

Towards a 21st Century University: Culture, Concerns and Governance

Joint Provost/Senate Retreat
University of Southern California
February 23-24, 2018

The Situation

- We all want USC to be one of the truly great 21st Century universities
 - And one that sets an example for others around the globe
- But, critical questions have been raised about our principles and processes
 - With the pain, anxiety, and embarrassment that these incidents have caused
- We have a unique opportunity at this time to make significant changes
 - The *Task Force on Workplace Standards & Employee Wellness* is one part of this
- This retreat is a further opportunity to inform, discuss and suggest
 - Hope to get you all immersed in both the issues and the possible solutions

Themes from the Task Force Interim Report

- Not allowing institutional contributions to out-weight abuses of power, including toxic behaviors **Session 1: Enhancing our Values and Culture**
- Need for improved transparency, accountability, shared governance, and a shared sense of ownership **Session 3: Strengthening our Leadership Model**
- Need for a true understanding and promotion of well-being on the part of individuals and units
- Need to be able to express concerns with the assurance they will be heard, appropriate action will be taken, and that no retaliation will occur **Session 2: Addressing Concerns of Community Members**

Agenda (Saturday, February 24)

10:30-12:15 **Session 3: Strengthening our Leadership Model (Avalon)**

Chair: Mike Lee, Viterbi School of Engineering

10:30-11:15 *Panel presentations (Avalon)*

TF Interim recommendations, *Paula Cannon, Keck*

Shared Governance in the Gould School of Law, *Gregory Keating, Gould*

Leadership, *Thomas Cummings, Marshall*

11:15-11:45 *Audience breakout groups (Santa Monica A, B, C, D)*

In what ways does faculty shared governance need to be strengthened at USC

How can we best combine positive leadership and academic productivity

How to improve the hiring/appointment/reappointment processes for academic leaders

How to facilitate, incentivize, and hold accountable academic leaders

11:45-12:15 *Reporting back (Avalon)*

12:15 **Lunch (Emerald) and Departure**

Agenda (Saturday, February 24)

7:30 - 8:00 Continental Breakfast (Emerald)

8:00-10:00 Session 2: Addressing Concerns of Community Members (Avalon)

Chair: Norman Hollyn, School of Cinematic Arts

8:00-9:00 Panel presentations (Avalon)

Where we are now, Jeff de Caen, Staff Assembly President

TF Interim recommendations, Yaniv Bar-Cohen, Keck

*Ombuds Office and USC Support and Advocacy, Lynette Merriman, Associate Vice
Provost for Support and Intervention*

Vanderbilt Co-worker Observation Reporting System (CORS), John Brodhead, Keck

9:00-10:00 Audience discussion with panel (Avalon)

10:00-10:30 Break

Agenda (Friday, February 23)

3:45-5:30 Session 1: Enhancing our Values and Culture (Avalon)

Chair: Sofia Gruskin, Keck School of Medicine & Gould School of Law

3:45-4:30 Panel presentations (Avalon)

TF interim recommendations, *Edward Finegan, Dornsife & Gould (Emeritus)*

Changing organizational culture, *Paul Adler, Marshall*

Sustaining an Inclusive and Adaptive Organizational Culture, *Sharoni Little, Marshall*

4:30-5:00 Audience breakout groups (Santa Monica A, B, C, D)

What are some of the critical core values that underlie the faculty culture we want to instill and be part of

How to get buy in on and live/maintain core values and culture among faculty and academic administrators

Issues of civility, toxicity and points in between for faculty and academic administrators; what to encourage, allow, discourage or ban

How to involve students and educate them about core values and culture

5:00-5:30 Reporting back (Avalon)

6:00 Cocktails (Emerald Foyer)

7:00 Dinner (Emerald)