



USC CULTURE SURVEY
ACADEMIC SENATE

JANUARY 2024



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

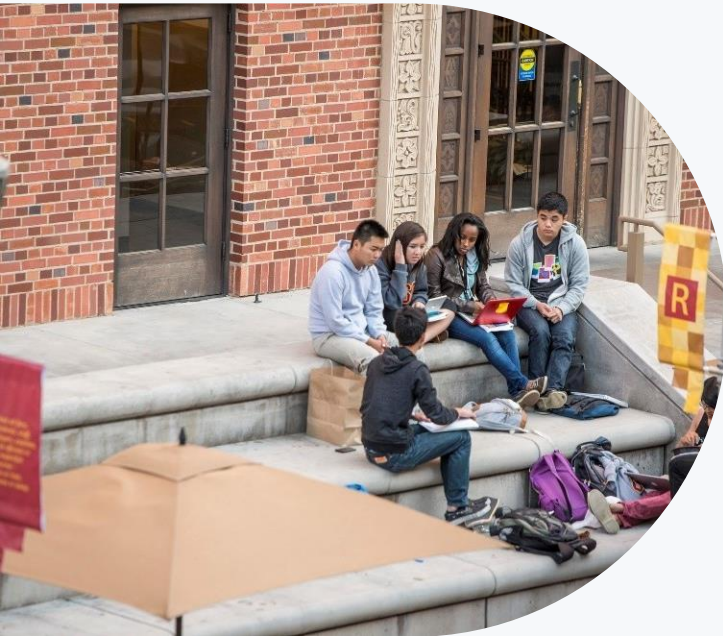
2.

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:

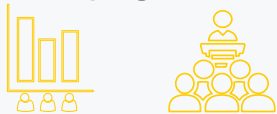
Shaped by
Community

Inclusive
to All

Modeled by
Leadership

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

USC

Numerous **ethical breaches** eroded trust in institution

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

Polled nearly **20,000** students, faculty, and staff to identify areas for culture change

Established **Culture Network** dedicated employee volunteer group trained to facilitate culture discussion sessions

Key focus areas identified to organize efforts based on community recommendations: **DEI, Well-being, Culture, Raising Concerns, and Developing our People**

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

Launched **President's Culture Commission** with deans and senior leaders

Lead appointed in each focus area to **advance and integrate efforts**

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

Promoted continuing dialogue with virtual Culture Journey events, speaker series, and a Culture Journey newsletter

Adjusted **Culture Journey's** approach, delivery, and programming to support **community** and **address impacts** of Covid

2020

Issued a new **USC Integrity & Accountability Code** for all faculty and staff

Our Culture Journey **continues...**

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

2022

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

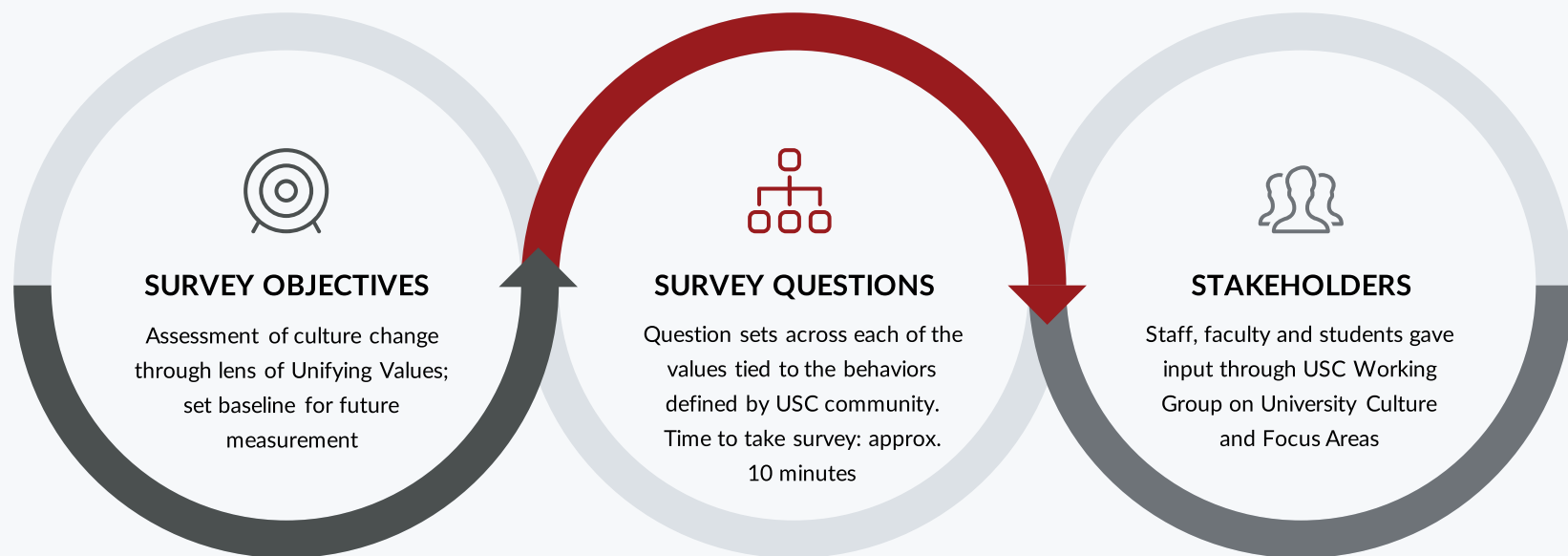
Actionable Data

- ✓ 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

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.



For full list of contributors, please see Appendix.

SURVEY QUESTIONS AND FOCUS



34 questions aligned with our Unifying Values and guiding behaviors; estimated 10-minute time of completion



Questions measure how our community is living out each value; identifying key areas of progress and of opportunity



Question responses will provide insights into how well the *overall environment* at USC supports Trojans in living out our values and, also, perceptions of values and culture at various *levels* of the university (e.g. university leadership, school/unit leadership, local leadership, faculty, and peers).



ECI expertise and experience brings both tailored approach and reliable benchmarking to survey questions and informs actionability of survey data



Alignment with items deployed in other USC surveys (i.e., Barrett Values Poll, Keck SCORE Survey)

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
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

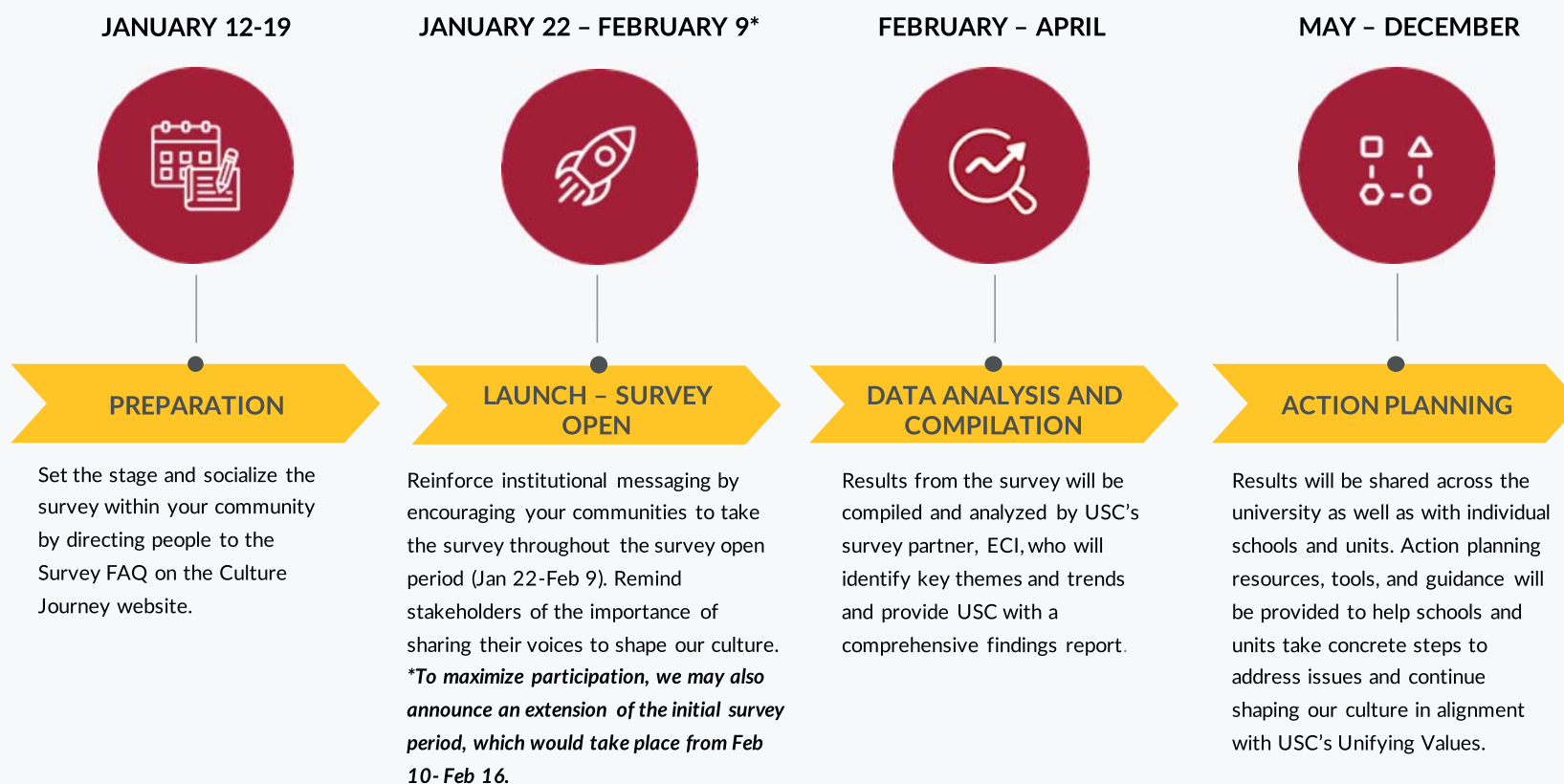
Not all questions on the survey require asking about multiple levels. A number of questions seek to gain insights into how well the **overall environment** at USC supports Trojans in living out our values. Below are several examples:

My work is recognized appropriately. (value: <i>Excellence</i>)	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am able to access university resources that support my growth and development. (value: <i>Well-Being</i>)	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At USC, I feel a sense of belonging. (value: <i>DEI</i>)	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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.



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).



Social media assets



Zoom backgrounds



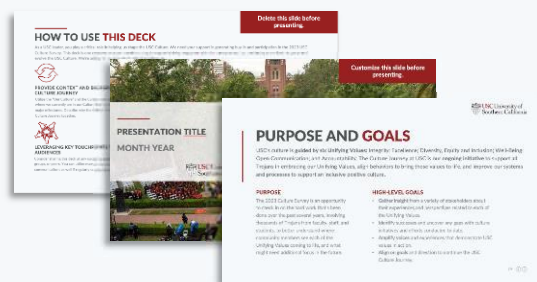
Email banners



Survey flier



PowerPoint slides



Digital screen images



Email signatures

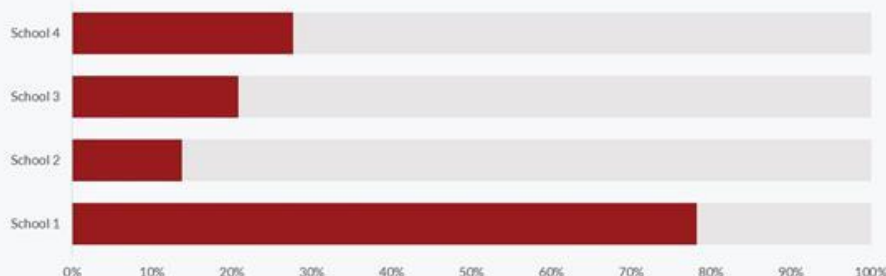


FRIENDLY COMPETITION AND INCENTIVES

Use your voice.
Shape our culture.

USC Culture Survey
NOW OPEN!

Last Week's Top Participating Schools/Units



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.



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.

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



USC
Use your voice.
Shape our culture.
(and enjoy a free treat!)

STEP 1

Search for an email from USCculturesurvey@gmailserver.com in your primary USC email account.

STEP 2

Click on your unique link to take the confidential survey.

STEP 3

Screenshot your confirmation page once you've submitted your survey and show us the screenshot for a free treat.



IN-PERSON EVENTS

UPC



Food Truck
 Trousdale 3
 In-N-Out
 Noon – 2 pm



Food Truck
 Trousdale 3
 In-N-Out
 Noon – 2 pm



Morning Coffee
 Hahn Plaza
 Cappuccino Man
 7 am – 9 am

HSC



Food Truck
 Pappas Quad
 Kogi BBQ
 Noon – 2 pm



Morning Coffee
 Pappas Quad
 Cappuccino Man
 7 am – 9 am



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 Corbitt	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