
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

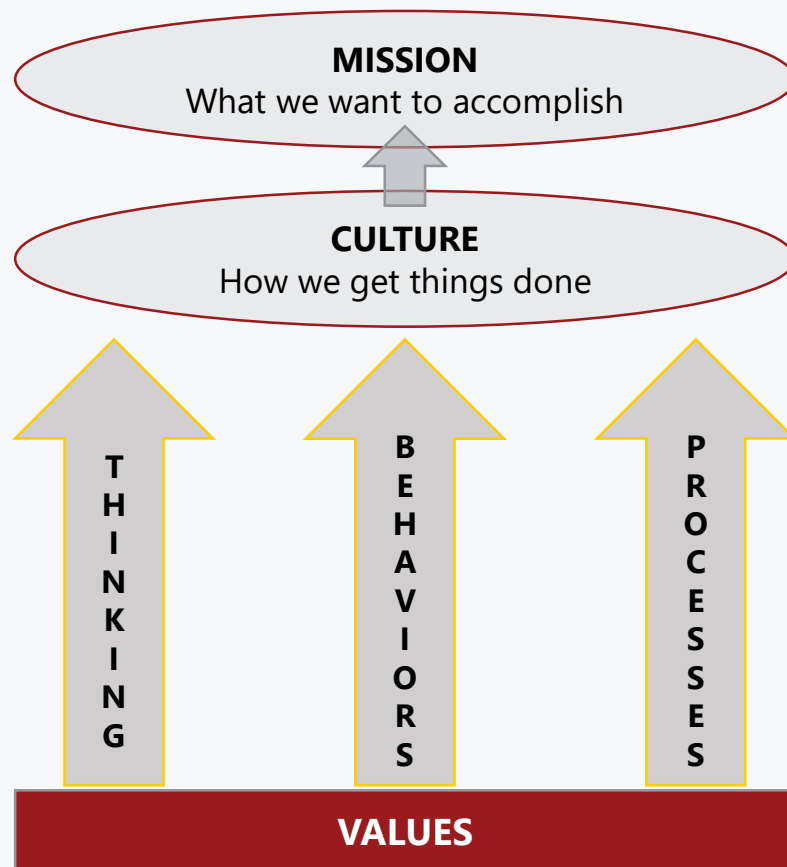
*Addressing the
Concerns of the USC
Community*

MISSION AND CULTURE

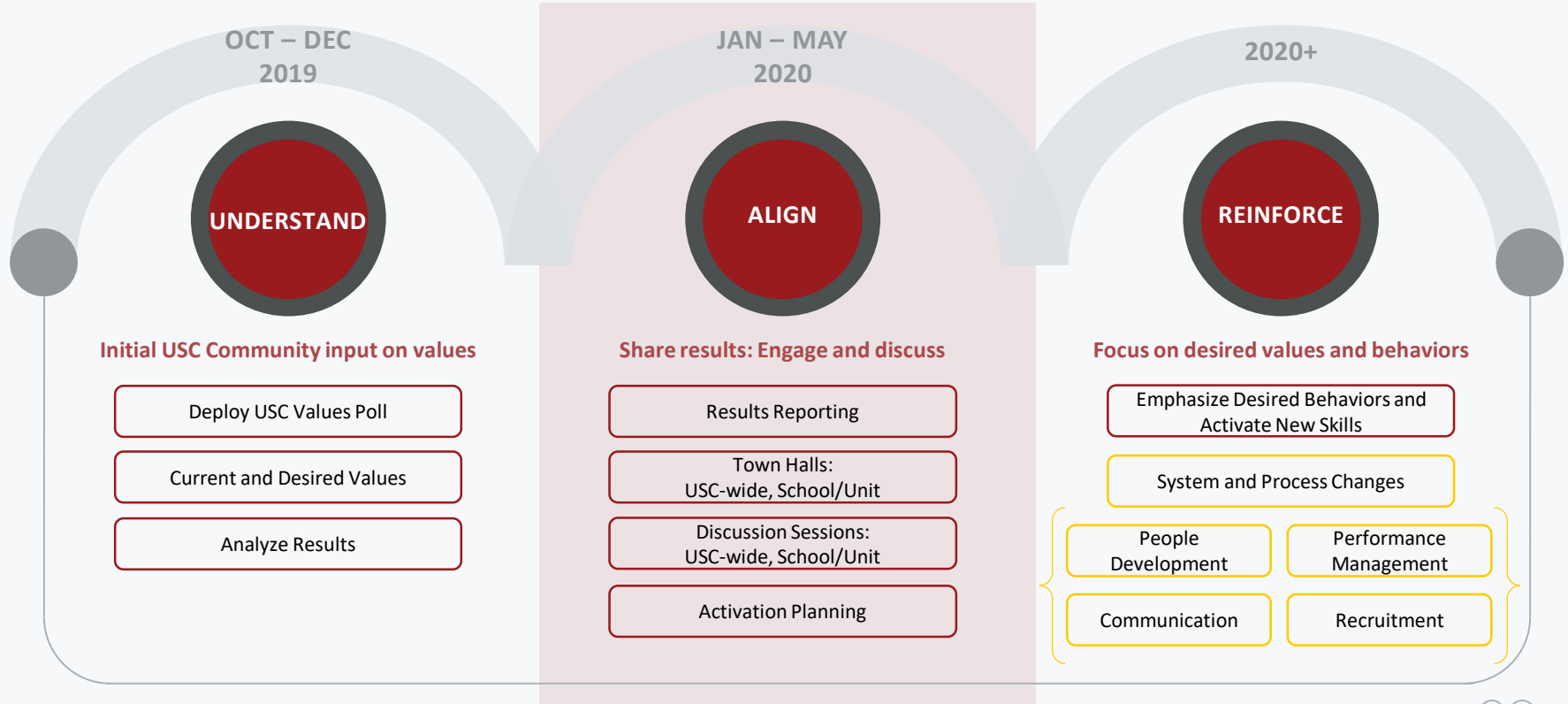
The culture of our institution must support the execution of the mission...

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**



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.



GROUNDING 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

DECEMBER 2019

USC University of Southern California **Key findings from the USC Values Poll 2019**

DECEMBER 2019

Guiding Meaningful Change

The University of Southern California's (USC) organizational culture is defined by shared values, goals, and practices that drive how people behave and respond to opportunities and challenges in their environment. USC is currently focusing on values to allow a deeper understanding of the culture required to support their mission: to serve students, patients, and communities through excellence in teaching, research, artistic creation, professional practice, outstanding medical care, and public service.

To define shared values and behaviors, USC conducted a university-wide Values Poll. A total of 17,750 students, faculty, and staff participated in the poll and provided input on values that drive the Current Culture and the values that support the Desired Culture at USC. The results of the Values Poll serve as a starting point for conversations designed to capture the community's feedback on values and behaviors. The process will bring to light what is working well and what needs to change to support USC in achieving its highest potential.

Values Poll Methodology

The Barrett Values Centre (BVC) cultural transformation assessment is a globally recognized process used by organizations to understand the values that are of importance to their people—employees, leaders, and stakeholders. USC used this approach as an initial step to explore their values and culture.

The USC Values Poll was open to all students, faculty and staff from October 14 to November 3, 2019. Each respondent was asked four values questions and one open-ended question to identify their personal values, their school/work values, their experience of USC's current values, and their desired values for USC culture. The open-ended question was included to gather additional feedback and comments. Respondents were asked to select their role, school or unit, and had the option to provide their gender identity and sex-orientation. This allowed BVC to remove bias from groups who are thriving within the overall USC culture and groups who are identifying challenges within that same culture.

Who Responded to the USC Values Poll?

Participation Rate by Role

Role	Participation Rate
Faculty	15.7%
Staff	22.4%
Student Government	4.8%
Student Leadership	2.4%

The non-identical clustering of USC, and currently a full-time staff member. Over the past decade in various roles within USC, I have seen multiple iterations of this poll. Overall, I will always be proud of the Trojan spirit that has been every day. Because, like any proudly Trojan spirit of USC, we just need someone to make it more formal as the strengthening of values. USC poll and survey response.

Key Themes and Findings

- Students, Faculty, and Staff were very consistent in how they describe both the Current Culture and the Desired Culture at USC. All three groups identified five of the same values to describe the USC Current Culture, and five of the same values to describe their Desired Culture.
- Some significant issues have been identified to USC's culture that require attention. While there are certain values in the Current Culture that USC may want to leverage or enhance, there are some values (e.g. bureaucracy, elitism and hierarchical) that typically reduce organizational effectiveness.
- Specific demographic groups are experiencing more significant challenge in the current USC culture. Gaps between personal values and both the Current Culture and the Desired Culture are identified for faculty (tenured and non-tenured) and non-binary gender identities. These results will be explored further in Discussion Sessions.

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Overall Values Selected in Response to the Values Poll

USC ? POLL

PERSONAL VALUES
hard working
compassion
integrity
family
honesty
creativity
accountability
humble/hum
responsibility

QUESTIONS

Which 10 values best describe who you are?

Which 10 values/best behaviors do you believe are essential for USC to achieve its highest potential?

Which 10 values/best behaviors most reflect your experience of USC as a whole?

DESIRED CULTURE FOR USC
accountability
diversity
communication
continuous improvement
transparency
ethical
clarity of vision
integrity
collaboration
balance (time/work)

CURRENT CULTURE
SHARED ENVIRONMENT
School and Unit results will be used to support School/Unit culture sessions.

CURRENT CULTURE
USC-WIDE
trojan family
reputation
bureaucratic
budget driven
competitive
diversity
ambition
elitism
hierarchical
accomplishment

6 **Is there anything else you would like to see?**
Analysis in Progress

*"Hoping and praying these lists of words become actions that change and strengthen our USC culture."
Values Poll anonymous response*

*"Looking forward in the positive changes I am really excited about it and glad to be part of it."
Values Poll anonymous response*

What Does This Mean?

Considerations

- Nine values in the Desired Culture are not identified as top 10 values in the Current Culture. When values are selected in both the Current Culture and the Desired Culture, this is an indication of alignment on what is needed to deliver on the organization's mission. However, nine values in the Desired Culture are not identified as top 10 values in the Current Culture.
- Values that appear in the Current Culture but not in the Desired Culture (e.g. Trojan family, reputation, accomplishment) can be an indication of values that are strongly present in the Current Culture but needing additional focus, or values that are a priority compared to other values selected in the Desired Culture.
- Diversity is ranked #6 in the Current Culture and ranked #2 in the Desired Culture. This indicates that this value is important to the people of USC, and requires sustained and even increased attention. One matching value (diversity) between the Current Culture and the Desired Culture typically indicates a request for a focus on other values.
- Three of the desired values are important to people at a personal level: accountability, ethical, and Integrity. Research shows that higher matches between personal values and the Current Culture leads to a more engaged culture.

The values identified in this process are the foundation for further discussions to define the values, detail the associated behaviors, and provide insight to shape the path forward.

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A Consistent Story

Students, Faculty, and Staff are very consistent in how they describe both the Current Culture at USC and their Desired Culture. The diagrams below show the overlap in the Top 10 values identified by each of the three groups.

USC's Current Culture

USC's Desired Culture

Exploration of these values through meaningful discussion will help identify aspects of the Current Culture to leverage as strengths and aspects of the culture, including systems and processes, that need to be revisited moving forward.

Next Steps

These results provide a high-level understanding of USC's current and desired values, and are a valuable starting point for conversation. Further detail, context, and dialogue that involves input from the USC community is required to move this work forward.

Over the coming months, more information will be shared via Town Halls and small group Discussion Sessions to solicit this feedback. People who didn't complete the Values Poll can still participate in these sessions.

There are elements in the USC culture that need to be leveraged while building clarity on the behaviors that are essential for USC to achieve its highest potential.

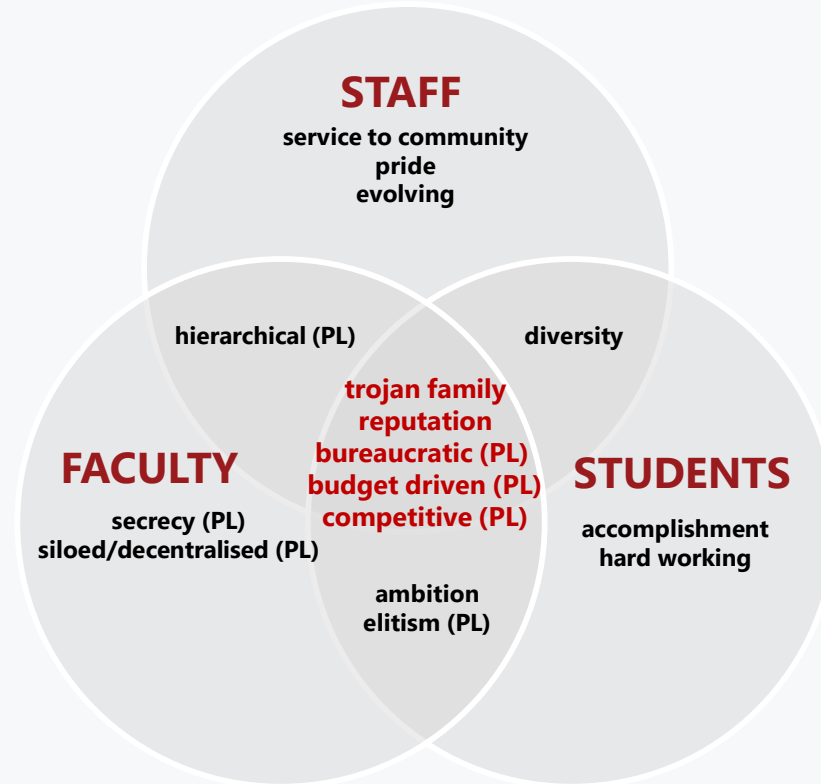
This is your chance to have your say and shape how the culture of USC evolves.

1-degree is an experienced Barrett Certified consultancy retained by USC to support its Culture Journey.

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

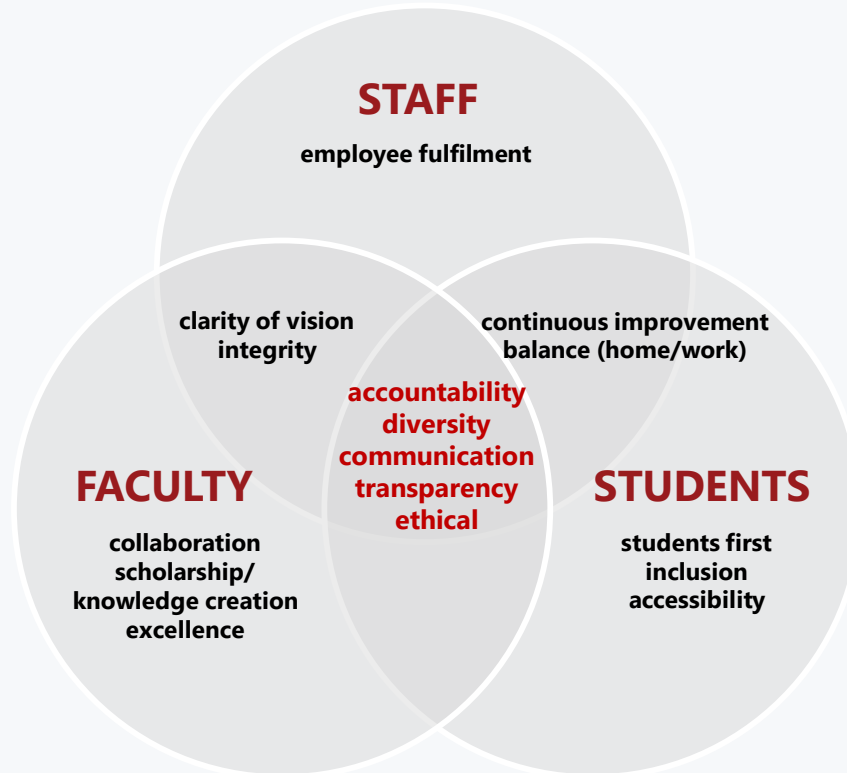
ambition

elitism (PL)

hierarchical (PL)

accomplishment

USC'S DESIRED CULTURE – TOP 10 VALUES IDENTIFIED



Top 10 Values:

accountability

diversity

communication

continuous improvement

transparency

ethical

clarity of vision

integrity

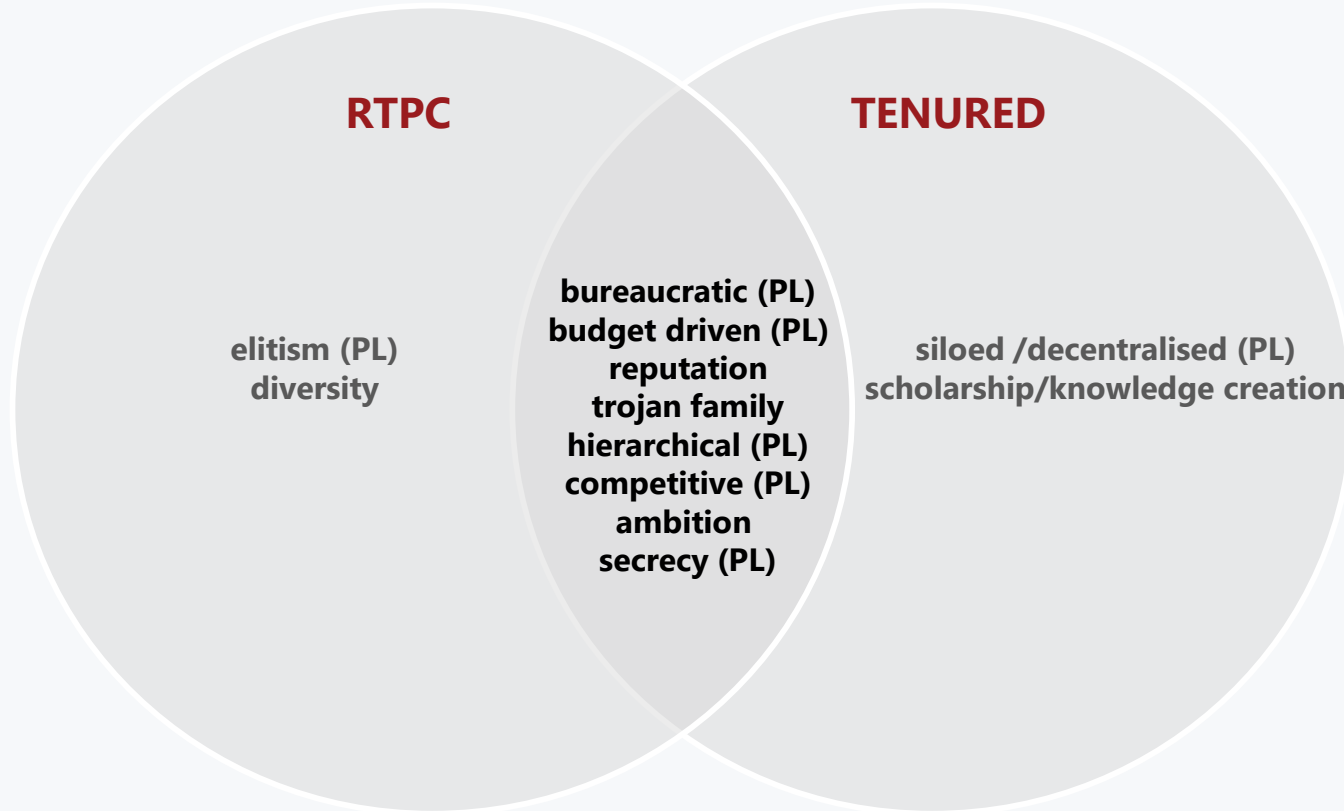
collaboration

balance (home/work)

USC FACULTY



USC FACULTY CURRENT CULTURE VALUES OVERLAPS



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

< 10% **Prime:** Healthy Functioning

11-20% **Minor Issues:** Some problems requiring careful monitoring

21-30% **Significant Issues:** Requiring focused attention; may include exploration of systems and process changes

31-40% **Serious Issues:** Requiring immediate attention; may include focus on performance management, people development, systems and processes, and targeted mentoring, coaching, or leadership development.

41-50% **Critical Issues:** Requiring immediate intervention; may include change in leadership, coaching or development; targeted intervention in groups at this level.

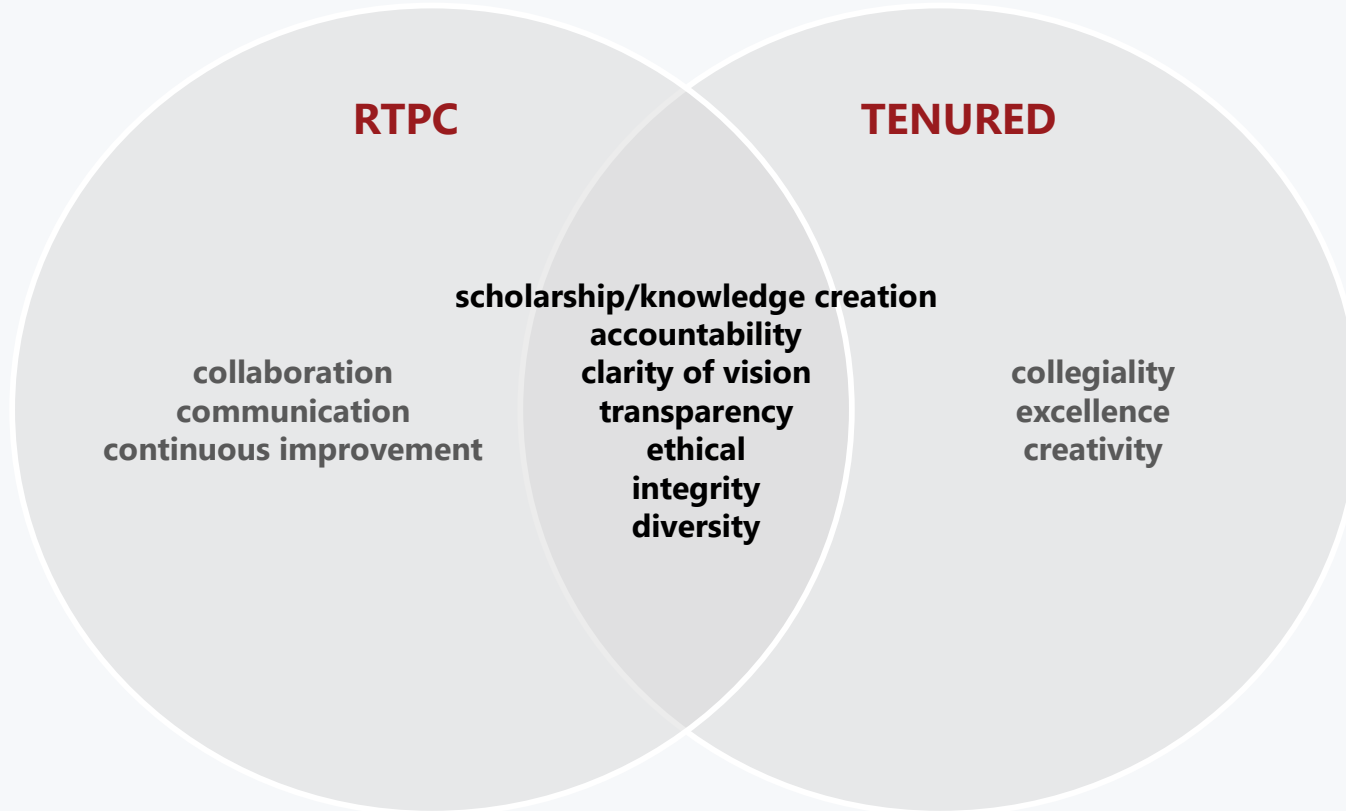
> 50% **Cultural Crisis:** For organizations or groups, requiring leadership changes to avoid organizational failure.

CURRENT CULTURE LEVELS OF ENTROPY FOR FACULTY

USC-Wide Perspective

		By Role	By Race-Ethnicity	By Gender Identity
< 10%	Prime			
11-20%	Minor Issues			
21-30%	Significant Issues		Hawaiian/Pacific Islander	
31-40%	Serious Issues	Faculty (RTPC)	Hispanic/Latino Black/African American Asian Other	Man
41-50%	Critical Issues	Faculty (Tenured)	White American Indian/Alaska Native Decline to State	Woman
> 50%	Cultural Crisis			Decline to State

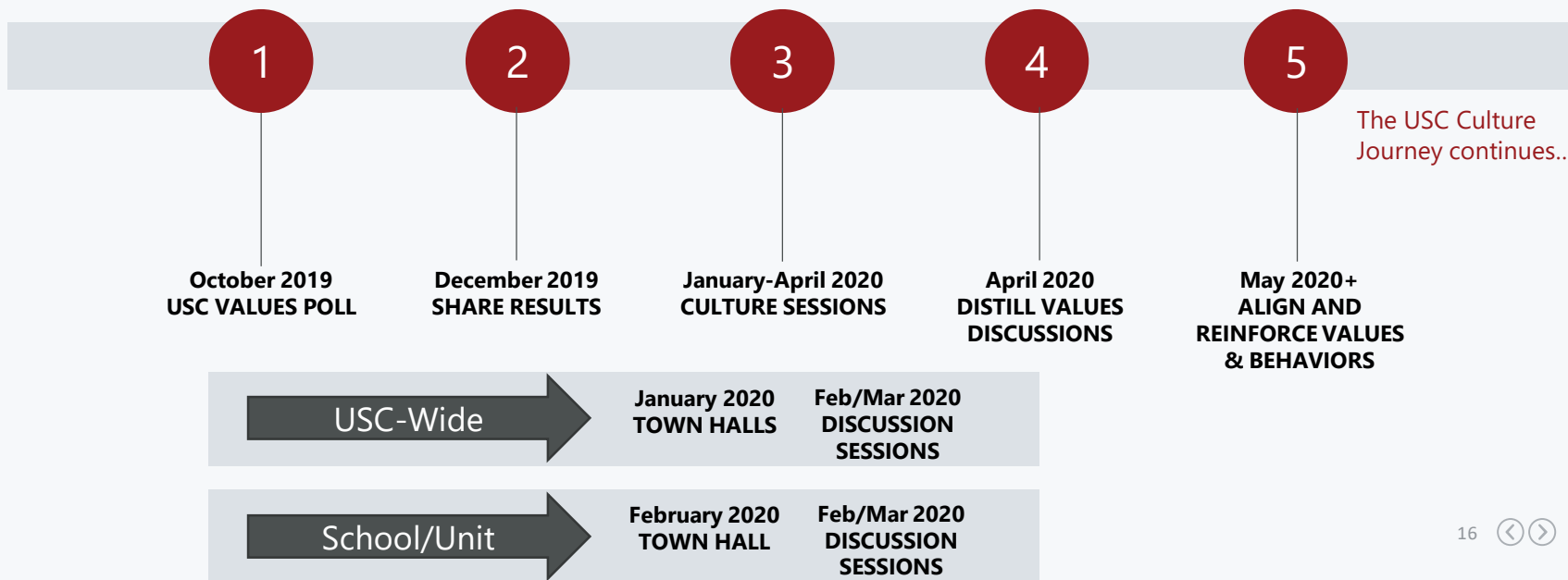
USC FACULTY DESIRED CULTURE VALUES OVERLAPS



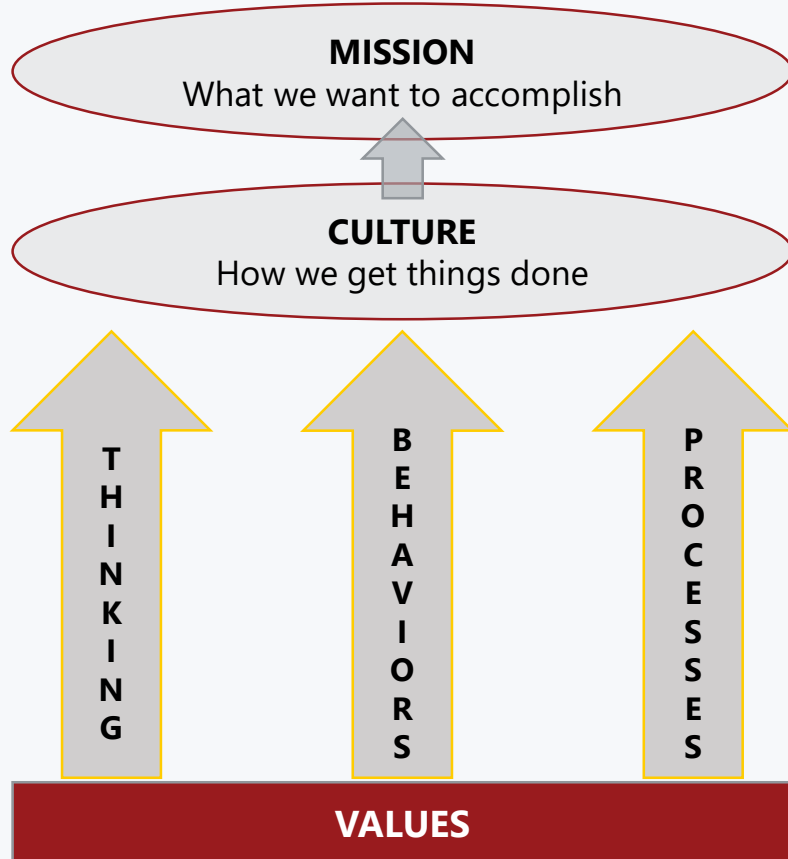
USC CULTURE JOURNEY TIMELINE

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

The USC Culture Journey
begins...



BREAKOUT SESSIONS



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

