

# Evaluation Ethics for Nonprofit Boards



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

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# A Phone Call

- “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

# A Piece of Data

- “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

<p>Consequentialism/Utilitarian</p> <ul style="list-style-type: none"> <li>Meets the Clients Needs</li> </ul> <p style="text-align: right;">Machiavelli Francis Underwood House of Cards</p>	<p>Transformative</p> <ul style="list-style-type: none"> <li>Deliberatively working for the disenfranchised group members</li> </ul> <p style="text-align: right;">Mertens Star Trek's Captain Picard Dangerous Minds' Teacher Louane Johnson Glory Road Coach Don Haskins</p>	<p>Deontology</p> <ul style="list-style-type: none"> <li>Meets professional and research ethical norms</li> <li>Justice; commiserate rights and opportunities for all</li> </ul> <p style="text-align: right;">Kant Rawls Sir Thomas More</p>
<p>Intuitionist</p> <ul style="list-style-type: none"> <li>Meets the internal moral code</li> </ul> <p style="text-align: right;">Richard Audi Jiminy Cricket</p>	<p>Mertens Star Trek's Captain Picard Dangerous Minds' Teacher Louane Johnson Glory Road Coach Don Haskins</p>	<p>Virtue Theory</p> <ul style="list-style-type: none"> <li>Meets the actionable qualities of desired character traits</li> </ul> <p style="text-align: right;">David Hume/Alasdair MacIntyre Gandalf Lord of the Rings</p>

# 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

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