BRADLEY University
Theresa S. Falcon
Executive MBA

Honor Code Pledge

The Theresa S. Falcon Executive MBA in Leadership provides a unique educational experience that is guided by the Foster College of Business values of *integrity*, *collaboration*, and *diversity*. The purpose of the honor code is to establish a culture that builds on these values and enables participants to maximize their experience in the program. Participants who do not adhere to the honor code damage their own experience, the experience of their peers, and the value of the degree for alumni. In order to uphold the culture of the program participants will be held accountable to the following statement with respect to our values:

> As a member of the Foster College community, I am guided in my daily actions and decisions by the principles of Integrity, Collaboration, and Diversity.
>
> I recognize that the integrity of the Foster College of Business in general and the Theresa S. Falcon Executive MBA in particular – and the dignity afforded to me by my association therewith – rests with the honorable actions of every individual, both on-campus and in the community. To this end, I pledge to affirmatively uphold, in both word and deed, these principles in my dealings with all members of the Foster College of Business community, including – students, faculty, administration, staff, and alumni.
>
> Should I fail to uphold these principles, I understand the consequences of my actions as addressed in the honor code.

Participant and faculty responsibilities for upholding the honor code are discussed in the Theresa S. Falcon Executive MBA in Leadership Honor Code. By signing this document, you pledge to commit to the standards, policies, and procedures outlined herein.

_____
EMBA Participant Signature

_____
EMBA Participant Printed Name

_____
Date

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Integrity

Faculty in the EMBA program assign readings, written work, and other deliverables that aim to provide participants the skills, perspectives, and discoveries needed to be a leader in their respective organizations and fields. Each participant comes to the program with a unique set of strengths and weaknesses relevant to the assigned coursework. It is expected that participants will energetically complete those assignments for which they show some natural or experiential strength, and will show determination and resolve in mastering those areas in which they have not had similar past experience or success. Moreover, participants will seek help and support from coworkers and peers only to the extent that it does not preclude their own discovery, understanding, and mastery of the material. While collaboration is critical in today's business environment, participants should use the instructor's guidelines along with their own internal compass to ensure that collaboration is used to deepen one's knowledge rather than to sidestep the opportunity to improve.

Participant Responsibilities

The following are examples of actions consistent with the above statement. This is not an exhaustive list.

1. Educate yourself on the honor code. Be familiar with directives given by the instructor on what is and is not permitted on each assignment – ask questions if something is unclear. Avoid any suspicion of dishonesty by ensuring that your conduct is consistent with these directives.

2. Avoid any form of plagiarism or cheating. A great discussion of the definition of plagiarism can be found at http://www.plagiarism.org/plagiarism-101/what-is-plagiarism, but simply put, plagiarism is "the act of using someone else's words or ideas without giving them credit."[1] There are many different types of plagiarism (see http://www.plagiarism.org/plagiarism-101/types-of-plagiarism/ for a full discussion); below are some examples of the most common practices:
    a. Submitting work completed wholly or partially by another;
    b. Submitting work without properly citing ideas, facts, data, statements, and conclusions from other sources;
    c. Paraphrasing the work of another person without proper citation;
    d. Quoting the work of another person without proper citation;
    e. Citing a source incorrectly;
    f. Submitting papers acquired from research companies as your own; and/or
    g. Resubmitting your work from a different module to obtain credit in another module.

    There are two key strategies for avoiding plagiarism in this program. First, make sure you clearly understand the instructor's expectations on any assignment; ask clarifying questions if you are unsure if something you are doing is plagiarism. Second – when in doubt, cite!

3. Be honest when communicating with other participants, faculty, and staff.

4. Report any observed instance of an honor code violation. The process for reporting possible honor code violations is given on Page 7.

[1] http://www.learnersdictionary.com/definition/plagiarism

Faculty Responsibilities

1. Create an environment conducive to academic honesty. This can be done by including a paragraph on all syllabi explaining the importance of the honor code in upholding the integrity of the program for all students. Specifically convey what actions would be considered a violation of the honor code in your course. Faculty should also be present in the classroom during exams and quizzes. Faculty are encouraged to alter exams and assignments from cohort to cohort.

2. Faculty must provide clear instructions for assignments, a clear set of expectations for collaboration with other participants and coworkers on all assignments, and include them in writing on the course syllabi. Faculty should communicate acceptable citation style and examples for any research assignment.

3. Be prompt in providing participants feedback on assignment expectations.

4. Report any observed instance of an honor code violation. The process for reporting possible honor code violations is given on Page 7.

Collaboration

Leaders are usually faced with a blend of individual contributions and collaborations in the course of their work. In the EMBA program, both individual and group assignments develop participants' skills, perspectives, and critical-thinking processes. In activities, assignments, and projects accomplished as part of a group, participants are expected to take a collaborative approach. Teams are expected to leverage the diverse talents, perspectives, and contributions of each member as team assignments are completed.

The best collaborations are not borne of solely goal-directed activity, though it is certainly expected of EMBA participants. While we expect dedication to the team's overall performance (and not just excellence on the part of the project the participant has contributed), we also expect the team to hold one another accountable, capitalize upon the different perspectives available, and build trust by delivering on promises and communicating openly. Several opportunities exist throughout the program to engage in team building activity, some formally labeled as such and others in the normal course of the program. We encourage participants to treat every interaction with class members and teammates alike as an opportunity to build trust and lay the groundwork for successful collaboration.

Participant Responsibilities

The following are examples of actions consistent with the above statement. This is not an exhaustive list.

1. Create a team charter defining team success and outlining the behavioral responsibilities and expectations of all team members.

2. Be personally accountable and committed to meeting or exceeding these responsibilities and expectations.

3. Hold others accountable for meeting the commitments agreed to in the team charter.

4. Provide open, honest and constructive feedback on individual team member performance and contributions.

5. Actively listen to and incorporate constructive feedback from team members. Build upon strengths – leverage team input and support to improve weaknesses.

Faculty Responsibilities

1. Create team assignments that require effective collaboration and group interaction for successful completion.

2. Provide feedback on team performance and dynamics as appropriate.

3. Provide students with a structured peer feedback instrument after each major graded team assignment.

Diversity

Graduates of the EMBA program have many competitive advantages relative to their peers, and one of the most valuable is the professional and support network built with one's cohort. Unlike programs that are largely completed online or through individual coursework, the Theresa S. Falcon Executive MBA in Leadership program provides a unique opportunity to learn from both world-class faculty and members of their cohort from various backgrounds, career stages, and industries. In order to maximize the value of completing the program with a cohort, participants should share openly, respect the opinions and perspectives of others, and keep information confidential when outside the walls of the classroom.

The degree of trust required to fully capitalize on the cohort model builds over time, but not without risk taking and vulnerability on the part of individual members. When participants share their views and experiences, trusting that others will respect them, they set an example for others to do the same. Likewise, when members of the cohort listen attentively and earnestly, thank their peers for sharing and offering a different perspective, and support their peers by suggesting similar experiences, trust is built even further.

The outcome of building a culture of respect means more perspectives can be brought to bear on business cases, and more examples can be used to illustrate concepts discussed. Not only is diversity an important aim in any program of higher education, but it yields results that amplify the knowledge gained in the program.

Participant Responsibilities

The following are examples of actions consistent with the above statement. This is not an exhaustive list.

1. Work to create an environment where your fellow participants feel safe sharing sensitive information. Do not share information outside the classroom that may be reasonably construed as harmful to your fellow participants, their organizations, or their coworkers.

2. Inform other participants, faculty, and staff when you are sharing information that may be reasonably construed as harmful to your organization or coworkers.

3. Work to create an environment where diverse perspectives are encouraged.

4. Be respectful of others' opinions when they differ from yours.

5. Be respectful and professional when voicing disagreement with another participant's point of view.

Faculty Responsibilities

1. Work to create an environment where participants feel safe sharing sensitive information.

2. Create an environment where professional disagreements are welcomed and tolerated by being respectful of others' differences and opinions.

3. Create an environment where diverse perspectives are encouraged.

Process for Reporting Possible Honor Code Violations

Be proactive in supporting your honor code. Report suspected violations using the following processes:

Process for Participants

a. Report any observed instance of an honor code violation to the instructor, Director of the EMBA Program, or Associate Dean.

Or

a. Talk with the participant suspected of the violation.

b. Drop the inquiry if there is reason to believe no violation has occurred.

c. If there is reason to believe a violation has occurred, urge the participant to report their behavior to the instructor, Director of the EMBA Program, or Associate Dean.

d. If the participant does not report themselves then the observer must discuss the observed action with the instructor, Director of the EMBA Program, or Associate Dean to determine if a further action is required.

Remember, failure to report an honor code violation is a violation of the honor code.

Process for Faculty and Staff

Staff will report any observed instance of an honor code violation to the instructor, Director of the EMBA Program, or Associate Dean.

Faculty must report any observed instance or reported instance of an honor code violation to the Director of the EMBA Program or Associate Dean. In this regard, faculty can pursue one of two courses of action:

a. Report the violation to the Director of the EMBA Program or Associate Dean.

Or

a. Talk with the participant suspected of the violation to determine if a violation of the honor code has occurred.

b. Drop the inquiry if there is reason to believe no violation has occurred.

c. If there is reason to believe a violation has occurred, urge the participant to report their behavior to the Director of the EMBA Program or Associate Dean. Since non-reporting is a violation of the honor code, follow up with the Director of the EMBA Program or Associate Dean to make sure that the participant has completely reported the violation.

d. If the participant does not report themselves then report the observed action with the Director of the EMBA Program or Associate Dean.

Process for Addressing an Honor Code Violation

Upon the report of a possible honor code violation to the Director of the EMBA Program or Associate Dean, one of three possible outcomes will occur. These are listed below:

1. The Director of the EMBA Program and Associate Dean find that no violation has occurred after examining the issue and speaking with the relevant parties. The issue is dropped.

2. The participant admits to a violation. The relevant parties agree to a sanction. In cases of academic dishonesty, the relevant parties are the Associate Dean, the instructor, and the participant. In other cases, the relevant parties are the Director of the EMBA Program, Associate Dean, any instructors involved in the situation, and the participant. The Associate Dean and participant fill out an Honor Code Violation Report. The relevant parties sign the Honor Code Violation Report. Copies of the Honor Code Violation Reports are kept in the participant's file and forwarded to the Dean of the Graduate School. See Appendix A for the Honor Code Violation Report.

3. The participant does not admit to a violation but the Director of the EMBA Program and Associate Dean feel a greater inquiry is necessary. The following process occurs:

    a. The Director of the EMBA Program and Associate Dean prepare a written summary of the alleged violation(s) along with recommendation for disposition and forward to the Chair of the Honor Code Committee with a copy of the report provided to the involved participant.

    b. The participant involved in the alleged violation(s) has one week from receipt of the Director of the EMBA Program and Associate Dean's report to submit a written rebuttal and/or additional information for consideration to the Director of the EMBA Program, Associate Dean, and Chair of the Honor Code Committee. Three copies of the rebuttal and/or additional information should be submitted.

    c. The Honor Code Committee holds a hearing approximately two weeks after the Director of the EMBA Program and Associate Dean submit their report to the Chair of the Honor Code Committee. The structure of the Honor Code Committee and process for hearings held by the Honor Code Committee are given on pages 9 and 10, respectively. When determining sanctions for a violation of the honor code, the Honor Code Committee should follow guidelines for potential sanctions on page 11.

    d. Within one week of the hearing, the Chair of the Honor Code Committee will report its findings, along with sanctions if the finding is that a violation has occurred, in writing to the participant, the Associate Dean, the Director of the EMBA Program, the Dean of the Foster College of Business, and the Dean of the Graduate School. The matter is dropped if the finding is that no violation has occurred.

    e. The participant cannot appeal sanctions for honor code violations other than dismissal from the program. Pursuant to bullet 5 in the Graduate School Dismissal Policy (http://www.bradley.edu/academic/gradcat/20162017/grad-policies.dot), dismissed participants may petition for reinstatement into the Theresa S. Falcon Executive MBA in Leadership program by filing a Petition for Reinstatement to Graduate Study. Dismissed participants are allowed to make only one petition for reinstatement to the program. If the participant is dismissed a second time after reinstatement, no additional petitions for reinstatement will be considered. The Associate Dean, the Director of the EMBA Program, the Dean of the Foster College of Business, and the Dean of the Graduate School must approve the petition for reinstatement. Petitions for reinstatement are available in the Graduate School office or on the Graduate School web site www.Bradley.edu/grad/. Participants have one calendar month to petition for reinstatement from the time of their dismissal.

Structure of the Honor Code Committee

Composition

The Theresa S. Falcon Executive MBA in Leadership program establishes a standing Honor Code Committee. The committee is appointed by the Associate Dean and consists of three EMBA faculty serving a 3-year term (see below) and two graduates from the EMBA program. To bring greater continuity and consistency to the Honor Code Committee deliberations and decisions, it is recommended that the two EMBA graduates hail from different EMBA cohorts.

The Chair of the Honor Code Committee is elected yearly by majority vote of Honor Code Committee members.

Publication of Honor Code Committee Membership

The Associate Dean bears the responsibility for publicizing the Honor Code Committee membership on the EMBA program website in an appropriate and timely fashion in order to keep both participants and faculty informed. The Associate Dean must notify the Director of the EMBA Program, the Dean of the Foster College of Business, the Dean of the Graduate School, and all EMBA faculty members of committee composition.

Reporting of Activity

The Honor Code Committee submits a yearly activity report to the Associate Dean. This report should include the following:

1. The number of cases in which an Honor Committee hearing was required.
2. The number of cases in which a participant was found to have committed a violation of the honor code.
3. The number and types of sanctions (if applicable).

Recusal

A member of the committee must recuse themselves from a hearing if they have prior knowledge or a relationship which could potentially bias their ability to be objective. The Associate Dean will appoint a suitable replacement that meets the qualifications to be on the Honor Code Committee. The replacement will only serve for the hearing in question.

Terms

Members serve 3-year terms on a rotating basis. Each year, one faculty member and one alum will be rotated on to the Committee, except in cases where all alums have served less than 3 years.

Process for Hearings Held by the Honor Code Committee

An Honor Code Committee hearing is intended to provide the participant suspected of a violation of the honor code a chance to be heard. All Honor Code Committee hearings will adhere to the following guidelines:

- All proceedings of the Honor Code Committee regarding honor code violations are strictly confidential and will only be disclosed as set forth in this policy on a legitimate need-to-know basis.
- Committee members should not discuss evidence, allegations, or resolutions outside the formal hearing process.
- The Chair of the Honor Code Committee should share relevant documentation (as outlined on page 8) with Honor Code Committee Members prior to the hearing.
- Hearings are not subject to formal rules of civil procedure or evidence; legal counsel may not be present.

The hearing process shall proceed according to the following process:

a. The hearing opens with the Chair of the Honor Code Committee describing the alleged violation(s).

b. Next, the relevant parties who reported or witnessed the alleged violation(s) present their evidence; they may be questioned by the participant and the committee members.

c. Next, the participant presents evidence, witnesses, or relevant information regarding the alleged violation(s). Committee members may question the participant or any witnesses the participant calls.

d. Finally, the participant is given an opportunity to make a final statement after all other parties are dismissed. The participant is dismissed after the final statement and the hearing concludes.

e. The committee members will adjourn to deliberate at the conclusion of the hearing. The committee decides by majority vote whether the evidence supports a finding that a violation of the honor code has occurred and (if applicable) the appropriate sanction. The findings will be communicated in writing no more than one week after the hearing to the participant, the Associate Dean, the Director of the EMBA Program, the Dean of the Foster College of Business, and the Dean of the Graduate School.

Possible Sanctions for Honor Code Violations

The Honor Code Committee must decide on the appropriate sanctions for the participant if a participant is found to have violated the Theresa S. Falcon Executive MBA in Leadership Honor Code. These sanctions are left to the discretion of the Honor Code Committee and this provision does not attempt to offer an algorithm for deciding these sanctions. However, the Honor Code Committee should be guided by the following broad distinction between violations and sanctions.

a. Minor Violations: Characteristics of less serious academic violations include, but are not limited to, dishonesty on a more limited portion of the work submitted; dishonesty that would not have considerably increased the participant's grade in the course; dishonesty where the participant did not engage in extensive premeditation and planning prior to the act. This normally carries the sanction of zero credit for the work, making up the work, and a contribution to the honor code (e.g. writing a case study). A non-exhaustive example of a less serious non-academic violation is failure to actively participate in team project and group work. This normally carries the sanction of additional training to address the behavior and a contribution to the honor code (e.g. writing a case study).

b. Major Violations: The sanction for a major violation is usually dismissal from the program. Repeated violations of the honor code are considered major violations. Characteristics of major academic violations include, but are not limited to, dishonesty involved a substantial portion of the work submitted; dishonesty where the participant engaged in extensive premeditation and planning prior to the act; dishonesty where the participant had another person complete their assignment; dishonesty where the participant ignored or changed an instructor's assignment. Characteristics of major non-academic violations include, but are not limited to actively disrupting team integrity; violating a participant's confidentiality with regard to sharing statements made in the classroom that could be reasonably construed as harmful to the participant, their organization, or their coworkers.

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Appendix A

Honor Code Violation Report

Participant Name:_____ Participant ID #:_____

Instructor Name(s):_____

_____

Briefly describe the nature of the honor code violation:

Briefly describe the agreed-upon sanction:

We, the undersigned, attest that this report accurately states both the nature of the honor code violation that occurred and the sanction that we have agreed upon. For the participant, failure to address the agreed upon sanctions may result in dismissal from the program. Cases where the participant does not address the agreed upon sanctions will be forwarded to the Honor Code Committee for hearing and proceed according to the process defined in point 3 of the Process for Addressing an Honor Code Violation section of the Theresa S. Falcon Executive MBA in Leadership Honor Code.

Participant Signature:_____ Date: _____

Instructor Signature(s):_____ Date: _____

_____ Date: _____

Associate Dean: _____ Date: _____

Director of the EMBA Program Signature: _____ Date: _____

This report must be signed by the participant, the instructor(s) (if appropriate), the Associate Dean and the Director of EMBA Program. Copies must be placed in the participant's file and forwarded to the Dean of the Graduate School.