



NPLD 589

FALL 2017

ETHICS AND THE PURSUIT OF SOCIAL IMPACT

Professor, School of Social Policy and Practice Email:

Brief Description

Organizations may have multiple stakeholders ranging from the board of trustees, to the donors, volunteers, employees and clients, and/or multiple bottom-lines, such as profits, community wellbeing, social impact, and minimizing their carbon footprint. In many ethical dilemmas the law is not clear on what is the right way to proceed as they go about meting their mission and goals. Leaders of organizations must make difficult decisions that may end up pitting the rights of one set of stakeholders against another.

Having multiple stakeholders or bottom-lines brings with it challenges when conflicts arise, along with difficult questions, such as whose rights/benefits prevail? What tradeoffs need to be made be between the multiple bottom lines? Does the mission of the organization prevail over the privileges of employees/clients? To what extent can large donors influence the mission of the organization? What is an appropriate social return on investment?

This course will introduce the factors that influence moral conduct and the ethical issues that arise when pursuing social goals, and discuss the best ways to promote ethical conduct within such organizations. It begins with a review of the principal forces that may distort judgment and the various ethical frameworks in which to understand the dilemmas and propose solutions. It will use specific case studies, real and hypothetical, to analyze a variety of ethical issues that arise [in a variety of settings such as : finance, governance, accountability, fundraising, paid and unpaid labor, client groups, and service provision] among the multiple stakeholders and balancing multiple bottom-lines.

It will conclude by suggesting ways that organizations can prevent and correct misconduct, develop a spirit of ethical behavior, and institutionalizing ethical values in the organization's culture.

**TA:
Email:**

Books & Readings

- *Justice: What's the Right Thing to Do?* by Michael J. Sandel
- *The Science of Good and Evil: Why People Cheat, Gossip, Care, Share, and Follow the Golden Rule* by Michael Shermer
- *The Nonprofit Challenge: Integrating Ethics into the Purpose and Promise of Our Nation's Charities* by Doug White [Chapters 1,2]
- Ethics and Nonprofits-Deborah L. Rhode & Amanda K. Packel *Stanford Social Innovation Review* Summer 2000 http://www.ssireview.org/articles/entry/ethics_and_nonprofits
- Other readings and cases as assigned

Schedule of Topics and Readings

Session 1 August 31

Introduction

Introduction: What is ethics?

1. Ethics and you: What do you consider ethical behavior is?
Ethics and nonprofits

2. Individual ethics versus organizational ethics

Brief In-Class exercise (Hand out)

Assignment: Groups of three: Research a real live scandal involving a nonprofit to report in class

Session 2 September 7

Ethical Approaches and Framework

Reading Chapter 1 & 2 in Text-White

Five Sources of Ethical Standards

The Utilitarian Approach; The Rights Approach; The Fairness or Justice Approach; The Common Good Approach; The Virtue Approach

A Framework for Thinking Ethically

- Discussion Case – To Test or Not to Test**
- Student reports on real live scandals in the nonprofit world*

Session 3 September 14

Ethical Decision Making

Readings for discussion

Assigned chapters in *Justice: What's the Right Thing to Do?* Chapters 2,3,4

- Watch: Professor Michael Sandel <http://www.youtube.com/watch?v=kBdfcR-8hEY>
- **Student Discussion** On readings
- Student reports on real live scandals in the nonprofit world*

Session 4 September 21

Ethical Decision making

Readings for discussion

Assigned chapters in *Justice: What's the Right Thing to Do?* Chapters 5,6,7

- **Student Discussion** On readings
- Discussion Cases** – 1) New Stage 2) Rattling on Rutherford 3) Salvation or Soothsaying
- Student reports on real live scandals in the nonprofit world*

Session 5 September 28

Ethical Decision making

Readings for discussion

Assigned chapters in *Justice: What's the Right Thing to Do?* by Michael J. Chapters 8,9,10

- **Student Discussion** On readings
- Discussion Cases** – 1) New Stage 2) Rattling on Rutherford 3) Salvation or Soothsaying

October 5 (Fall Break)- No class- Do assigned readings if not yet completed

The Science of Good and Evil: by Michael Shermer

Grading

- Class group assignment (case presentations): 15%
- Final assignment (To be discussed in class): 60%
- Class participation: 25%

Additional Reading

- Doug White: Charity on Trial: What You Need to Know Before You Contribute
- Claire Gaudiani: The Greater Good: How Philanthropy Drives the American Economy and Can Save Capitalism
- Joel L. Fleishman: The Foundation: A Great American Secret: How Private Wealth is Changing the World

Student Responsibilities

Please adhere to all University Pennsylvania guidelines regarding your responsibilities as students

- <https://secure.www.upenn.edu/osc/>
CODE OF ACADEMIC INTEGRITY
- <https://provost.upenn.edu/policies/pennbook/2013/02/13/code-of-academic-integrity>

Websites of Interest (<http://wise.fau.edu/~rcnyhan/images/ethics.html>) *Guide By Adriene Sullivan*

<http://www.nonprofit.utah.org/una/standards.html>

Great idea to have members take an oath of ethics and standards. This site provides a document that lays out the ethics and standards of the organization, and employees are able to sign the oath.

<http://www.ccp.ca/information/documents/ap44.htm>

This site is a description of a good book citing 20 teaching cases on ethical dilemmas facing managers and boards of non-profit organizations.

<http://fdncenter.org/pnd/19990203/bookreview.html>

Reviews on a collection of cases in ethics in nonprofit from the Fannie Mae Foundation. A Collection of Cases presents 40 teaching cases in four categories — board activities, financial management, fundraising and marketing, and human resources management — that raise ethical issues in real-world situations.

<http://www.mdnonprofit.org/ethicbook.htm>

A good charter that nonprofit organizations can apply for standards for excellence. It provides an ethics and accountability code that could be applied to just about every aspect of a nonprofit organization.

<http://fdncenter.org/onlib/bookshelf/bernstein/text.html>

This site is for the book Best Practices of Effective Nonprofit Organizations by Philip Bernstein. This book emphasizes that nonprofit organizations must be committed to the highest ethical standards.

<http://www.nonprofitgeorgia.org/book.html#01>

This site is the Nonprofit Bookstore. The Nonprofit Bookstore offers more than 100 nonprofit titles from basic "how-to" guides to publications on current trends that impact the nonprofit sector. There is one book on ethics, Fulfilling the Public Trust: Ten Ways to Help Nonprofit Boards Maintain Accountability. This book covers four basic areas of accountability—ways a nonprofit board carries out its responsibility for accountability; the board's distinct role in accountability from that of the chief executive; obstacles to carrying out these responsibilities; and the consequences should the board fail to self-regulation.

<http://jag.itos.uga.edu/nonprofitinst/>

This site is for The University Of Georgia Institute for Nonprofit Organizations. The Institute provides an interdisciplinary group of graduate teaching, research, and service programs at UGA that focus upon improving the leadership and effectiveness of nonprofit organizations.

<http://www.depaul.edu/ethics/joseph.html>

This site is the Josephson Institute of Ethics. The Institute offers customized training programs for any type of group, as well as lectures and workshops for businesses, government agencies, organizations and community groups. Consulting and internal ethics audits are offered for businesses and large organizations. The Institute conducts community forums aimed at getting local residents to acknowledge and promote core ethical values we all share.

<http://www.globalethics.org/>

This site is the Institute for Global Ethics. Among other things, the Institute for Global Ethics distributes weekly business ethics newslines and news releases. This weekly newsletter focuses on the trends, developments, and breaking news stories about corporate ethics.

<http://www.depaul.edu/ethics/gerde.html>

This site is Teaching Business Ethics Through Literature. This site provides stimulation of the moral imagination of students who enter business ethics courses without a vocabulary, permitting them to discuss business decisions and dilemmas in moral terms.

<http://www.taknosys.com/ethics/index.htm>

This site is the Ethics Center. This site has many interesting ethical cases, case analyses, ethical problem-solving methods, and categorized links to other ethics sites.

<http://ethics.acusd.edu/index.html>

This site contains several topics for ethical discussion. It is intended to provide updates on current literature, both popular and professional, that relates to ethics. This site covers a wide spectrum of ethical issues, a ethics conference calendar, and case studies.

<http://www.mapnp.org/library/ethics/ethics.htm>

This site has free ethics toolkit for the workplace. Subjects include 10 myths about business ethics, 10 benefits of managing ethics in the workplace, and ethics management programs.

<http://www.cceia.org/about/mission.html>

Founded in 1914 by Andrew Carnegie, the Carnegie Council on Ethics and International Affairs is an independent, nonpartisan, nonprofit organization dedicated to research and education in the field of ethics and international affairs.

<http://www.learnwell.org/ethics/>

This site is the EthicsWorld Consumer and Continuing Education Ethics Courses and Resources. This site offers free courses on ethics online. There are a wide range of ethics topics which are mentioned within this site.

http://caag.state.ca.us/piu/nonprofit/full_text.html

This site is What's in a Nonprofit's Name? Office of the Attorney General. It addresses the issue of the use of partnerships between commercial entities and nonprofit organizations to market commercial products using the names and logos of the nonprofit organizations which is a growing trend that raises significant legal and policy concerns.

<http://www.nonprofits.org/npofaq/01/01.html>

This site is “Can a nonprofit be a business?” It addresses the different standards and guidelines that nonprofit organizations must abide by, and the costly effects if the organization is not maintained within the pre-described ethical manner.

<http://www.usoge.gov/usoge003.html>

This site is named Ethics Program Topics. It addresses topics such as general principles, gifts from outside sources, gifts between employees, and conflicting financial interests.

<http://www.ucs.mun.ca/~rsexty/business8107/homepages/esecc.htm>

This site is the Ethics/Social Responsibility and Environmental Institutes and Centres. It has many sites on the Internet relating to business ethics, social responsibility and the environment. These sites are divided into two groupings: one relating to ethics and social responsibility and the other relating to the natural environment. This site makes it easy to navigate through sites on the topics of ethics and natural environment.

http://www.mncn.org/pnp_doc.htm

The name of this site is Principals and Practices for Nonprofit Excellence. The Minnesota Council of Nonprofits (MCN) began work on nonprofit accountability at its 1993 Annual Conference, and has continued this discussion through focus group meetings, workshops, and discussions in Duluth, Marshall, Rochester, Moorhead, Grand Rapids, and the Twin Cities. Under the leadership of Dr. James P. Shannon, MCN joined with the Charities Review Council of Minnesota and MAP for Nonprofits to collaborate on discussions of nonprofit standards, and to promote principles of sound management and public accountability. The committee reviewed standards, management checklists, and codes of ethics from a variety of sources including the Charities Review Council of Minnesota, United Way, National Society of Fundraising Executives, Local Initiative Support Corporation, Second Harvest, and MAP for Nonprofits. This site includes all the issues discussed at annual conferences.