



Task Force on Institutional Ethics and Integrity Report – March 2014

Preface: In September 2013, the University Academic Council of the University Senate charged a small group of Arizona State University faculty and staff “to define and promote an organizational culture that embraces ethics and integrity specific to the Arizona State University brand”. The resulting Task Force on Institutional Ethics and Integrity was created by University leadership with the genuine objective to enhance the integration of ethics across the curricula and throughout the organization as an operational culture. This was not a response to a crisis or to any real or perceived ethical transgression. Based upon the research of the task force, ASU already has a positive ethical culture that could be enriched and promoted within its vision, mission and everyday conduct.

Membership: The Task Force co-chairs were drawn from ASU’s Lincoln Center for Applied Ethics, which is the cornerstone of ASU’s efforts to incorporate ethics within the mission and vision of the University: Lincoln Fellow Cristi Coursen from the College of Health Solutions and former Downtown Campus Senate President, and Lincoln Chair in Ethics and Lincoln Center Director Jason Scott Robert. The diverse membership of the Task Force represented key constituents across ASU’s campuses and levels of organization. They worked deliberatively and cooperatively over six months in the generation and testing of the ideas grounding this report. The membership roster is attached as Appendix A.

Materials: The Task Force assembled and analyzed a compendium of ASU’s institutional policies, statements, and initiatives related to ethics and integrity, including: the Self-Study Report that ASU submitted to the North Central Association Higher Learning Commission as part of its 2013 accreditation efforts; policies that govern faculty, staff, and student behavior; and ethics and integrity initiatives within Sun Devil Athletics and OKED. Additionally, the Task Force collected mission and vision statements from ASU’s aspirational peers (the University of California at Los Angeles, the University of Minnesota, The Ohio State University, the University of Texas at Austin, the University of Washington) as well as from our peers in the PAC-12. Given their diverse ethical orientations, we also gathered materials from the United States Service Academies and service branches, from a number of private Jesuit academic institutions, and from a number of corporations renowned for ethical practice.

Methods: The Task Force met on 10/10/13, 10/17/13, 11/14/13, 1/23/14, 2/17/14, and 3/20/14 in order to engage in facilitated discussions about:

- The role of the Task Force in identifying and promoting an ASU-specific ethical culture;
- The appropriate positioning of an ethics code or any other conceivable embodiment of an institutional ethics vision at a complex, diverse, pluralistic, secular, public university;
- The nature and desirability of an ethics vision that is operational as well as inspirational and aspirational rather than disciplinary or otherwise punitive in orientation;
- The core ingredients – the ethical values – that best articulate and resonate with the design principles of the New American University and ASU’s commitment to access, excellence, and impact and that exemplify what it means (or should mean) to be a Sun Devil; and

- Some initial strategies for enacting our vision of these ethical values in the organizational and operational culture of Arizona State University.

These discussions culminated in a deliberative retreat in February 2014, and in the production of this draft report to be shared with key stakeholders within and around the University community.

Results: Given the sheer number and diversity of ethical values represented in our research, the heterogeneity of ASU's constituents, and the practical complexity of ethical (and meta-ethical) deliberation, Task Force members are to be commended for the quality, character, and integrity of their earnest efforts to define the appropriate organizational and operational culture for ASU. Based on these efforts, the Task Force recommends the integration of the following key ethical values into the fabric and communication of the ASU brand and throughout the organization: respect, integrity, responsibility, and selfless service.

- **Respect** is both an overarching and foundational value. Respect means valuing oneself and all others as worthy of care and consideration. It includes respecting ASU as a dynamic institution, and demonstrating respect for its constituents and their various roles and capacities—its students, faculty, staff, along with the communities intersecting the University. Respect captures concern for the intrinsic worth of individuals and communities as a common yet diverse ground for promoting personal development and social change.
- **Integrity** is a character-driven commitment to honesty, doing what is right, and guiding others to do what is right. It draws our attention inward, onto our own individual moral character and our capacity as moral agents in a complex world, but it is expressed outwardly in our behaviors.
- **Responsibility** is accountability for actions and impacts. No matter their role in or around the University, Sun Devils should articulate and embrace their responsibility. Responsibility blends personal, organizational and societal components, reflecting a commitment to the value of constructive work and dedication to achieving goals as well as judicious reflection on the worth of those goals and the alternative ways to work toward them.
- **Selfless service** involves genuinely caring about others, empathizing and collaboratively acting with them to co-create interpersonal developmental experiences. It places the welfare of students, faculty, staff and the community needs above personal needs. It exemplifies affirmation, uplift, and a commitment to improving our world and well-being.

Discussion: With these key ethical values representing the Task Force's collective sense of an appropriate aspirational ethical vision for Arizona State University, the real work is just beginning. How can we proceed to the next steps, the implementation or enactment of this vision throughout the organizational and operational culture of ASU, appealing to diverse audiences (students, faculty, staff, administrators, alumni), and with the kind of buy-in, on-boarding, and resources necessary for success?

To this end, the reflections of the Task Force articulate with key elements of the design aspirations of the New American University. Most noteworthy in this regard are:

- *Leveraging our place* requires that we demonstrate respect throughout the University and beyond in our interactions with local, regional, national, and global communities.
- *Transforming society* begins with all of us at ASU assuming the responsibility to live according to the ethical values of respect, integrity, and service.
- *Being socially embedded* is driven and then reinforced by the active respect for ASU's diverse communities and partnerships, demonstrating integrity and responsibility through service.
- *Global engagement* is facilitated by collaborative acting upon and promoting our values to local, national, and international organizations.

In building the New American University, everyone at ASU—from freshman students to senior administrators—is expected to conduct themselves in accordance with our core values: respect, integrity, responsibility, and selfless service.

Conclusions: The Task Force on Institutional Ethics and Integrity at ASU recommends the following strategic directions: the Arizona Board of Regents embrace and promote the values of respect, integrity, responsibility and selfless service and help support ASU's efforts to integrate these values across and around the University; the President of ASU and his chief officers lead the articulation and accentuation of these values in University communications and all university actions; the Provost operationalize and implement the values in collaboration with deans throughout our academic enterprise; the Senior Vice-President and Secretary of the University communicate the values to ASU alumni; the CEO of the ASU Foundation ensure that donors and advocates for ASU understand the integration of the values into ASU culture; that all ASU student prospects, current students, faculty, staff, administrators and constituents, strive to enhance their ethical sensitivity and ethical conduct supported with appropriate educational resources, role models and recognition.

Already existing units such as ASU's Lincoln Center for Applied Ethics could be deputized to coordinate this important work as described in this report.

Respectfully submitted on 3-31-14

Cristi Coursen PhD, Co-chair

Appendix A

Members of the Task Force on Ethics and Integrity at ASU

Jason Scott Robert: Co-chair
Lincoln Chair in Ethics
Director, Lincoln Center for Applied Ethics at ASU

Cristi Coursen: Co-chair
Clinical Associate Professor
Lincoln Fellow of Ethics and Healthcare Innovation
Immediate Past-President, DPC Faculty Senate

Charles Barbee
Director
University Senate Office

Jean Boyd
Senior Associate Athletic Director
Student Athlete Development
Arizona State University - Sun Devil Athletics

Kevin Cook
Dean Student Affairs
Dean of Students Tempe

LTG (Ret) Benjamin C. Freakley
Special Advisor to the President ASU, for Leadership Initiatives
The McCain Institute for International Leadership

Jennifer J. Glawson
Senior Associate Registrar
Director, International Students and Scholars Center
University Registrar Services

Gary M. Grossman
Associate Professor/Director, Global Technology and Development
Consortium for Science, Policy and Outcomes
Faculty Athletics Representative
School of Letters and Sciences

Martin Beck Matustik
Lincoln Professor of Ethics & Religion
Professor of Philosophy and Religious Studies
Affiliate Professor of Jewish Studies
Director of Center for Critical Inquiry and Cultural Studies
President-elect, ASU-West Faculty Senate

Michael Mokwa
Pat Tillman Foundation Distinguished Professor
W. P. Carey School of Business

Debra Murphy, CRA | Director, Office of Research Integrity & Assurance
Arizona State University | Office of Knowledge Enterprise Development | Operations

Thomas E. Schildgen: Ex-officio member
Professor of Technology Management
President ASU Faculty Senate
Chair of University Academic Council

Catherine Skoglund
Manager of Operations & Business Development
ASU Print & Imaging Lab
University Staff

Eric Wertheimer
Professor of English and American Studies
Associate Vice Provost, Graduate Academic Programs
Faculty Director, IHR Digital Humanities Initiative