

## 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.

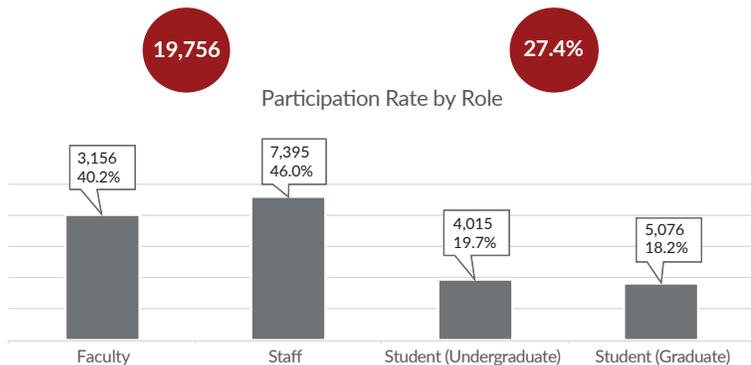
To define shared values and behaviors, USC conducted a university-wide Values Poll. A total of 19,756 students, faculty, and staff participated in the poll and provided input on values that drive the Current Culture and the values that support the Desired Culture at USC. The results of the Values poll 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/unit's values, their experience of USC's current values, and their desired values for USC's 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 race-ethnicity. This allowed BVC to receive input 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?



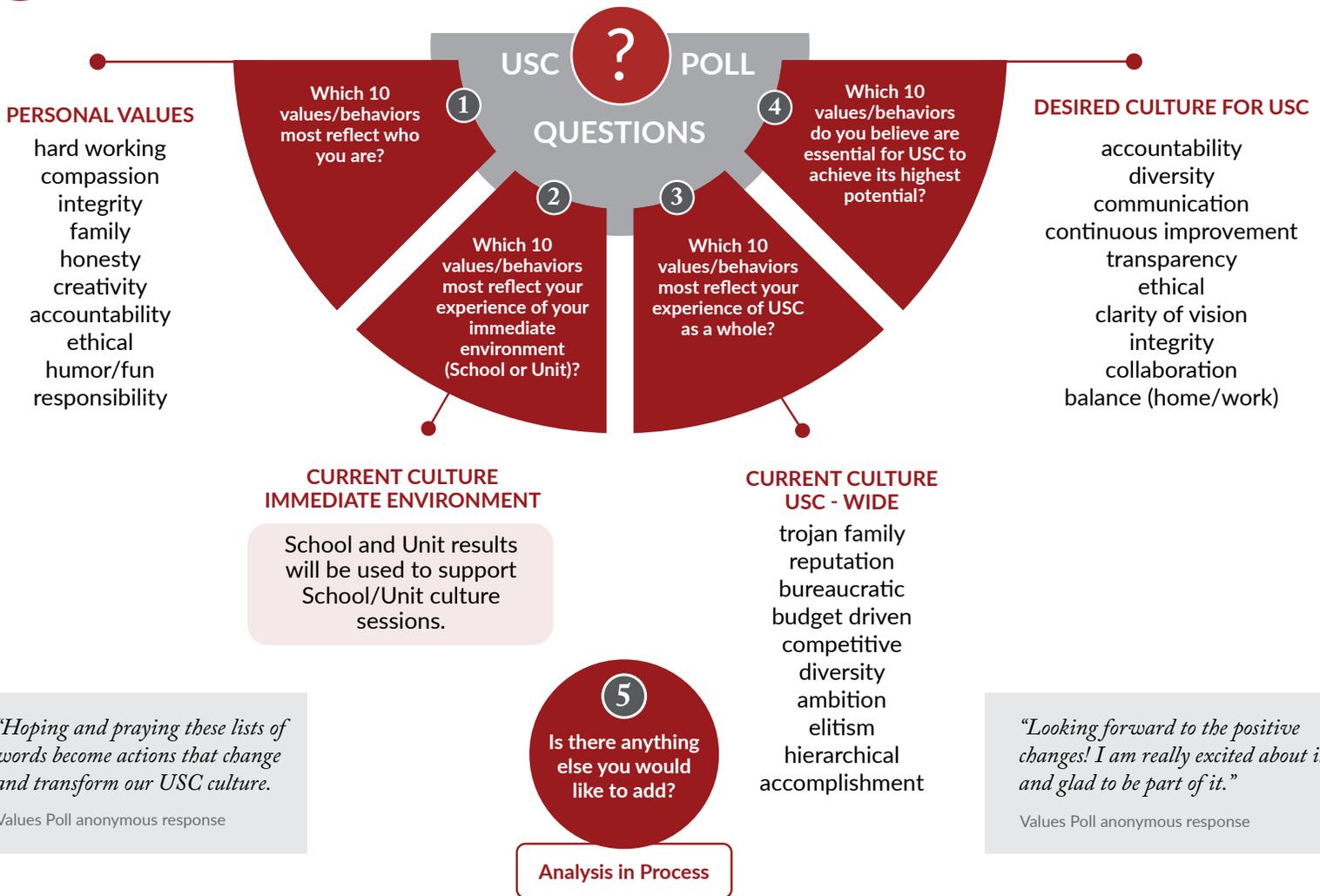
*I'm a two-time alumnus of USC, and currently a full-time staff member. Over the past decade in various roles related to USC, I have seen multiple facets of Trojan life. Overall, I will always be proud of the Trojan armor that I wear every day; however, there are definitely aspects of USC that I feel need attention in order to move forward in the transformation of culture.*

Values Poll anonymous response

## 🔍 Key Themes and Findings

- 1 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.
- 2 Some significant issues have been identified in 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.
- 3 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.

Overall Values Selected in Response to the Values Poll



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 indicative 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 not needing additional focus; or values that are not 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.

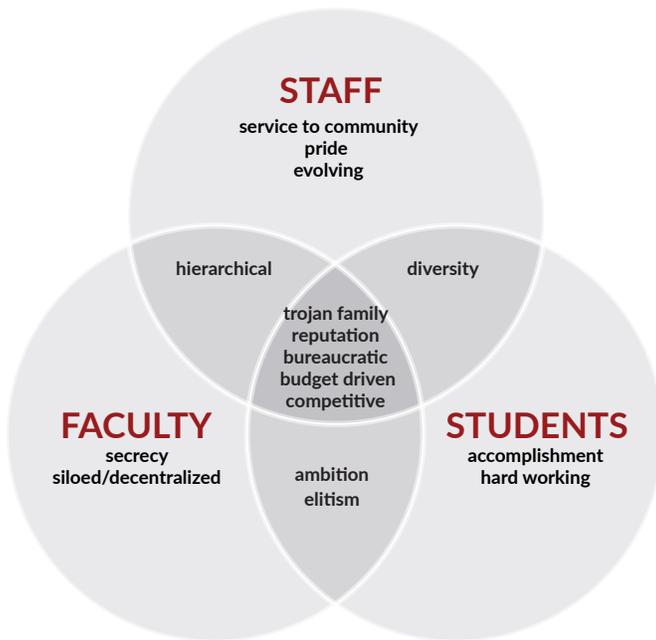
**The values identified in this process are the foundation for further discussions to define the values, detail the associated behaviors, and provide insight to shape the path forward.**



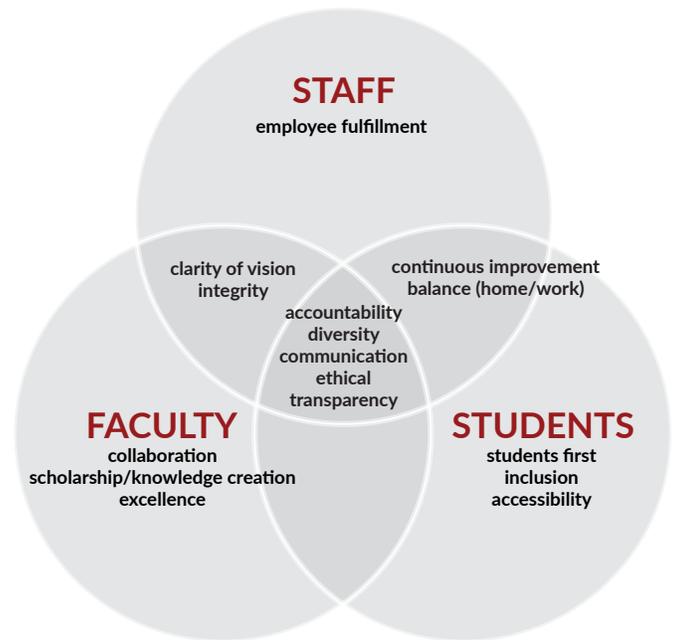
## A Consistent Story

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.