wishes for great success in her new role at USC.

Sincerely,



Wanda M. Austin
Interim President



Carol L. Folt
President-elect