PURPOSE OF THIS PRESENTATION

1. Provide an update on USC Culture Journey activities and our ongoing commitment to engage our community and maintain a focus on culture.

2. Share plans for our Spring 2024 Culture Survey for students, faculty and staff to measure how USC’s Unifying Values are being lived across our university.

3. Discuss opportunities for engagement and collaboration with our Academic Senate colleagues.
WHY THE FOCUS ON CULTURE

USC’s focus on culture is designed to support the execution of the overarching mission –

*The central mission of the University of Southern California is the development of human beings and society as a whole through the cultivation and enrichment of the human mind and spirit. The principal means by which our mission is accomplished are teaching, research, artistic creation, professional practice and selected forms of public service.*

- by aligning on **what we do** and **how we do it**.
USC CULTURE JOURNEY TO DATE

The Culture Journey, unifying values that guide behaviors, and our primary focus areas were created with input from the USC community.

Since starting the process of defining our culture in 2019, the USC Culture Journey has been:

**2019**
Poll to define Unifying Values

>24,000 Trojans participated, and community informed of future survey/engagement

**2020-2022**
Results shared with community; Focus Areas defined; ongoing actions taken to change behaviors, systems, processes

**2022-2023**
Culture Report & Measurement Plan

Report issued to USC community on culture change activities with stated commitment: execute a second culture/values survey to engage community
Our Culture Journey

2017
- Created a taskforce on workforce standards and campus wellness

2018
- Reported taskforce findings and identified key focus areas to explore

2019
- Launched a Working Group on University Culture with students, faculty, and staff
- Pooled nearly 20,000 students, faculty, and staff to identify areas for culture change

2020
- Established Culture Network dedicated employee volunteer group trained to facilitate culture discussion sessions
- Launched President’s Culture Commission with chiors and senior leaders

2021
- Identified recommended actions to improve systems and processes
- Articulated 6 Unifying Values
- Facilitated 175+ discussions with 4,400+ students, faculty, & staff on poll findings

2022
- Adjusted Culture Journey’s approach, delivery, and programming to support community and address impacts of Covid
- Issued a new USC Integrity & Accountability Code for all faculty and staff

Key focus areas identified to organize efforts based on community recommendations:
- DEI, Well-being, Culture, Raising Concerns, and Developing our People
- Lead appointed in each focus area to advance and integrate efforts

Created the new role of USC’s Chief Inclusion & Diversity Officer

Issued Student Commitment
- Updating university policies and procedures to reflect and support values and culture
- Expanding Culture Network activities and outreach to support Unifying Values in action throughout USC

24,000+ Trojans and counting actively involved
THEN AND NOW

2019 VALUES POLL

• An institution-wide effort to collect input from USC staff, faculty and students to collectively define our values and supporting behaviors, and chart a path forward toward a stronger, more ethical culture at USC

2024 CULTURE SURVEY

• A survey for USC staff, faculty and students to assess how we as a community are doing at living out our six Unifying Values that were articulated in 2019, and to identify any potential new points of concentration for our Focus Areas
BENEFITS OF DOING A CULTURE SURVEY

Honoring our Commitment
- Honor the commitment we made after the 2019 values poll, to continue our focus on culture
- Follow through with our stated intention to assess culture change over time by doing periodic assessments (as articulated in the 2022 Culture Report)
- Demonstrate accountability and open communication by being transparent with survey results

Better Understanding
- Understand USC’s evolving culture by gaining insights from voices we may not typically hear from
- Receive reliable data that will help us develop actionable solutions
- Inform where we should focus our efforts and resources
- Reveal areas of strength as well as areas of opportunity

Actionable Data

Areas of Opportunity
SURVEY DESIGN PROCESS

Working closely with our ECI partners, we engaged the Working Group on Culture, its committees and co-chairs to guide the process for shaping the Culture Survey.

SURVEY OBJECTIVES
Assessment of culture change through lens of Unifying Values; set baseline for future measurement

SURVEY QUESTIONS
Question sets across each of the values tied to the behaviors defined by USC community. Time to take survey: approx. 10 minutes

STAKEHOLDERS
Staff, faculty and students gave input through USC Working Group on University Culture and Focus Areas

For full list of contributors, please see Appendix.
### Survey Questions and Focus

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<table>
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<tr>
<td>![Thumb Up]</td>
<td>34 questions aligned with our Unifying Values and guiding behaviors; estimated 10-minute time of completion</td>
</tr>
<tr>
<td>![Thumb Up]</td>
<td>Questions measure how our community is living out each value; identifying key areas of progress and of opportunity</td>
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<tr>
<td>![Thumb Up]</td>
<td>Question responses will provide insights into how well the <em>overall environment</em> at USC supports Trojans in living out our values and, also, perceptions of values and culture at various <em>levels</em> of the university (e.g. university leadership, school/unit leadership, local leadership, faculty, and peers).</td>
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<tr>
<td>![Thumb Up]</td>
<td>ECI expertise and experience brings both tailored approach and reliable benchmarking to survey questions and informs actionability of survey data</td>
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<tr>
<td>![Thumb Up]</td>
<td>Alignment with items deployed in other USC surveys (i.e., Barrett Values Poll, Keck SCORE Survey)</td>
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QUESTION TYPES

Each unifying value will then have four to five questions associated with it. Below is an example of a question that contains multiple “levels”, excerpted from the block of questions pertaining to our unifying value of Integrity. Such questions are useful in assessing how culture and behaviors are perceived at various levels across USC.

I trust that _____ will keep their commitments.

(Will be answered for each level)

- University Leadership (e.g., President, Provost, SVPs, and other University-wide leaders)
- School/unit leadership (e.g., VPs, Assoc VPs, Dean, Assoc Dean)
- My local leadership (e.g., department, division/program/unit/institute/center heads)
- My peers

Strongly agree  Agree  Neither agree nor disagree  Disagree  Strongly disagree  Don’t know

NOTE: The levels in this example are worded for faculty respondents. Throughout the survey, wording of levels is appropriately modified for faculty, graduate, and undergraduate student respondents.
**QUESTION TYPES**

Not all questions on the survey require asking about multiple levels. A number of questions seek to gain insights into how well the *overall environment* at USC supports Trojans in living out our values. Below are several examples:

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Don't know</th>
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<tbody>
<tr>
<td>My work is recognized appropriately. <em>(value: Excellence)</em></td>
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<td>I am able to access university resources that support my growth and development. <em>(value: Well-Being)</em></td>
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<tr>
<td>At USC, I feel a sense of belonging. <em>(value: DEI)</em></td>
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</table>

**NOTE:** While the basis of questions is the same for all members of the USC community, some have wording modifications for various stakeholder groups (undergraduate students, graduate students, faculty, and staff), to ensure the questions are meaningful and appropriate for each group.
CULTURE SURVEY HIGH LEVEL TIMELINE

The multi-phase Culture Survey process will take place throughout 2024.

JANUARY 12-19

PREPARATION
Set the stage and socialize the survey within your community by directing people to the Survey FAQ on the Culture Journey website.

JANUARY 22 – FEBRUARY 9*

LAUNCH – SURVEY OPEN
Reinforce institutional messaging by encouraging your communities to take the survey throughout the survey open period (Jan 22-Feb 9). Remind stakeholders of the importance of sharing their voices to shape our culture. *To maximize participation, we may also announce an extension of the initial survey period, which would take place from Feb 10-Feb 16.

FEBRUARY – APRIL

DATA ANALYSIS AND COMPILATION
Results from the survey will be compiled and analyzed by USC’s survey partner, ECI, who will identify key themes and trends and provide USC with a comprehensive findings report.

MAY – DECEMBER

ACTION PLANNING
Results will be shared across the university as well as with individual schools and units. Action planning resources, tools, and guidance will be provided to help schools and units take concrete steps to address issues and continue shaping our culture in alignment with USC’s Unifying Values.
SURVEY COMMUNICATIONS TOOLKIT

Your Culture Liaison, Communications Lead and HR Partner will receive a toolkit with a variety of campaign resources for all survey phases that you can use to engage your community for the upcoming survey. (Images below are for sample only).
FRIENDLY COMPETITION AND INCENTIVES

Use your voice. Shape our culture.

USC Culture Survey
NOW OPEN!

Last Week’s Top Participating Schools/Units

School 4
School 3
School 2
School 1

During the Survey period, the Culture Team will host a series of in-person events on both campuses where students, staff and faculty may take the survey on site and get a free meal or snack.

Every Monday throughout the Survey period, the Culture Team will provide you with a graphic showing the top 4 participating schools/units. If you are on the list, be sure to promote your accomplishment! Friendly rivalry can be a great motivator.

Everyone who completes the survey will have the option to enter a raffle to win a $100 USC bookstore gift card.
IN-PERSON EVENTS

UPC

- **JANUARY 30**: Food Truck Trousdale 3 In-N-Out Noon – 2 pm
- **FEBRUARY 05**: Food Truck Trousdale 3 In-N-Out Noon – 2 pm
- **FEBRUARY 15**: Morning Coffee Hahn Plaza Cappuccino Man 7 am – 9 am

HSC

- **JANUARY 25**: Food Truck Pappas Quad Kogi BBQ Noon – 2 pm
- **FEBRUARY 08**: Morning Coffee Pappas Quad Cappuccino Man 7 am – 9 am
- **FEBRUARY 12**: Food Truck Pappas Quad Kogi BBQ Noon – 2 pm
THANK YOU FOR ALL YOU DO TO CONTINUALLY NURTURE, IMPROVE, AND REINFORCE USC’S VALUES-BASED CULTURE.

- **Own it.** Embrace the Unifying Values in your practices, processes, communications, and leadership.

- **Amplify it.** Share stories of our Unifying Values in action with your network, colleagues, and peers. Publicly acknowledge students, faculty and staff who demonstrate the values in their behaviors and interactions.

- **Live it.** Hold yourself accountable to lead by example and inspire others.

*Have questions or need support customizing your messaging?*

Contact the Culture Team at partnerforculturechange@usc.edu
APPENDIX
USC CULTURE JOURNEY MEET THE TEAM

STACY GIWA
VP, Culture, Ethics and Compliance

MICHAEL BURROUGHS
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
SURVEY PROJECT CONTRIBUTORS

USC Working Group on University Culture

Paul Adler* Faculty, Marshall School of Business
Erika Chesley* Director, Auxiliary Services
Stacy Giwa* VP Culture, Ethics and Compliance
Renee Almassizadeh Asst. Director, Annenberg
Dillon Balthaser Sr. Analyst, HREC
Yaniv Bar-Cohen Faculty, KSOM
Steve Bucher Faculty, Viterbi
Paula Canon Faculty, KSOM
Patty Riley Associate Professor, Annenberg
Tammy Capretta Compliance Officer, Keck Medicine
Robert Carpino Director, University Clinical Services
Chantelle Rice Collins Faculty, School of Dentistry
Kevin Corbit Sr Exec Director, Advancement

Matt Curran Exec Dir, Office of SVP Administration
Jeff DeCaen Assoc. Dean, Thornton School of Music
Quade French Assoc. Dean, Dornsife
Ben Holstein Assoc VP, Strategy & Finance
Elizabeth O’Toole Special Project Manager, KSOM
Naddia Palacios Assoc Vice Provost, Student Life
KJ Queen Graduate Student Government
Ilene Rosenstein Assoc Vice Provost, Office of the Provost
Devin Walker Director, Student Life
Kim Thomas-Barrios Assoc Sr VP, University Relations
Ian Wood Assoc. Dean, Gould School of Law
Michael Burroughs** Exec Director, Organizational Change
Llanet Martin** Program Director, Culture

* Working Group Co-Chair
**Culture Team Staff, Office of Culture, Ethics and Compliance
SURVEY PROJECT CONTRIBUTORS (CONT’D)

Focus Area Leads

Christopher Manning  Chief Inclusion and Diversity Officer
Maria Romero-Morales  Assistant Chief Inclusion and Diversity Officer
Lara Hilton  Director, USC WorkWell Center
Julie Chobde  Associate Director, USC WorkWell Center
Ilene Rosenstein  Assoc Vice Provost for Campus Wellbeing and Crisis Intervention
Michael Blanton  VP of Professionalism and Ethics
Catherine Spear  VP Equity, Opportunity and Title IX
Lena Curtis  Exec Dir., HR Learning and Organizational Development

Other Key Advisors/Contributors

Frank Chang  Registrar
Mick Dalrymple  Chief Sustainability Officer
Matthew Dixon  Provost IT
Ellen Dux  Associate Director, Sustainability
Julie Hopper  Sustainability Business Data Analyst
Andy Stott  VP Academic Programs and Dean of the Graduate School, Office of the Provost