PROVOST SENATE RETREAT
WORKING TOGETHER TOWARD CULTURE CHANGE
FEBRUARY 8, 2020
FOUR CURRENT FOCUS AREAS

Values
Understanding our Values

Leadership
Strengthening our HR and Leadership Model

Wellbeing
Amplifying Connection

Concerns
Addressing the Concerns of the USC Community
The culture of our institution must support the execution of the mission...

**USC Mission**

- Serve our students, patients, and communities.
- Development of students and society through enrichment of human mind and spirit.
- Excellence in academics, teaching, research, artistic creation, professional practice, outstanding medical care, and public service and athletic programs of the first rank.
THE USC CULTURE JOURNEY APPROACH

**UNDERSTAND**
- Initial USC Community input on values
  - Deploy USC Values Poll
  - Current and Desired Values
  - Analyze Results

**ALIGN**
- Share results: Engage and discuss
  - Results Reporting
  - Town Halls: USC-wide, School/Unit
  - Discussion Sessions: USC-wide, School/Unit
  - Activation Planning

**REINFORCE**
- Focus on desired values and behaviors
  - Emphasize Desired Behaviors and Activate New Skills
  - System and Process Changes
  - People Development
  - Performance Management
  - Communication
  - Recruitment

**OCT – DEC 2019**
**JAN – MAY 2020**
**2020+**
DISCUSSION OVERVIEW

THEY ARE:

**THE START OF OUR CONVERSATIONS**
These sessions serve as conversation starters. They provide opportunities to hear and reflect our perspectives on values, behaviors, systems and processes.

**A FORUM FOR SHARING RESULTS**
The poll results are context driven. They capture a moment in time, and they also reflect longer-term perspectives from the USC community on current and desired values.

**GROUNDED IN EXPERIENCE**
The Barrett Values Centre (BVC) – our values framework – brings 21 years of experience, 7,000 organizational assessments, operations in 94 countries, and deep partnerships throughout higher education institutions.

THEY ARE NOT:

**INTENDED TO DIAGNOSE AND SOLVE “EVERYTHING”**
We encourage you to share behaviors, systems, and processes that ‘work’ and those that don’t. We start here by capturing your input and recommendations.

**THE END OF THE CULTURE JOURNEY**
We will identify key themes from your input, collected in the 160+ discussion sessions, and share themes with our leadership and community.

This sets the foundation to align core values with behaviors. It also supports the enhancement of our systems, processes, and alignment with other culture initiatives (DEI, well-being, concerns, leadership, HR strategy among others).
Key findings from the USC Values Poll 2019

Commitment to Change: https://change.usc.edu/usc-cultural-values-poll/
HIGH LEVEL THEMES BARRETT’S OBSERVATIONS

1. “Significant” cultural issues found across USC

2. Varying degrees of discontent among different demographic groups

3. Broad alignment on aspirations for future USC values
USC’S CURRENT CULTURE – TOP 10 VALUES IDENTIFIED

Top 10 Values:
- trojan family
- reputation
- bureaucratic (PL)
- budget driven (PL)
- competitive (PL)
- diversity
- ambition
- elitism (PL)
- hierarchical (PL)
- accomplishment

**STAFF**
- service to community
- pride
- evolving

**FACULTY**
- secrecy (PL)
- siloed/decentralised (PL)
- trojan family
- reputation
- bureaucratic (PL)
- budget driven (PL)
- competitive (PL)
- diversity
- hierarchical (PL)

**STUDENTS**
- accomplishment
- hard working
- ambition
- elitism (PL)
USC'S DESIRED CULTURE – TOP 10 VALUES IDENTIFIED

**Top 10 Values:**
- accountability
- diversity
- communication
- continuous improvement
- transparency
- ethical
- clarity of vision
- integrity
- collaboration
- balance (home/work)

**STAFF**
- employee fulfilment
- clarity of vision
- integrity
- accountability
- diversity
- communication
- transparency
- ethical
- continuous improvement balance (home/work)

**FACULTY**
- collaboration
- scholarship/ knowledge creation
- excellence

**STUDENTS**
- students first
- inclusion
- accessibility
- balance (home/work)
USC FACULTY CURRENT CULTURE VALUES OVERLAPS

USC FACULTY CURRENT CULTURE VALUES OVERLAPS

**RTPC**
- elitism (PL)
- budget driven (PL)
- reputation
- trojan family
- hierarchical (PL)
- competitive (PL)
- ambition
- secrecy (PL)

**TENURED**
- siloed /decentralised (PL)
- scholarship/knowledge creation

USC University of Southern California
**DEFINITION OF CULTURAL ENTROPY**

Cultural Entropy is the amount of energy in a group that is consumed in unproductive work. It is a measure of the conflict, friction, and frustration that exists within a group.
# Levels of Entropy

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 10%</td>
<td><strong>Prime</strong>: Healthy Functioning</td>
</tr>
<tr>
<td>11-20%</td>
<td><strong>Minor Issues</strong>: Some problems requiring careful monitoring</td>
</tr>
<tr>
<td>21-30%</td>
<td><strong>Significant Issues</strong>: Requiring focused attention; may include</td>
</tr>
<tr>
<td></td>
<td>exploration of systems and process changes</td>
</tr>
<tr>
<td>31-40%</td>
<td><strong>Serious Issues</strong>: Requiring immediate attention; may include focus on</td>
</tr>
<tr>
<td></td>
<td>performance management, people development, systems and processes, and</td>
</tr>
<tr>
<td></td>
<td>targeted mentoring, coaching, or leadership development.</td>
</tr>
<tr>
<td>41-50%</td>
<td><strong>Critical Issues</strong>: Requiring immediate intervention; may include change</td>
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<tr>
<td></td>
<td>in leadership, coaching or development; targeted intervention in groups at</td>
</tr>
<tr>
<td></td>
<td>this level.</td>
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<tr>
<td>&gt; 50%</td>
<td><strong>Cultural Crisis</strong>: For organizations or groups, requiring leadership</td>
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<td></td>
<td>changes to avoid organizational failure.</td>
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## CURRENT CULTURE

### LEVELS OF ENTROPY FOR FACULTY

**USC-Wide Perspective**

<table>
<thead>
<tr>
<th>Category</th>
<th>By Role</th>
<th>By Race-Ethnicity</th>
<th>By Gender Identity</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 10%</td>
<td>Prime</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11-20%</td>
<td>Minor Issues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21-30%</td>
<td>Significant Issues</td>
<td>Hawaiian/Pacific Islander</td>
<td></td>
</tr>
<tr>
<td>31-40%</td>
<td>Serious Issues</td>
<td>Faculty (RTPC)</td>
<td>Man</td>
</tr>
<tr>
<td>41-50%</td>
<td>Critical Issues</td>
<td>Hispanic/Latino Black/African American Asian Other</td>
<td>Woman</td>
</tr>
<tr>
<td>&gt; 50%</td>
<td>Cultural Crisis</td>
<td>Faculty (Tenured)</td>
<td>Decline to State</td>
</tr>
</tbody>
</table>

By Race/Ethnicity:
- Hawaiian/Pacific Islander
- Hispanic/Latino
- Black/African American
- Asian
- Other

By Gender Identity:
- Man
- Woman
- Decline to State
USC FACULTY DESIRED CULTURE VALUES OVERLAPS

RTPC
- collaboration
- communication
- continuous improvement
- scholarship/knowledge creation
- accountability
- clarity of vision
- transparency
- ethical integrity
- diversity

TENURED
- collegiality
- excellence
- creativity
USC CULTURE JOURNEY TIMELINE

In 2019-2020 and beyond, we are focusing on revitalizing our USC Culture.

The USC Culture Journey begins...

1. October 2019
   USC VALUES POLL

2. December 2019
   SHARE RESULTS

3. January-April 2020
   CULTURE SESSIONS

4. April 2020
   DISTILL VALUES DISCUSSIONS

5. May 2020+
   ALIGN AND REINFORCE VALUES & BEHAVIORS

The USC Culture Journey continues...
BREAKOUT SESSIONS

MISSION
What we want to accomplish

CULTURE
How we get things done

VALUES

THINKING

BEHAVIORS

PROCESSES

10:15am – 11:00am
20m...Discussion
15m...Report-Out

Group A
Accountability
(Santa Monica A)

Group B
Transparency
(Santa Monica B)

Group C
Collaboration
(Santa Monica C)

Group D
Diversity
(Santa Monica D)
SYSTEM AND PROCESS CHANGES

• Create training for mid-level leadership
• Incorporate accountability/additional outcome measures (including desired values) into annual reviews
• Identify incentives for accountability recognizing positive contributions
• Continue Neighborhood Academic Initiative and other diversity programs
• Remove labels that create separation rather than inclusion (e.g. – NTT)
• Adjust recruitment to increase faculty diversity
• Create centralized mentorship program across faculty, staff, and students
• Make tangible the importance of faculty mentoring students
• Make all policies accessible and transparent throughout USC – less legalese
• Remove euphemistic titles
• Centralize internal communication – identify best practices
• Introduce USC “Freedom of Information Act”
• Break down siloes between campuses and schools
• Provide clarity on promotion requirements
• Share more broadly what is happening throughout USC (searchable database)
• Assign specific outcomes to task forces and other bodies
• Build more networking opportunities including specific space
• Create rotational leadership programs
20% Annual reviews; Accountability incentives; Reward structures
14% Training for mid level leadership
11% Centralize and prioritize internal communication
9% Centralized mentorship program; faculty mentorship
7% Make policies accessible
6% Create rotational leadership programs
6% Adjust recruitment to emphasize diversity
5% Create diversity programs
5% Publish anonymized data about misconduct; USC "Freedom of Information Act"
5% Remove labels that create separation
5% Provide clarity on promotion requirements
4% More networking opportunities, space
2% Assign outcomes to task forces