Our Culture Journey

Facilitated 175+ culture sessions with 4,400+ students, faculty, & staff

2020

Pollled nearly 20,000

2019

Reviewed & refined draft of values & behaviors

Identified recommended actions to improve systems & processes

Announced unifying values November 16, 2020

Our culture journey continues

2018

Reported task force findings & identified culture focus areas

2017

Created a task force on workforce standards and employee wellness

24,000+ Trojans and counting actively involved

Conducted 33 leader debriefs with deans & unit leaders
We act with **integrity** in the pursuit of **excellence**

We embrace **diversity, equity and inclusion** and promote **well-being**

We engage in **open communication** and are **accountable** for living our values.
<table>
<thead>
<tr>
<th><strong>Integrity</strong></th>
<th><strong>Excellence</strong></th>
<th><strong>Diversity, Equity and Inclusion</strong></th>
<th><strong>Well-being</strong></th>
<th><strong>Open Communication</strong></th>
<th><strong>Accountability</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>We stand up for what is ethical, even if it is not easy</td>
<td>We embrace innovation in the pursuit of our vision and mission</td>
<td>We recognize DEI is a shared responsibility</td>
<td>We genuinely care for each other</td>
<td>We are honest and authentic in sharing information, whether good or bad</td>
<td>We are accountable to ourselves, those around us and to the community</td>
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<tr>
<td>We stand up for what is right, regardless of status or power</td>
<td>We share and adopt best practices</td>
<td>We value different experiences, cultures and identities</td>
<td>We treat each other with respect, empathy and understanding</td>
<td>We respect confidentiality</td>
<td>We follow through on promised actions</td>
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<tr>
<td>We recognize and honor ethical behavior</td>
<td>We seek continuous feedback and learn from our mistakes</td>
<td>We have the courage to engage in uncomfortable conversations</td>
<td>We seek advice and reach out for help when needed</td>
<td>We actively listen and solicit dialogue</td>
<td>We address concerns without fear of retaliation</td>
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<tr>
<td>We seek advice when we experience uncertainty</td>
<td>We collaborate to accomplish our goals</td>
<td>We call out and address discrimination</td>
<td>We offer resources and take action when concerned about a fellow Trojan</td>
<td>We strive for consistent and timely communications</td>
<td>We admit, learn from and correct mistakes</td>
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<tr>
<td>We do what we say we will do</td>
<td>We support rigorous and relevant learning, research and service</td>
<td>We foster a sense of belonging</td>
<td>We openly discuss expectations</td>
<td>We communicate with respect and cultural sensitivity</td>
<td>We accept consequences for our actions and decisions</td>
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<td>We speak and act honestly in our communication</td>
<td>We promote inclusive ways to contribute</td>
<td>We support those whose voices aren’t being heard</td>
<td>We strive for manageable and equitable workloads and realistic deadlines</td>
<td>We clearly state our vision and mission</td>
<td>Our leaders model accountability by taking responsibility for their outcomes and how they achieve them</td>
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<tr>
<td>We seek partnerships with units, schools and the community</td>
<td>We seek broad input to benefit from diverse perspectives</td>
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<td>We leverage our strengths and share our knowledge to help bring up others</td>
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</tr>
</tbody>
</table>

- We do not compromise our mission and values
- We do not cover up wrong-doing
- We do not tolerate inappropriate conduct
- We do not promote unproductive competition
- We do not hoard knowledge, resources or relationships
- We do not focus on the easy choice
- We do not operate in secrecy
- We do not exclude anyone based on role, race, identity or beliefs
- We do not turn to the same group for advice at the exclusion of diverse perspectives
- We do not allow explicit and implicit biases to go unaddressed
- We do not avoid difficult conversations
- We do not set expectations that undermine an individual's ability to thrive
- We do not over-work people or force people to be "on call" when on vacation
- We do not praise those who forget time off or make anyone feel guilty for taking time off
- We do not judge or hurt each other
- We do not bully or retaliate when concerns are expressed
- We do not hoard, withhold or distort information
- We do not accept blaming, judging, ignorance, bias
- We do not contradict the vision
- We do not violate confidentiality or privacy laws
- We do not apply different standards based on power or status
- We do not blame others for our own mistakes
- We do not retaliate
- We do not cover-up our mistakes
- We do not avoid addressing problems