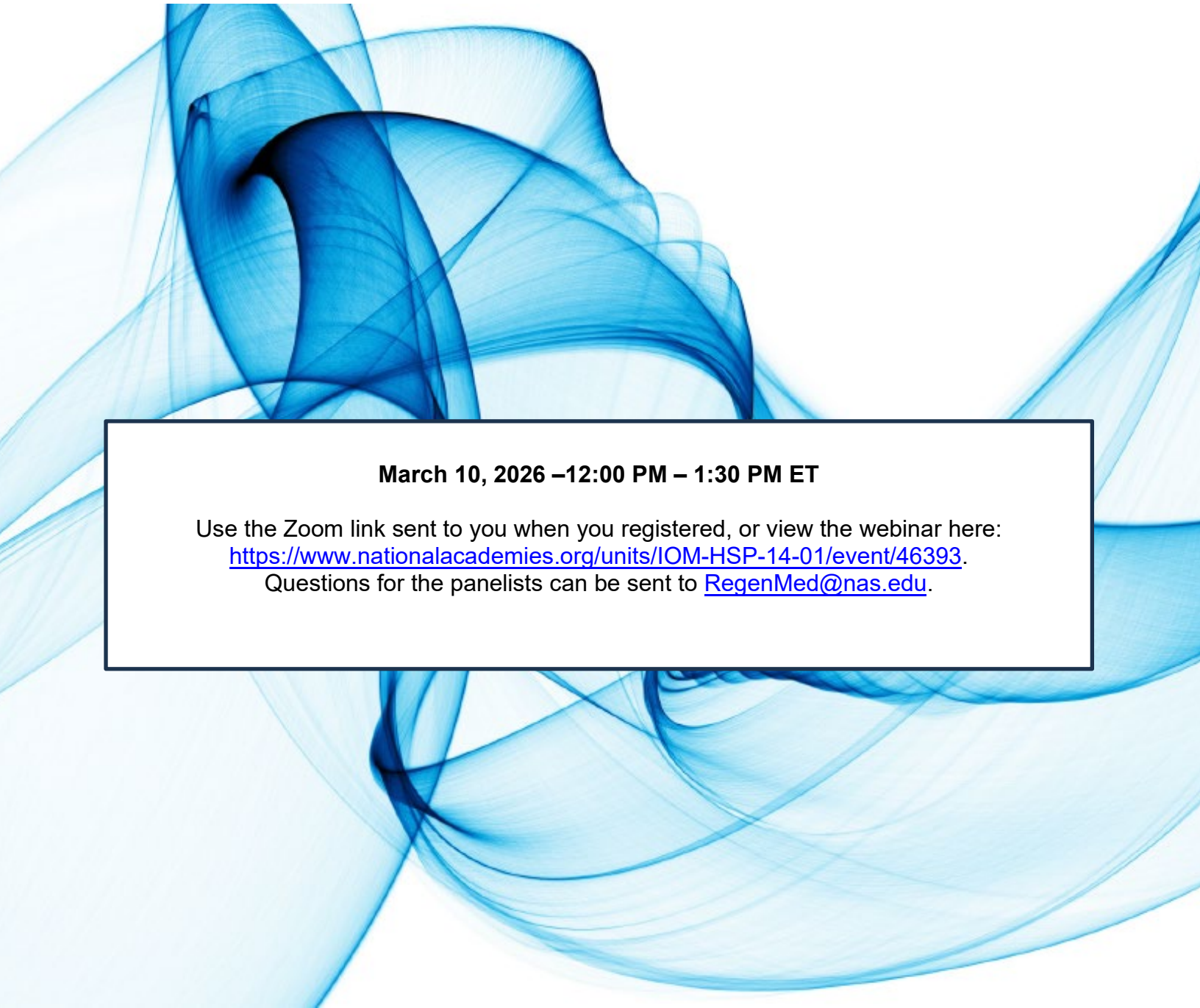
NATIONAL ACADEMIES Sciences Engineering Medicine

Forum on Regenerative Medicine

Spring 2026 Meeting



March 10, 2026 –12:00 PM – 1:30 PM ET

Use the Zoom link sent to you when you registered, or view the webinar here: https://www.nationalacademies.org/units/IOM-HSP-14-01/event/46393.
Questions for the panelists can be sent to RegenMed@nas.edu.

NATIONAL ACADEMIES Sciences Engineering Medicine

Forum on Regenerative Medicine

Spring 2026 Webinar

March 10, 2026

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AGENDA

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PUBLIC WEBINAR: Strengthening the Regenerative Medicine Workforce

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12:00 – 12:05 ET PM — **Welcome and Overview of the Forum**
Katherine (Kathy) Tsokas, *Forum Co-chair*
Adjunct Professor
College of Engineering and Computer Science
Syracuse University

12:05 – 12:15 PM — **Examining Workforce Issues in Regenerative Medicine**
Patrick Hanley
Chief & Director, Cellular Therapy Program
Associate Professor of Pediatrics
Children's National Hospital

12:15 – 12:25 PM — **Methods and Findings**
Anthony (Tony) Ting
CSO, Kiji Therapeutics
International Society for Cell & Gene Therapy, Workforce Development Committee

12:25 – 12:30 PM — **Next Steps**
Patrick Hanley

12:30 – 12:40 PM — **Reaction to the Work and What it Means for the Field**
Rachel Salzman
Member, Ethics Committee, American Society for Gene and Cell Therapy
Chief Executive Officer, Armatus Bio

12:40 – 1:10 PM — **Discussion with Participants**
Moderated by Kathy Tsokas, *Forum Co-chair*

1:10 – 1:15 PM — **Final Reflections, Adjourn**
Patrick Hanley

WEBINAR INFORMATION

Forum on Regenerative Medicine
Speaker Biographies

Katherine Tsokas, J.D. (*Co-Chair*)
Katherine is a Pharmaceutical Executive in Regulatory Affairs, Quality Affairs, and Pharmacovigilance. She has over 30 years of progressive, global experience in small and large sized Pharma companies developing small and large molecules, and regenerative medicine products at various stages of development and commercialization. Currently, she teaches *Introduction to Global Regulatory Affairs* at Syracuse University and advises Regenerative Medicine Advanced Therapy (RMAT) companies through consulting and membership on Scientific Advisory Boards.

Katherine strives to mentor future generations, assuring that the workforce of today and tomorrow is prepared for the opportunities and how to address future needs. She is an adjunct professor at Syracuse University College of Engineering and Computer Science, and she is on the Framingham State University Quality Assurance Masters' Program Advisory Board.

Katherine promotes connectivity for RMAT products as Co-chair of the National Academy Science Engineering Medicine Regenerative Medicine Forum. This leadership position continues her 15+ years of developing RMAT products and working with external Industry, Academia, and Government stakeholders to enhance opportunities and connectivity for developing and commercializing RMAT products.

Katherine's leadership has led to positions of increasing responsibility within the Pharmaceutical Industry most recently with Johnson & Johnson Innovative Medicine (J&J IM) as Vice President Regulatory, Quality, Risk Management and Drug Safety for Canada. Within J&J IM Global Regulatory, she also held positions as Head of Regenerative Medicine & Advanced Therapy, Head of Data Science, and Head of Research and Early Development.

Katherine received her Bachelor of Science Biology from Temple University, Juris Doctorate from Widener University Law School, and is admitted to the practice of law in Pennsylvania and New Jersey.

Patrick Hanley, Ph.D.
Dr. Hanley is the Chief and Director of the Cellular Therapy Program and an associate professor of pediatrics at Children's National Hospital and the George Washington University, respectively. He oversees processing for standard of care stem cell transplantation as well as the development, manufacture, quality, and testing of novel cell and gene therapies. Over the past 16 years he has helped to translate more than 600 products on over 25 cell therapy protocols – ranging from mesenchymal stromal cells to cord blood virus-specific T cells and tumor-associated antigen specific T cells – into the clinic.

Dr. Hanley was elected VP-North America of the International Society for Cell and Gene Therapy (ISCT) where he also serves on the board of directors, co-founded and served as the inaugural co-chair of the Early Stage Professionals committee which focuses on workforce development, and is the commissioning editor of the society's journal, Cytotherapy. Representing ISCT, he serves on the Regenerative Medicine Forum of the National Academies where he co-leads the workforce working group. He also serves on the board of directors of the Foundation for the Accreditation of Cellular Therapy (FACT) and is a FACT representative at the Cell Therapy Liaison Meeting, serving as a thought leader in a forum with the FDA.

Dr Hanley also serves as an advisor for a number of cell and gene therapy biotech companies. In his free time, he enjoys tweeting with fellow scientists and Bills fans, playing soccer, cycling, cooking, and traveling.

Rachel Salzman, D.V.M.
Dr. Rachel Salzman serves as Chief Executive Officer (CEO) at Armatus Bio, a privately held preclinical stage biotech focusing on curative approaches for neuromuscular disorders where toxic gain of function plays a causative role in disease pathology. Prior to joining Armatus, Rachel was Executive Vice President of Portfolio, External Affairs & Development at Alcyone Therapeutics, a precision medicines company advancing therapies in serious neurological disorders by integrating novel delivery technologies with innovative genetic platforms.

Rachel co-founded SwanBio Therapeutics in 2017 and served as Chief Executive Officer (CEO) and Director through 2019. She was the company's President and Chief Portfolio & Development Officer until January 2021. She then founded UltraSquared Bio, a not-for-profit organization dedicated to bringing gene therapies to ultra-rare populations where traditional business cases are not tractable, and in this capacity was awarded a prestigious Termeer Foundation Fellowship.

Prior to her time at Swan, she was the Chief Science Officer (CSO) of The Stop ALD Foundation since 2001. The Stop ALD Foundation is a non-profit Medical Research Organization dedicated to employing entrepreneurial approaches and innovative methodology towards effective therapies, cures, and prevention of X-linked adrenoleukodystrophy (ALD), an often-fatal neurodegenerative disease. As CSO she made critical contributions in driving forward the world's first ex vivo lentiviral gene therapy clinical trial conducted in non-HIV infected patients. For over 20 years Dr. Salzman has provided drug development expertise and advice in the rare disease space where complex biological and business issues intersect with serious unmet medical need. Dr. Salzman's impact is a result of her unique leadership ability and successful aggregation of resources and commitment from investigators, technologists, and investors.

Dr. Salzman has been an active member of ASGCT (American Society of Gene and Cell Therapy) for over 20 years and has served in a leadership capacity including elected membership to the Board of Directors, along with multiple committees and task forces designed to build and enhance the state of gene and cell therapy in both the US and EU. Her many contributions were formally recognized by being designated the Sonia Skarlatos Public Service Award recipient in 2015. She currently represents ASGCT at the National Academy of Sciences Forum on Regenerative Medicine.

Tony Ting, Ph.D.
Tony Ting, PhD, is the CSO of Kiji Therapeutics and has over 30 years of academic and industry experience in translational science and global regulatory filing, and 20 years specifically in stromal cell-based therapeutics. Most recently he was a Program Leader in Oncology Cell Therapy Innovation at Takeda. He is also the former CSO of Bone Therapeutics and is the Chief Commercialization Officer and on the board of directors for the International Society for Cell and Gene Therapy (ISCT). Additionally, he serves on committees for the Alliance for Regenerative Medicine (ARM) and the Health and Environmental Sciences Institute (HESI). Prior to joining Bone Therapeutics, Tony was the VP and Head of CardioPulmonary programs at Athersys.

BACKGROUND INFORMATION

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PERSPECTIVES PAPER

CYTOTHERAPY

journal homepage: www.isct-cytotherapy.org

International Society ISCT Cell & Gene Therapy®

Immunotherapy

Advanced therapies require soft skills: insights from a National Academies Working Group

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A B S T R A C T

The field of cell and gene therapy and regenerative medicine continues to rapidly develop, with 45+ total product approvals by the Food and Drug Administration, and hundreds of ongoing trials, at the time of this publication. This maturation coincides with the need for a trained workforce in a field that continues to grow in scope, scale, and expertise. To explore the workforce needs within the regenerative medicine sector, the National Academies of Sciences, Engineering, and Medicine's Forum on Regenerative Medicine hosted a series of sessions through its Workforce Development Working Group. During these discussions, companies of various sizes and with products across the clinical trials process, preclinical, clinical, and postapproval, were asked to address a series of questions about their workforce, hiring plans, and skill gaps. The intent was to focus on technical skills required in regenerative medicine, but based on the responses from the participants, what emerged was the importance of soft skills, which seem to be overlooked when developing training plans for learners in the cell and gene therapy field.

Key Words: regenerative medicine, skills, training, workforce development.

Introduction

As the field of regenerative medicine matures from basic discoveries into a rapidly expanding industry, the number and type of cell and gene therapies (CGT) advancing into clinical trials and the marketplace continues to grow. Through the first half of 2025, there were 844 CGT clinical trials in the U.S. alone and over 1900 worldwide [1]. A major emphasis of the industry's maturation has been on raising awareness of the critical need to grow and support the workforce to ensure it has the required skills and training to develop, manufacture, market, and regulate these advanced therapies [2–8]. Recent reports across the field have found that such gaps in the skilled workforce negatively impact the development of CGT treatments [9–11]. To date, most of the effort spent on developing the regenerative medicine workforce has focused on the technical or "hard" skills needed for such an undertaking, such as expertise in cell and aseptic processing, analytical development, quality control, and regulations governing the processes.

In a series of listening sessions held by the National Academies of Sciences, Engineering, and Medicine's Forum on Regenerative Medicine's Working Group on Workforce Development, representatives from across the CGT space discussed their current workforce needs across three stages of product development: preclinical, clinical, and postapproval. While the need for hard skills was discussed as expected, surprisingly what emerged was the critical importance of soft skills, or personal qualities which are traditionally not formally taught such as interpersonal skills, flexibility, teamwork, and problem-solving.

This perspective takes a closer look at those skills and how they contribute to success within the CGT space.

Methods

As part of an initiative to understand the workforce needs of companies in the regenerative medicine space, the National Academies of Sciences, Engineering, and Medicine's Forum on Regenerative

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Medicine convened a series of virtual learning sessions with companies from the cell and gene therapy sector. To examine workforce challenges across the sector, as well as those that were specific to company size or product development stage, the sessions were held with representatives across a spectrum of startup and established biotechnology companies, large pharmaceutical companies, nonprofits, and innovative technology and contract manufacturing organizations. Separate sessions were held on preclinical development, clinical trial development, and commercialization. The 10 participants in these sessions included those with titles such as Directors, Chief Scientific Officers, Chief Executive Officers, and Vice Presidents, with decades of sector experience across key areas of the workforce who also act as hiring managers within their companies. Each representative was asked the same set of questions (see below) designed to highlight any issues in attracting, training, and maintaining an appropriately skilled workforce.

Questions:

- What types of jobs are available in your organization, and what types of jobs do you have trouble filling?
- Considering the different roles within your organization, what skill sets are necessary to succeed in your sector of regenerative medicine?
- What types of training and education do new hires most often have before starting?
- What areas do you see new hires struggle with most early in their career?
- What skills do new hires tend to lack, and what skills need to be learned on the job?
- What new skillsets do you foresee needing 5 years from now?
- What strategies are your organization using to retain employees and provide ongoing training?
- What recommendations do you have to help bridge current gaps in training?

Results

When planning the listening sessions, the focus of the discussions was to identify skill and workforce gaps across different stages of development. Despite the emphasis on examining technical skills (Supplementary Table 1), the majority of skills discussed by participants in the sessions could better be characterized as applied knowledge or "soft skills." Traditionally, soft skills are defined as skills that are not unique to a given industry and can translate across positions and sectors, setting employees apart from the workforce that does not have these skills [12]. For example, how someone worked emerged as a critical attribute of success across stages of development, such as the flexibility to work in and adapt to different environments, the ability to apply knowledge across areas, and attention to detail and protocols. Even when technical skills were mentioned, such as the understanding and application of good manufacturing practices (GMP), it was cited in different ways that were nuanced—including that employees did not need to be experts in GMP per se but rather understand its importance and why upstream systems needed to be framed by GMP so that they would be applicable downstream. Therefore, experience and understanding of key GMP concepts was a considerable asset in an employee, regardless of the stage of development or, for the most part, their position. Another soft skill gap that was similarly stated was the ability to work within a team, often in a matrix management environment, and to understand how one's role works within the confines of a larger team and project. There were certain soft skills discussed in many of the sessions that were commonly cited and discussed as having value to the field and employers as they build or train their regenerative medicine workforce. The soft skills that were cited during these sessions are included in Table 1.

Table 1
Soft skills shared by regenerative medicine companies operating in various stages of clinical development.

Stage of development	Soft skill
Preclinical	Work in matrix management, team-oriented environment
	Communicate effectively across disciplines, speaking the same language (e.g. technical) for maximum effectiveness
	Operate within a project-based framework, adhering to timelines and deliverables
	Execute time management and task tracking
	Understand levels of formality across communication channels
	Flexibility to operate in fast moving timelines and swiftly evolving corporate needs
	Apply knowledge and learnings across projects
Clinical	Adapt to working with standard operating procedures which do not permit as much creativity as in academia
	Use entrepreneurial skills with serious rigor and discipline
	Understand the balance between discipline to maintain rigor and curiosity
	Ability to work within a team structure and recognition of one's role and skillset
	Balance different ways of working (soft skills) versus the importance of technical skills
	Demonstrate an openness to learning, being flexible, and adapting work to align with the overall vision of the company in mind
	Reconcile ideas from different groups (e.g. regulatory and R&D teams)
	Think critically and problem solve
	Work in a space without prior precedent from which to directly apply prior experience
	Confidence to troubleshoot independently and make recommendations to resolve the matter
	Accountability and responsibility
	Admit when you don't know and be open to asking for help
Commercial	Understand risk assessments and demonstrate comfort working in areas of uncertainty or ambiguity.
	Willing to problem-solve when direct answers or processes are not available
	Be coachable
	Adapt to changing expectations
	Work under pressure in a fast-paced, dynamic environment
	Exude a positive attitude or inclination, attention to detail (i.e. GMP work)
	Collaborative approach to working, including people across backgrounds and expertise
	Demonstrate leadership capabilities and influence with authority
	Approach work with a growth mindset and develop a culture of learning
	Understand the need for reproducibility
	Have confidence to ask questions and offer solutions
	Self-driven about career development and acquiring new skillsets

Soft skills remain some of the most lacking skills in new workers

One common theme throughout the workforce sessions was that the skills required to succeed in cell and gene therapy were not limited to technical skills, but soft skills played arguably a more important role in an employee's potential for success and the value that employee brought to the company. These soft skills were often lacking in new hires regardless of their education level, perhaps because they were tangential to the traditional core curriculum for traditional science and engineering majors. Examples of these soft skills include having a business-type or entrepreneurial mindset, and understanding that what may be scientifically curious may not necessarily be in

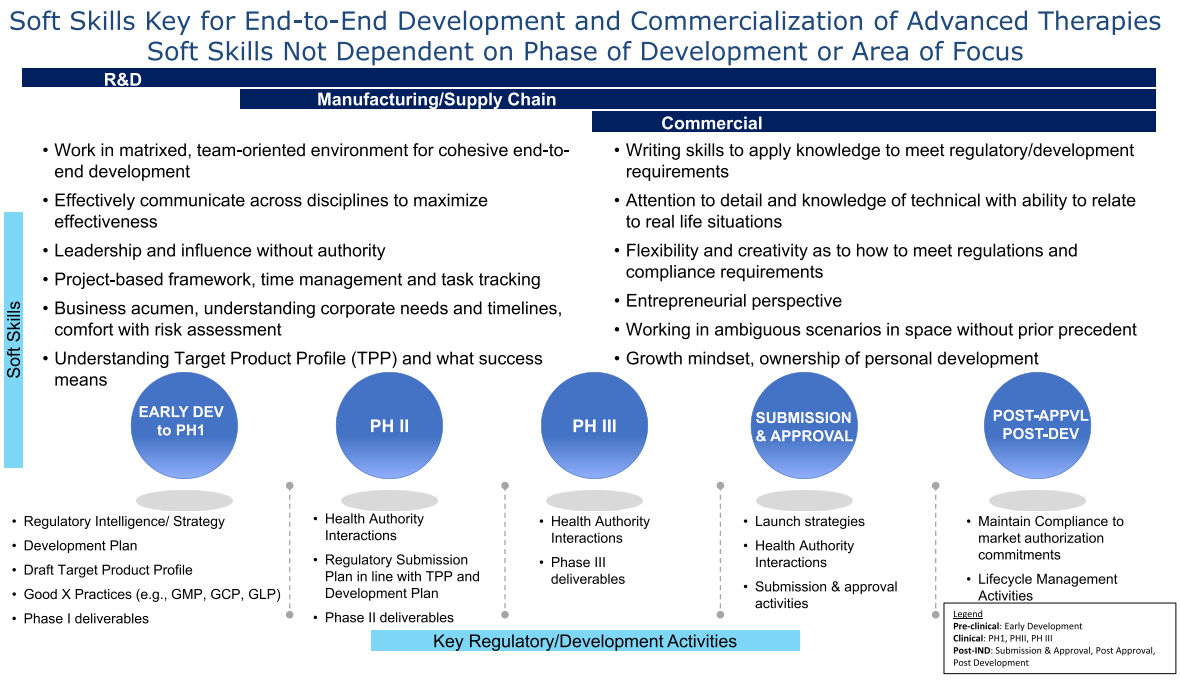

Fig. 1. Soft skills key for end-to-end development and commercialization of advanced therapies. Soft skills not dependent on phase of development or area of focus. This figure describes the transition from R&D to manufacturing/supply chain and ultimately to commercial. It highlights the soft skills required at the different time points along with their overlap. Finally, it lists Key regulatory and development activities across the various stages of development (Early phase to postapproval).

alignment with company resources. Having a good intuition and self-awareness of how an employee carries themselves in a professional environment is another consideration. For example, realizing that the company brand may be impacted by sharing personal comments during meetings. Similarly, understanding the company's mission and how one's work fits within that mission—even in complex organizational structures that exist in industry—is important for an employee to understand and consider while designing or performing work such as experiments, modeling, technology transfer, and analytics. Employers are looking for individuals who can see the bigger picture, can easily pivot when needed, and stay on track with the company's long-term goals. Those who often serve in hiring manager roles also seek to find employees with a team-based mentality who not only bring their expertise to the role but are open to seeking out the expertise of the team while problem-solving. Interestingly, while we approached these skills by developmental stage, hypothesizing that the skills required might become more refined and focused later in development, the skills required were typically not unique to the stage of development (Figure 1).

Future directions: including training of soft skills is an untapped opportunity for bolstering the regenerative medicine workforce

As the industrialization of cell and gene therapy continues, it is imperative to develop a trained workforce. An array of existing training programs within cell and gene therapy exists, including those offered by the National Science Foundation-funded Cell Manufacturing Technologies (CMaT), International Society for Cell and Gene Therapy (ISCT), Standards Coordinating Body, Advanced Regenerative Manufacturing Institute (ARMI), and others. However, given the nature and complexity of cell and gene therapy products, the workforce must not only be knowledgeable in many technical aspects of the field but also be flexible enough to adapt as technology progresses and improves. Assimilation of technical and soft skills in

Table 2
Opportunities for technical and soft skill assimilation in training.

Technical skill	Soft skill	Assimilation
Mammalian cell culture	Mentoring and knowledge sharing	Cell culture proficiency paired with mentoring abilities allows experienced scientists to train diverse team members (from PhDs to technicians) on specialized techniques while fostering continuous improvement.
Moving between research and GMP	Flexibility/Adaptability	Manufacturing expertise combined with adaptability enables workers to apply GMP standards to novel CGT processes that lack established protocols, adjusting procedures while maintaining compliance rigor.
Information technology (IT), especially with application to biology	Collaboration with different teams	IT systems expertise combined with team collaboration allows for the integration of diverse data sources across research, manufacturing, and quality departments while understanding each group's unique needs.
Working with standard operating procedures	Adherence and flexibility	Manufacturing staff must adhere to strict SOPs while remaining adaptable as procedures and technologies are frequently updated during scale-up and process optimization.
Quality	Attention to Detail	QC/QA staff with exceptional attention to detail serve as the critical gatekeepers ensuring that every CGT product released to patients meets rigorous safety, purity, potency, and identity specifications.
Root cause analysis	Problem-solving under pressure	Manufacturing staff apply root cause analysis tools and creative problem-solving under tight timelines to investigate deviations, implement corrective actions, and prevent recurrence.
Process development (PD) of new CGT process	Written PD plan and final summary, communicate results to various recipients	Process development is a unique blend of research and GMP principles and requires clear objectives and at the end, a clear summary of the work performed and key findings and recommendations. By submitting this report to different recipients, the learner will need to demonstrate that they understand how to communicate with varying degrees of formality and professionalism.

academic programs is one way to address gaps in workforce skills. Assimilation examples of technical and soft skills from the listening sessions that can be paired during training are provided in Table 2.

Thus, future workforce development efforts must not only focus on widening technical training but also on soft skills, which are a critical component. Academic programs and training initiatives should provide instruction that includes the concepts of quality, GMP, aseptic technique, as well as emerging technologies such as AI/ML. Equally important is the incorporation of soft skills—such as communication, teamwork and mission-driven thinking—through experiential learning, mentorship, and industry-academic partnerships. Addressing these gaps will require a coordinated approach that spans educational institutions, industry stakeholders, and policy makers to ensure that the future workforce is both technically capable and strategically aligned with the complex demands of cell and gene therapy product development. By developing these concepts early and reinforcing them throughout the career progression, we can build a more resilient, adaptive, and effective workforce for the future of cell and gene therapy.

Declaration of Competing Interest

PJH is or was an advisor to or on the advisory board of: Autolomous, CARTx, Cellenkos, Cipla, March Biosciences, MFX, and Y Innovations. He is a member of the ISCT workforce development committee and is on the external workforce advisory board of CMaT. AET is the CSO for Kiji Therapeutics, a clinical consultant for Healios KK and Steminent Therapeutics, and a member of the ISCT Workforce Development Committee. KAT was an employee of Johnson & Johnson. She is on the Scientific Advisory Board for Axonova Medical, and she is a Regulatory Consultant for Cabaletta Bio. JTM, JB, RS, and RM have nothing to declare.

Acknowledgments

The authors would like to thank Dr Michelle Drewry and Dr Sarah Beachy for their assistance with the Forum on Regenerative Medicine sessions and manuscript. They would also like to thank all of the speakers who participated in the listening sessions.

Supplementary materials

Supplementary material associated with this article can be found in the online version at doi:10.1016/j.jcyt.2026.102063.

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Additional Links to Resources

Workforce Webinar

- Advanced therapies require soft skills: insights from a National Academies Working Group - Cytotherapy
- Read "Training the Regenerative Medicine Workforce for the Future: Proceedings of a Workshop—in Brief" at NAP.edu

FORUM INFORMATION

NATIONAL ACADEMIES Sciences Engineering Medicine

Forum on Regenerative Medicine

The National Academies of Sciences, Engineering, and Medicine's Forum on Regenerative Medicine provides a convening mechanism for interested parties from academia, industry, government, patient and provider organizations, regulators, foundations, and others to meet and discuss sensitive and difficult issues in a neutral setting in order to engage in dialogue and discussions that address the challenges facing the application of, and the opportunities for, regenerative medicine to improve health through the development of effective new therapies. The Forum identifies existing and potential barriers to scientific and therapeutic advances; identifies and discusses opportunities to assist in facilitating more effective partnerships among key interested parties; examines the impact that current policies have on the discovery, development, and translation of regenerative medicine therapies; examines the unique challenges of identifying, validating, and bringing regenerative medicine applications to market; and explores the ethical, legal, and social issues posed by regenerative medicine advances.

Regenerative medicine holds the potential to create living, functional tissues which can be used to repair or replace those that have suffered irreparable damage due to disease, age, traumatic injury, or congenital defects. Whether through tissue-engineering, synthetic constructs, or cellular therapies, the field holds the promise of providing relief to those suffering from traumatic injuries to neurodegenerative diseases. However, the enormous potential health and economic benefits this relatively new field could potentiate upon society must be balanced by the enactment of the proper policies and procedures to assure these therapies are safe and effective for use.

There are a number of key issues that must be explored and illuminated in order to realize the full potential of regenerative medicine. Ethical, legal, and social issues pose potential challenges with much debate still taking place around the use of adult, embryonic, and induced pluripotent stem cells for research and therapy. Additionally, many prospective advances, while developed for disease treatment, have the potential to be used for enhancement of physical attributes or anti-aging therapy. There is also a concern about possible unanticipated consequences of these treatments and products and the potential for stockpiling of and unequal access to organs. Ensuring the ethical application of regenerative medicine advances will be critical to not only progress the field but also to improve the health of individuals and the public.

Scientific and technical hurdles also exist for which a better fundamental understanding of the underlying cell biology is necessary. This knowledge will allow for more specific engineering of tissues and organs and will diminish the chance of transplant rejection by ensuring biocompatibility with the host tissue. Similarly, it is necessary to understand the cellular response to biomaterials and scaffolds to ensure that the desired biological function is developed and retained. While great advances have been realized to date, to take full advantage of regenerative medicine, the barriers to scientific advance will need to be delineated and potential solutions discussed.

Guidelines for the safe and proper use of regenerative medicine advances will need to be developed, translational barriers identified, and the regulatory environment clearly defined. Commercial aspects will need to be addressed including: the development of cost-effectiveness strategies for growing cells and organs at an industrial capacity; assessments of effectiveness, quality, and biosafety developed; and products certified. Greater dialogue and coordination of efforts between the public and private sectors will enable regenerative medicine products to be brought to market in a safe, effective, and swift manner.

Forum sponsors include federal agencies, medical and scientific associations, foundations, research organizations, patient groups, and industry representatives. For more information about the Forum on Regenerative Medicine, please visit our website at Forum on Regenerative Medicine or contact Sarah Beachy at 202-334-2217 or by email at sbeachy@nas.edu.

NATIONAL ACADEMIES *Sciences Engineering Medicine*

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PREVENTING DISCRIMINATION, HARASSMENT, AND BULLYING:
POLICY FOR PARTICIPANTS IN NASEM ACTIVITIES

The National Academies of Sciences, Engineering, and Medicine (NASEM) 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 hrservicecenter@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 the prompt and thorough investigation of the complaint, 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 a finding that 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.

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