

Guiding Principles: Excellence with Integrity

Across the U of I System, we believe that the pursuit of excellence—in our research, in our teaching, in our outreach and engagement—is a challenging, relentless, multidimensional process. It has the potential to transform the lives of those that it touches. Moreover, we view integrity as intrinsic to excellence. Faculty members and students come to a particular university because they trust there is substance to its reputation. Employers hire our graduates because of confidence in what they know and assumptions of what they will be able to do. Parents, governments, foundations, corporations, alumni and friends partner with and invest in us because they value and want to be associated with excellence and have confidence in our integrity to deliver.

- We will be intentional and deliberate in our actions to ensure integrity. Across our varied educational, research, and engagement missions, new projects will begin with considerations of ethics and values. We will infuse integrity into our classrooms, laboratories, studios, and offices.
- As with all great institutions, there will be instances when our values and integrity come under close scrutiny. How we respond to such incidents will determine who we are and what we stand for. In these

times, we will be unwavering in our commitment to transparency and respect for all persons; we will hold ourselves and others accountable.

- We will ensure that our infrastructure and organization promote both integrity and excellence. Our ethics and equity offices will be well-supported and staffed. We will foster ethics and values throughout our curriculum and in every experience. We will adopt codes and standards of behavior that promote these values and share them widely.

Just as we embrace a culture of innovation and a tolerance for risk-taking, so will we always strive to act morally and ethically—to do better and to learn more. In this way, we will ensure that our institution continues to thrive and hold true to its land-grant mission of promoting excellence with integrity for the next 150 years.

Guiding Principles: Fostering Healthy Relationships Across the Campuses

The University of Illinois System has the privilege and responsibility to cultivate the immense talents of diverse students, faculty, staff, and leaders. Healthy relationships—defined by mutual respect, trust, and an expectation of transparency and fair treatment—are the collective responsibility of all our members; no one can afford to be a bystander when it comes to ensuring full participation of everyone in every sphere of our campus communities. The U of I System and its three universities will make ongoing, intentional efforts to foster healthy relationships through educational programming, early intervention, incentive structures, rewards for positive contributions, and opportunities for productive engagement.

- We will respond expeditiously to discrimination, harassment, sexual misconduct, and bullying with policies that are legally appropriate, fair and widely understood.
- When both parties agree and understand the full ramifications, we will look to the use of restorative processes to repair damaged relationships and support positive changes in behavior.
- We will strive for healthy, productive working relationships that allow for disagreement while fostering cooperative problem solving among different stakeholders across the U of I System, including students,

faculty, the senates and other units of shared governance, administrative leaders, and the Board of Trustees.

- We are dedicated to protecting academic freedom and free speech. But we also recognize that some protected speech can undermine healthy relationships, harm other people, and lack bona fide academic purpose. We will model civil discourse and debate, and we will teach our communities how to address controversial topics in a manner that is both respectful and advances the values of our democracy.

Diversity of backgrounds, perspectives, and experiences enriches campus conversations in and out of the classroom, inspires our creative endeavors, and drives innovative solutions to the world's problems. Our capacity to listen to and learn from each other is fundamental to our mission of excellence in teaching, research, and learning—and to the cause of the common good.

Guiding Principles: Financial and Environmental Sustainability

Financial sustainability is concerned with fiscal resilience and foresight, whereas environmental sustainability encompasses our buildings, our infrastructure, our land, our utilities, and our climate. But the two are interdependent, calling upon our ingenuity and commitment as *stewards*. It is our responsibility to go beyond short-term planning and decision making, ensuring that we manage the resources entrusted to us with a strong focus on future generations in mind.

- We will be innovative, adaptable, inclusive and reliant on evidence in all decision making, assessing both the fiscal and the environmental implications and outcomes of what we do.
- We will keep educational costs affordable and prepare our graduates for successful professional and career outcomes, so that our three universities are always competitive and viable choices for students and families in the state of Illinois.
- We will strive to stay at the forefront of curricular innovation, seeking and developing the most effective platforms, degree programs, and experiential learning opportunities for our students, as well as relevant, life-long educational engagement for adult workers.
- We will make the most of the U of I System's wide-ranging and ever-evolving talents, encouraging collaborations among disciplines to

produce not just breakthroughs, but sustainable environmental and economic improvements to the human condition.

Jane Addams wrote, “Nothing can be worse than the fear that one had given up too soon and left one unexpended effort which might have saved the world.” Our sustainability legacy will reflect the effort we put into it. By acting mindfully, we will leave our universities, our state and our world better than we found it.