



The University of Western States administration shall apply the highest standards of academic and professional integrity in the administration of its educational programs, research and services. As an institution of higher education, Western States seeks excellence in the discovery and dissemination of knowledge. It adheres to the principles of academic freedom, honesty in scholarship, fairness, competence, and compassion in administration and the highest ideals of the health care professions. Administrators who cannot or will not adopt these principles do not belong within the university.

### **Discharge of Duties**

An administrator accepts an obligation, in relation to those personally administered and the institution as a whole, to discharge their duties in a fair and conscientious manner in accordance with the ethical standards generally recognized within the academic community, as well as those of the health care professions. Without limiting the application of this principle, members of the administration are also expected to conduct themselves in a professional manner, including the following:

1. To recognize and respect the institution as a collegial community in which lies the interests of students, faculty, other administrators, alumni, parents and the general public it serves.
2. To recognize and respect the decision-making process as one that in all cases has ramifications for students, faculty, other administrators and the institution beyond the immediate situation.
3. To recognize and respect the administrator's role as facilitator for students, faculty, other administrators and the campus community as a whole.
4. To recognize and respect the open communication process as vital to the university, and to, therefore, encourage and practice free and open communication at all levels.
5. To recognize reasoned dissent as characteristic of healthy, living organizations, and to, therefore, allow and consider such dissent without discrimination.
6. To recognize and respect the rights and privileges of faculty and other administrators as professionals.
7. To delegate to others the authority commensurate with their responsibilities, i.e., allow and encourage decision-making at the lowest feasible level.
8. To publicly support, insofar as reasonable and possible, the decisions and actions of subordinates in areas for which they have been given authority, and to discuss subordinate's errors confidentially.
9. To actively solicit input from faculty, students and other administrators in policy-making and decision-making.
10. To recognize and respect the administrator's role as a leader of the university and to assume those responsibilities leadership requires (e.g., competent and rational short-, mid-, and long-range planning); timely and just disposition of administrative matters.

### **Policy 1006 – Administrative Integrity**

*Established: 10/12/1977*

*Revision History:*



11. To make evaluations of subordinates and those of administrators by good faith judgments.
12. To make all efforts reasonable and possible to inform faculty, other administrators and students of their rights, privileges and conditions of employment and/or enrollment.
13. To see that policies of the institution are implemented and followed and to conscientiously consider "intent" as well as "the letter of the law" in interpreting policies.
14. To see that committees and decision-making bodies are represented by faculty, students and administrators.
15. To remember at all times that when one is entrusted with an administrative position, one does not become the "owner" of the office and to, therefore, take the steps necessary to see that one does not abuse the power of the office.
16. To practice personal growth and professional development in oneself and to encourage it in others.
17. To provide a work and study environment conducive to academic excellence and which will help ensure academic achievement by faculty, other administrators and students.
18. To be accountable to students, faculty, the administrators, staff, the board, and the profession in matters of academic and budgetary concern.
19. To remember that few accomplishments are the result of one individual's work, and to, therefore, give credit to those whom credit is due.
20. To recognize and respect the administrator's role as representative of the institution and the profession in public relations and community activities
21. To take aggressive and affirmative action to carry out the duties of one's office, i.e., to not "pass the buck."

**Complaint Procedure:**

Any member of the university community may bring to the attention of the appropriate individual/s a complaint that an administrator has failed, on one or more respects, to meet faithfully the obligations set forth above.

Informal complaints against administrators in regard to this policy should be directed first of all to that administrator. If the complainant believes the administrator to be in willful violation of the policy, then complaints may be made to the administrator's immediate supervisor. Formal complaints must be in writing and signed, and copies must be sent to the person/s against whom the complaint is made.



In the case of the chief executive officer (president) who has no immediate supervisor on campus, formal complaints should be directed to the chair of the Board of Trustees and copies to the office of the chief executive.

All complaints must be answered in writing by the appropriate individual, and no discriminatory action shall be taken against the complainant.

**Related Policies:** [Policy 1005 \(B\) – Conflict of Interest](#)  
UWS Bylaws, Article I, Section 6  
[Policy 3414 – Whistleblower](#)  
[Policy 9009 – Grievance Complaint \(Student\)](#)

**Keywords:** administration, affiliation, board, conflict of interest, interest, key employee