• Ethical issues more critical today than ever
  • Evident in news media, citizens (employees and parents), global ethics community
  • Society losing faith in institutions

• Higher Education is a major industry with similar ethical issues as corporations
• Transformative leadership brings about organizational change
  • All leaders are moral models for behavior
  • It is about integrity and reputation – for individuals and the organization

• Impediments to moral action
  • Complacency
  • Culture often trumps principles
• Making change happen:
  • Communication with staff and all stakeholders about vision, values and ethics
  • Holding all administrators, faculty, staff and students accountable
  • Collaboration is key to moral change and driving ethical behavior throughout organization
Questions for Higher Education:

- What is the moral relationship among students, faculty, and academic institutions?
  - I.e. How should students be treated? As customers, clients, or other?
- How does Higher Education evaluate the quality of the community we manage?
  - Assessment, compliance, and external review
• What can Higher Education learn from corporations?

• Businesses look for:
  – Link to values, strong moral compass
  – Pre-hire process indicators
    • Follows the rules, Outspoken, Persuasive

• Indicators part of interviewer guide/situational questions
• How to make students business ready?
  – Organizational justice
  – Speak-up culture: courage to escalate
  – Recognizing good behavior
  – Evaluating students’ beyond academic achievements: teamwork and collaboration
  – Values set at a young age
  – “We are what we repeatedly do.” – Aristotle
• Take-Aways for Higher Education:
  – University Alumni as key ethics stakeholder
    • How to cultivate this largest group
    • How to leverage their experience within today’s classroom and student
  – Build a culture in which Universities emphasize faculty, staff and students’ role as citizens of the state and the greater good
  – Develop Written Code of Ethics
• Take-Aways for Higher Education (Cont’d):
  – Students are not customers – rather clients
    • Relationship is one where universities need to respond to students’ needs, but cannot make decisions solely on student demands
  – Faculty are not employees
    • Operate independently
    • Must strive to find ways to incorporate faculty in creating consistent ethical policies and practices
• Take-Aways for Higher Education (Cont’d):
  – Behavior matters in any organization
  • Perspectives of how ethical breaches are handled by faculty, staff, and university leadership affect future reporting and individual behavior by all levels, including students