Evaluation Ethics for Nonprofit Boards

Application of Service Learning in the development of an ethical training framework for small and medium sized nonprofit organizations

Regina Winters
School of Public Affairs
University of Colorado Colorado Springs
November 9, 2016

This material was developed by Regina Winters, MPA, and is intended for classroom discussion rather than to illustrate effective or ineffective handling of administrative, ethical, or legal decisions by management. No permission or compensation is needed for classroom use as long as it is acknowledged to be the creative work of the author and the UCCS Daniels Fund Ethics Initiative. For publication or electronic posting, please contact the UCCS Daniels Fund Ethics Initiative at 1-719-255-5168. (2018)
“How do I know that I am doing as much good as I possibly can be doing?” 2011
Graduate Student Service Learning Project

- PAD 5110 Seminar in Nonprofit Management
- PAD 5150 Social Entrepreneurship
- PAD 5170 Nonprofit Board Development
- PAD/CJ 5003 Research Methods and Statistics

- Regional Economic Impact Study of Nonprofit Organizations with the Center for Nonprofit Excellence and Summit Economics
- Nonprofit Executive Director Study on the Evaluation needs of El Pomar Grant Regions
- A Community Conversation on Social Return on Investment
“We don’t trust Kids Count”

“Our data skewed, we get lumped in with five other counties”

“We wish had more resources for a professional evaluator to help us from the inside”

“Timely access to local data-population based data is really hard to find”

“There's a drive to be more competitive, but how do I talk to my board about this need.” 2015 Regional SROI Interviews
Need—NPO Board Awareness of Evaluation

- Compliance
  - Duties of Care, Loyalty, and Obedience
    - Acting in good faith and actively participating in governance.
    - A standard of faithfulness to the organization’s priorities. Org priorities first.
    - Faithfulness to the organizations mission and purpose; compliance with law; financial ‘Due Diligence’

- Mission and Values
  - Function
  - Contract Knowledge
  - Services Provision
  - Stewardship
Need—NPO Board Awareness of Evaluation

- Evaluation Fidelity
  - Accurate, Quality Methods
  - Granting Process
  - Partnership
    - Shared Records
    - Shared Practices
    - Shared Resources
  - Attribution
- Utilization
## Pragmatic Ethical Framework

<table>
<thead>
<tr>
<th>Consequentialism/Utilitarian</th>
<th>Transformative</th>
<th>Deontology</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Meets the Clients Needs</td>
<td>• Deliberatively working for the disenfranchised group members</td>
<td>• Meets professional and research ethical norms</td>
</tr>
<tr>
<td>Machiavelli</td>
<td></td>
<td>• Justice; commiserate rights and opportunities for all</td>
</tr>
<tr>
<td>Francis Underwood House of Cards</td>
<td></td>
<td>Kant Rawls</td>
</tr>
<tr>
<td>Intuitionist</td>
<td></td>
<td>Sir Thomas More</td>
</tr>
<tr>
<td>• Meets the internal moral code</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Richard Audi</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jiminy Cricket</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mertens</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Star Trek’s Captain Picard</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dangerous Minds’ Teacher</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Louane Johnson</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glory Road Coach Don Haskins</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Virtue Theory</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Meets the actionable qualities of desired character traits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>David Hume/Alasdair Maclntyre</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gandalf Lord of the Rings</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Ethics of Giving

- Representation of the advantages and limits of giving options
- Personal benefit from relationships
- Donor Sourcing and acquisition of funds
- Restricted Gifts
- Prospect Research privacy and tactics

Daniels Fund Ethics Initiative

Principles

- Integrity
  Act with honesty in all situations
- Trust
  Build trust in all stakeholder relationships
- Accountability
  Accept responsibility for all decisions
- Transparency
  Maintain open and truthful communications
- Fairness
  Engage in fair competition and create equitable and just relationships
- Respect
  Honor the rights, freedoms, views, and property of others
- Rule of Law
  Comply with the spirit and intent of laws and regulations
- Viability
  Create long-term value for all relevant stakeholders
Service Learning Next Step
Board Member Training

Pragmatic Ethical Framework

<table>
<thead>
<tr>
<th>Consequentialism/Utilitarian</th>
<th>Transformative</th>
<th>Deontology</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Meets the Clients Needs</td>
<td>• Deliberatively working for the disenfranchised group members</td>
<td>• Meets professional and research ethical norms</td>
</tr>
<tr>
<td>Machiavelli</td>
<td></td>
<td>• Justice; commiserate rights and opportunities for all</td>
</tr>
<tr>
<td>Francis Underwood House of Cards</td>
<td></td>
<td>Kant</td>
</tr>
</tbody>
</table>

Intuitionist
• Meets the internal moral code
Richard Audi
Jiminy Cricket

Mertens
Star Trek’s Captain Picard
Dangerous Minds’ Teacher
Louane Johnson
Glory Road Coach Don
Haskins

Virtue Theory
• Meets the actionable qualities of desired character traits
David Hume/Alasdair Macintyre
Gandalf Lord of the Rings

Ethics of Giving

- Representation of the advantages and limits of giving options
- Personal benefit from relationships
- Donor Sourcing and acquisition of funds
- Restricted Gifts
- Prospect Research privacy and tactics