PURPOSE OF THIS PRESENTATION

1. Provide context on the Culture Team and the history and shared vision for the USC Culture Journey

2. Reflect on organizational culture and the centrality of values for impactful leadership

3. Engage in interactive discussion on supporting behaviors and processes to reinforce the Unifying Values in your leadership practices
USC CULTURE JOURNEY MEET THE TEAM

STACY GIWA
VP, Culture, Ethics and Compliance

MICHAEL BURROUGHHS
Executive Director, Organizational Change, Ethics, and Culture

LLANET MARTÍN
Culture Program Director

NORAH LALLY
Assistant Director, Communications

CHRIS SHEA
Special Projects Manager

ELEN MELKONIAN
Culture Program Lead
OCEC PROGRAM ORGANIZATIONAL CHART

Office of Culture, Ethics and Compliance
(Stacy Giwa)

Clery & Youth Protection
(Gabe Gates)
- Clery Act Reporting and Compliance
- Mandated Reporter training
- Youth Program registration

Institutional Compliance
(Daniel Abramson)
- Data Privacy Policy Administration
- Compliance Program Assessments
- Compliance and Ethics Committee
- Training/Education

Research Compliance
(Dan Shapiro)
- Conflict of Interest Disclosures
- Export Controls
- Foreign Gift Reporting
- Protection of Human Subjects Reporting
- Research Compliance Committee
- Training and Education

Culture Transformation
(Michael Burroughs)
- Lead, measure and report on Culture Journey progress
- Community Engagement
- Integrate Unifying Values throughout Institution
- Lead Working Group on University Culture
- Maintain Culture Network

Strategy & Operation
(Dana Makiewicz)
- Strategy development
- Budget development, monitoring and reporting
- Data analytics
- Program integration
- Escalated Compliance Remediation Projects
- Reporting to the Audit, Compliance, Risk and Privacy Committee
- Business Operations

Institutional Accessibility
(Christine Street)
- Student Accessibility Services
- Employee Accommodations
- Institutional Accessibility
- Digital Accessibility
- Event Accessibility
- ADA/504 Compliance

University Clinical Services
(Robert Carpino)
- Reporting to the Health System Governing Board
- Clinical Compliance Risk Monitoring
- Training/Education
- Privacy Forms Standardization
- Audit Readiness
Since starting the process of defining our culture in 2019, the USC Culture Journey has been:

**2019-To Date:**

- **Poll to define Unifying Values:**
  >24,000 Trojans participated in initial values poll and subsequent town halls and discussion sessions.

- **Focus Areas defined; ongoing actions taken to change behaviors, systems, processes**

- **Culture Journey Milestones**
  - Culture Survey: 2024
  - Student Commitment: 2023
  - Culture Report: 2022
  - Integrity & Accountability Code
  - Campus Wide Stakeholders
SCHOOL/UNIT PARTNERSHIP OPPORTUNITIES

We engage with leaders and school/unit stakeholders to support culture-focused programs and projects, provide actionable data to shape systems and processes aligned with our Unifying Values, and assist with setting strategic priorities that strengthen communities and drive positive culture change at USC.

CONSULTATIONS
The Culture Team serves as a thought partner, advising leaders and stakeholders on actionable steps for culture and values initiatives, as well as relevant resources from other university partners.

SELF-SERVICE CULTURE TOOLKITS
Easy to use guides designed to bring awareness and provoke discussion around values and culture in a variety of settings. Available for download by anyone at USC.

WORKSHOPS
Interactive sessions that provide an opportunity for community members to explore how our Unifying Values contribute to their work, identify specific behaviors that support those values, and create a shared understanding of what it means to live out the values in their communities.

VALUES-CENTERED STRATEGIC PLANNING
We engage USC leaders and implement culture, education, and outreach initiatives for schools, units, and project teams that support systems and processes aligned with our Unifying Values and behaviors.

LISTENING SESSIONS
A series of facilitated discussions that create actionable data to inform strategy priorities by providing space for communities to share their thoughts, concerns, and current areas of strength to living out the unifying values.
EXAMPLE: LMS CULTURE ENGAGEMENT

This plan focuses on embedding the USC Unifying Values within the LMS Implementation Project Plan for the purposes of supporting collaboration, teamwork, and a healthy work culture. These are three suggested areas of engagement:

SYNERGIZE TEAM ENGAGEMENT
Embed values-oriented activities into established team conversations and meetings

INTERNAL COMMUNICATIONS FRAMEWORK
Assist LMS communication staff with creating communications practices that reinforce and spotlight values in action

SPONSOR ACTIVITIES
Support project sponsors with activities and touchpoints to recognize and encourage values related behaviors
EXAMPLE: LISTENING SESSIONS

Provide an opportunity for members of the community to...

- **Share** opportunities, insights and concerns on how we are living our values
- **Identify** specific barriers that limit our ability to live our values, and the supports needed to overcome them
- **Co-Create** a shared understanding of how we can move forward as a community
**Integrity**

*We do the right thing*

Our words, decisions, and actions align with and are guided by our values, honesty, and ethical principles.

<table>
<thead>
<tr>
<th>Behaviors</th>
<th>Start/Continue</th>
<th>Stop</th>
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<tbody>
<tr>
<td>- My supervisor prioritizes our 1 on 1 meetings even when things get busy</td>
<td>- My supervisor says to not work while on vacation, but then still expects me to respond to their emails</td>
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<th>Systems/Processes</th>
<th>Support</th>
<th>Limit</th>
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<tbody>
<tr>
<td>- We have 1 on 1’s that are calendared in Outlook and set for re-occurring</td>
<td>- Our workload feels out of control, and we don’t prioritize projects well</td>
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<tr>
<th>What specific, observable behaviors that demonstrate this value in action, when at its BEST?</th>
<th>What systems, structures, processes and/or skills are required to SUPPORT this value/behavior?</th>
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<tr>
<th>What specific, observable behaviors that we would like to see LESS of?</th>
<th>What systems, structures, processes and/or skills gaps Create BARRIERS our ability to support this value/behavior?</th>
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ESSENTIAL QUESTIONS

What is Culture?

Why does it matter to leaders?
“Culture is a thousand things, a thousand times. It’s living the core values when you hire; when you write an email; when you are working on a project; when you are walking in the hall.” – Brian Chesky

“A culture is strong when people work with each other, for each other. A culture is weak when people work against each other, for themselves.” – Simon Sinek

“Culture is the widening of the mind and the spirit.” – Jawaharlal Nehru

“…in a belonging culture, diverse perspectives are cultivated, valued and prioritized. We hire for them, we reward them, we frame sharing difference in opinions and life experiences as courageous and as value-added to the company.” – Brené Brown

“Culture does not make people. People make culture.” – Chimamanda Ngozi Adichie
UNDERSTANDING ORGANIZATIONAL CULTURE

Culture includes the shared attitudes, values, goals and practices that drive how people behave and interpret opportunities and challenges in their environment.

It includes the “how” of an institution:
How systems and processes get things done, how value is created, how people are motivated, how people talk and make decisions, how people work together and, also, who works together.

An institution’s culture is not driven by a single pillar, but is formed through an "interconnected web" of decisions, values, actions, communications, and key focus areas.
"An analysis of organizational culture of a college or university occurs as if the institution were an interconnected web that cannot be understood unless one looks not only at the structure and natural laws of that web, but also at the actors' interpretations of the web itself. Organizational culture, then, is the study of particular webs of significance within an organizational setting."

-William G. Tierney, University Professor Emeritus and Founding Director of Pulias Center for Higher Education at USC

"Organizational Culture in Higher Education" (1988)
SMALL GROUPS DISCUSSION

Introduce **yourself**, what area you **work in**, and how long you’ve been with USC...

What is an example of a positive culture building practice that you’ve experienced, or led?
CULTURE CHANGE DRIVERS

- **Articulating a Vision and Strategy**: what do we aim to achieve and how do we get there?

- **Change Management**: understanding the process of change and *incremental progress*

- **The Individual and the Collective**: recognizing my own contributions to a values-centered culture as well as the need for support in community

- **Making Culture Change Visible**: regularly communicating the importance of our shared values and recognizing the short-term wins
Integrity
We do the right thing
Our words, decisions and actions align with and are guided by our values, honesty and ethical principles.

Well-being
We honor the whole person
We create a caring culture that fosters our ability to thrive in mind, body, and spirit as essential to the sustainable pursuit of USC’s mission.

Excellence
We bring our best selves
We strive to better ourselves as a learning community, our institution and society through assessment, reflection, learning, innovation, research and collaboration.

Open Communication
We share openly and honestly
We actively listen and communicate in a clear, honest, timely and accessible manner and provide opportunities for safe, respectful dialogue and interaction.

Diversity, Equity, and Inclusion
We all belong
We challenge our community to engage differences as strengths, embrace the richness of our lived experiences, and leverage diversity, equity and inclusion to drive excellence in support of a welcoming community where all can thrive, and discrimination is not tolerated.

Accountability
We take responsibility
At all levels of the university, we set clear expectations and take responsibility for our actions, decisions, outcomes and consequences.
Why Values?

Importance of values to creating a shared community:

- Create common understanding and language for teamwork
- Clear ideals to turn to when addressing challenges and opportunities
- Serve as point of connection between personal values and community priorities
VALUES AND LEADERSHIP

“A leader is one who knows the geography of her or his own interior, who relies...on the values that compose his or her very core.”


"Virtue and Leadership" (2006)
Reflect on a value that you feel is **essential to creating positive culture as a leader**

Take a moment to write down your response on your notecard
NOTECARD DISCUSSION

What is one leader behavior and/or process that you can implement with your department to better live out the value you selected?
OWN YOUR CULTURE

“If we are to preserve culture, we must continue to create it.”

-Johan Huizinga
THANK YOU
FOR YOUR SUPPORT OF OUR CULTURE JOURNEY
FOCUS ON CULTURE

USC’s focus on culture is designed to support the execution of the mission by aligning on what we do and how we do it. At present, the Culture Journey prioritizes aligning values, behaviors, systems and processes across these Focus Areas.

VALUES
Living our Values
Sponsor: Stacy Giwa
Lead: Michael Burroughs

DEVELOPMENT
Strengthening our people and leadership model
Sponsor: Felicia Washington
Lead: Lena Curtis

WELL-BEING
Amplifying Connection to Self, Others, and Our Community
Sponsor: Felicia Washington

DIVERSITY, EQUITY & INCLUSION
Prioritizing Diverse Viewpoints, Representation, Access and Opportunity
Sponsor: Chris Manning
Lead: Chris Manning, Maria Romero-Morales

CONCERNS
Addressing the Concerns of the USC Community
Sponsor: Felicia Washington
Leads: Mike Blanton, Catherine Spear,
WORKING GROUP ON UNIVERSITY CULTURE

Co-Chairs
• Co-Chair, Administration: Stacy Giwa, Vice President of Culture, Ethics and Compliance
• Co-Chair, Staff Representative: Erika Chesley, Past President of the Staff Assembly; Senior Associate Director of Auxiliary Services, Initiatives and HR Events, USC Auxiliary Services
• Co-Chair, Faculty Representative: Paul Adler, Professor of management and organization, USC Marshall School of Business

Faculty Leadership
• Yaniv Bar-Cohen, Past President of the Academic Senate, professor of clinical pediatrics and medicine, Keck School of Medicine of USC
• Steve Bucher, Associate Professor of technical communication practice, USC Viterbi School of Engineering
• Paula Cannon, Distinguished Professor of molecular microbiology and immunology, Keck School of Medicine of USC
• Chantelle Rice Collins, Associate Professor of clinical occupational therapy, USC Herman Ostrow School of Dentistry

Administrative Leadership
• Renee Almassizadeh, Assistant Director for Operations and Programming, Center on Public Diplomacy, USC Annenberg School for Communication and Journalism
• Dillon Balthaser, Manager of Workforce Analytics, USC Human Resources
• Robert Carpino, Director of Compliance, University Clinical Services
• Tammy Capretta, Assistant Vice President, Health Care Compliance, Keck Medicine
• Kevin Corbett, Sr. Executive Director of Learning and Performance, University Advancement
• Matt Curran, Executive Director of Trademarks and Contract Compliance, USC Auxiliary Services
• Jeff DeCaen, Associate Dean for Operations, Thornton School of Music
• Quade French, Associate Dean and Chief Diversity Officer, Dornsife College of Letters, Arts and Sciences
• Ben Holstein, Associate Vice President, Business Operations
• Elizabeth O'Toole, Special Project Manager, Office of the Dean, Keck School of Medicine
• Naddia Palacios, Assistant Vice Provost, USC Student Life
• Ilene Rosenstein, Associate Vice Provost for Campus Wellness and Education, USC Campus Wellness and Crisis Intervention
• Kim Thomas-Barrios, Associate Senior Vice President for K-12 Educational Partnerships, USC University Relations
• Ian Wood, Associate Dean of Finance and Strategic Planning, USC Gould School of Law
• Quinn Anex-Reis Graduate Student Body Representative
CULTURE JOURNEY COMMUNITY ENGAGEMENT

EVENTS

- Community Panel Discussions
- Speaker Spotlight Events
- Culture Conversations
- Trainings and Workshops
- New Trojan Orientations

COMMUNICATIONS

- Culture Journey Newsletter (~1,000 subscribers)
- Culture Report (published Dec 2022)
- Culture Journey website with stories and useful resources

FACULTY & STAFF NETWORK

- Champions for culture within USC’s schools and administrative units
- Currently 560 members and growing
- Share stories, best practices, and ideas that advance Culture Journey and promote Unifying Values
Student Commitment

As Trojans, we always conduct ourselves in alignment with USC’s Unifying Values – which were created cooperatively by students, faculty, staff, and administration to reflect the unique spirit of our community and to guide us in our actions, interactions, and ethical decision-making every day, on campus and off.

In making this commitment, together we build and strengthen the culture of USC.

- We act with integrity in all situations.
- We work to foster a safe, civil, and equitable campus environment where well-being matters.
- We treat each other with respect, even when we have differences.
- We are accountable for our actions and decisions.
- We believe that diversity - of experiences, cultures, identities, and perspectives - is a cornerstone of our community.
- We value honest, open communication and robust debate.

- We strive for excellence in rigorous learning and in all scholarly, scientific, professional, artistic, and athletic endeavors.
- We champion ideological diversity and embrace freedom of expression.
- We refuse to engage in discrimination, harassment and hate in any form and on any platform.
- We avoid taking part in behavior that may be harmful to ourselves or others and offer/seek support if we witness dangerous behavior from our peers.
- We promote a culture in which people do not rush to judge others. Our actions are guided by empathy and grounded in facts and truth.