Prepared by

ECI

USC Culture Survey Report of Findings

University Overall Report

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About the Survey

In 2019-2020, more than 24,000 USC students, faculty and staff responded to a Values Poll that helped identify six Unifying Values and identified key behaviors that embody these values. Since then, significant work has been done throughout to integrate the Unifying Values into systems, processes, policies, programs, communications and interactions at USC. Some of this work was documented in the 2022 USC Culture Report that can be found online at CultureJourney.usc.edu.

The purpose of the 2024 Culture survey was to:

- Assess the extent to which USC is living up to these Unifying Values
- Develop a survey instrument that can be used to set a baseline for tracking culture change over time.
- Generate reliable data that will help USC develop actionable solutions to address culture issues.
- Engage the campus community on the Unifying Values.

USC commissioned the Ethics & Compliance Initiative (ECI) to conduct this survey. ECI is an independent, nonprofit ethics research organization with expertise in helping universities and other institutions develop and measure the impact of their values. ECI collaborated with USC's Working Group on Culture to develop the survey items and compiled this Report from the results. ECI's involvement in managing the administration, data collection, analyses and reporting for the Survey ensures the identity of all respondents is protected.

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Methodology

The survey was administered by ECI to 64,144 University faculty, staff, and students. The survey was administered via an online and a paper survey. All employees hired by November 30, 2023, and all students enrolled by January 11, 2024, were included. Exceptions include resource employees and Keck Medicine of USC staff members (who are exempt from participation due to their participation in the Keck SCORE Survey). As the Culture Survey focuses on current employees and students, USC alums and retired employees are also exempt from participation.

Data collection dates: The survey launched January 22, 2024, and closed February 16, 2024.

Languages: The online survey was administered in English to faculty and students. The online and paper survey versions administered to staff were available in either English or Spanish languages.

Statistical analyses: T-tests were used to determine differences between groups. The presence of a "(*)" in each graph or table indicates a statistically significant difference (higher or lower) from the University Overall at the 95% ($p < .05$) confidence level.

How do I interpret the graphs and tables?

- The graphs within this report display the percentages of responses indicating agreement and disagreement with a particular survey item.
- The tables within this report display the percentages of responses indicating agreement with a particular survey item.
- Agree percentages were calculated by combining "Strongly agree" and "Agree" responses.
- Disagree percentages were calculated by combining "Strongly disagree" and "Disagree" responses.
- On slides where Agree and Disagree are shown and "Neutral" responses are not shown, note that the values will not add up to 100%.
- "Neutral" responses are displayed, where applicable, on dashboards (Page 7, Page 12, Page 45, and Appendices I - V) and the section divider page for each Unifying Value section. In instances where Agree, Neutral and Disagree responses are shown for a question, the percentages may not total 100% due to rounding.
- "Don't know" responses were excluded from all statistical analyses within the report.
- An "NA" indicates that a particular respondent type (i.e., faculty, staff, graduate or undergraduate student) was not asked that question on the survey.

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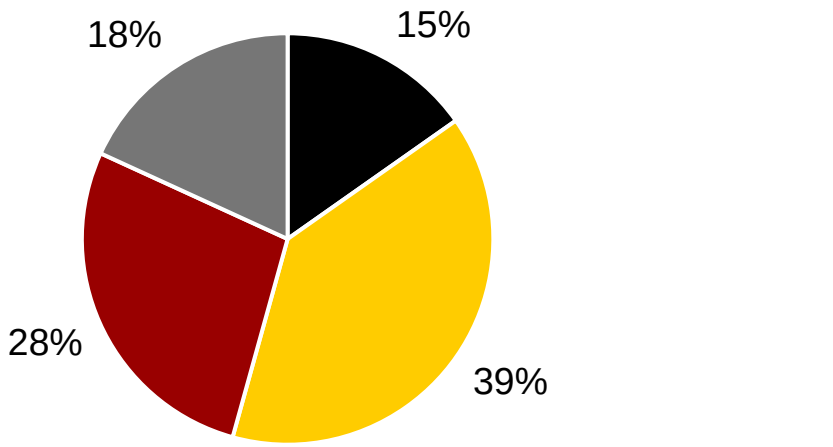
USC Overall Response Rate

24%

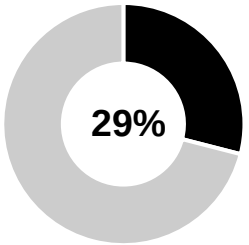
64,144 Faculty, Staff, Graduate and Undergraduate students were invited to participate in the survey and **15,184** useable responses were received.

Stakeholder Composition of the Total Survey Respondents

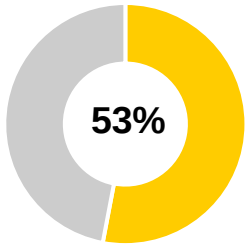


Stakeholder Response Rates

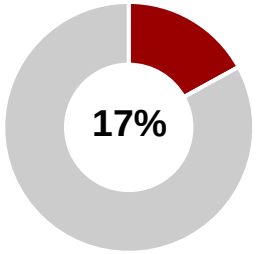
Faculty
(2,314 Respondents)



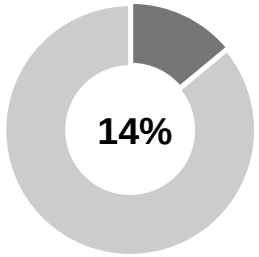
Staff
(5,932 Respondents)



Graduate Students
(4,180 Respondents)



Undergraduate Students
(2,758 Respondents)



Note: University Overall results have a confidence interval (margin of error) of +/- 0.7% at the 95% confidence level. For example, if 50% answered “yes” to a particular question, we are 95% confident that the actual value is no higher than 50.7% (that is, 50+0.7) or lower than 49.3% (50-0.7).

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Types of Survey Questions

The Culture Survey includes two types of questions. The first type of question (type 1) captures respondent perceptions of elements of the USC environment related to the Unifying Values. The second type of question (type 2) asks respondents to provide feedback on their perceptions of the ways in which the Unifying Values are demonstrated by people at various “levels” within the University.

Respondents were asked about the following levels:

- University leadership (e.g., The President, Provost, SVPs, and other University-wide leaders)
- School and unit leadership (e.g., VPs, Associate VPs, Dean, Associate Dean)
- My local leadership (e.g., supervisors in my unit or work group) (Staff only)
- My local leadership (e.g., department, division/program/unit/institute/center heads) (Faculty only)
- My faculty/instructors (Students only)
- My peers

Using these “levels” questions, the university environment is measured by a collective perception of how leaders, faculty, staff, and peers are regarded in terms of integrity and responsibility and accountability for wrongdoing, as well as spotlighting promising practices.

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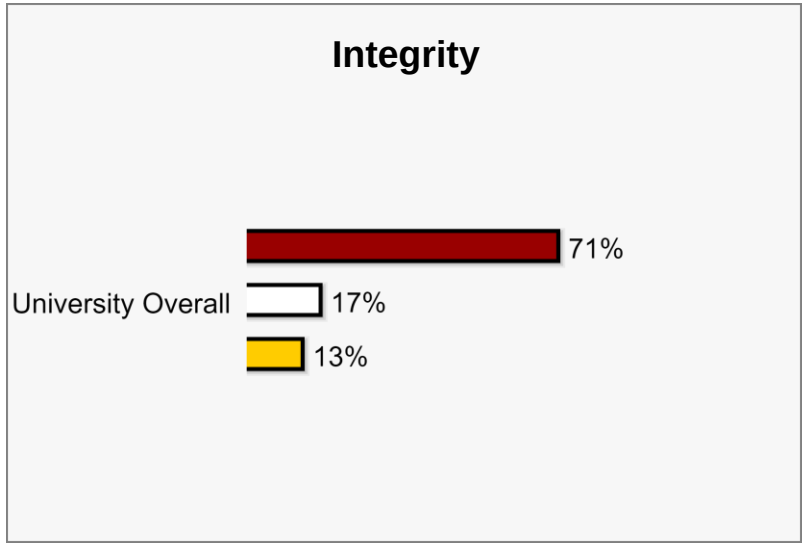
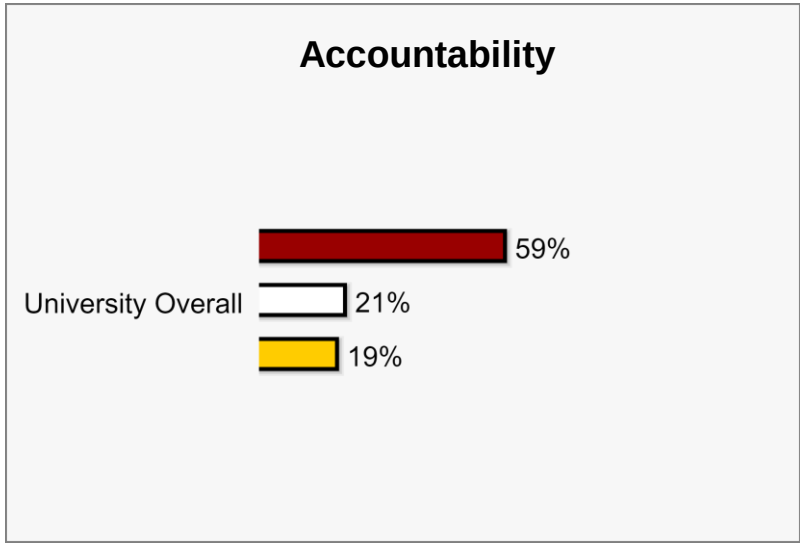
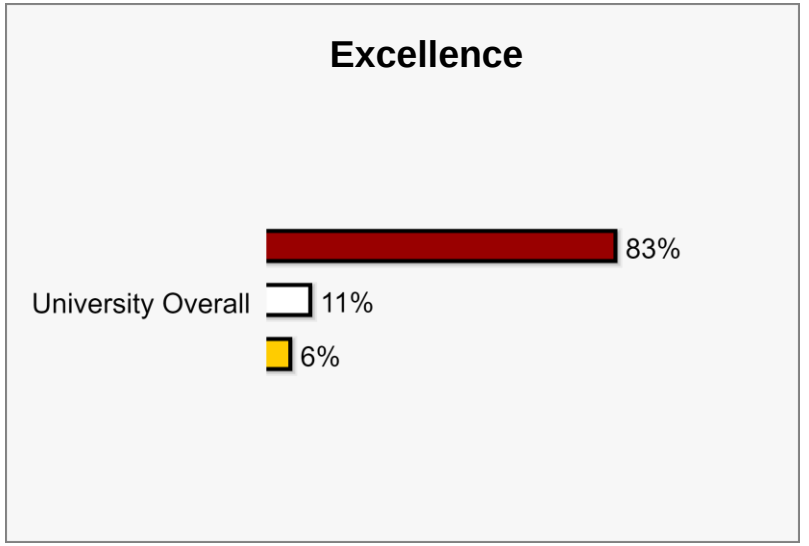
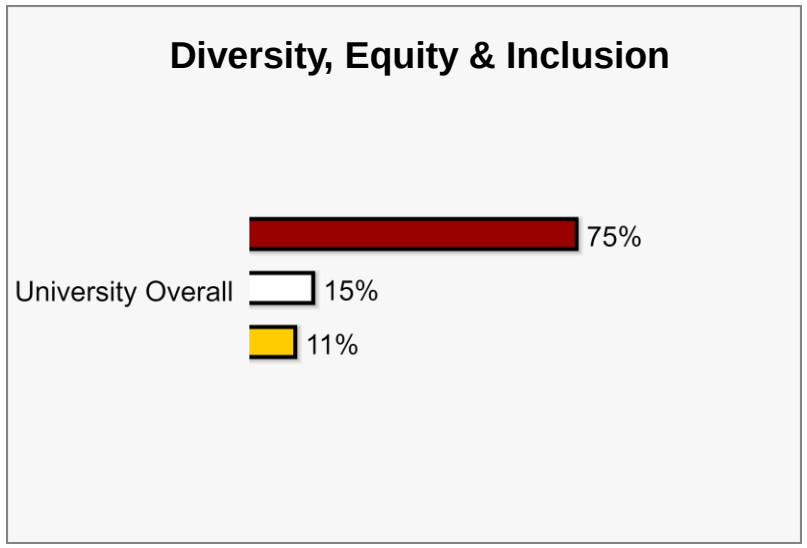
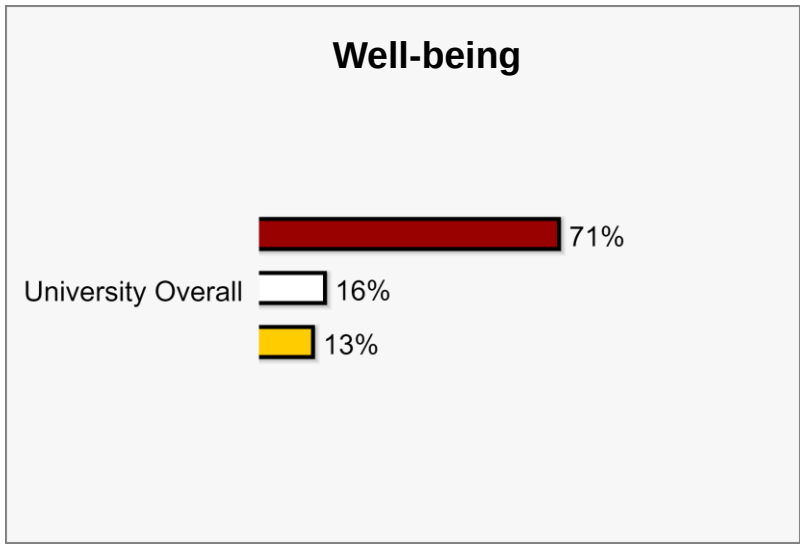
I see the following Unifying Value in action at USC - University Overall

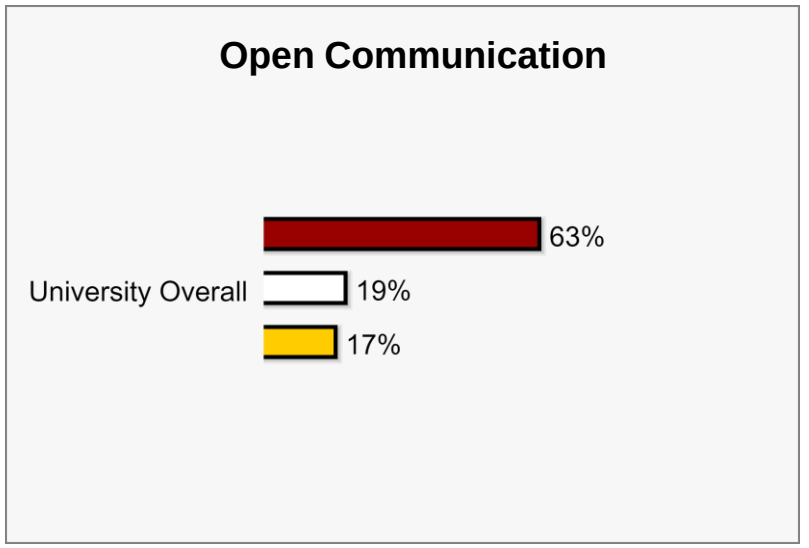












Agree Neutral Disagree

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High-level Findings

Highlights and trends across the USC Culture Survey overall:

- Graduate Students are *most likely* to agree when responding to questions followed by Undergraduate Students and then Staff. Faculty are *least likely* to agree when responding to questions across the USC Culture Survey.
- Members of the USC community overall are generally *less likely* to agree when responding to questions about *University Leadership* compared with responding to questions about *School/Unit Leadership*, *Local Leadership*,[1] *Faculty/Instructors*[2] and their *Peers*.
- Faculty are *least likely* to agree that they can raise concerns without fear of retaliation compared with Staff, Graduate Students and Undergraduate Students.
- Faculty are *least likely* to agree that they can speak up, even with bad news compared with Staff, Graduate Students and Undergraduate Students.
- 82% of the University Overall are proud to be a member of USC, 4% are not.
- 14% of the University Overall feel pressured to compromise USC's values. However, 19% of Undergraduate Students feel pressured. This is the highest across all stakeholder groups surveyed.

[1] Questions about Local Leadership were asked of faculty/staff and not students.
[2] Questions about faculty/instructors were asked of students, and not faculty/staff.

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Criteria for Identifying Higher and Lower Ratings by Unifying Value

In general, the following criteria were used to guide the selection of survey results presented in pages 10 and 11.

- An item meets both the agree (strongly agree + agree) and disagree (strongly disagree + disagree) thresholds.
- Only questions asked of **all** respondents[1] are included:
  - Type 1 (environment) questions, and
  - Type 2 (levels) questions pertaining to *University Leadership*, *School/Unit Leadership*, and *Peers*. Note that disagree percentages on pages 10 and 11 for levels questions do not appear within tables in the body of the report.
- When no item met the established thresholds, the next closest item was selected.[2]

Higher Ratings

1. A threshold of **78%** *agreeing* in response to a question was established to indicate higher ratings. This is about four out of five (~80%) or more individuals agreeing in response to a question.

2. A threshold of **~7%** *disagreeing* in response to a question was established to indicate higher ratings. This is about one out of 14 or fewer individuals disagreeing in response to a question.

Lower Ratings

1. A threshold of **63%** *agreeing* in response to a question was established to indicate lower ratings. This is about three out of five (~60%) or fewer individuals agreeing in response to a question.

2. A threshold of **~14%** *disagreeing* in response to a question was established to indicate lower ratings. This is about one out of seven or more individuals disagreeing in response to a question.

[1] Faculty, staff, graduate students and undergraduate students.
[2] Percentages that are the next closest item would be slightly less or greater than the threshold percentage. <78% or >63% agree, or >7% or <14% disagree.

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Higher Ratings by Unifying Value

Integrity

- **Ethical Role Models:** 79% of the University Overall agree that their *Peers* act as good role models of ethical behavior, 6% do not. *(Page 14)*
- **Academic Integrity of Faculty/Instructors:** 89% of Faculty agree that their peers practice academic integrity, 3% do not. *(Page 15)*
- **Academic Integrity of Instructors:**
  - 92% of Graduate Students agree that their instructors practice academic integrity, 2% do not. *(Page 15)*
  - 93% of Undergraduate Students agree that their instructors practice academic integrity, 2% do not. *(Page 15)*
- **Keep Commitments:** 79% of the University Overall agree that their *Peers* will keep their commitments, 5% do not. *(Page 17)*

Accountability

- **Held Accountable:** 79% of the University Overall agree that their *Peers* would be held accountable if they violated USC's policies, 7% do not. *(Page 19)*
- **Receive Feedback:** 79% of the University Overall agree that their *Peers* would receive feedback if their behavior did not align with USC's values, 7% do not. *(Page 20)*

Excellence

- **Encourages New Ideas:** 80% of the University Overall agree that their *Peers* encourage new ideas, 4% do not. *(Page 25)*

Lower Ratings by Unifying Value

Integrity

- **Keep Commitments:** 63% of the University Overall trust that *University Leadership* will keep their commitments, 14% do not. *(Page 17)*

Accountability

- **Held Accountable:**
  - 61% of the University Overall agree that *University Leadership* would be held accountable if they violated USC's policies, 20% do not. *(Page 19)*
  - 63% of the University Overall agree that *School/Unit Leadership* would be held accountable if they violated USC's policies, 18% do not. *(Page 19)*
- **Receive Feedback:** 62% of the University Overall agree that *University Leadership* would receive feedback if their behavior did not align with USC's values, 18% do not. *(Page 20)*
- **Accepting Responsibility:**
  - 60% of the University Overall agree that *University Leadership* accepts responsibility for their actions, 16% do not. *(Page 23)*
  - 63% of the University Overall agree that *School/Unit Leadership* accepts responsibility for their actions, 15% do not. *(Page 23)*

Excellence

- **Performance Review:** 65% of the University Overall feel that their performance is reviewed regularly with their professional and career development in mind, 16% do not. *(Page 27)*

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Higher Ratings by Unifying Value

Diversity, Equity, and Inclusion

- **Will Not Tolerate Behavior:** 79% of the University Overall trust that their *Peers* will not tolerate bullying or abusive or intimidating behavior, 6% do not. *(Page 32)*
- **Treated With Dignity:** 79% of the University Overall feel that they are treated with dignity and respect, 7% do not. *(Page 33)*
- **Inclusivity and Respect:** 79% of the University Overall feel that community members interact with others in inclusive and respectful ways, 7% do not. *(Page 34)*

Well-being

- **Well-being:** 82% of the University Overall feel that their *Peers* support their well-being, 4% do not. *(Page 36)*
- **Mental Health Resources:** 83% of the University Overall agree that USC provides resources for mental health and well-being support, 5% do not. *(Page 38)*

Open Communication

- **Active Listening:** 78% of the University Overall agree that their *Peers* actively listen and solicit dialogue, 5% do not. *(Page 44)*

Lower Ratings by Unifying Value

Diversity, Equity, and Inclusion

- **Belonging:** 68% of the University Overall feel a sense of belonging at USC, 12% do not. *(Page 31)*

Well-being

- **Well-being:** 62% of the University Overall feel that *University Leadership* supports their well-being, 13% do not. *(Page 36)*

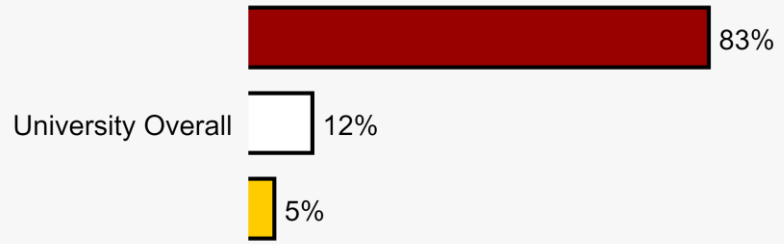
Open Communication

- **Raising Concerns:** 55% of the University Overall agree that members of their peer group can raise concerns without fear of retaliation, 22% do not. *(Page 42)*
- **Speaking Up:** 58% of the University Overall agree that USC encourages members of their peer group to speak up, even with bad news, 18% do not. *(Page 43)*
- **Active Listening:**
  - 57% of the University Overall agree that at USC, *University Leadership* actively listens and solicits dialogue, 16% do not. *(Page 44)*
  - 61% of the University Overall agree that at USC, *School/Unit Leadership* actively listens and solicits dialogue, 15% do not. *(Page 44)*

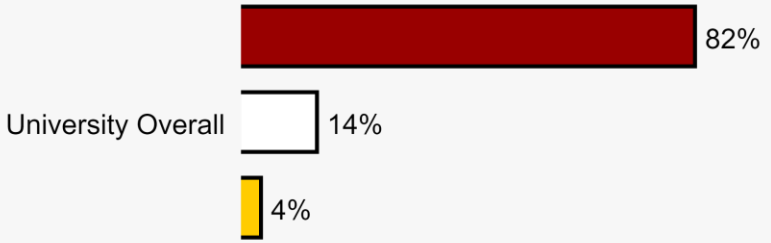
Key Findings Dashboard - University Overall

Highest Survey Ratings Overall:[1]

USC provides resources for mental health and well-being support.

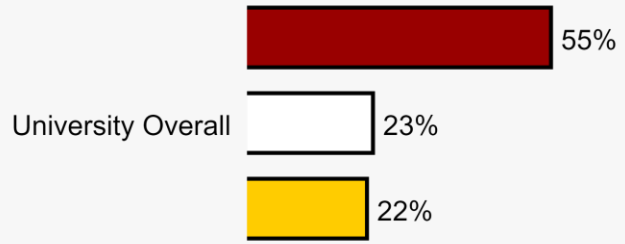


At USC, I feel my *Peers* support my well-being.

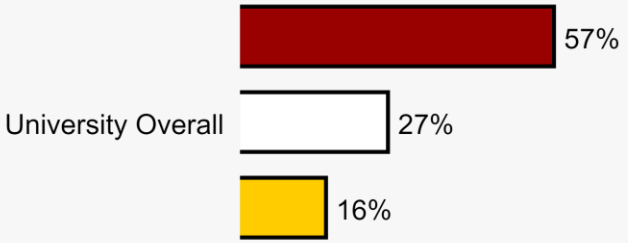


Lowest Survey Ratings Overall:[1]

At USC, members of their peer group can raise concerns without fear of retaliation.



At USC, *University Leadership* actively listens and solicits dialogue.



Agree
Neutral
Disagree

Notes:

[1] Comparisons were made among those questions that were asked of **all** respondents excluding the Unifying Values in action questions, the USC pride question and the pressure to compromise USC values question.
(*) indicates a statistically significant difference.

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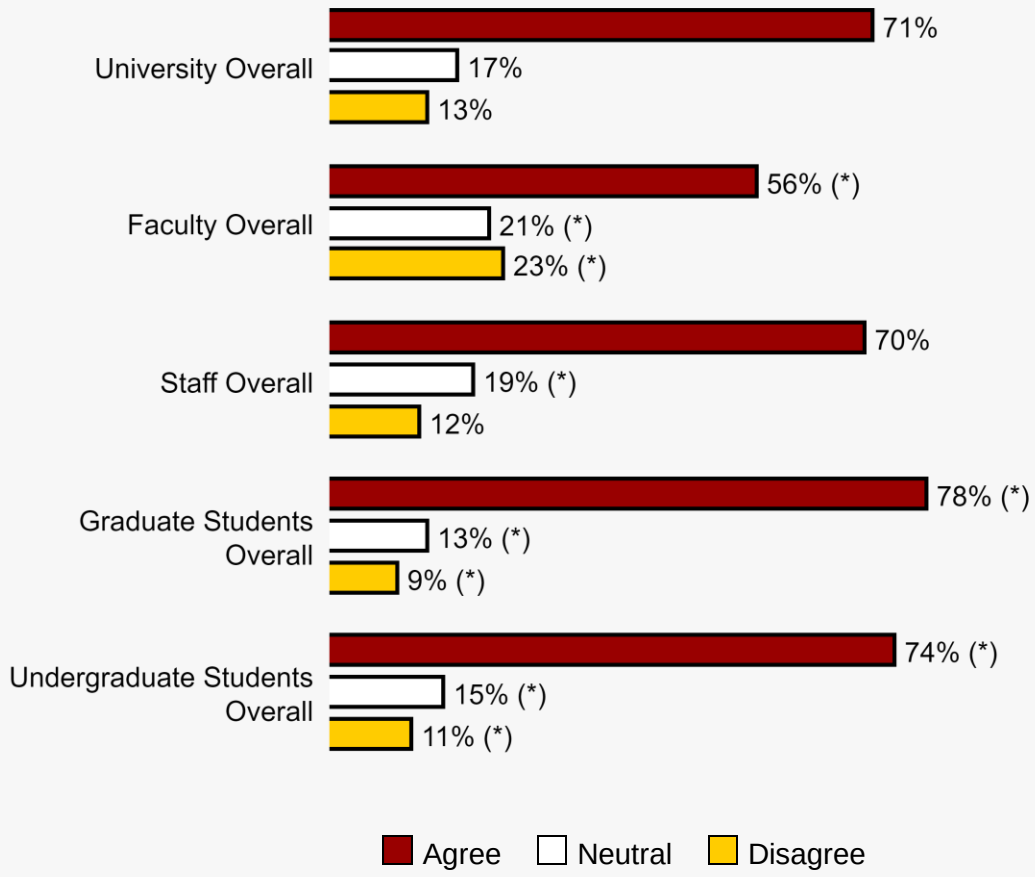
1 INTEGRITY

I see the following Unifying Value in action at USC:

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



Note: (*) indicates a statistically significant difference.

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Ethical Role Models

_ _ _ _ _ _ _ _ _ _ _ act(s) as a good role model of ethical behavior.
(Strongly agree + agree)

	University Overall	Faculty Overall	Staff Overall	Graduate Students Overall	Undergraduate Students Overall
University Leadership	67%	54% (*)	69% (*)	72% (*)	66%
School/Unit Leadership	70%	62% (*)	70%	74% (*)	69%
My Local Leadership (asked of faculty/staff)	78%	77%	79%	NA	NA
My Faculty/Instructors (asked of students)	85%	NA	NA	85%	84%
My Peers	79%	83% (*)	82% (*)	80%	66% (*)

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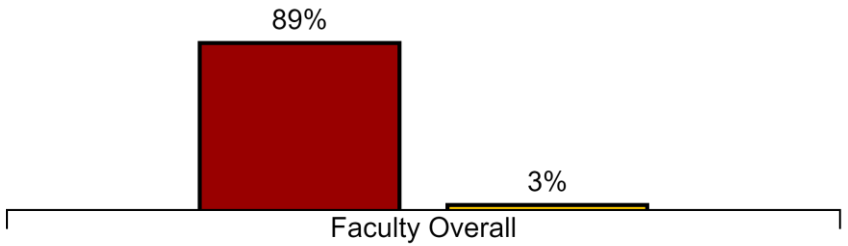
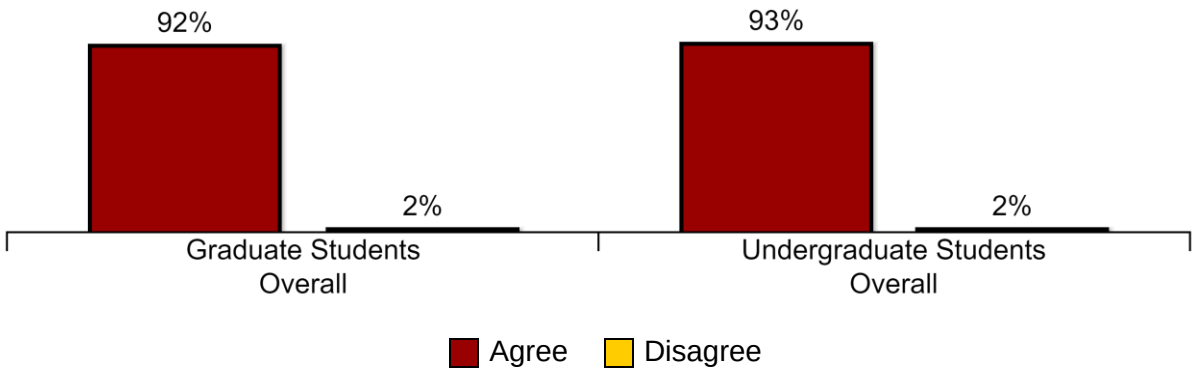
Note: (*) indicates a statistically significant difference.

Academic Integrity of Faculty/Instructors

My peers practice academic integrity.
(Faculty Survey Question)



My instructors practice academic integrity.
(Student Survey Question)



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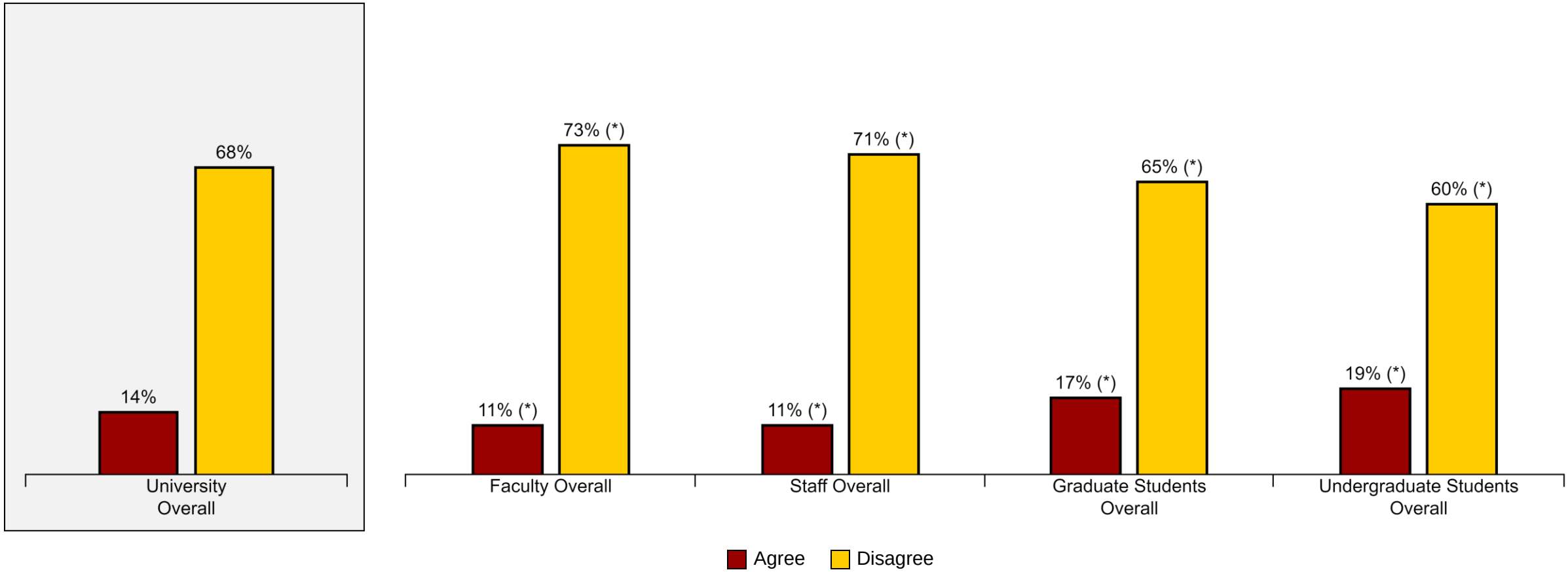
Note: (*) indicates a statistically significant difference.

Pressure

I feel pressured by others to compromise USC's values.



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Note: (*) indicates a statistically significant difference.

Keep Commitments

I trust that _ _ _ _ _ _ _ _ _ _ _ _ will keep their commitments
(Strongly agree + agree)

	University Overall	Faculty Overall	Staff Overall	Graduate Students Overall	Undergraduate Students Overall
University Leadership	63%	47% (*)	63%	70% (*)	64%
School/Unit Leadership	65%	55% (*)	65%	71% (*)	65%
My Local Leadership (asked of faculty/staff)	74%	71% (*)	75%	NA	NA
My Faculty/Instructors (asked of students)	84%	NA	NA	84%	83%
My Peers	79%	82% (*)	81% (*)	81% (*)	68% (*)

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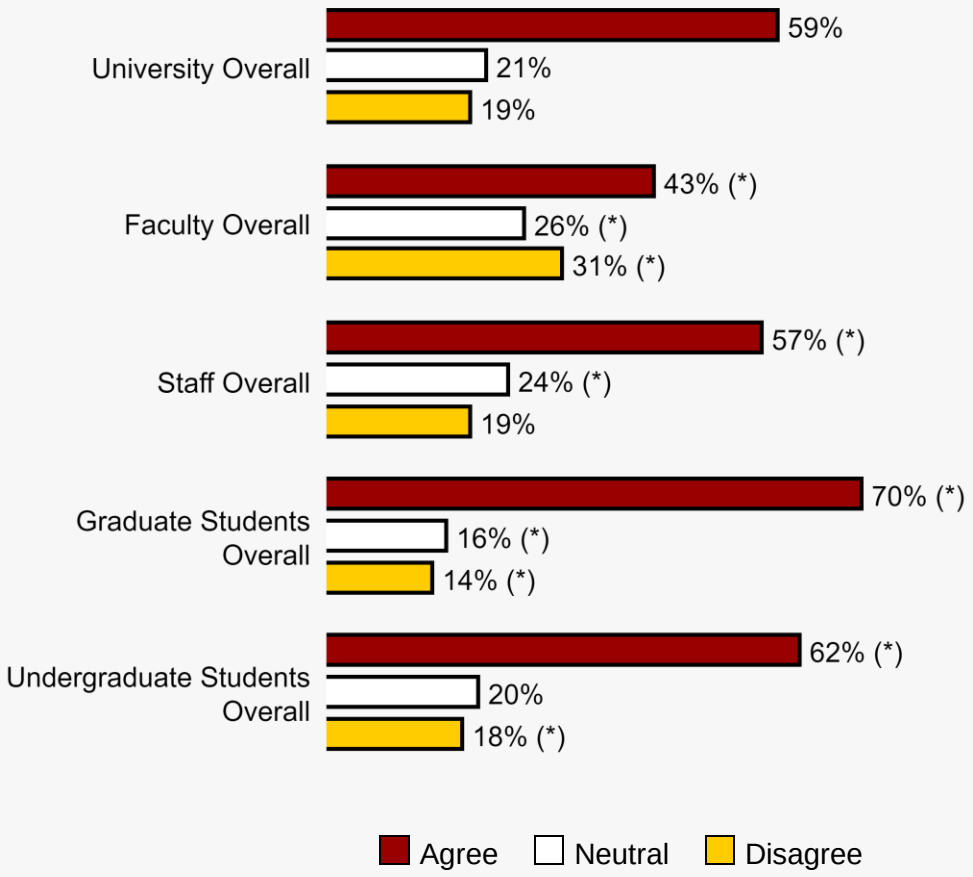
Note: (*) indicates a statistically significant difference.

2 ACCOUNTABILITY

I see the following Unifying Value in action at USC:

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



Note: (*) indicates a statistically significant difference.

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Held Accountable

I trust that _ _ _ _ _ _ _ _ _ _ _ would be held accountable if they violate USC's policies.
(Strongly agree + agree)

	University Overall	Faculty Overall	Staff Overall	Graduate Students Overall	Undergraduate Students Overall
University Leadership	61%	47% (*)	61%	69% (*)	59%
School/Unit Leadership	63%	54% (*)	64%	70% (*)	61% (*)
My Local Leadership (asked of faculty/staff)	72%	67% (*)	73%	NA	NA
My Faculty/Instructors (asked of students)	74%	NA	NA	78% (*)	69% (*)
My Peers	79%	76% (*)	80%	83% (*)	75% (*)

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Note: (*) indicates a statistically significant difference.

Receive Feedback

I trust that _ _ _ _ _ _ _ _ _ _ _ would receive feedback if their behavior does not align with USC's values. (Strongly agree + agree)

	University Overall	Faculty Overall	Staff Overall	Graduate Students Overall	Undergraduate Students Overall
University Leadership	62%	47% (*)	59% (*)	71% (*)	67% (*)
School/Unit Leadership	65%	53% (*)	62% (*)	72% (*)	68% (*)
My Local Leadership (asked of faculty/staff)	71%	68% (*)	72%	NA	NA
My Faculty/Instructors (asked of students)	78%	NA	NA	79%	77%
My Peers	79%	76% (*)	80%	83% (*)	75% (*)

Note: (*) indicates a statistically significant difference.

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Committed to Holding Accountable

I trust that _ _ _ _ _ _ _ _ _ _ _ is/are committed to holding team members accountable if they violate USC's policies. (Strongly agree + agree)

	University Overall	Faculty Overall	Staff Overall	Graduate Students Overall	Undergraduate Students Overall
University Leadership	68%	56% (*)	68%	74% (*)	69%
School/Unit Leadership	70%	61% (*)	70%	75% (*)	69%
My Local Leadership (asked of faculty/staff)	76%	71% (*)	78% (*)	NA	NA
My Faculty/Instructors (asked of students)	80%	NA	NA	82% (*)	77% (*)
My Peers	75%	73% (*)	77% (*)	79% (*)	69% (*)

Note: (*) indicates a statistically significant difference.

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Providing Feedback

I trust that _ _ _ _ _ _ _ _ _ _ _ is/are committed to providing team members with feedback if their behavior is not in alignment with USC's values.
(Strongly agree + agree)

	University Overall	Faculty Overall	Staff Overall	Graduate Students Overall	Undergraduate Students Overall
University Leadership	70%	58% (*)	69%	75% (*)	72% (*)
School/Unit Leadership	71%	62% (*)	71%	77% (*)	72%
My Local Leadership (asked of faculty/staff)	77%	72% (*)	79% (*)	NA	NA
My Faculty/Instructors (asked of students)	80%	NA	NA	81%	77% (*)
My Peers	74%	69% (*)	75%	78% (*)	70% (*)

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Note: (*) indicates a statistically significant difference.

Accepting Responsibility

_ _ _ _ _ _ _ _ _ _ _ accept(s) responsibility for their actions.
(Strongly agree + agree)

	University Overall	Faculty Overall	Staff Overall	Graduate Students Overall	Undergraduate Students Overall
University Leadership	60%	45% (*)	59%	69% (*)	62%
School/Unit Leadership	63%	52% (*)	62%	70% (*)	62%
My Local Leadership (asked of faculty/staff)	72%	69% (*)	73%	NA	NA
My Faculty/Instructors (asked of students)	75%	NA	NA	78% (*)	71% (*)
My Peers	74%	73%	76% (*)	78% (*)	66% (*)

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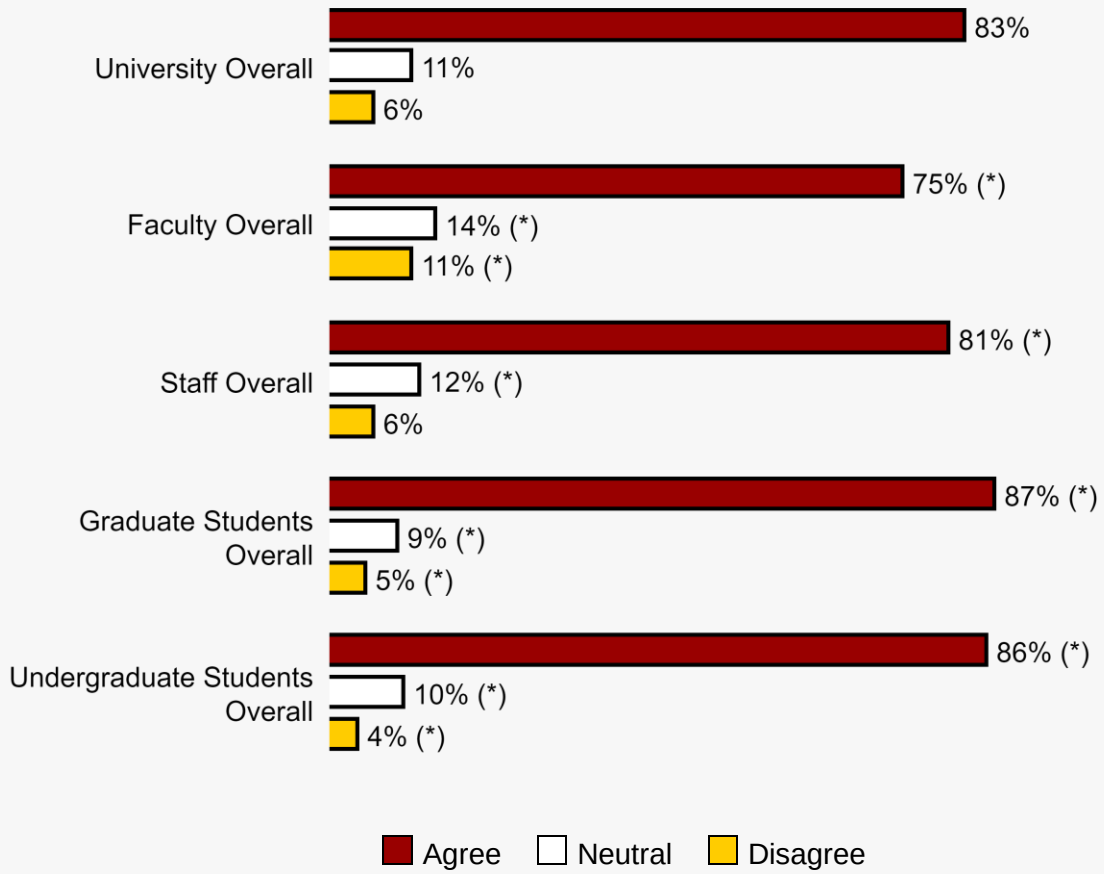
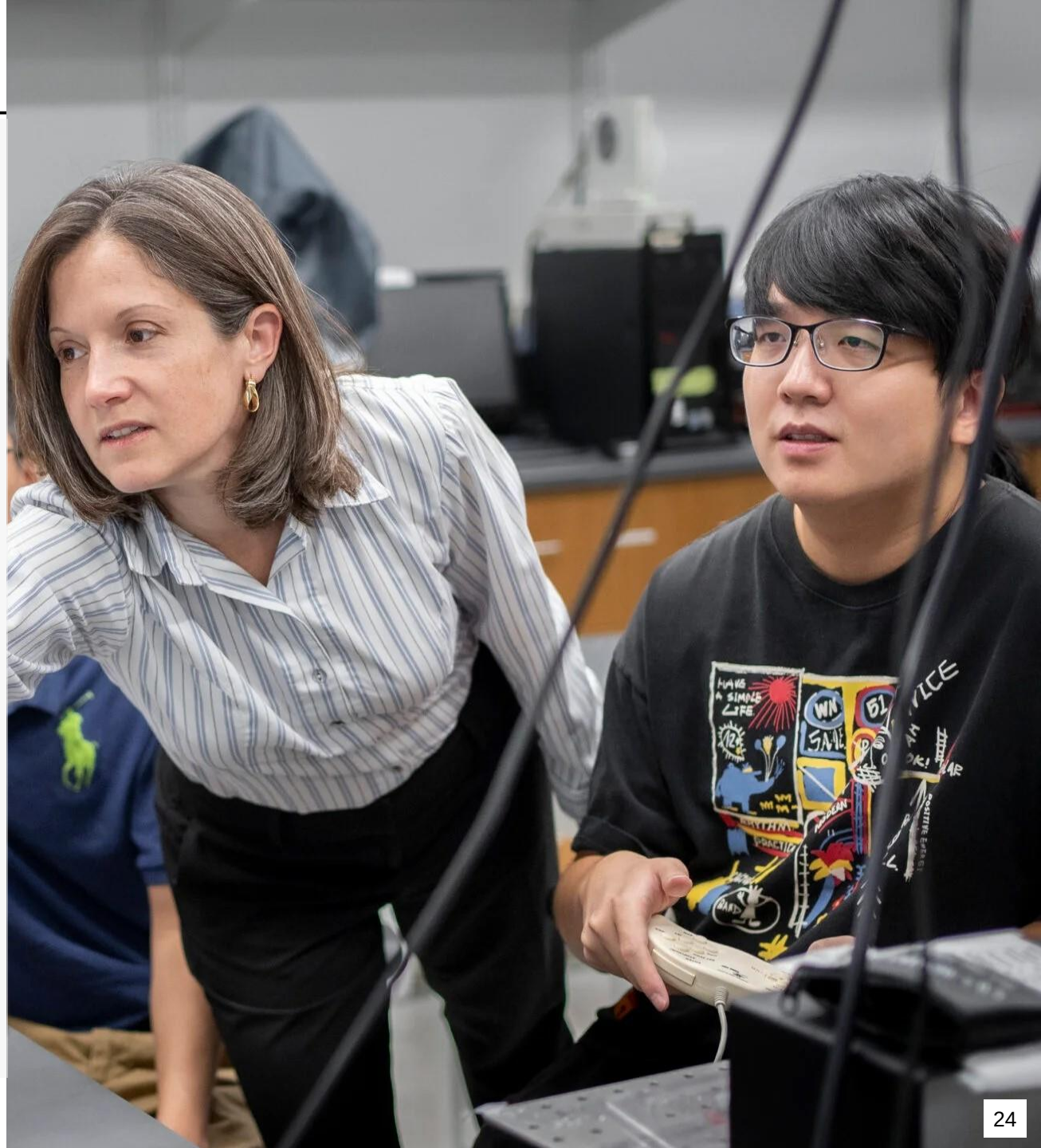
Note: (*) indicates a statistically significant difference.

3 EXCELLENCE

I see the following Unifying Value in action at USC:

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





Note: (*) indicates a statistically significant difference.

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Encourages New Ideas

_ _ _ _ _ _ _ _ _ _ _ _ encourage(s) new ideas.
(Strongly agree + agree)

	University Overall	Faculty Overall	Staff Overall	Graduate Students Overall	Undergraduate Students Overall
University Leadership	70%	63% (*)	67% (*)	76% (*)	72% (*)
School/Unit Leadership	72%	66% (*)	69% (*)	77% (*)	75% (*)
My Local Leadership (asked of faculty/staff)	75%	73%	76%	NA	NA
My Faculty/Instructors (asked of students)	85%	NA	NA	86%	84%
My Peers	80%	78% (*)	78% (*)	85% (*)	80%

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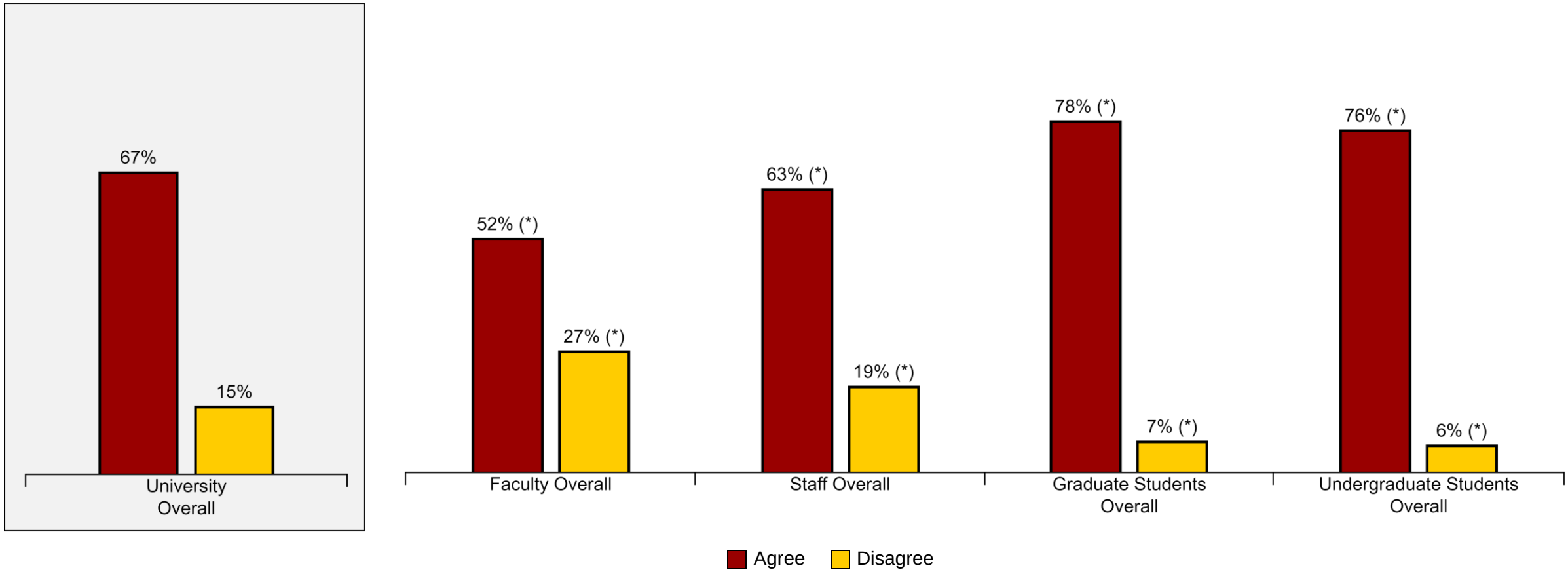
Note: (*) indicates a statistically significant difference.

Work Recognized

My work is recognized appropriately.



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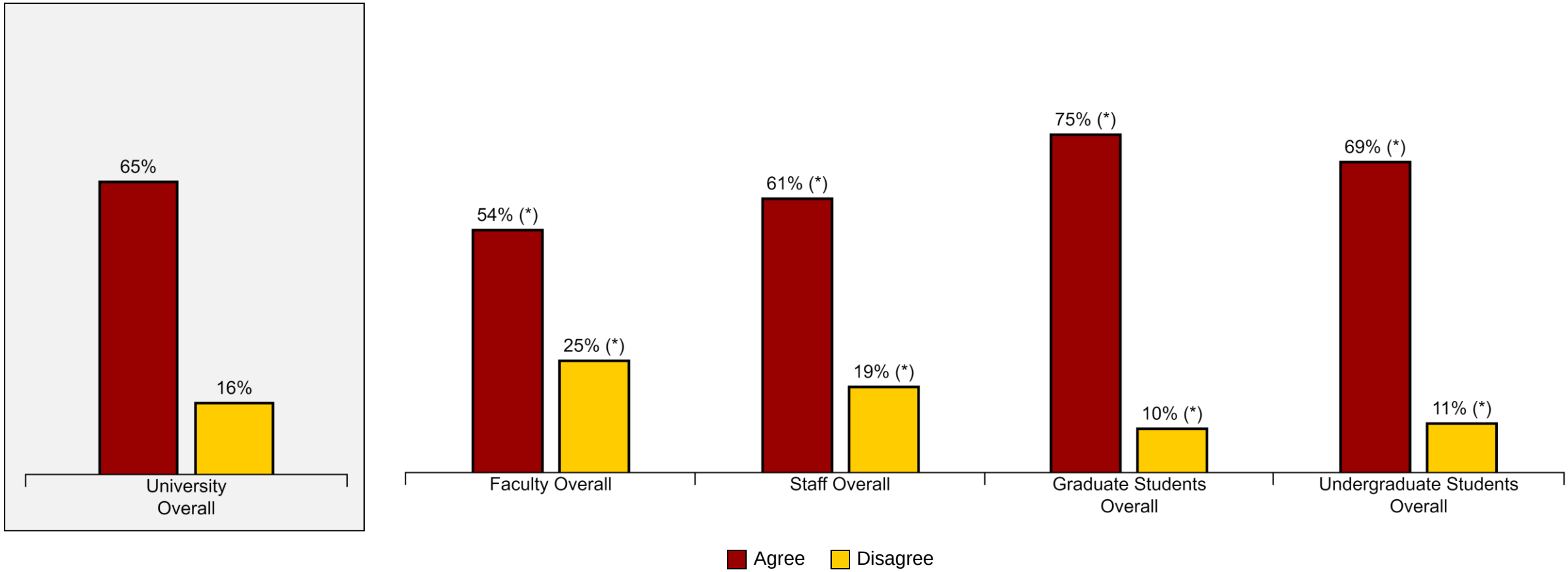
Note: (*) indicates a statistically significant difference.

Performance Review

My performance is regularly reviewed with my professional and career development in mind.



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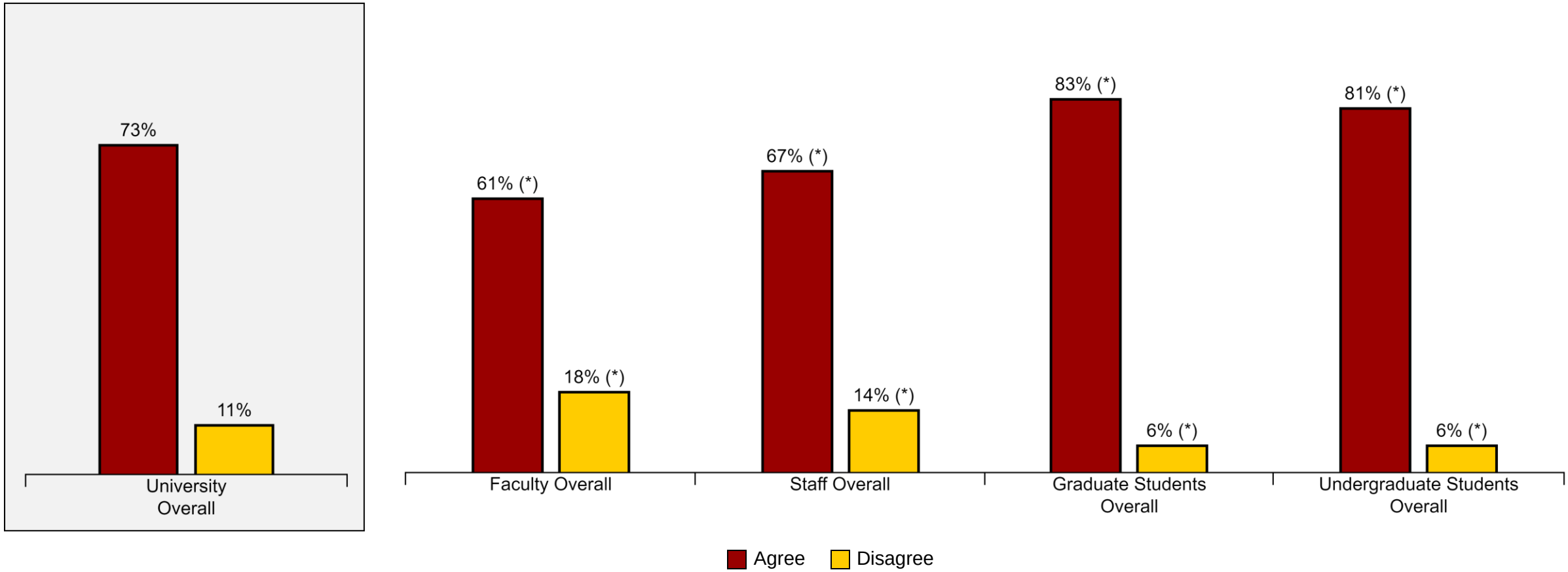
Note: (*) indicates a statistically significant difference.

Collaboration

At USC, there is a culture of collaboration.



Note: (*) indicates a statistically significant difference.

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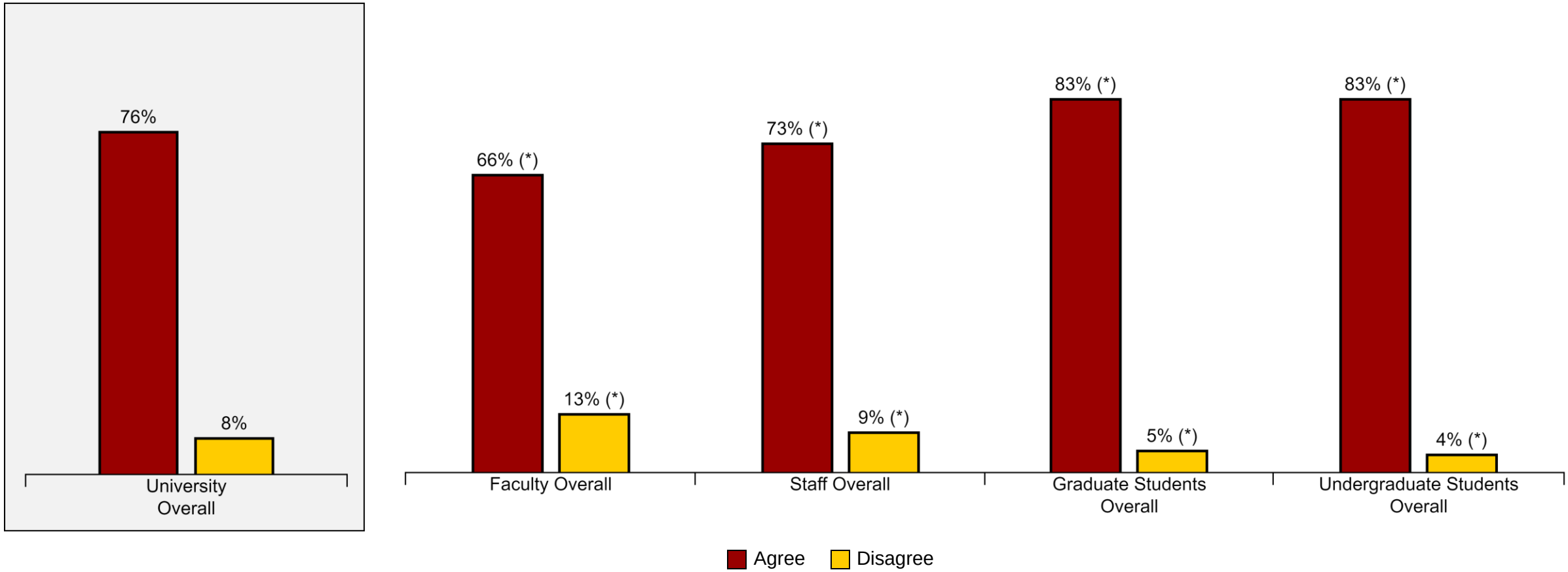
Continuous Improvement

At USC, we strive for continuous improvement.



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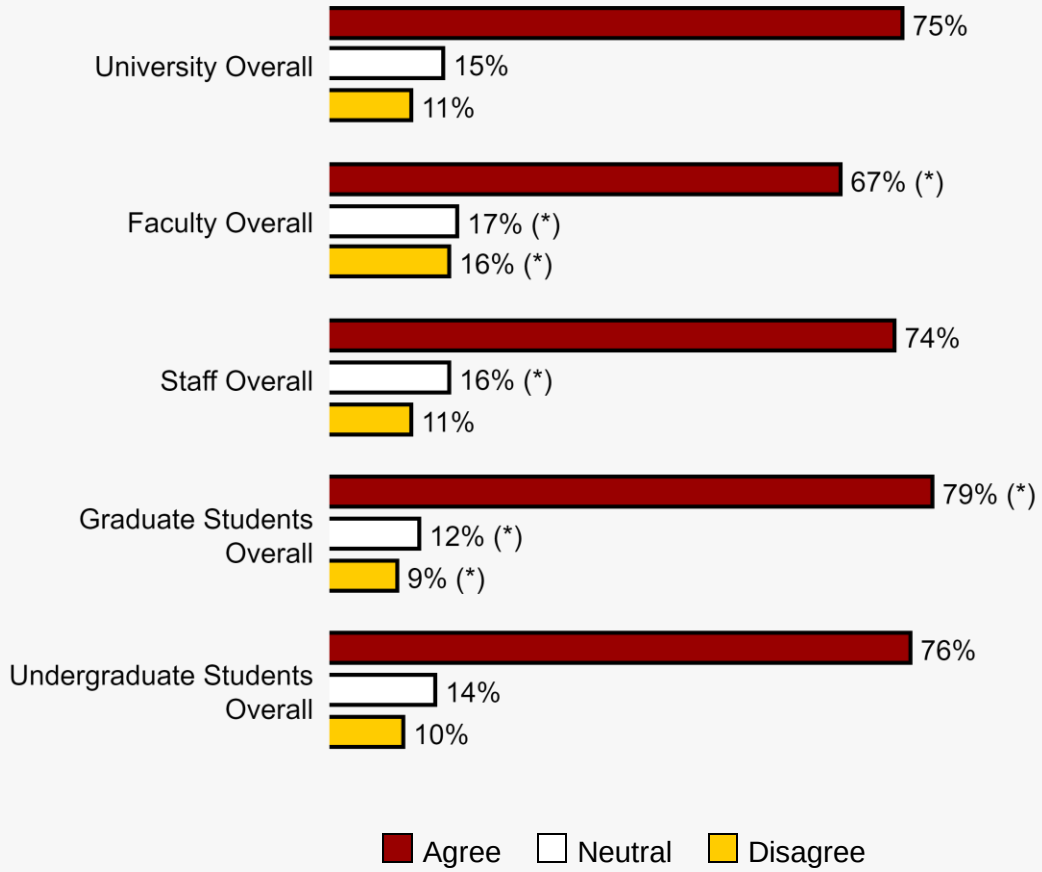
Note: (*) indicates a statistically significant difference.

4 DIVERSITY, EQUITY and INCLUSION

I see the following Unifying Value in action at USC:

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.



Note: (*) indicates a statistically significant difference.

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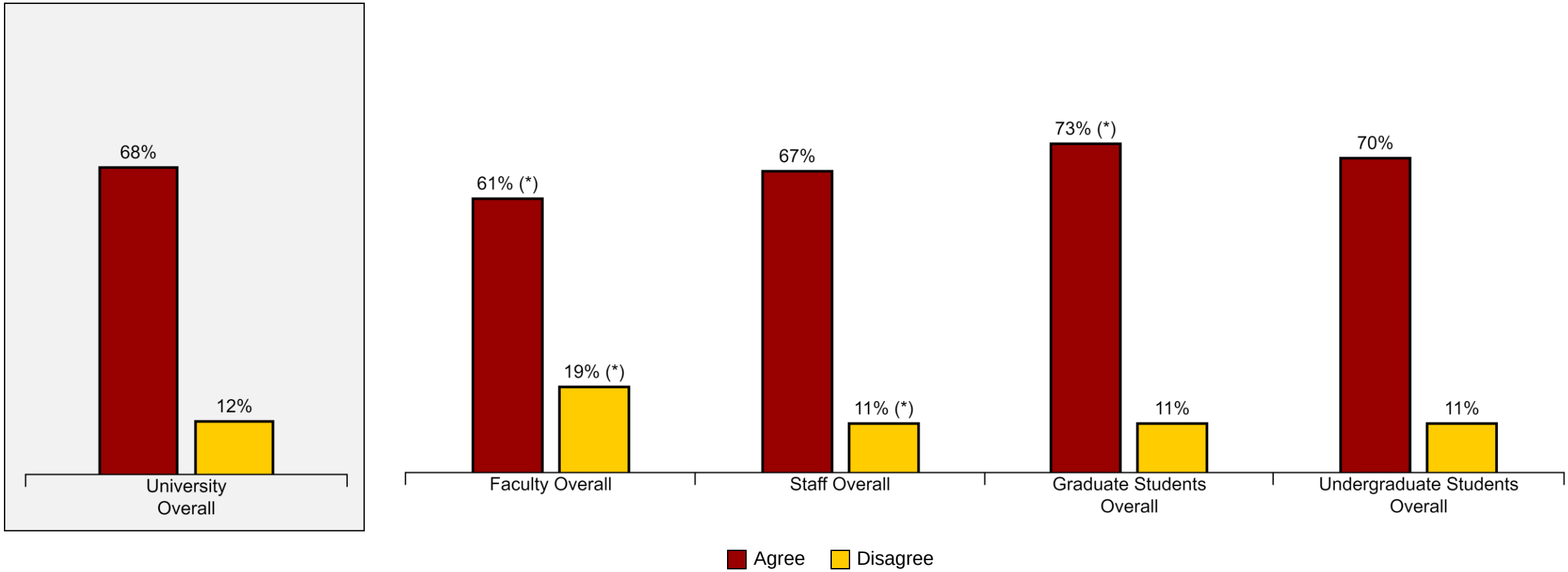
Belonging

At USC, I feel a sense of belonging.



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Note: (*) indicates a statistically significant difference.

No Tolerance

I trust that _ _ _ _ _ _ _ _ _ _ _ will not tolerate bullying, abusive or intimidating behavior.
(Strongly agree + agree)

	University Overall	Faculty Overall	Staff Overall	Graduate Students Overall	Undergraduate Students Overall
University Leadership	75%	63% (*)	76%	80% (*)	76%
School/Unit Leadership	75%	65% (*)	76%	80% (*)	76%
My Local Leadership (asked of faculty/staff)	78%	74% (*)	80% (*)	NA	NA
My Faculty/Instructors (asked of students)	84%	NA	NA	85%	82%
My Peers	79%	75% (*)	82% (*)	83% (*)	71% (*)

Note: (*) indicates a statistically significant difference.

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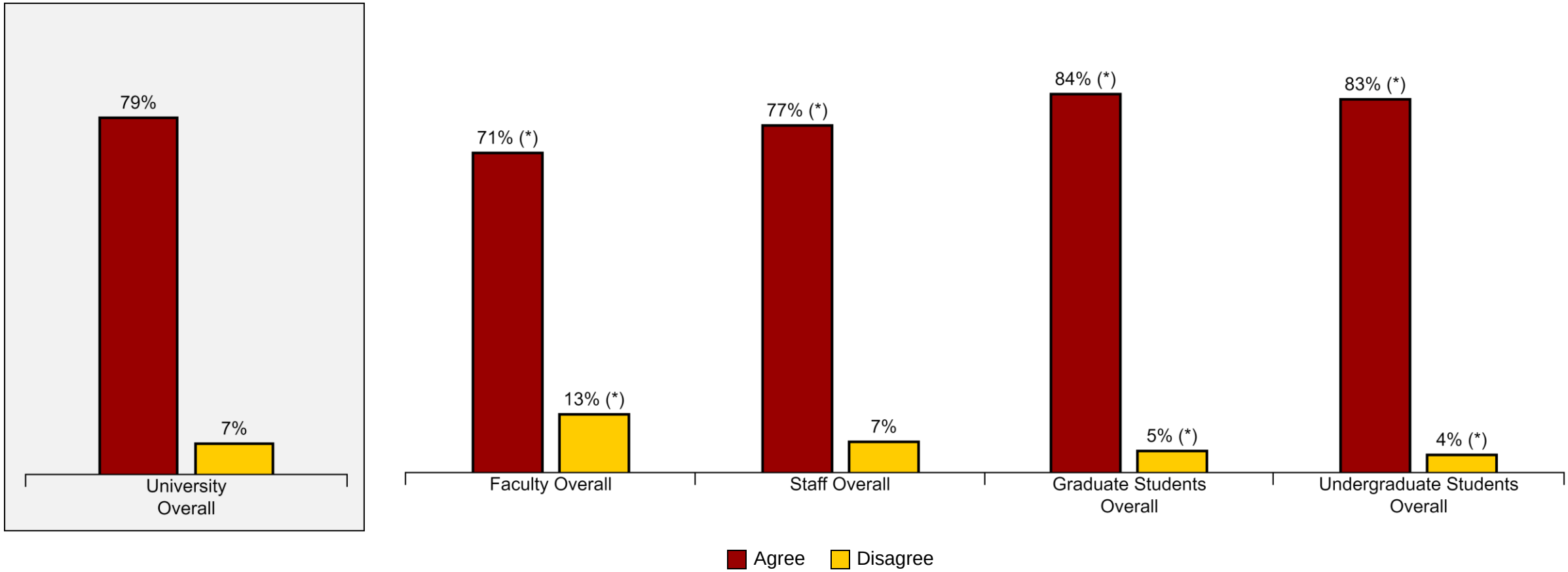
Treated With Dignity

At USC, I am treated with dignity and respect.



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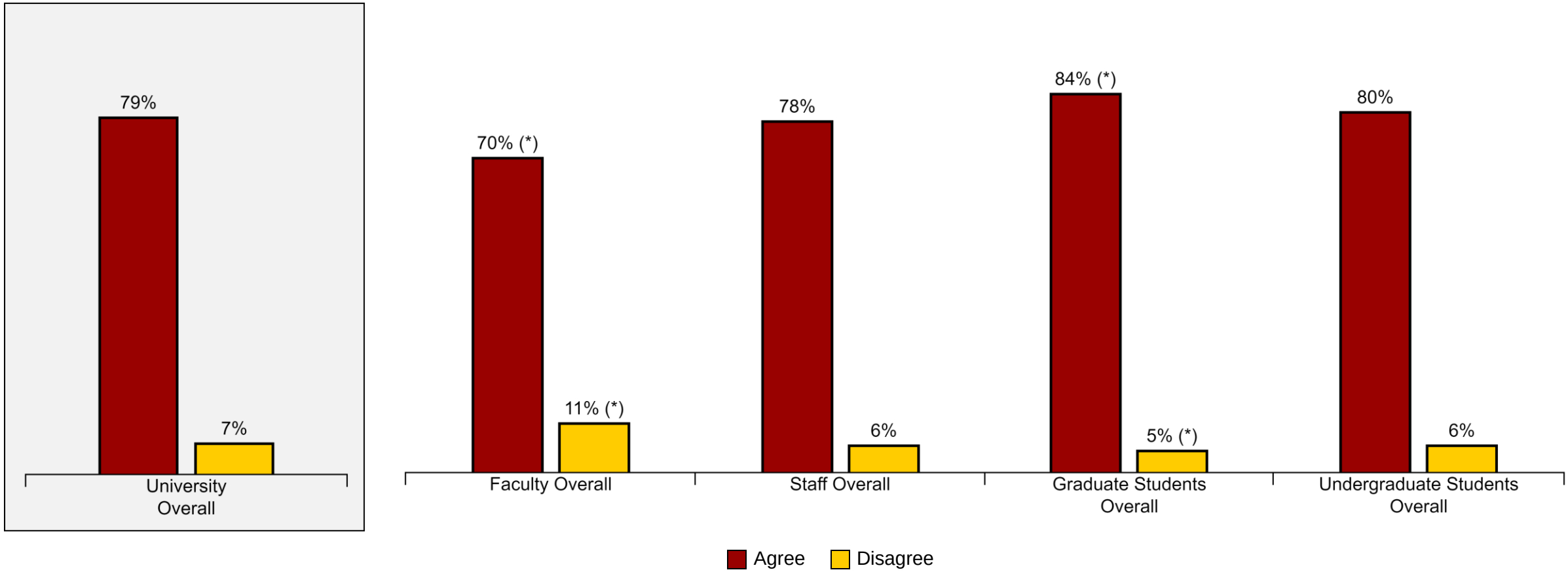
Note: (*) indicates a statistically significant difference.

Inclusivity and Respect

At USC, we interact with others in inclusive and respectful ways.



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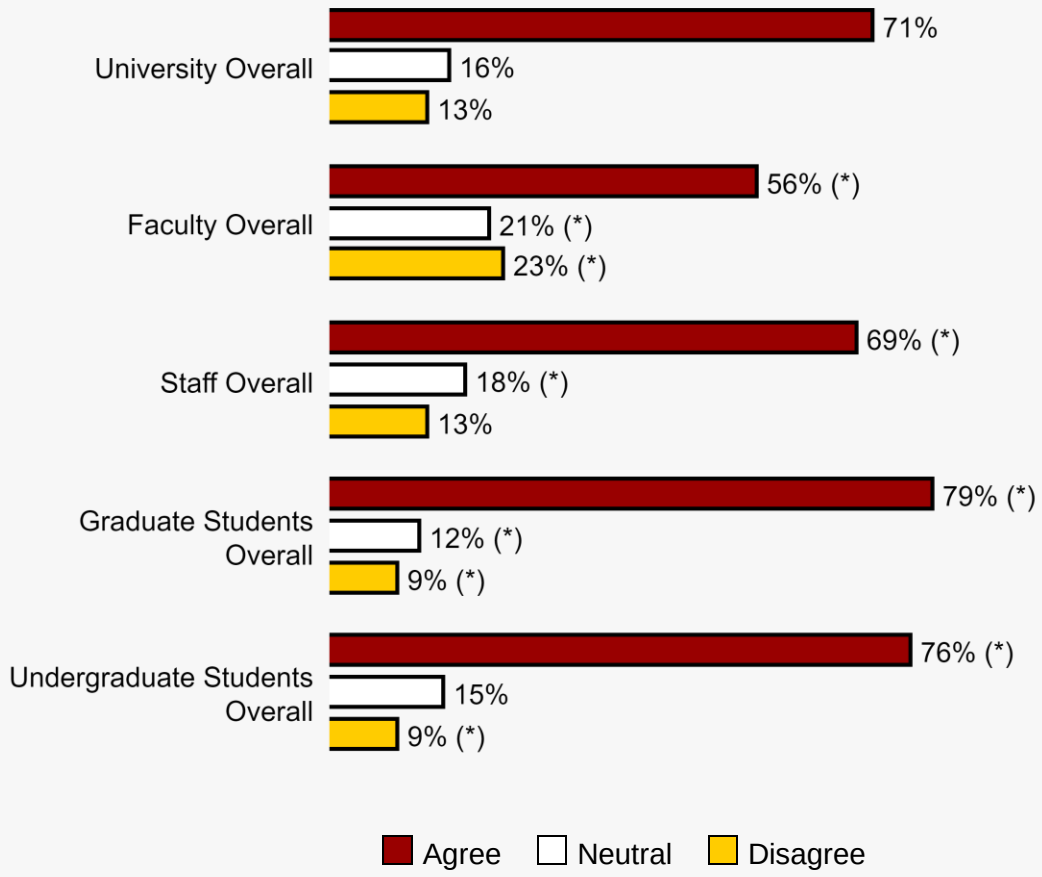
Note: (*) indicates a statistically significant difference.

5 WELL-BEING

I see the following Unifying Value in action at USC:

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.



Note: (*) indicates a statistically significant difference.

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Well-being

At USC, I feel _ _ _ _ _ _ _ _ _ _ _ _ support(s) my well-being.
(Strongly agree + agree)

	University Overall	Faculty Overall	Staff Overall	Graduate Students Overall	Undergraduate Students Overall
University Leadership	62%	47% (*)	62%	69% (*)	62%
School/Unit Leadership	64%	53% (*)	64%	71% (*)	64%
My Local Leadership (asked of faculty/staff)	74%	68% (*)	77% (*)	NA	NA
My Faculty/Instructors (asked of students)	81%	NA	NA	83%	79% (*)
My Peers	82%	76% (*)	82%	85% (*)	80%

Note: (*) indicates a statistically significant difference.

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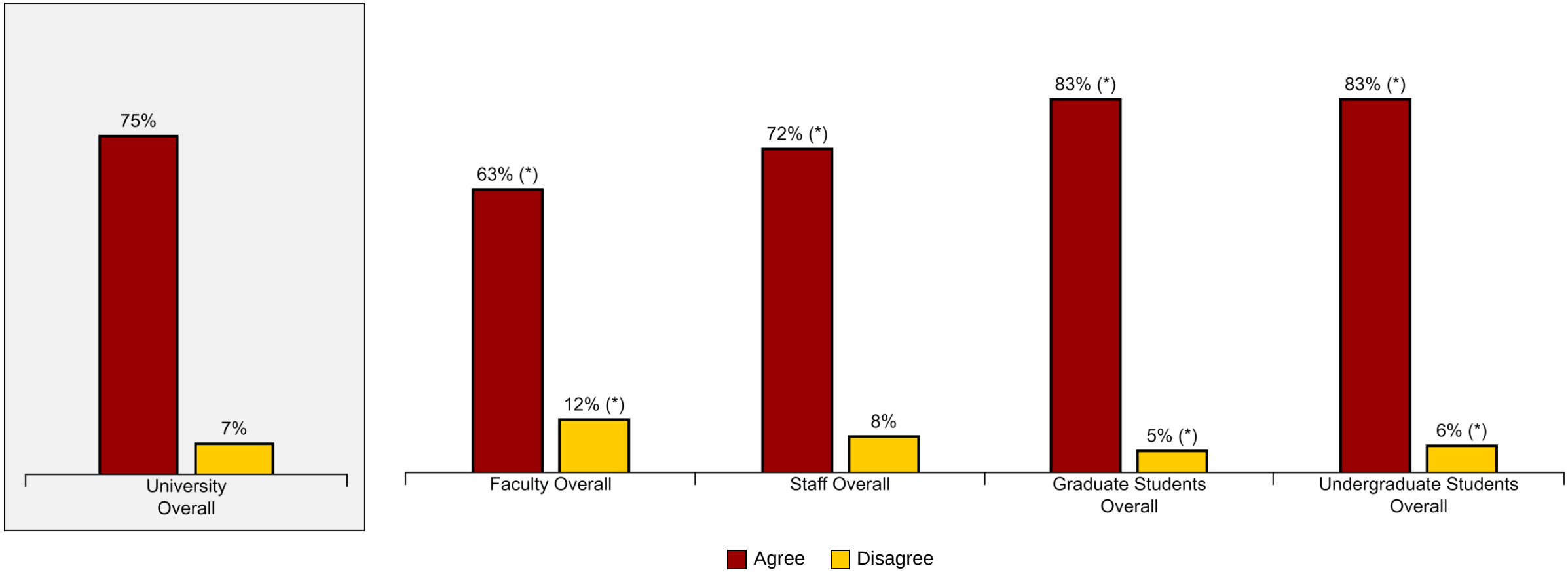
Access Resources

I am able to access university resources that support my growth and development.



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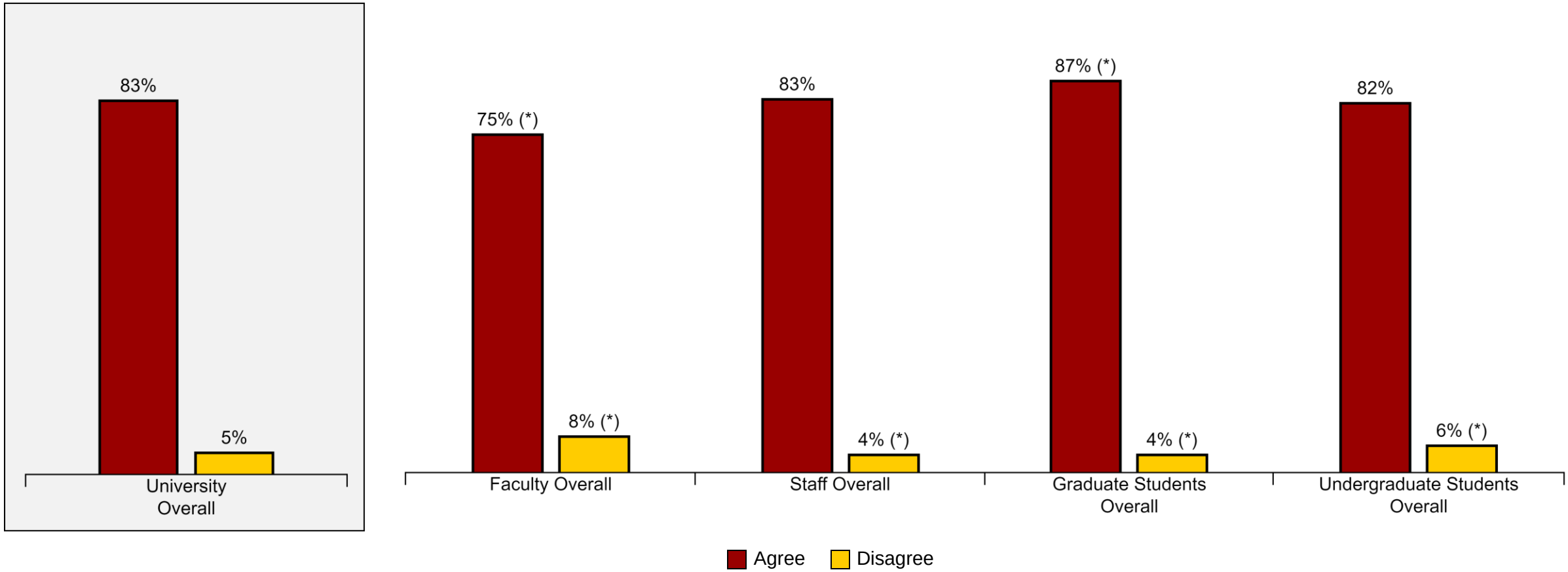
Note: (*) indicates a statistically significant difference.

Mental Health Resources

USC provides resources for mental health and well-being support.



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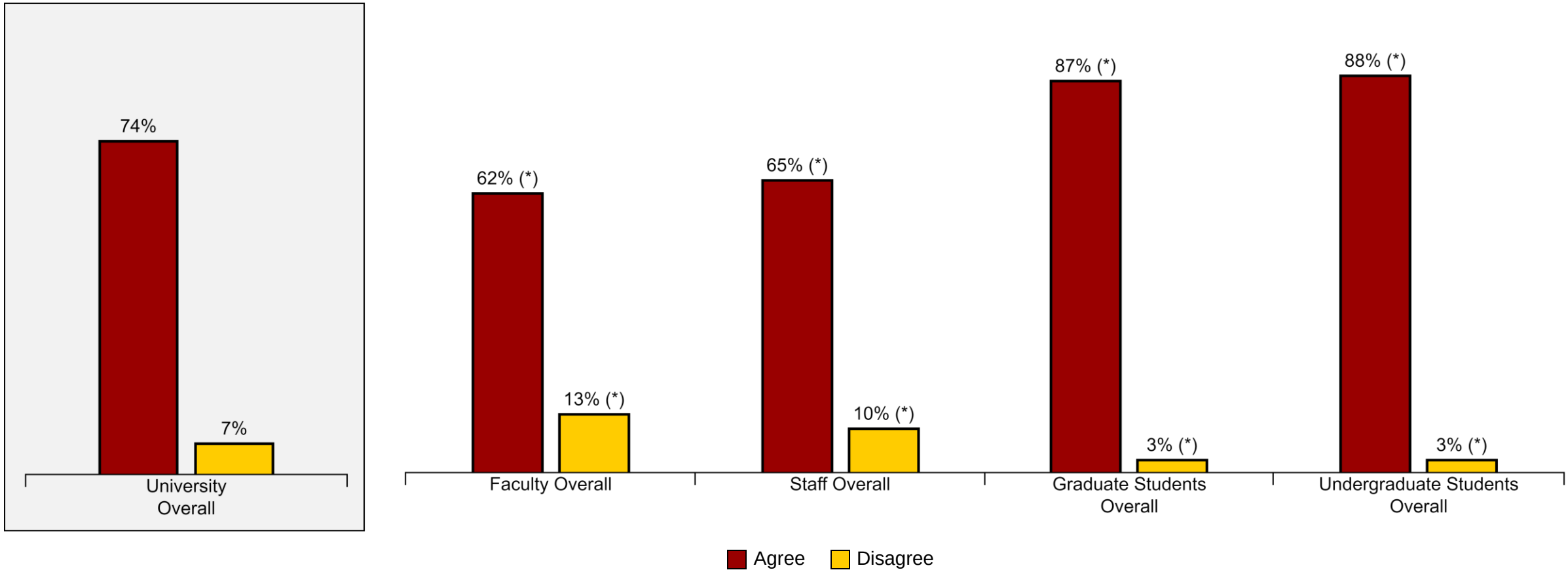
Note: (*) indicates a statistically significant difference.

Pursue Goals

At USC, I am encouraged to pursue my goals.



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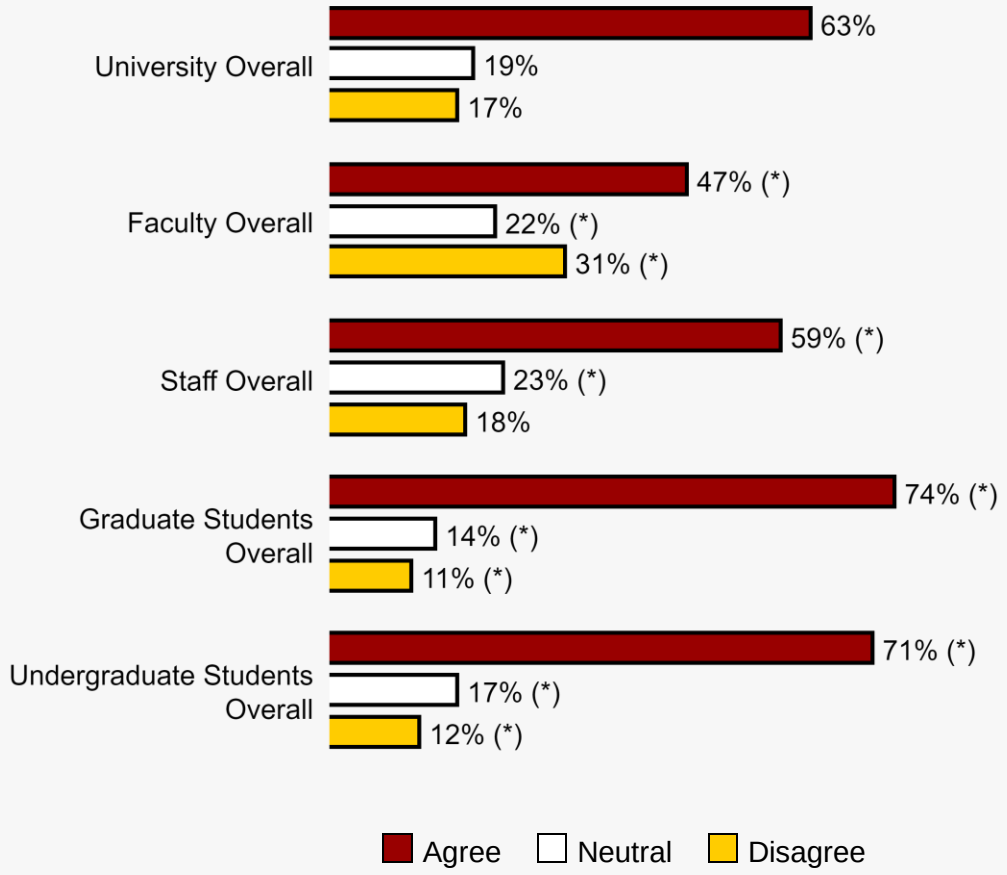
Note: (*) indicates a statistically significant difference.

6 OPEN COMMUNICATION

I see the following Unifying Value in action at USC:

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



Note: (*) indicates a statistically significant difference.

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Communicating Important Decisions

_ _ _ _ _ _ _ _ _ _ _ effectively communicate(s) important decisions to impacted people.
(Strongly agree + agree)

	University Overall	Faculty Overall	Staff Overall	Graduate Students Overall	Undergraduate Students Overall
University Leadership	65%	48% (*)	63%	74% (*)	68% (*)
School/Unit Leadership	66%	53% (*)	64% (*)	74% (*)	68% (*)
My Local Leadership (asked of faculty/staff)	71%	66% (*)	73% (*)	NA	NA
My Faculty/Instructors (asked of students)	80%	NA	NA	81%	79%
My Peers	75%	69% (*)	75%	80% (*)	74%

Note: (*) indicates a statistically significant difference.

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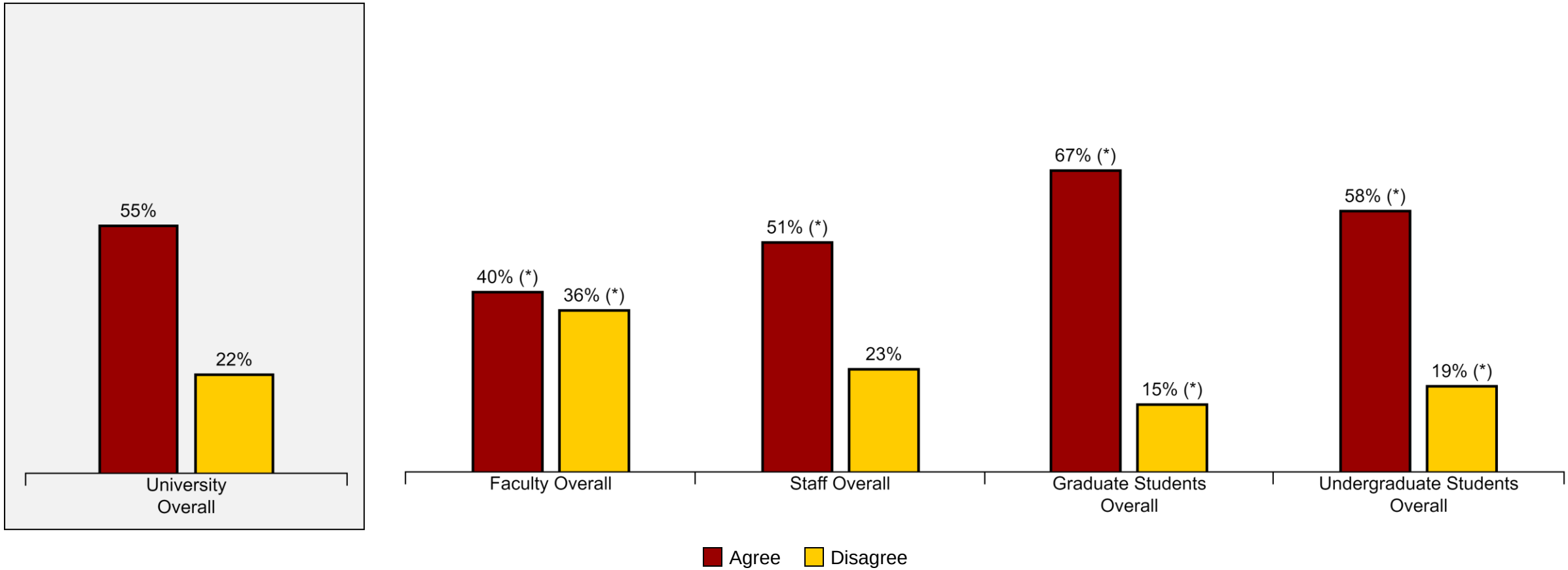
Raising Concerns

At USC, _ _ _ _ _ _ _ _ _ _ _ can raise concerns without fear of retaliation.



Notes:

- Faculty were asked "At USC, faculty can raise concerns without fear of retaliation".
- Staff were asked "At USC, staff can raise concerns without fear of retaliation".
- Students were asked "At USC, students can raise concerns without fear of retaliation".
- (*) denotes a statistically significant difference.

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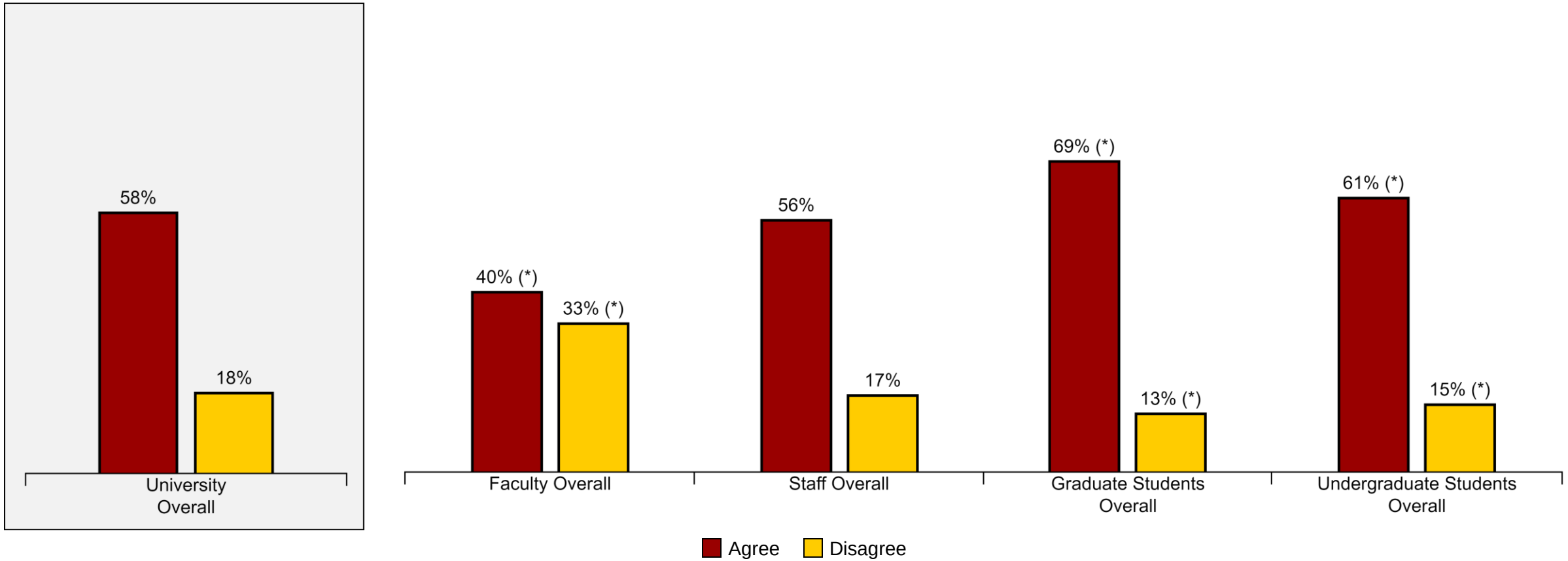
Speaking Up

USC encourages _ _ _ _ _ _ _ _ _ _ _ to speak up, even with bad news.



Notes:

- Faculty and Staff were asked "USC encourages employees to speak up, even with bad news."
- Students were asked "USC encourages students to speak up, even with bad news."
- (*) denotes a statistically significant difference.

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Active Listening

At USC, _ _ _ _ _ _ _ _ _ _ _ _ actively listen(s) and solicit(s) dialogue.
(Strongly agree + agree)

	University Overall	Faculty Overall	Staff Overall	Graduate Students Overall	Undergraduate Students Overall
University Leadership	57%	39% (*)	55% (*)	67% (*)	59% (*)
School/Unit Leadership	61%	50% (*)	59%	69% (*)	60%
My Local Leadership (asked of faculty/staff)	72%	69% (*)	73%	NA	NA
My Faculty/Instructors (asked of students)	79%	NA	NA	81%	77% (*)
My Peers	78%	73% (*)	76% (*)	83% (*)	77%

Note: (*) indicates a statistically significant difference.

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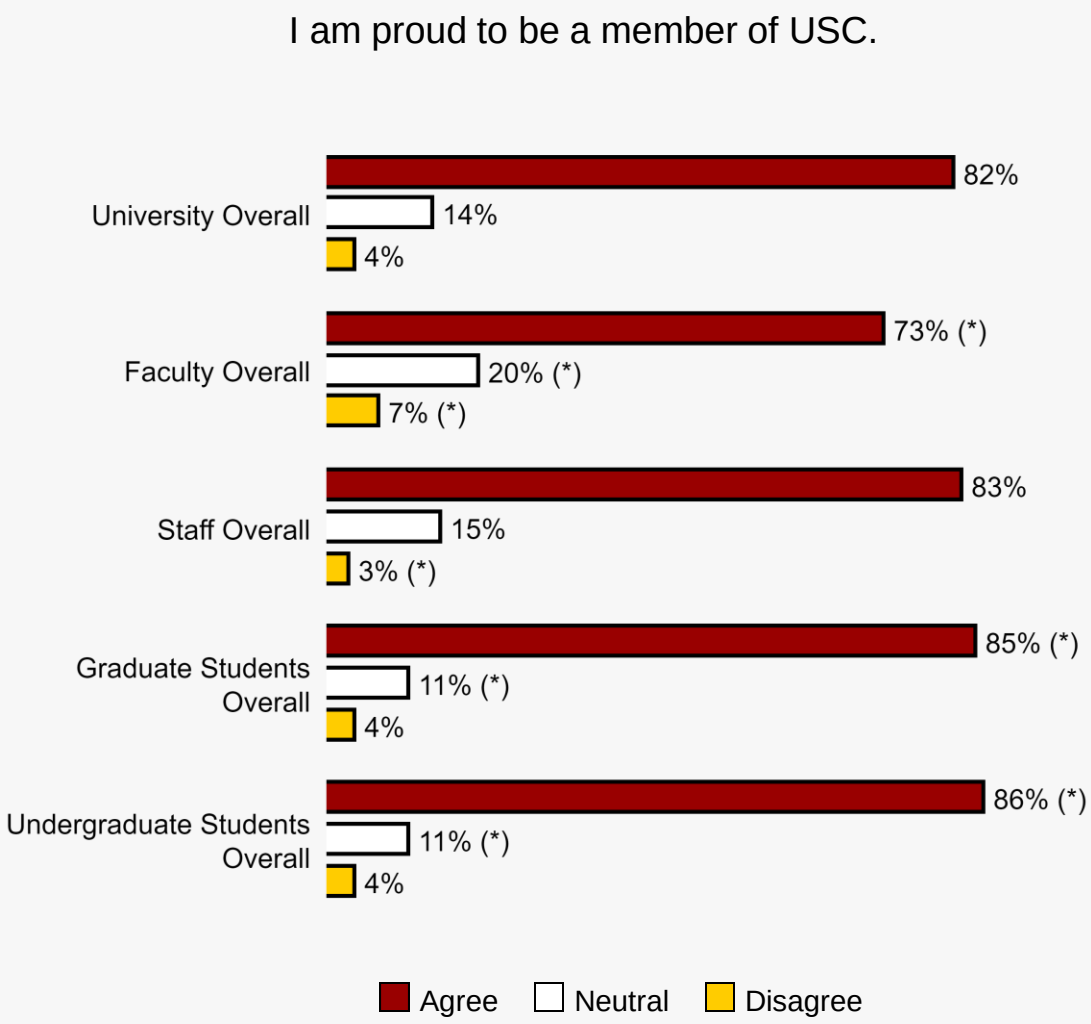
7 USC PRIDE



Note: (*) indicates a statistically significant difference.

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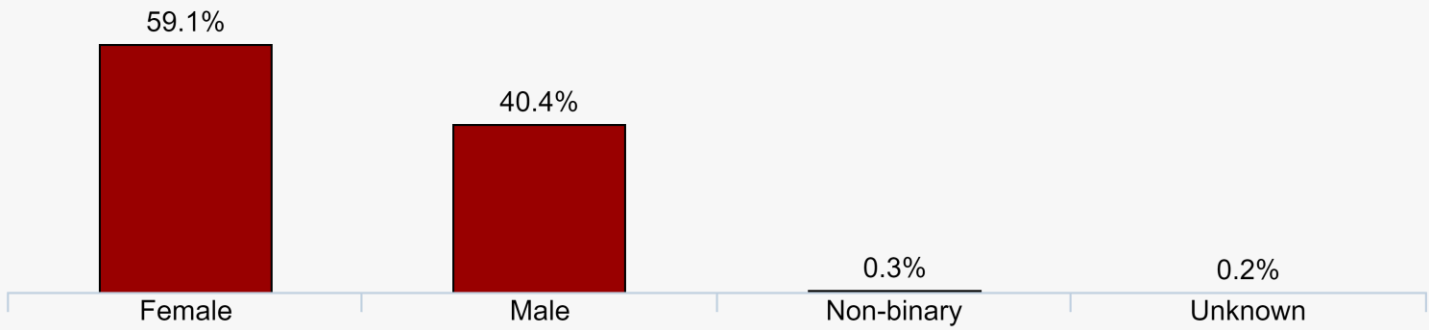
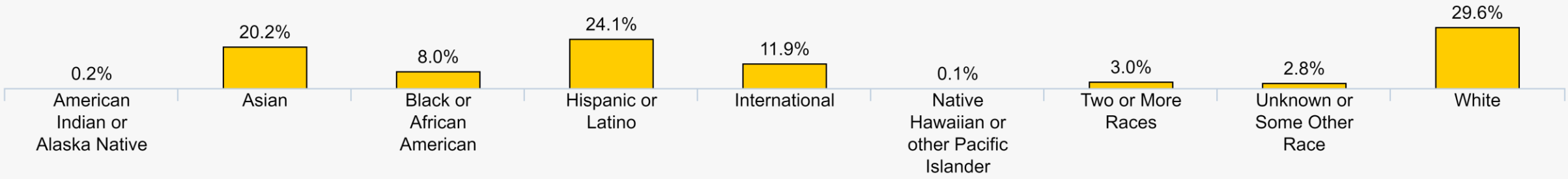
8 RESPONDENT DEMOGRAPHICS

Respondent Demographics - University Overall

Gender



Race/Ethnicity



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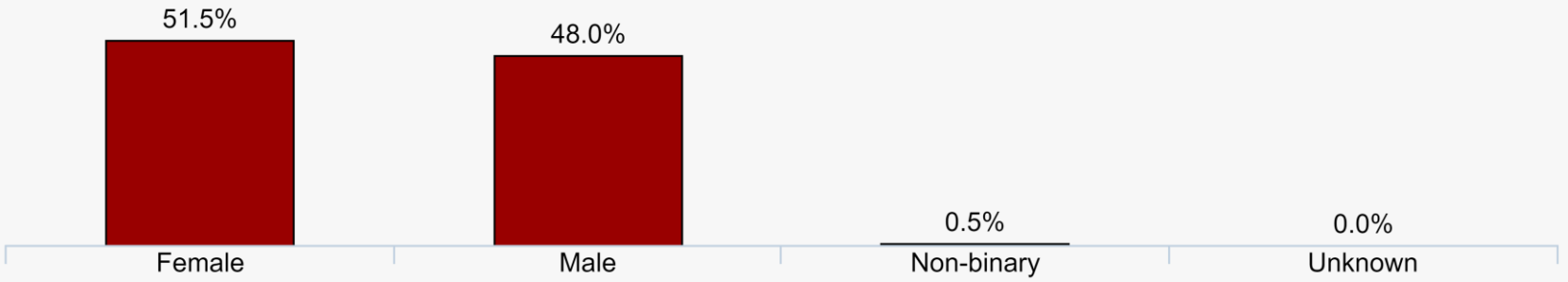
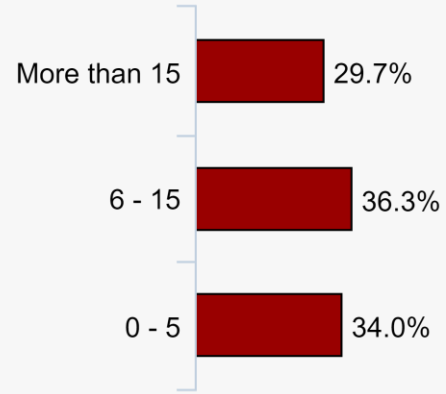
Respondent Demographics - Faculty

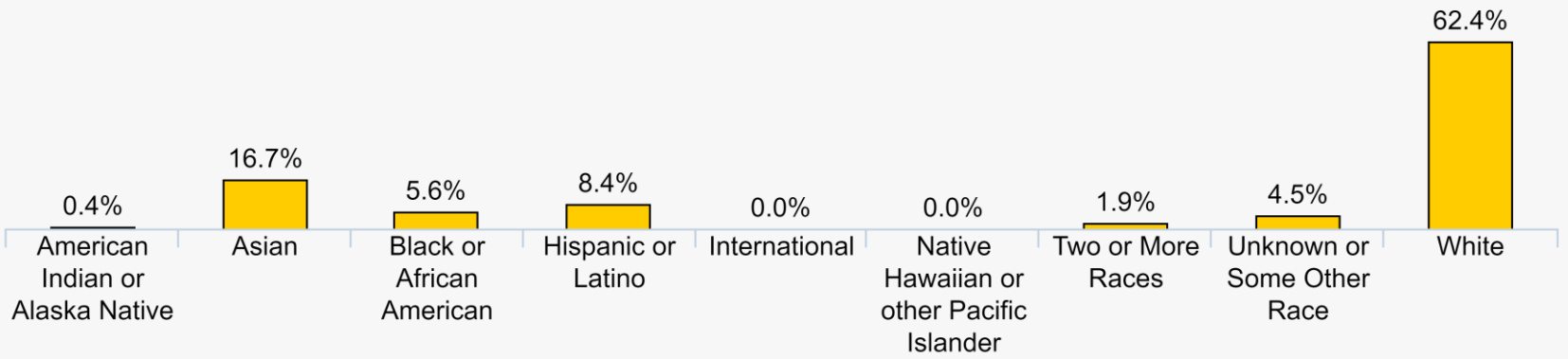
Gender



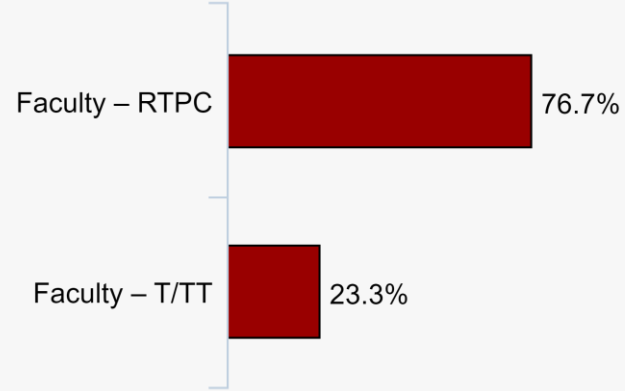
Years of Service



Race/Ethnicity



Faculty by Group



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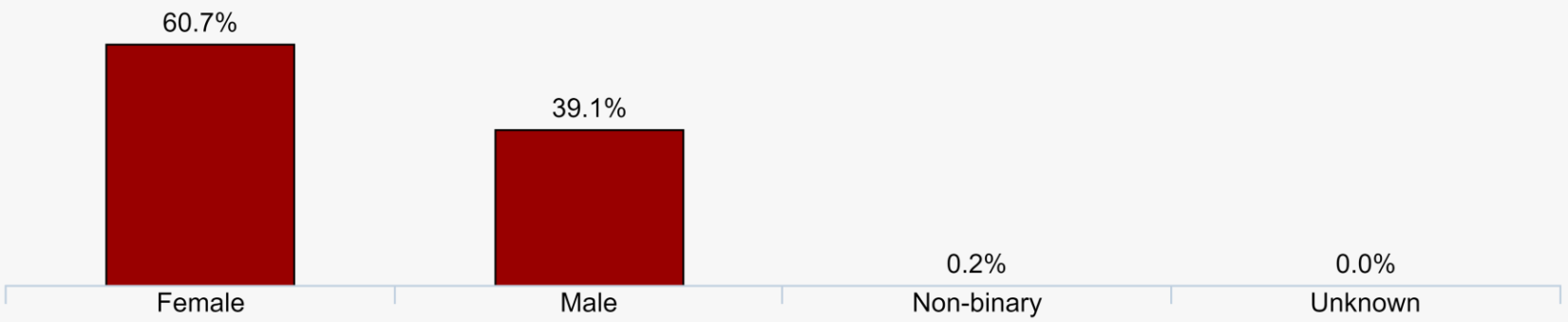
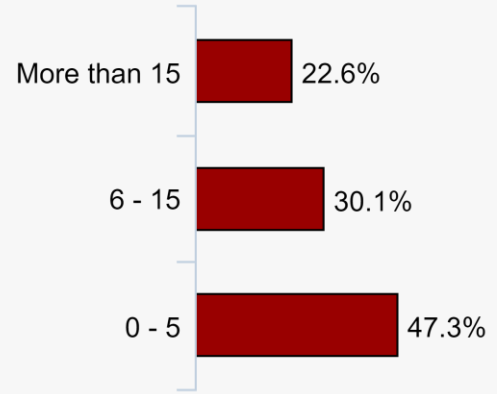
Respondent Demographics - Staff

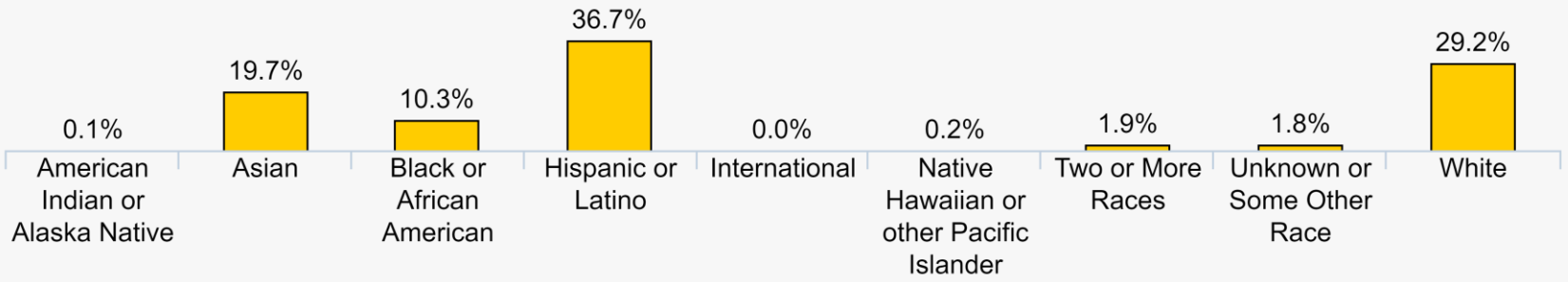
Gender



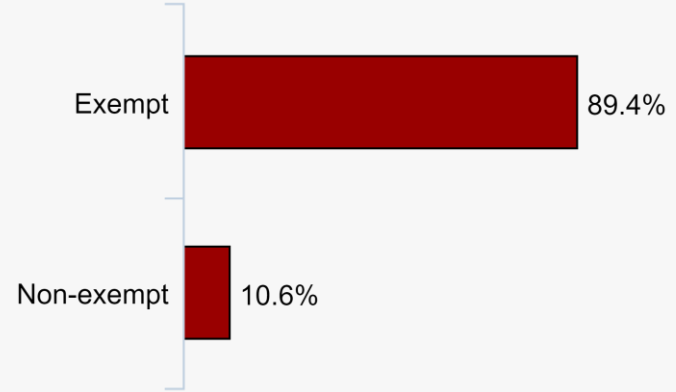
Years of Service



Race/Ethnicity



Exempt/Non-exempt



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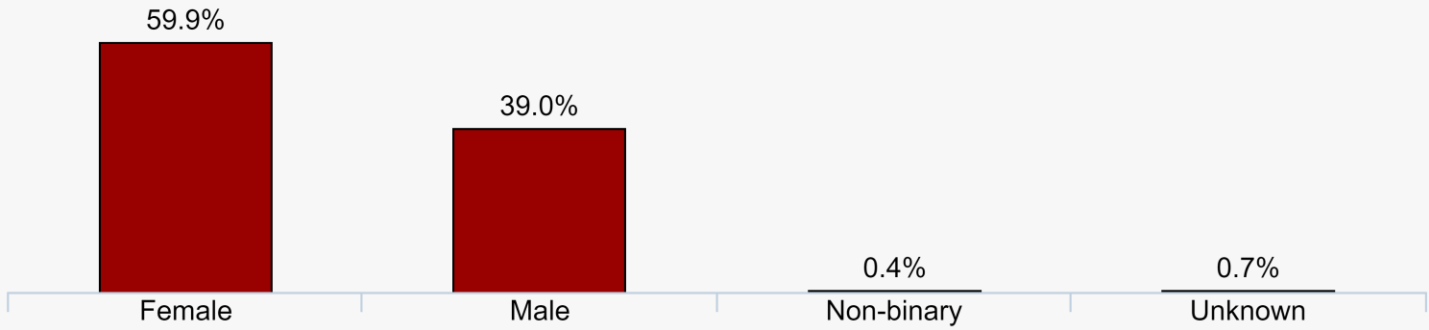
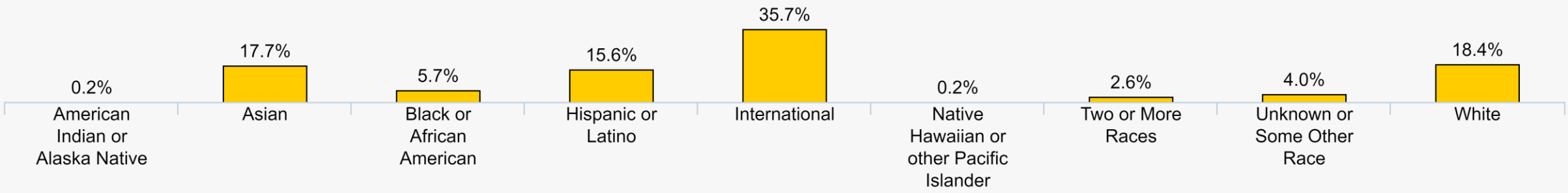
Respondent Demographics - Graduate Students

Gender



Race/Ethnicity



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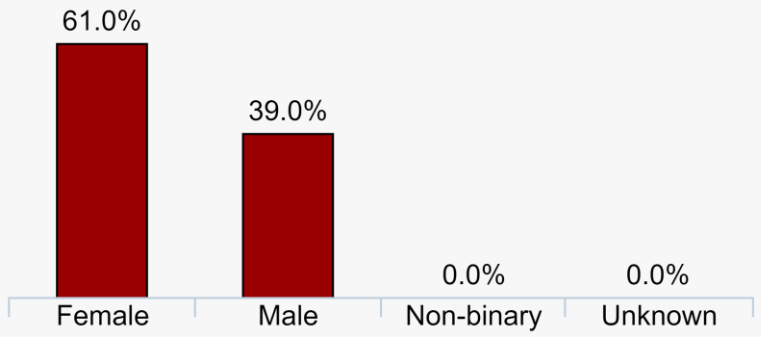
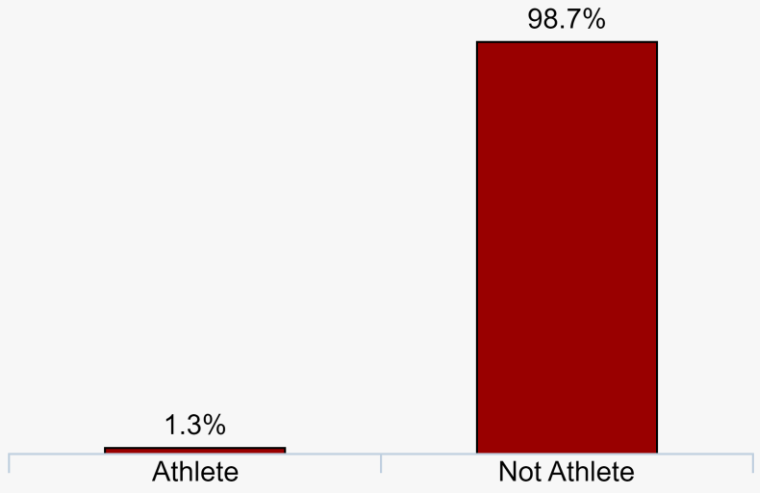
Respondent Demographics - Undergraduate Students

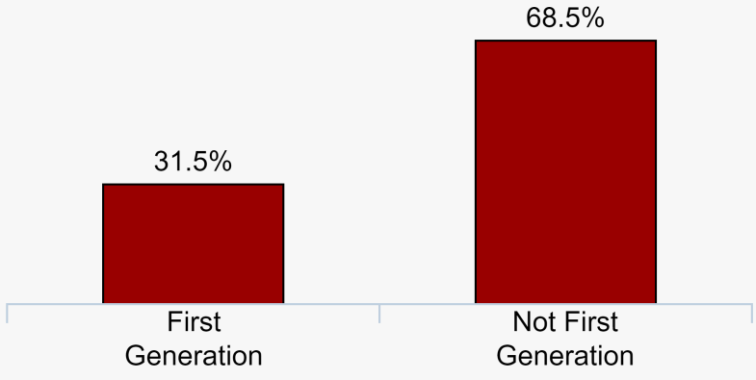
Gender



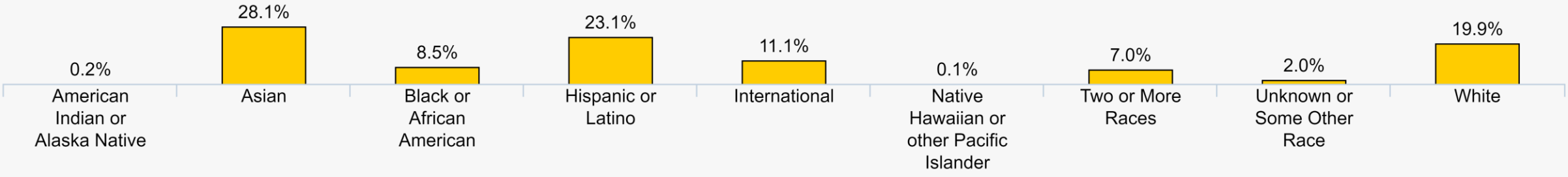
Student Athlete / Not Student Athlete



First Generation / Not First Generation



Race/Ethnicity



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9 APPENDIX - VALUE COMPARISON DASHBOARDS

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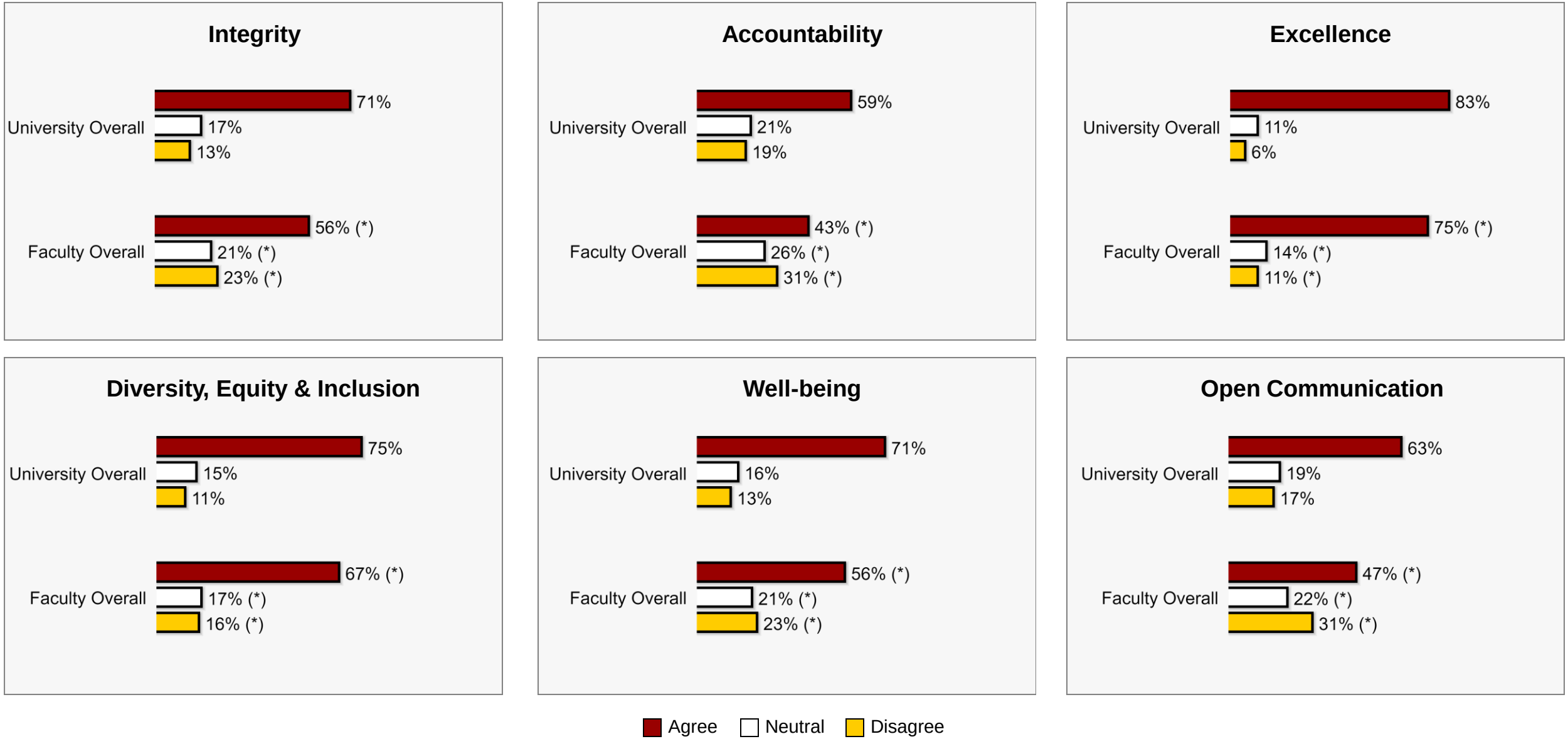
I see the following Unifying Value in action at USC - Faculty



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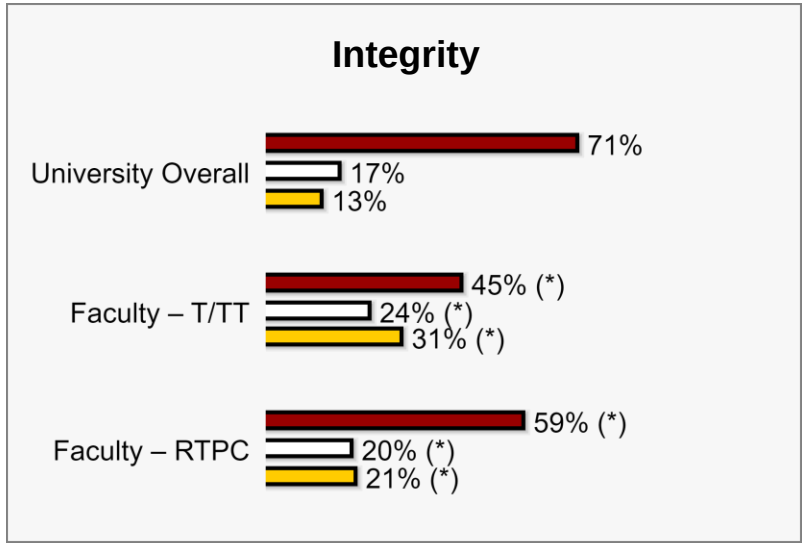
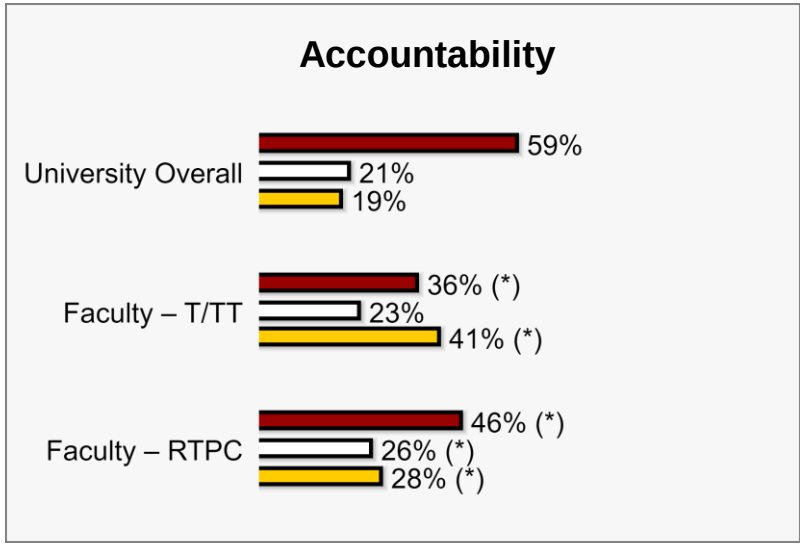
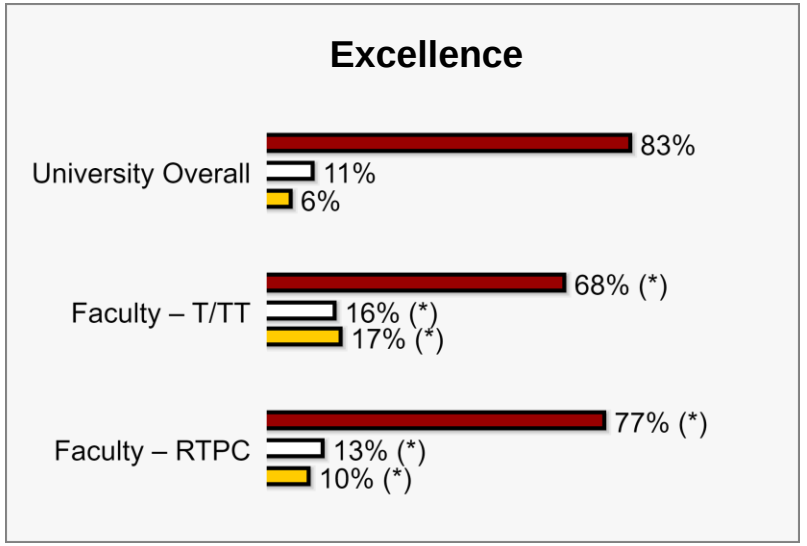
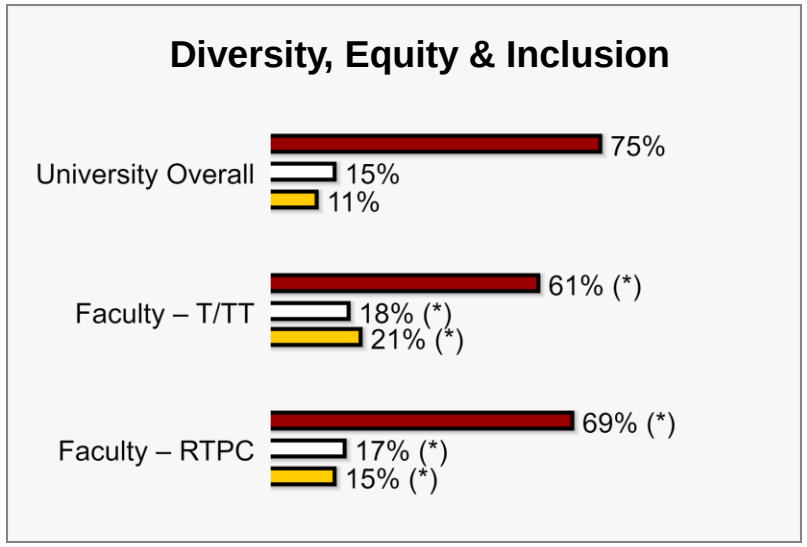
Note: (*) indicates a statistically significant difference.

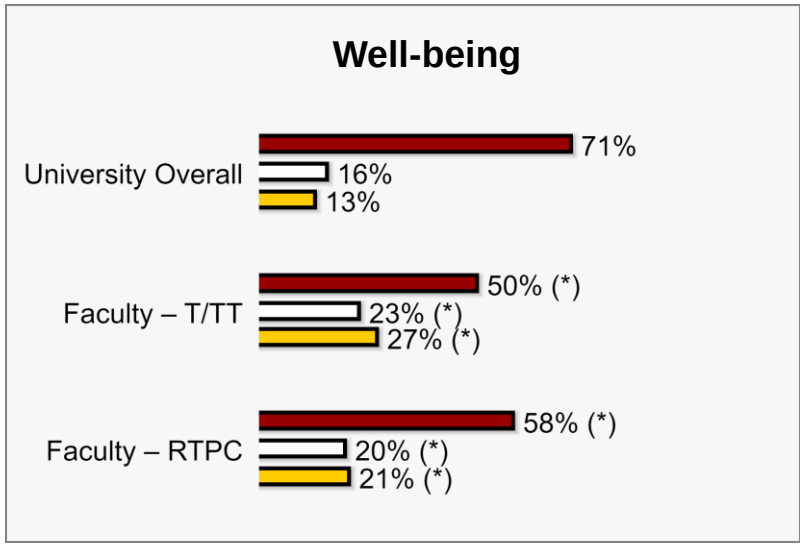
I see the following Unifying Value in action at USC - Faculty by Group

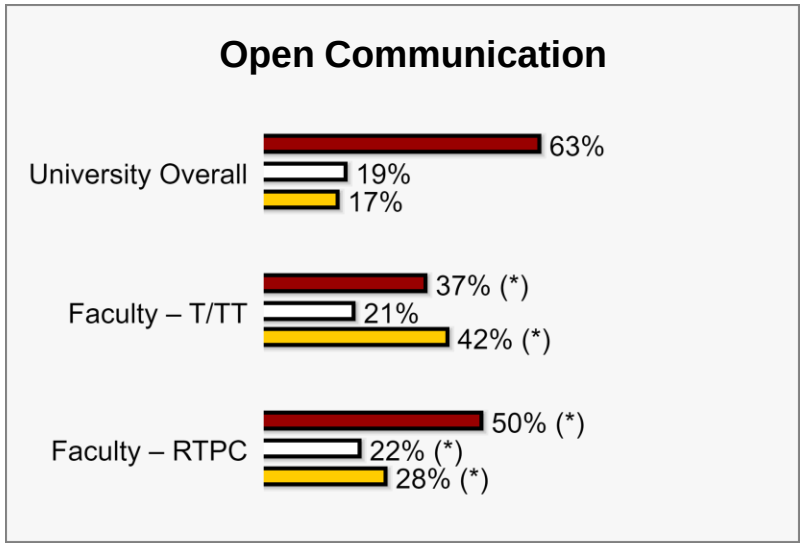












Agree Neutral Disagree

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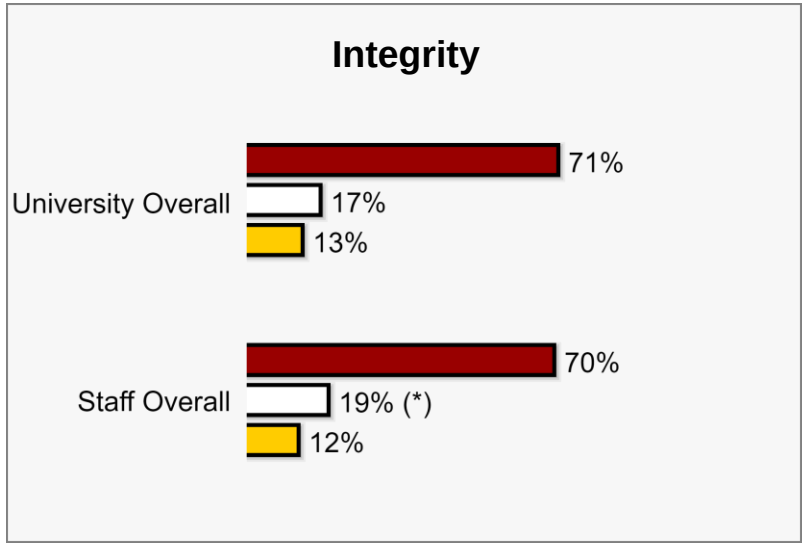
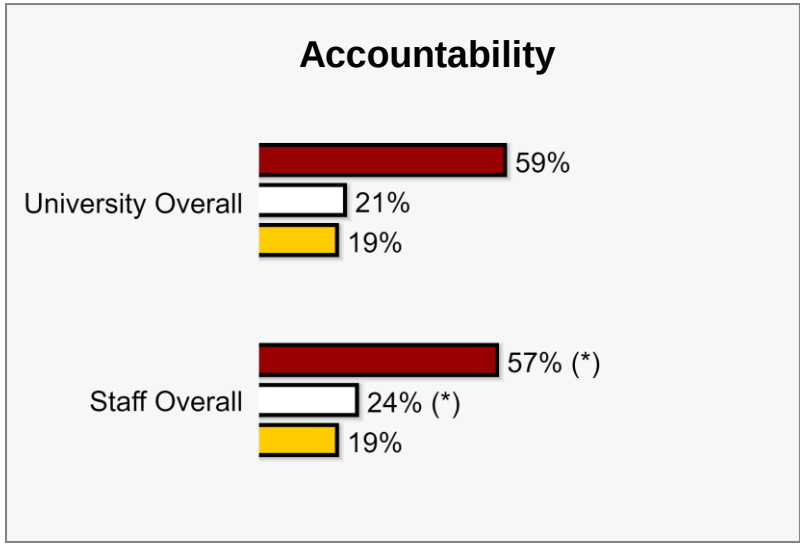
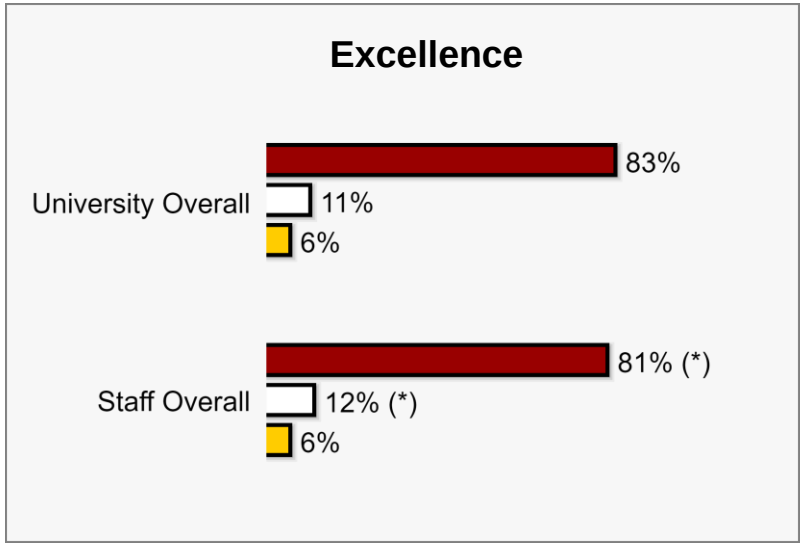
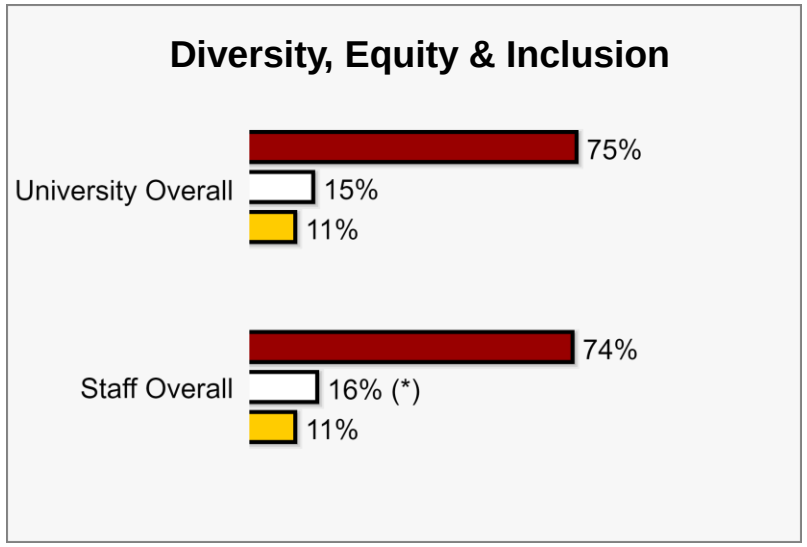
Note: (*) indicates a statistically significant difference.

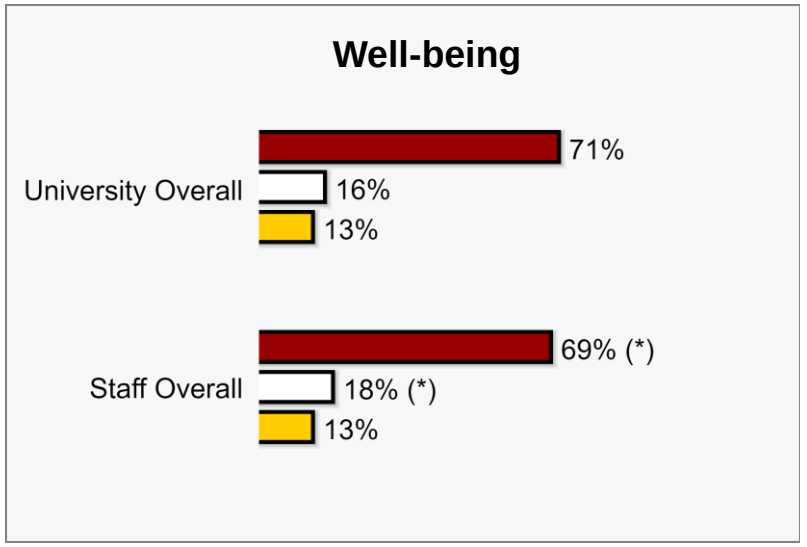
I see the following Unifying Value in action at USC - Staff

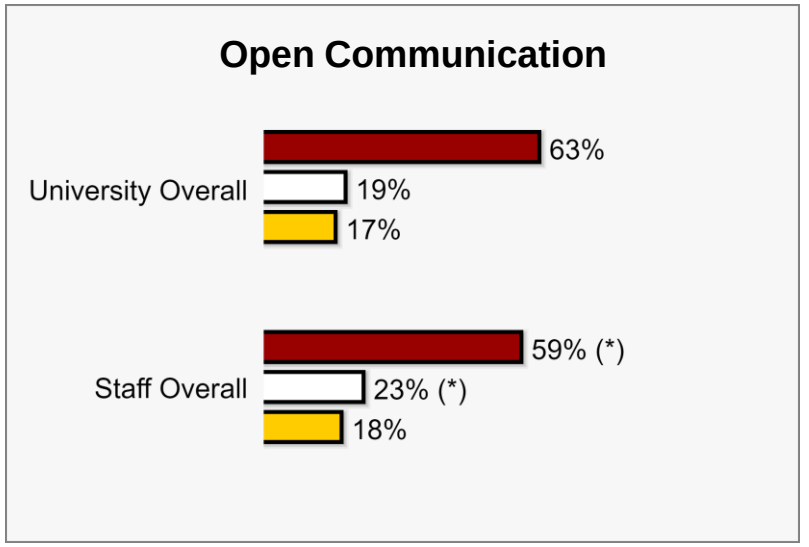












Agree Neutral Disagree

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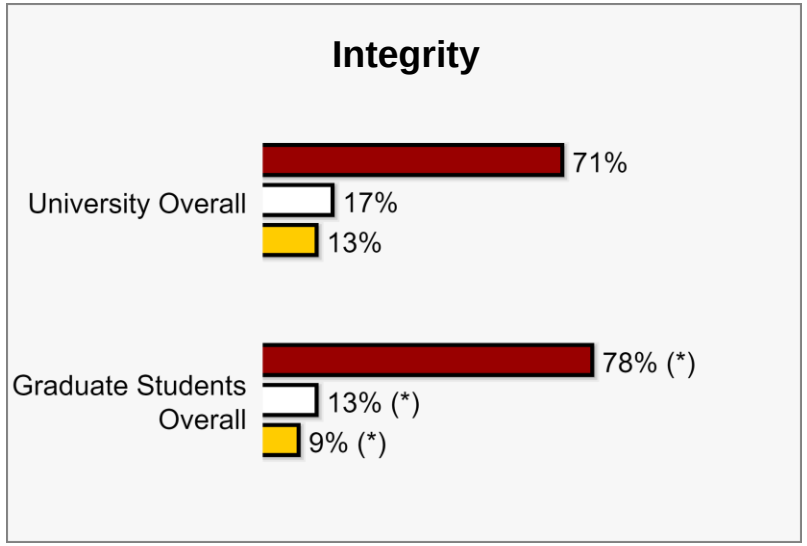
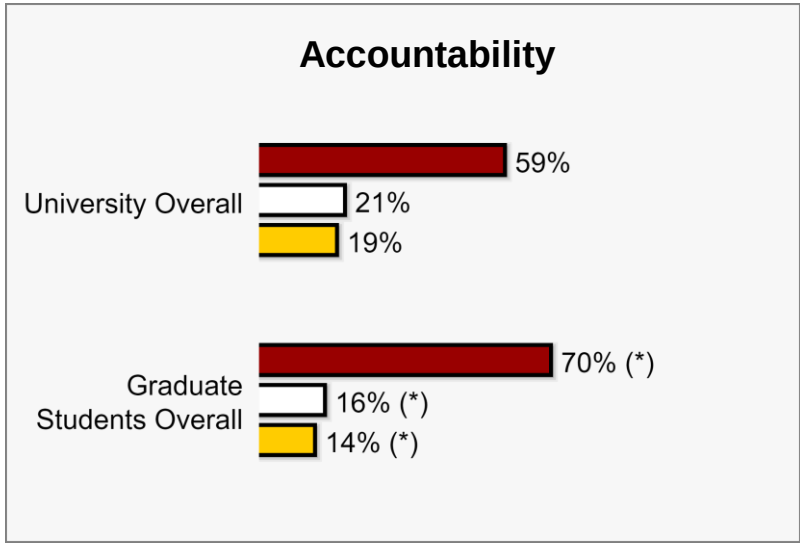
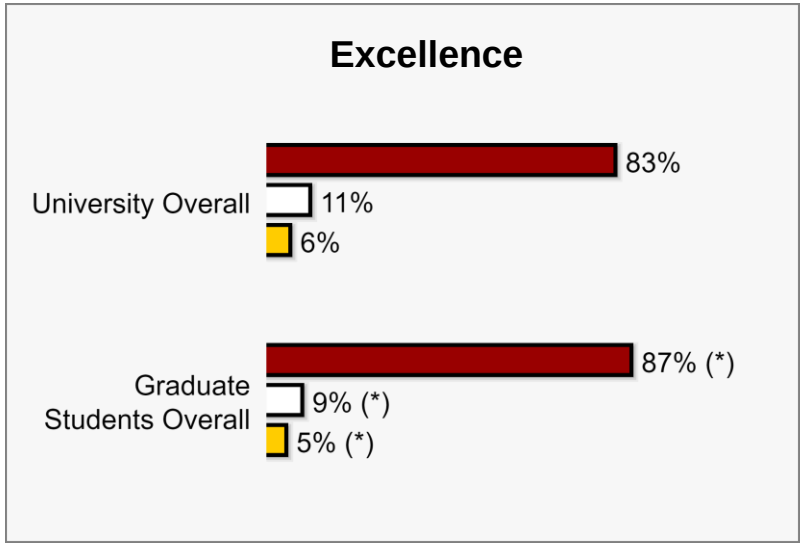
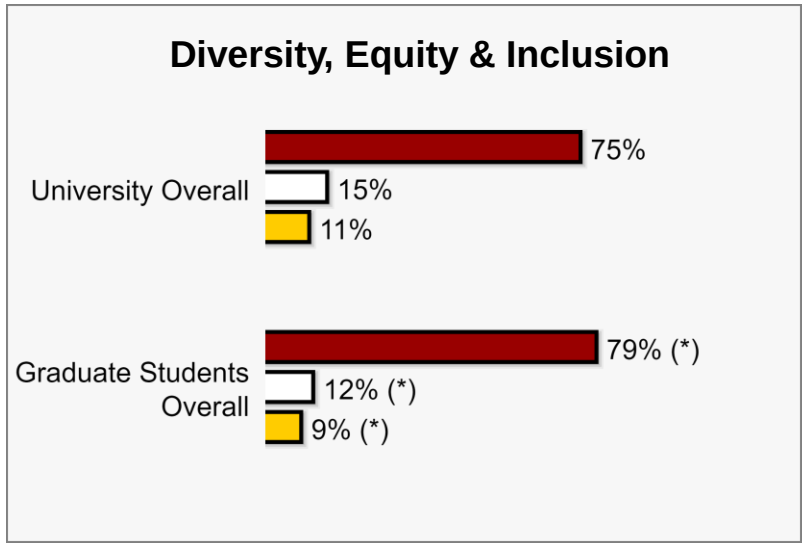
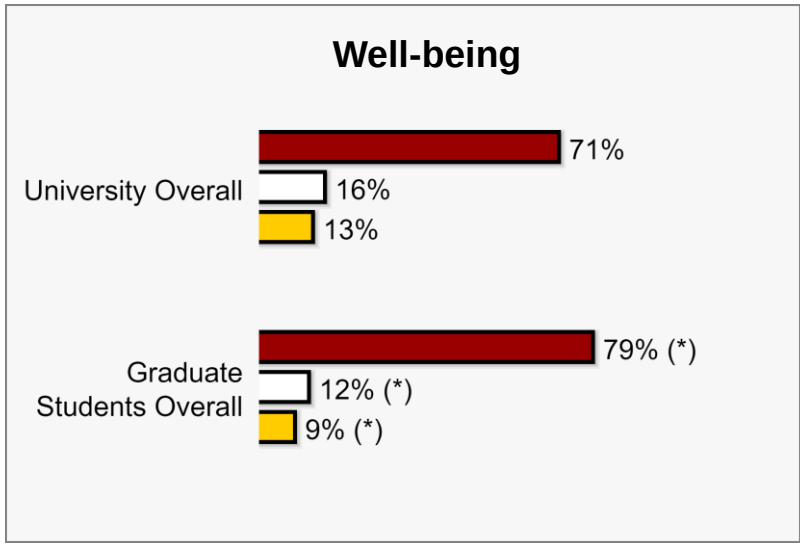
I see the following Unifying Value in action at USC - Graduate Students

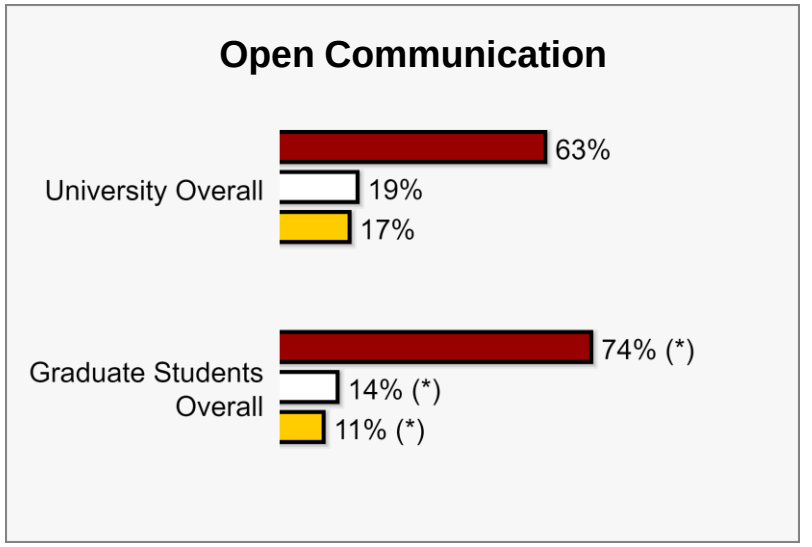












Agree Neutral Disagree

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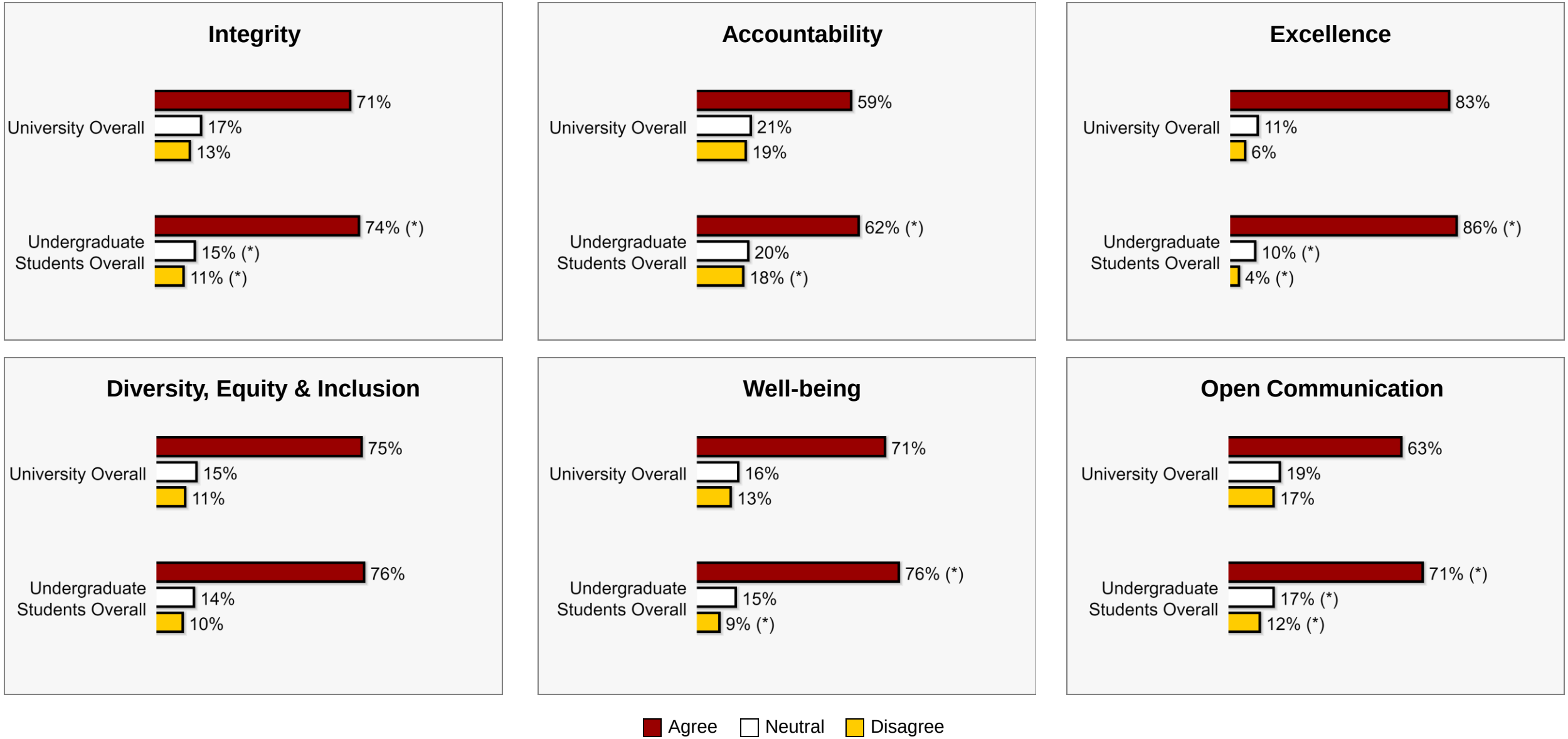
Note: (*) indicates a statistically significant difference.

I see the following Unifying Value in action at USC - Undergraduate Students



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