

Curriculum Vitae

L. Katharine Harrington, Ph.D.
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Education

Ph.D., Religion and Social Ethics, University of Southern California, Los Angeles, California. September 1993.

MBA, Pepperdine University, Los Angeles, California. December 1985.

B.S. Business Administration, University of Redlands, Redlands, California. May 1983.

Faculty Appointments

Assistant Professor of Clinical Management and Organization, University of Southern California, Marshall School of Business. August 1996 – present

Adjunct Faculty, University of Redlands, Whitehead Center for Lifelong Learning, Redlands, California. May 1992 - August 1996

Publications

Harrington, L. Katharine, *To Seek a Newer World – Revitalizing Undergraduate Education for the 21st Century*, Liberal Education, Vol. 89, No. 2, Spring 2003.

Harrington, L. Katharine, *Ethics and Public Policy Analysis - Stakeholders' Interests and Regulatory Policy*. The Journal of Business Ethics, April 1996.

Mitroff, Ian I., Pearson, Christine M., and Harrington, L. Katharine, *The Essential Guide to Managing Corporate Crises*. Oxford University Press, 1996.

Mitroff, Ian I., and Harrington, L. Katharine, *How Many More Crises Will It Take? Lessons from a Growth Industry*, Across the Board, The Conference Board, New York, September 1996.

McIntyre, Patricia Q. and Harrington, L. Katharine, *Snoozing Through the Wake-Up Call: Corporate Response to the New Federal Sentencing Guidelines*, Publication of Proceedings, 6th Annual National Conference on Ethics in America, Long Beach, California, February 1995.

Presentations

Harrington, L. Katharine, *Creating a Culture of Accountability*, presented at Western Association of College and University Business Officers, Annual Conference, Phoenix, Arizona, May 2008.

Harrington, L. Katharine, Ikerd, Susan Grogan and Brunold, Timothy B., *The Changing World of Financial Aid*, presented at California Association of Student Financial Aid Administrators, Annual Meeting, San Francisco, California, December 2007.

Harrington, L. Katharine and Ikerd, Susan Grogan, *Back from the Brink: Strategic Enrollment Management for Graduate Education*, presented at American Association of College Registrars and Admission Officers, Annual Conference on Strategic Enrollment Management, Phoenix, Arizona, November 2006.

Harrington, L. Katharine and Herrera, Albert, *Inquiry Based Learning: Undergraduate Research at the University of Southern California*, presented at American Association of Higher Education, Annual Meeting, Chicago, Illinois, March 2002.

Harrington, L. Katharine and Jun, Alexander, *Learning Communities: A Model for Undergraduate Retention at the University of Southern California*, presented at Ninth Annual Conference on Students In Transition, Cincinnati, Ohio, November 2000.

Courses Taught

MOR 421 – Social and Ethical Issues in Business (Spring 1998 -2004, Spring 2013)

REL 460 – Senior Seminar: Problems in Biomedical Ethics (Spring 2008)

FSEM 100 – Culture, Citizenship and Commerce: Deciding What Matters (Fall 2000, 2001)

MBA.PM Pre-Fall Intensive – Seminar on Business Ethics (Fall 2007, 2008)

Committee Service

- Committee on Academic Policies and Procedures (1999 – 2004)
- Committee for Undergraduate Education (1999 – 2001)
- Graduation and Retention Task Force (September 2005 – present)
- General Education Committee (1999 – 2004)
- Quali Student Consortium, (August 2010 – June 2012)
- Oversight Committee for Athletic Academic Affairs (2000 – 2010)
- Strategic Planning Sub-Committee on Undergraduate Education (AY 2010-11)
- University Admissions and Financial Aid Committee (1998 – 2002)
- University Curriculum Committee (1999 – 2004)

Administrative Appointments

University of Southern California

Significant Accomplishments:

- Expanded undergraduate recruitment strategy nationally and internationally
- Since 2004 freshman applications to USC have increased 140%
- Freshman SAT's have increased from 87th percentile to 95th percentile (2004-2014)
- Achieved unprecedented student diversity
 - Freshman class \geq 22% under-represented minorities
 - First generation ~ 13% of freshman class
 - International students = 12-16% of freshman class
 - California students < 50% of freshman class
- Reduced admit rate from 37% - 17.5%
- Developed and implemented financial aid strategies to support strategic enrollment goals for increased geographic, socio-economic and ethnic diversity
- Oversaw initial development and launch of USC Renaissance Scholars program
- Designed and implemented Freshman Learning Communities
- Developed and implemented Provost's Undergraduate Research Fund
- Oversaw initial development and launch of Undergraduate Symposium for Scholarly and Creative Work
- Led university efforts to improve graduation rates from 67% - 82% in six years (1998-2004)
- Developed and launched Marshall Undergraduate International Case Competition
- Developed Marshall Undergraduate program in Business and Cinema Television

Vice President, Admissions and Planning, August 2010 – present

Serve as university's chief enrollment officer. Work closely with president, provost and academic deans on strategic initiatives related to domestic and international markets; university market positioning and branding; diversity enrollment goals; financial aid policies; content and structure of academic programs; enrollment management; online education initiatives; tuition revenue generation and overall university financial performance.

Provide leadership for:

- Undergraduate recruitment, admission and enrollment activities
- Undergraduate retention and graduation initiatives
- University admission visitor center
- Orientation and Welcome Week programs

- Graduate (masters and Ph.D.) application processing including international application file review (except JD, MD, DDS and PharmD)
- Financial aid strategy, need analysis, and aid distribution of \$1.2 B per year from all sources
- University-wide enrollment services including registration, classroom scheduling, academic records, schedule of classes, and degree progress
- Curriculum management process
- Application of academic policies
- Institutional research

Dean of Admission and Financial Aid, June 2005 – July 2010

Served as university's chief enrollment officer. Worked closely with provost and academic deans on strategic initiatives related to domestic and international markets; university market positioning and branding; diversity goals; financial aid policies; content and structure of academic programs; and enrollment management. Provided input on issues of pricing and discounting.

Provided leadership for:

- All undergraduate recruitment, admission and enrollment activities
- Graduate application processing including international application file review
- Financial aid strategy and aid distribution of \$1.2 B per year from all sources

Associate Dean of Admission and Financial Aid, Executive Director of Admission, May 2004 – May 2005

Served as executive director for university-wide undergraduate admission activities including all aspects of undergraduate recruitment, admission and conversion beginning with initial search population of over 300,000 prospects and culminating with enrollment of 2,700 – 2,800 freshmen in fifteen academic units; merit scholarship selection process; graduate application processing.

Provided leadership for:

- Comprehensive undergraduate recruitment strategies
- University-wide communication strategy from recruitment to enrollment
- Admission file review and decision-making
- Merit scholarship program
- Graduate admission processing
- International application evaluation

**Associate Vice Provost for Academic Programs, January 2002 – April 2004 and
Director, Undergraduate Programs, Office of the Provost April 1998 – July 2003**

Worked closely with provost and academic deans on programs and activities related to undergraduate education. Improved 6-year graduation rates from 67% - 82% in six years. Served as advisor to provost on admission targets and policies.

Responsible for design and implementation of university-wide initiatives to innovate the undergraduate experience and improve retention and graduation, including:

- USC Renaissance Scholars
- Freshman Learning Communities
- Provost's Undergraduate Research Fund
- Undergraduate Symposium for Scholarly and Creative Work

Interim Associate Dean for Undergraduate Programs, Marshall School of Business, May 2003 – December 2003

Responsible for:

- Strategically repositioning program as a freshman-admit (4 year) program
- Guiding new curriculum proposal through university governance process
- Restructuring student services

Associate Dean, Undergraduate Programs, Marshall School of Business, August 1996 – March 1998

Responsible for:

- Strategic positioning of academic programs
- Recruitment and admissions
- Academic advisement
- Student services

Associate Director, USC Center for Crisis Management (CCM), Graduate School of Business Administration, July 1993 - July 1996

Responsible for:

- Client relationship management
- Directing ongoing research agenda
- Improving clients' abilities to detect, avoid, and manage human-caused crises

Glendale Federal Bank

Senior Vice President, Director, Retail Deposit and Loan Services, April 1990 - June 1991

Provided leadership for all real estate loan-servicing activities including:

- Customer service for 282,000 mortgage customers and \$22 billion loan assets
- Payment processing
- Payoffs and assignments
- Collections
- Foreclosure and real estate owned (REO) activities
- Secondary market sales and servicing

Senior Vice President, Retail Deposit Support, September 1989 - December 1990

Provided leadership for all support activities for retail banking in 225 branch offices in California and Florida, including:

- Customer service call centers
- Bank-by-mail
- Retirement services
- Trust services
- Technical and operations field support

President, CEO, GLENFED Insurance Services, GLENFED Life Reinsurance Company, April 1988 - September 1989

Provide leadership for \$30 million annual insurance sales to mortgage and deposit customers.

- Restructured retail insurance operations
- Increased product distribution to bank customers
- Significantly enhanced service quality
- Increased pre-tax margin from 26% - 32% over 18 months

Vice President, GLENFED Service Corporation, 1987 - 1988

Chief of staff to Executive Vice President of GLENFED Subsidiary Group. Responsible for repositioning of retail subsidiary operations and divestiture of discontinued lines of business; annual strategic planning for subsidiary companies, including:

- Asset based lending
- Mortgage banking
- Retail broker activities
- Insurance sales
- Title insurance

Administrative Vice President, GLENFED Insurance Services, 1983 - 1987

Chief of staff to President. Responsible for:

- Strategic planning activities
- Implementation of branch acquisition strategy
- Deployment of regional sales activities