February 5, 2019

Dear USC community,

I am pleased to share with you an update from the President’s Culture Commission.

This group was established with the charge of advising me on the strategic direction of USC’s commitment to embrace a culture of care, concern, consultation, and compliance. As I reported in my earlier letters, we have taken important initial steps on this journey, including the creation of the Office of Professionalism and Ethics, the appointment of two university ombuds, and continual improvements at USC Student Health that include the recruitment of several board-certified physicians and the expansion of counseling and mental health services.

These are important first steps, but sustainable, long-term change requires listening to each other and engagement from all of us.

To that end, the commission has approved a process to engage thoughtfully with our USC community about our values across the university, with the framework of the Barrett Values Centre, which is briefly described in the attached update.

We hope this undertaking will result in a profound re-investment of our community in both ourselves and our university.

I look forward to working with you, and hearing from you, as we make this journey together.

Sincerely,

Wanda M. Austin
Interim President
**Mission:** “Moving USC in a strategic direction that embraces a culture of care, concern, consultation, and compliance.”

**Barrett Values Model**

Following the decision to engage the community using the Barrett Values Centre, the 13-member commission embarks on a comprehensive data-gathering and analysis process, implemented in three phases over the course of approximately one year. Through an extensive survey, in-person group discussions, and additional engagements such as online collaborations, all stakeholder groups and organizational leaders will have the opportunity to shape conversations on personal and organizational values that drive positive culture. Integral to the success of this process is the involvement of the Working Group on University Culture, a body of 23 individuals who represent a broad cross-section of the university and are charged with listening to the community, turning ideas into real change, and monitoring cultural progress.

**PHASE 1:**

In the first phase, which runs through May 2019, the Working Group on University Culture will work with Barrett to refine the survey instrument, prepare engagement plans, evaluate delivery method and develop support and systems for a successful rollout.

**PHASE 2:**

From May through August 2019, the findings from testing the survey will be reviewed by the commission. The survey instrument will be adjusted and refined as needed, in preparation for a university-wide rollout of the survey.

**PHASE 3:**

From September through December 2019, the entire university will be invited to participate in a survey on values and organizational culture. The aggregated results of the survey will help define a set of shared values that will inform every aspect of the university’s operations, policies, and future direction. A combination of in-person engagements and additional engagements such as online collaborations will add qualitative data to the project, providing additional insight and dimension to how individuals and working units see priorities, processes, and values in the organization.

**Organizational Shared Values**

that drive decision making, human resources management, code of ethics and other policies. An ongoing process owned, monitored, and improved by the organizational stakeholder groups.

Share your ideas and questions by email at uscchange@usc.edu.

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**USC President’s Culture Commission**

**February 2019 Update**

**Commission Members**

**USC INTERIM PRESIDENT:**

Wanda M. Austin

**ACADEMIC SENATE PRESIDENT:**

Yaniv Bar-Cohen, professor of clinical pediatrics and medicine, Keck School of Medicine of USC

**STAFF ASSEMBLY PRESIDENT:**

Jeffrey de Caen, associate dean for operations, USC Thornton School of Music

**GRADUATE STUDENT GOVERNMENT PRESIDENT:**

Jocelyn Yip

**UNDERGRADUATE STUDENT GOVERNMENT PRESIDENT:**

Debbie Lee

**DEAN POSITION:**

Laura Mosqueda, dean, Keck School of Medicine of USC

**DEAN POSITION:**

Willow Bay, dean, USC Annenberg School for Communication and Journalism

**FACULTY POSITION:**

Paul Rosenbloom, professor of computer science (USC Viterbi School of Engineering) and director for cognitive architecture research (USC Institute for Creative Technologies)

**FACULTY POSITION:**

Renee Smith-Maddox, clinical professor of social work; associate dean for diversity, equity, and inclusion (USC Suzanne Dworak-Peck School of Social Work)

**FACULTY POSITION:**

Alison Wilcox, associate professor of clinical radiology, Keck School of Medicine of USC and medical director of Keck Hospital of USC

**STAFF POSITION:**

Renee Almassizadeh, program specialist, Middle East Studies program, USC Dornsife College of Letters, Arts and Sciences

**STAFF POSITION:**

Tammy Capretta, chief administrative integration and risk officer, Keck Medicine of USC and assistant vice president, healthcare compliance, Office of Compliance

**STAFF POSITION:**

Erika Chesley, associate director for engagement and communications marketing, Auxiliary Services; communications chairman, USC Staff Assembly