



Addressing Training Site & Slot Shortages Across the Health Professions

A WORKSHOP SERIES

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Global Forum on IHPE One-Pager

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Workshop Statement of Task

A planning committee of the National Academies of Sciences, Engineering, and Medicine will organize a [public workshop series](#) to explore shortages of clinical/experiential learning environments across health professions. Presentations will be framed around understanding the value of quality clinical/experiential education in the development of health professionals, root causes of site and slot shortages that differ by profession, and impacts the issue has on student learning, employer satisfaction, patient care, and population health. Discussions of innovative solutions to these challenges may draw upon a global audience for participation. The committee will select speakers and facilitators to moderate discussions throughout the series. These discussions could include exploring:

- Current and alternative training and preceptor models;
- Policy and finance considerations;
- Accreditation requirements;
- Clinician wellbeing and minimizing burnout of preceptors;
- Preceptor incentives;
- New academic-practice partnerships; and
- Technology/simulation to support clinical education

Following the series, a proceedings-in-brief of the presentations and discussions will be prepared by a designated rapporteur in accordance with institutional guidelines.

Workshop Series Dates

Session I August 28, 2025 12-2pm ET	Recording HERE	Virtual
Session II September 10, 2025 12-2pm ET	Livestream HERE	Virtual
Session III October 15, 2025 4-6pm ET	Livestream HERE	Hybrid National Academies Keck Room 100 500 Fifth St. NW Washington, DC 20001
Session IV October 16, 2025 9-12pm ET	Livestream HERE	

Session II: Health Systems, Accreditation, and Regulatory Perspectives

September 10, 2025 Virtual

PARTICIPANT LIST

FACILITATORS

Reamer Bushardt
Provost & VP for Academic Affairs
MGH Institute of Health Professions

*Cheryl Hoying, Committee Co-Chair
Board of Governors
National League of Nursing

Mark Merrick
Dean, College of Health and Human Services
University of Toledo

*Carl Sheperis, Committee Co-Chair
Vice Provost & Dean
Kutztown University

HEALTH SYSTEMS DISCUSSANTS

Matt Calendrillo
Business Owner & Preceptor
Live Every Day

Tricia J Johnson
Professor & Health Economist
Rush University

Chaz Kohlrieser
Director of Social Work
Rising for Justice

Krystal Lighty
Director, Rehabilitation Services
University of Maryland Medical System

Deena McRae
Associate VP, Academic Health Sciences
University of California Health

Yoon Suh Moh
Associate Professor & Assistant Director,
Core Counselor Education
Thomas Jefferson University

Michele Scott
Assistant Vice President, Patient Services
Cincinnati Children's Hospital Medical Center

ACCREDITATION & REGULATORY DISCUSSANTS

Marianne Biangone
Clinical Professor & Associate Dean, Education
University of California San Francisco

Megan Fujita
Vice President of Education
Council on Social Work Education

Andrew Funk
Director, Member Relations & Govt Affairs
National Association of Boards of Pharmacy

Dominic Hammonds
Professor, Clinical Professional Counseling
University of Maryland Global Campus

Mary Romanello
Director, Accreditation
American Physical Therapy Association

Donna Russo
Assistant Secretary
Liason Committee on Medical Education

Nancy Spector
Director, Nursing Education Policy
National Council of State Boards of Nursing

**Workshop Planning Committee*

MEETING AGENDA – SEPTEMBER 10, 2025

Problem Statement

There are not enough quality clinical placement sites and slots to accommodate the large number of students needing experiential learning for graduation. This creates a bottleneck for meeting the demand for more health and care providers.

Slido Tool: Questions will be collected and answered after the session if you provide an email address.

12:00pmET Opening

Cheryl Hoying, Workshop Co-chair

12:05pm Health Systems Roundtable

Moderator: Reamer Bushardt, MGH Institute of Health Professions

Roundtable Discussants:

Matt Calendrillo, Live Every Day.....	Business Owner & Preceptor (PT)
Chaz Kohlrieser, Rising for Justice.....	Not-for-Profit (Social Work)
Krystal Lighty, University of Maryland Medical System..	Rehabilitation (PT, OT, SLP)
Deena McRae, University of California, Irvine.....	Neuropsychiatric Medical Center (MD)
Michele Scott, Cincinnati Children's Hospital Medical Center.....	Student Services (Nursing)
Yoon Suh Moh, Thomas Jefferson University.....	Core Counselor (Mental Health)
Tricia J Johnson, Rush University.....	Health Systems Management

1:00pm Transition to Next Panel

1:05pm Accreditors/Regulators Roundtable

Moderator: Mark Merrick, University of Toledo

Roundtable Discussants:

Marianne Biangone, UCSF.....	Nursing Education Accreditation
Megan Fujita, Council on Social Work Education...	Social Work Accreditation
Dominique S. Hammonds, UMD Global Campus...	Mental Health Counseling Accreditation
Mary Romanello, APTA	PT Accreditation
Donna Russo, LCME.....	MD Medical School Accreditation
Andrew Funk, NABP	Pharmacy Boards
Nancy Spector, NCSBN.....	Nursing Boards

1:55pm Closing

Carl Sheperis, Planning Committee Co-chair

2:00pmET Adjourn

Biographical Sketches



PLANNING COMMITTEE CO-CHAIR

Cheryl Hoying, RN, PhD, NEA-BC, FAONL, FACHE, FAAN has more than 30 years of leadership experience, the majority of those in Vice President/Chief Nurse Executive/Officer level positions in large academic medical centers and community hospitals, including both adult and pediatric settings, ranging from 230-1,500 beds. Her previous roles have included Interim CEO/CNO at the Papas Rehabilitation Hospital for Children, Chief Nurse Executive & Patient Services Officer at The Ohio State University Wexner Medical Center and Senior Vice President for Patient Services at Cincinnati Children's Medical Center. She has also served as, Interim Dean and Associate Dean for the University of Cincinnati College of Nursing, Assistant Dean of Clinical Affairs for the Ohio State College of Nursing, Adjunct faculty at the

Wright State University/Miami Valley School of Nursing, Mount St. Joseph University Department of Nursing, Xavier University College of Nursing and the University of Cincinnati College of Nursing. Dr. Hoying has been professionally active in many health care organizations including a member of the National League for Nursing (NLN), the American Organization for Nursing Leadership (AONL), including president in 2011, The American Academy of Nursing (AAN), the American Nurses Association (ANA), Sigma Theta Tau International Honor Society, and the American College of Healthcare Executives (ACHE).



PLANNING COMMITTEE CO-CHAIR

Carl Sheperis, PhD is Vice Provost and Dean of Graduate Studies at Kutztown University, is a recognized expert in the application of artificial intelligence to health professions. He has delivered keynote addresses on AI at conferences across the globe and serves as co-chair for the AI working group for the Global Forum on Innovation in Health Professional Education at the National Academies. Dr. Sheperis has published articles on AI in healthcare and is currently editing a new book on the topic. With over 25 years of experience in pediatric and family mental health, Dr. Sheperis has served as an expert to various media outlets, reaching over 50 million readers. He held leadership positions in counseling, including serving as the editor-in-chief for the Journal of Counselor Preparation and Supervision, President of the Association for Assessment and Research in Counseling (AARC), and Associate Editor for the Journal of

Counseling and Development. Dr. Sheperis has authored several textbooks and published entries in various academic journals and reference volumes. He has received numerous awards, including the Outstanding Counselor Educator by the Southern Association of Counselor Education and Supervision, the Counselor Education Advocacy Award and the David K. Brooks Jr. Distinguished Mentor Award from the American Counseling Association (ACA).

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Marianne Biangone PhD, RN, CNE, PHN, FAAN is professor of community health systems at University of California San Francisco School of Nursing. Dr. Marianne Biangone has been committed to strengthening the diversity of the nursing workforce with a focus on faculty and the environments in which students learn. Her research is dedicated to exploring the various factors that impact nursing students' academic performance, with a focus on the development of strategies and tools to enhance a student's overall resilience, wellness, and achievement. Dr. Biangone consults both nationally and internationally, focusing her efforts on supporting workforce diversity by elevating the success of students from low-income and marginalized

backgrounds. She utilizes a two-pronged approach: first, by directly engaging with students and by indirectly shaping the educational framework that supports their success, and second, by developing fair testing policies and assisting faculty in creating support tools and supportive learning environments.



Reamer L. Bushardt, PharmD, PA-C, DFAAPA serves as Provost & Vice President for Academic Affairs at the MGH Institute of Health Professions, a graduate school founded by the Massachusetts General Hospital and the only degree granting member of the Boston-based Mass General Brigham. As Provost, he is the Institute's chief academic officer with responsibility for all academic programs, research programs, faculty, and students. Dr. Bushardt is an educator, researcher, clinician, and administrator with experience in rural, community-based practice and faculty service within four academic health centers. He is licensed as a PA and pharmacist, specializing in the care of older adults and management of inappropriate polypharmacy and drug injury. As a PA, he has spent more than twenty

years in primary care practice. In research, he has led training grants and workforce development programs to increase workforce diversity and advance career opportunities for health professionals in medically underserved communities and health professional shortage areas. Recently, he has led a HRSA-funded health careers opportunity program, a SAMHSA-funded expansion of practitioner training in substance use disorders program, and a T32 postdoctoral national research service award to prepare primary care researchers. Prior to joining Mass General, he was professor and senior associate dean in the School of Medicine and Health Sciences at George Washington University in Washington, D.C. and co-led the NIH-funded Clinical Translational Science Institute at Children's National. Prior to that, he served as department chair at Wake Forest School of Medicine and associate vice president for workforce and process innovation in the Wake Forest Baptist Medical Center in Winston-Salem, N.C. And previously, he was associate professor and division chief for PA studies at the Medical University of South Carolina in Charleston. He attended the University of South Carolina and earned a BS in Pharmaceutical Sciences in 1998 and graduated in 1999 with a Doctor of Pharmacy degree. He later attended the Medical University of South Carolina where he trained and practiced as a PA. He is editor-in-chief emeritus for the Journal of the American Academy of PAs.

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Matt Calendrillo, PT, DPT, BOCOP, is the co-founder and owner of LIVE EVERY DAY, a multi-site physical therapy and orthotics/prosthetics practice in Connecticut and Massachusetts. He currently serves as Chair of the ACAPT Clinical Education Commission, where he leads national initiatives in competency-based education, clinical educator development, and placement process innovation. A passionate clinical educator, Matt has helped shape interprofessional education through LIVE EVERY DAY's on-campus clinic at Springfield College, mentorship of emerging clinical instructors, and national presentations on innovative models of learning. His work bridges practice ownership, patient care, and national leadership—always with the aim of advancing clinical education and improving outcomes for patients and the profession.



Megan Fujita, PhD, MSW, is the Vice President of Education and Acting Executive Director of Accreditation at the Council on Social Work Education, the national body for social work education in the United States. She leads accreditation operations of more than 900 social work programs, and strategic development of educational programming, research, grants and initiatives. Dr. Fujita is an expert in higher education policy, social work education, and program evaluation. She holds a PhD in education policy and research methodology from George Mason University and a Master of Social Work in interpersonal practice and mental health from the University of Michigan. She has held administrative and faculty appointments at George Washington University School of Nursing and George Mason University's College of Education and Human Development.



Andrew Funk, PharmD is the Director of Member Relations and Government Affairs at National Association of Boards of Pharmacy (NABP). In his current role, Andrew assists NABP's member boards with providing them with the necessary resources to further their mission of protecting public health. Andrew also works with state and federal policy makers on matters related to the practice of pharmacy, medication distribution, and prescription monitoring programs. Prior to joining NABP, Andrew served as the executive director of the Iowa board of pharmacy. He obtained his Doctor of Pharmacy degree from Roseman University of Health Sciences in Henderson, Nevada in 2004.

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Dominic Hammonds PhD, LCMHCS, NCC, BC-TMH is a Collegiate Professor in the Clinical Professional Counseling program at the University of Maryland Global Campus. She earned her PhD in Counselor Education and Supervision from The University of North Carolina at Charlotte and her Master's in Clinical Mental Health Counseling from The University of North Carolina at Greensboro. She is a Licensed Clinical Mental Health Counselor Supervisor, National Certified Counselor, and Board Certified Telemental Health Provider. She is a Past President of the North Carolina Counseling Association, the Secretary-Elect of the Southern Association for Counselor Education and Supervision and is an active member of the counseling community. She has been featured by WRAL News, National Public Radio, The Shade Room, Counseling Today, and The Thoughtful Counselor Podcast - in addition to giving over 70 professional, statewide, regional, national, and international presentations.



Tricia Johnson, PhD is Professor in the Department of Health Systems Management at Rush University in Chicago. As a health economist, she utilizes econometric and statistical tools to evaluate questions at the intersection of health economics, population health, and care delivery innovations. Her research focuses on evaluating behavioral and economic interventions to improve health and the cost-effectiveness of these interventions. She has a particular interest in understanding new models of healthcare delivery from an economic lens. Dr. Johnson received a Master's in Hospital & Health Administration from The University of Iowa, and a Master's and Doctorate in Economics from Arizona State University.



Chaz Kohlrieser, MSW, LICSW, is a Licensed Independent Clinical Social Worker and the Director of Social Work at Rising for Justice in Washington, DC. Since 2013, he has developed and led field education programs for master's level social work students, integrating clinical training into interdisciplinary practice settings. His work centers on preparing emerging professionals to address housing instability, interpersonal violence, and systemic barriers through trauma-informed and equitable approaches. Kohlrieser received his Master of Social Work from Catholic University of America.

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Krystal Lighty, PT, MPT is a 1999 graduate of the UMES physical therapy program. She received her Bachelor of Science in Biology from Bethune Cookman College in Daytona Beach, Florida. She has been Manager of Rehabilitation Services at the University of Maryland Medical Center in Baltimore since 2009 where she supervises 100+ employees and coordinates the provision of services for a 700+ bed inpatient adult unit. She joined the University of Maryland Medical Center in 2001 and was staff PT, advanced PT and a senior PT before becoming Manager. Previously, she worked as a PT at Florida Hospital in Orlando, Florida and for the Visiting Nurses Association of Maryland. She has actively sought leadership training through the Maryland Healthcare Education Institute. In 2010, then-Governor Martin O'Malley appointed Ms. Lighty to the Maryland Board of Physical Therapy Examiners. In 2014, she was

appointed for a second term by Governor Larry Hogan. While on the Board, Ms. Lighty has been active on several committees, including the continuing education and legislative committees. In recognition of her leadership, she was elected Board Chair in 2015 and 2016. The Maryland Board of Physical Therapy Examiners has been in existence since 1947 to regulate the practice of physical therapy in the State of Maryland including writing regulations, interpreting the scope of practice, educating licensees, and disciplining those who violate the law.



Deena McRae, MD is the Associate Vice President of Academic Health Sciences for University of California. In this role, she provides leadership, strategic direction, policy guidance, and advocacy on behalf of the University's health sciences and clinical training system. One of her top priorities is to expand the state's health care workforce to serve diverse communities' needs through innovative pathway programs and the growth of the state's health professional school system, graduating clinicians committed to improving access to high-quality care and addressing health care disparities. On the state level, Dr. McRae has an appointment with the California Health Workforce Education and Training Council, which is part of the Health Care Access and Information (HCAI) agency. She co-leads the California Medical

Association's Academic Practice Forum. On a national level, Dr. McRae is the chair for the Association of American Medical Colleges (AAMC) Group on Resident Affairs national steering committee. Prior roles include Associate Dean for Graduate Medical Education and Designated Institutional Official (DIO) at the UC Irvine School of Medicine, and the Associate Chief of Staff for Education and Designated Education Officer (DEO) at the Tibor Rubin VA Medical Center in Long Beach, California. Previously, Dr. McRae served as the Psychiatry Residency Program Director at UC Irvine. She was also the founder and chair of both the UC Irvine School of Medicine Wellness and Professionalism Committee and the UC Irvine Physician Peer Support program. She also helped establish the UCI School of Medicine Clinical Faculty Equity and Diversity Advisory Committee and has maintained her faculty position in the Department of Psychiatry at the UC Irvine School of Medicine as a clinical professor. Dr. McRae obtained her Bachelor of Arts degree at the University of Pennsylvania, completed her medical school and psychiatry residency training at UC Irvine, and trained at the Beck Institute for Cognitive Therapy and Research. She is also a graduate of the Executive Leadership in Academic Medicine fellowship program at Drexel University.

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Mark Merrick, PhD is Professor and Dean of the University of Toledo's College of Health and Human Services and Acting Dean of Nursing. His colleges house nearly 2700 students in more than 40 degree and certificate programs in diverse fields ranging from health care delivery and public health to criminal justice and paralegal studies. A multi-award-winning scholar and educator with over 200 publications and plenary presentations, he is a Distinguished Fellow in the National Academies of Practice, a Fellow of the Association of Schools Advancing Health Professions and also a Fellow of the National Athletic Trainers' Association. He is a former President of the Commission on Accreditation of Athletic Training Education and was awarded their highest honor, the Pete Koehneke Award, in 2019. Merrick is a UToledo alumnus, earning both his bachelor's and doctoral degrees at Toledo. Prior to returning to

UToledo as Dean, he served for 20 years as the Founding Director of the Division of Athletic Training at The Ohio State University where he created one of the nation's premier Athletic Training programs.



Yoon Suh Moh, PhD, LPC, CRC, NCC, BC-TMH, BCN is an associate professor and the assistant director of the community and trauma counseling program at Thomas Jefferson University. She is a licensed professional counselor, certified rehabilitation counselor, nationally certified counselor, board certified telemental health provider, and Biofeedback Certification for International Alliance's board-certified counselor in EEG neurofeedback with professional proficiency in English, Japanese, and Korean. She has clinical experience working with individuals and families in vocational, clinical mental health, and community settings, serving the deaf and hard of hearing, transgender individuals, individuals with homelessness, and those who have a mental and/or physical disability. She is serving as a reviewer of *Journal of Multicultural Counseling and Development*, and *Trauma Counseling and Resilience*, and a founding faculty lead of the collegiate recovery program "The Rams for Recovery" at Thomas Jefferson University.

Multicultural Counseling and Development, and Trauma Counseling and Resilience, and a founding faculty lead of the collegiate recovery program "The Rams for Recovery" at Thomas Jefferson University.



Mary Romanello, PT, PhD is Director of Accreditation, American Physical Therapy Association – Commission on Accreditation in Physical Therapy Education (CAPTE). Dr. Romanello brings her experience in physical therapy and higher education, with degrees in Education, Physical Therapy, and Educational Administration. She has held key leadership roles, including Associate to the Academic Dean and Founding Dean of a school of nursing and health professions where she led the creation and accreditation of multiple allied health programs. In her current role with CAPTE, she oversees accreditation processes that directly shape the quality and effectiveness of physical therapy education nationwide. Her scholarly and professional work emphasizes program development and accreditation, but also the deeper questions of why and how we educate.

Her doctoral research on critical reflection in physical therapy education continues to inform her perspective on preparing students for clinical practice.

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Donna Russo, PhD serves as Assistant Secretary at Liason Committee on Medical Education (LCME). Previously, Dr. Russo was a faculty member at Drexel University College of Medicine, formerly MCP Hahnemann School of Medicine. Dr. Russo served in the dean's office for 22 years in several roles, including senior associate dean of curriculum and the William Maul Measey Chair in Medical Education. She was the faculty accreditation lead and chair of the self-study task force for two LCME accreditation cycles and the medical education program self-study sub-committee chair in an earlier cycle. She participated as a member of multiple accreditation survey teams. She has served on the editorial board for Elsevier Student Consult and as the MedU/Aquifer Microbiology Editor. A member of Alpha Omega Alpha and Sigma Psi, Dr.

Russo has been the recipient of multiple Golden Apple Excellence in Teaching awards and the Christian R. and Mary F. Lindback Foundation Award for Distinguished Teaching. Dr. Russo earned her BA in Biological Sciences from the University of Delaware and her PhD in Microbiology and Immunology from Hahnemann University School of Medicine. She completed her post-doctoral training at the Seattle Biomedical Research Institute, where she was a National Research Service Fellow before joining the faculty of Meharry Medical College in 1993 as an assistant professor.



Michele Scott, MSN, RN is Assistant Vice President of Patient Services at Cincinnati Children's Hospital Medical Center. Scott oversees student services, onboarding, transition-to-practice, ongoing professional development, education strategy, nursing competency and workforce initiatives within the Center for Professional Excellence. With over 30+ years of nursing experience spanning direct care, clinical research, and leadership, she is a recognized mentor, leader, and advocate for nursing career pipelines.



Nancy Spector PhD, RN, FAAN, is the director of Nursing Education Policy at NCSBN in Chicago, and she is a fellow in the American Academy of Nursing. Spector has worked on a number of nursing regulatory issues in nursing education, including determining the evidence-based quality indicators of nursing education programs, national simulation guidelines, social media guidelines for nurses, distance education. Spector was the PI on NCSBN's randomized controlled, multisite study of transition to practice, and currently she directs the Annual Report Program at NCSBN where she is developing the first national nursing education database. Spector presents and publishes nationally and internationally regulatory issues in nursing education.

WORKPLACE CONSTRAINTS AND INNOVATION FOR EXPERIENTIAL TRAINING OF HEALTH
PROFESSIONAL LEARNERS PLANNING COMMITTEE ROSTER

Cheryl Hoying, PhD, RN, NEA-BC, FACHE
(Co-chair)

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Forum Director and Senior Program Officer
Board on Global Health

Erika Chow

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Global Forum on Innovation in Health Professional Education

This workshop was convened by [The Global Forum on Innovation in Health Professional Education](#), an ongoing, convening activity of the National Academies of Sciences, Engineering, and Medicine that brings together diverse stakeholders to network, discuss, and illuminate issues for the benefit and promotion of health professional education. The IHPE Forum is an innovation collaborative with the task of applying an ongoing, multi-national, multi-disciplinary approach to proposing and exploring promising innovations for achieving recommended reforms in the instructional and institutional spheres. There are 30 member-sponsors comprised of affiliations that represent 17 different health professions disciplines. Visit the IHPE Forum [website](#) to view our list of members and contact Patricia Cuff (pcuff@nas.edu) if you and your organization are interested in joining this global collaborative.

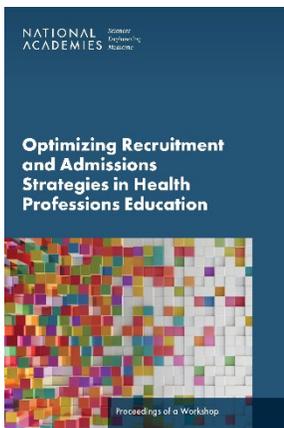
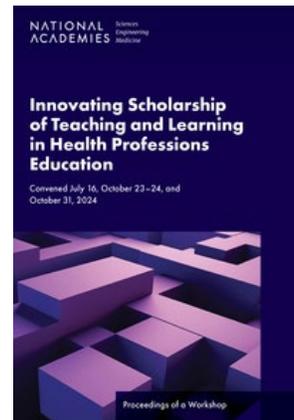
On behalf of the IHPE Forum Co-chairs and member sponsors, thank you for attending our workshop, Addressing Training Site and Slot Shortages Across the Health Professions!

RECENT PUBLICATIONS

Innovating Scholarship of Teaching and Learning in Health Professions Education: Proceedings of a Workshop (2025).

The Scholarship of Teaching and Learning (SOTL) is a systematic and evidence-based approach to examining teaching and improving learning that is openly shared. The Global Forum on Innovation in Health Professional Education held a public workshop series exploring current and future applications of SOTL to health professional education and elevating its critical value for advancing health professional workforce development across the education to practice continuum. This Proceedings of a Workshop highlights the presentations and discussions that occurred at the workshop.

[Download the Free Publication](#)



Optimizing Recruitment and Admissions Strategies in Health Professions Education: Proceedings of a Workshop (2024).

The Global Forum on Innovation in Health Professional Education hosted a hybrid public workshop in March 2024 to consider the use of admissions strategies for ensuring a sustainable, high-quality workforce that is adequately staffed, reflects the population being served, and is equitably distributed. Speakers explored the evidence supporting present and potential admissions processes and which metrics best track students' professional outcomes after admissions.

[Download the Free Publication](#)

[Subscribe](#) to IHPE Forum emails for updates on future workshops and publications!

Addressing Training Site & Slot Shortages: A Workshop Series
**PREVENTING DISCRIMINATION, HARASSMENT, AND BULLYING:
POLICY FOR PARTICIPANTS IN NASEM ACTIVITIES**

*The National Academies of Sciences, Engineering, and Medicine are committed to the principles of diversity, inclusion, integrity, civility, and respect in all of our activities. We look to you to be a partner in this commitment by helping us to maintain a professional and cordial environment. **All forms of discrimination, harassment, and bullying are prohibited in any NASEM activity.** This policy applies to all participants in all settings and locations in which NASEM work and activities are conducted, including committee meetings, workshops, conferences, and other work and social functions where employees, volunteers, sponsors, vendors, or guests are present.*

Discrimination is prejudicial treatment of individuals or groups of people based on their race, ethnicity, color, national origin, sex, sexual orientation, gender identity, age, religion, disability, veteran status, or any other characteristic protected by applicable laws.

Sexual harassment is unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature that creates an intimidating, hostile, or offensive environment.

Other types of harassment include any verbal or physical conduct directed at individuals or groups of people because of their race, ethnicity, color, national origin, sex, sexual orientation, gender identity, age, religion, disability, veteran status, or any other characteristic protected by applicable laws, that creates an intimidating, hostile, or offensive environment.

Bullying is unwelcome, aggressive behavior involving the use of influence, threat, intimidation, or coercion to dominate others in the professional environment.

REPORTING AND RESOLUTION

Any violation of this policy should be reported. If you experience or witness discrimination, harassment, or bullying, you are encouraged to make your unease or disapproval known to the individual at the time the incident occurs, if you are comfortable doing so. You are also urged to report any incident by:

- Filing a complaint with the Office of Human Resources at 202-334-3400 or hrrservicecenter@nas.edu, or
- Reporting the incident to an employee involved in the activity in which the member or volunteer is participating, who will then file a complaint with the Office of Human Resources.

Complaints should be filed as soon as possible after an incident. To ensure prompt and thorough investigation, the complainant should provide as much information as is possible, such as names, dates, locations, and steps taken. The Office of Human Resources will investigate the alleged violation in consultation with the Office of the General Counsel. If an investigation results in finding an individual has committed a violation, NASEM will take the actions necessary to protect those involved in its activities from any future discrimination, harassment, or bullying, including in appropriate circumstances **the removal of an individual from current NASEM activities and a ban on participation in future activities.**

CONFIDENTIALITY

Information contained in a complaint is kept confidential, and information is revealed only on a need-to-know basis. NASEM will not retaliate or tolerate retaliation against anyone who makes a good faith report of discrimination, harassment, or bullying.