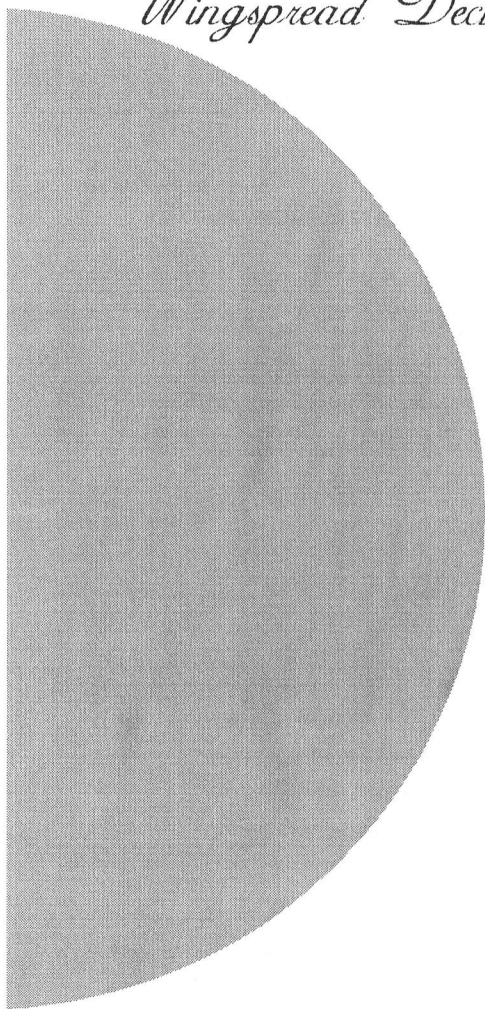


Wingspread Declaration

on

Renewing

**the
Civic Mission
of the
American
Research
University**



research that develops substantive knowledge, cultivates practical skills, and strengthens social responsibility and public identity for citizenship in a diverse democratic society.

- D. Faculties' professional service is conceived of and valued as public work in which disciplinary and professional knowledge and expertise contributes to the welfare of society, and also can occasion the public work of many other citizens.
- E. Faculty members are encouraged and prepared when they desire to pursue "public scholarship," relating their work to the pressing problems of society, providing consultations and expertise, and creating opportunities to work with community and civic partners in co-creating things of public value.
- F. Faculty members engage in diverse cross-disciplinary work projects that improve the university and create things of lasting value and significance.
- G. Faculty are encouraged to mentor students, providing out-of-classroom opportunities to build communities of learning on and off campus. These opportunities have the potential to expose students to the public work of faculty whose own moral imaginations and public talents are vitally engaged in relevant scholarship and work of social significance.

3. Staff

What will it mean for staff to be filled with the democratic spirit?

- A. Staff, in association with institutions, make visible their multiple (and now largely invisible) experiences, talents, and contributions to student learning and to the community-building process at institutions of higher education. Further, their rich contributions to the broader intellectual enterprise of our institutions become more visible and recognized.
- B. Staff build upon and receive recognition for the often extensive ties that many have with the local community, seeing such community knowledge and connection as a resource for community-university partnerships, for student learning, for engaged scholarship, and for the broad intellectual life of the institution.
- C. Staff gain a voice in governance, receive fair salaries and benefits, and are encouraged to participate in ongoing intellectual conversation and public life. The staff assist in the creation of multiple opportunities for staff development and continuing education.

- D. Faculty and others come to recognize that educating students for democracy is an institution-wide enterprise in which staff play key roles in providing opportunities for public work, dialogue with others far different from oneself, and democratic practice on campus. Staff are encouraged to work with faculty to examine and change the campus culture to support engagement.

4. Administrators

What will it mean for administrative leaders to be filled with the democratic spirit?

- A. It will mean that the president and other leaders give consistent and sustained voice to the broad public purposes of our institutions. This will involve articulating the philosophical and intellectual meaning of research universities as agents of democracy, helping to highlight the specific and unique quality and character of their particular institutions, and making visible the public work and contributions of faculty, staff, and students.
- B. Administrators take leadership in creating institutions that evolve to reflect changing demographics and to engage the diverse cultures of our places and our world. This leadership includes promoting hiring policies to achieve broad representation and social diversity among faculty members and administrative staff, not simply out of moral imperative but out of full recognition that a diversity of backgrounds, cultures, and views is essential to a vital public culture within our institutions.
- C. Administrators create and improve infrastructures that sustain creativity, flexibility, and public contribution in many forms, and develop mechanisms for a continuing process of collective self-examination and reflection on organizational learning.
- D. Administrators support and create multiple opportunities to develop the public leadership skills and capacities of diverse members of the institution.



5. The institution

What will it mean for our institutions, comprised of faculty, students, staff, and administrators and guided by the deliberations of trustees, to be filled with the democratic spirit as whole institutions?