PAYING ATTENTION
Ethics and Philanthropic Fundraising

CASE VI Conference

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ETHICS AND PAYING ATTENTION

- How I learned to pay attention…

- Attending to the most important values, relationships, issues in our lives

- Paying attention as leadership

- Paying attention in a democracy – the genius of the intersection of individual and common values

LIVING AND WORKING MORALLY

- Reflective practice – the meaning of ethics
- Common vs. individual values – the tension and balance that define American culture
- Where do we learn this stuff?

ETHICS AND VALUES IN ORGANIZATIONAL LIFE

◆ The integrity of mission and daily work

◆ The leadership and management structures and practices that create healthy, democratic organizations

◆ The ethical discernment and decision-making process

ORGANIZATIONAL INTEGRITY

- Stephen Carter's definition: reflect, act, and be accountable
- The links between the values we claim and the ways we lead our lives
- The challenges to be agile and pursue accountability
- Encouraging common work

ETHICS AND PHILANTHROPY

- Fund raising and baseball—not just about dilemmas, hot issues…
- Professional ethics and the ethos of professions - defining public character
- My moral stories and yours: an aspect of reflective practice
- The various contexts of moral activity: personal, organizational, professional, public

PERSONAL ETHICS

- What is ethics? Why should we care?
- Finding a vocabulary and the skills to negotiate a moral life
- Living with the messiness of human life: learning to be morally reflective—making a list and checking it twice
- Moral autobiography

PROFESSIONAL ETHICS

- What are the virtues and principles we value as professionals in the philanthropic community?

- What does it mean to be a professional?

- Philanthropy as an ethical act and fundraisers as moral teachers

A QUICK EXERCISE

◆ Your professional moral autobiography

◆ Stories, principles, ideas, rules that you live by and help others to live by

◆ Share with a partner - is there common ground?

ETHICAL DECISION-MAKING

◆ Four central perspectives that influence and inform ethical decision making for professionals in philanthropy

- Public trust/values
- Organizational mission
- Professional relationships
- Personal integrity

THE BASIC COMMITMENTS OF PHILANTHROPIC PROFESSIONALS

PUBLIC TRUST/VALUES
ORGANIZATIONAL MISSION
PROFESSIONAL RELATIONSHIPS
PERSONAL INTEGRITY

PUBLIC TRUST/VALUES

◆ Channeling moral energies—the expressive dimension of our lives

◆ Social reform

◆ Gift-giving: charity, compassion, generosity

◆ Gift-receiving: gratitude, mutuality, stewardship

✓ What are the public values we uphold?

ORGANIZATIONAL MISSION

- Why we exist as a philanthropic organization.
- Clarity of mission and values
- Consistency with mission and values
- Efficiency/effectiveness of mission-based activities
- ✓ What are the values of your organization and how do we live them out?

PROFESSIONAL RELATIONSHIPS

◆ The critical role of trust: agency, systems, interpersonal trust

◆ Respect and fundamental moral worth

◆ Particularity—personalization

◆ Honesty; Fairness; and Cooperation

✓ Are your professional values adequately included in various codes of ethics?

PERSONAL INTEGRITY

◆ Harmony with soul

◆ Fidelity to ideals

◆ Accountability

◆ Judgment, responsibility, and moral courage

◆ Finding our balance—virtues and vices—
living in a messy world

✓ What's on your list?

THE ETHICAL DECISION-MAKING MODEL

Alternatives	1	2	3	4
Public Trust/ Values				
Organizational mission				
Relationships				
Personal Integrity				

APPLYING THE MODEL

- Public trust: How does this alternative promote or detract from public philanthropic values?

- Organizational mission: How does this alternative promote or detract from organizational mission?

- Professional relationships: How does this alternative affect long-term relationships with colleagues, donors, volunteers, and the public?

- Personal integrity: In what ways does this alternative help or not help you develop into the sort of person you want to be?

WHAT ARE THE ETHICAL DILEMMAS WE FACE ?

- ◈ Relationship issues

- ◈ Economic issues

- ◈ Personal vs. organizational issues

- ◈ Cultural diversity issues

- ◈ Technology issues

YOUR ETHICAL ISSUES AS FUNDRAISERS

- ◆ Loyalty vs. honesty
- ◆ Transactional vs. transformative relationships
- ◆ Who does what? – the issue of expertise
- ◆ What else?

ETHICS AND RELATIONSHIPS

◈ The case of "Recognition Categories"

◈ The case of "High School Help"

◈ The case of "Politics and Pledges"

ETHICS AND PRIVACY

- The case of "What's relevant?"

- The case of "No longer benign"

- The case of "Friendly Relations"

ETHICS AND CORPORATE RELATIONSHIPS

◆The case of "Fund Raising or Entrepreneurship?"

◆The case of "Cozy Business"

◆The case of "Social Justice Troubles"

ETHICS AND DIVERSITY

◆ The case of "Tipping point"

◆ The case of "Market images"

ETHICS AND TECHNOLOGY

- The case of "E-shuffle"

- The case of "Lists for the taking"

SUMMING UP

- Practice, practice, practice…your list
- Resources: www.afpnet.org, www.ephilanthropy.org, Anderson, Fischer, and Rion texts
- Professional peers: keep talking about the issues you face, write your own cases
- Organizational peers: write an ethics code, keep the conversation alive, case studies

WHAT SHALL WE DO?

- Be a force for good
- Be informed advocates for philanthropy—moral teachers
- See leadership as stewardship
- Be full of hope
- Keep the faith

PLEASE JOIN ME IN CONVERSATION

- *Notes for the Reflective Practitioner*; musings, references, ideas, practices
- An e-mail newsletter published every two months
- Helping to form a community of reflective practitioners
- Send me an email (augpres@augsburg.edu) to subscribe