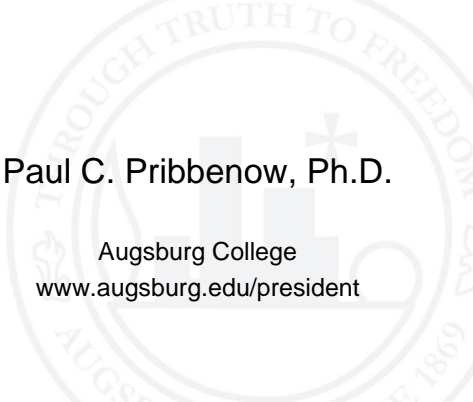
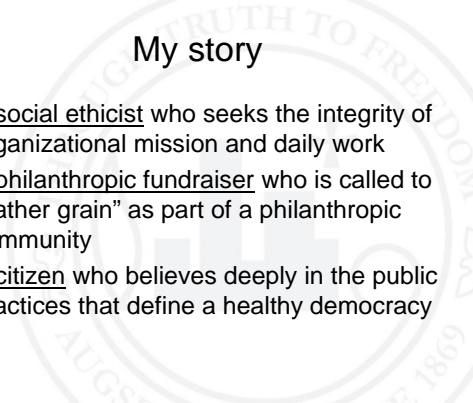


PUBLIC CHARACTER
Nonprofits and the Moral Life



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My story

- A social ethicist who seeks the integrity of organizational mission and daily work
- A philanthropic fundraiser who is called to “gather grain” as part of a philanthropic community
- A citizen who believes deeply in the public practices that define a healthy democracy

Your story

- Nonprofit leaders who want to “do it right” – which, I assume, is more than following the rules!
- The Lodestar Center for Philanthropy and Nonprofit Innovation – on the cutting edge of thinking and practice
- Good people all seeking to serve public missions and manage businesses

Nonprofit Ethics in the 21st Century

- A daunting task – surely we’ve just begun to scratch the surface of the sorts of issues raised by “innovation”
- Or...might it be that our ethical task in the nonprofit community is much more fundamental?
- What does it mean to serve the public with integrity and character?

Teach me about philanthropy...

- The lessons I learned from an international student...
- What we take for granted in the remarkable practice of philanthropy in our country
- Moments to be reflective, to celebrate, to take responsibility for our “impulse to generosity”

What is philanthropy?

- An expansive vision of philanthropy
- What the word means...where we find it in our lives.
- The philanthropic dimension of our lives – how we love each other.
- “Ghettoized” in a sector, nonprofit organizations, fundraising...
- Say something philanthropic!

Public character

- The ways in which we engage in common purpose to pursue public work
- The expectations and obligations related to serving public needs and goods
- The messiness that any sort of common work engenders
- The sorts of people and organizations we aspire to be

Between the real and the ideal

- The Seven Deadly Sins and assorted virtues and vices...
- Bob Payton’s card with lists that remind us of our histories
- Ethics as more than solving problems
- The moral life happens as we navigate between the real and the ideal

The foundations of our public character

- The public practice of philanthropy
- Our callings to serve the public
- Ethics as reflective practice

(1) The public practice of philanthropy

- One of the several practices that help to form a democracy – along with education, justice, and health
- Think about what we assume and count on as we navigate our lives together – what happens when those goods and practices are not there?

The component parts of the public practice of philanthropy

- A sense of history – remembering
- A sense of place – rooted
- A sense of values – grounded
- A sense of hope – faithful
- A sense of service – the connection between the liberal and domestic arts

The messiness of it all

- John Courtney Murray’s wonderful phrase: democracy as the “intersection of conspiracies”
- Philanthropy and democracy as intertwined throughout history – no monolithic definition then nor now
- Evolving conspiracies mean evolving social patterns and institutional arrangements – innovation!

Practicing philanthropy in public

- Who are our role models?
- The role of civic teachers and philanthropic counselors
- Helping to promote perspectives of trust, generosity, and abundance in our commonweal

Say something philanthropic!

- The work of citizenship – “the thronged and common road”
- Negotiating our lives with strangers
- Finding and sharing a language adequate to our needs and aspirations
- Agile and accountable organizational arrangements – common work is possible!

(2) Our calling to serve the public

- In what ways do we understand our work – our very character – as the call to public service?
- This is the foundation of public character
- If our concerns are merely transactional, then our ethics will be dilemma-based
- What if we believed that ethics is more about the privileges and obligations of our call to serve a higher purpose?

What is a calling?

- A theological idea with relevance for all of us – imagining our roles as something more
- What is the significance or purpose of our daily work?
- Frederick Buechner says calling is “the intersection of our great gladness with the world’s deep need”

What is your calling?

- A holistic understanding of your life and work
- As a citizen, a parent, a sibling, a neighbor, a professional...
- As philanthropic leaders, what are our callings? Whom and/or what do we serve – our selves, organizations, causes, the public?

Philanthropic autobiography

- What are the experiences, people, and values (positive and not so!) that have shaped your understanding of philanthropy?
- Take a few moments to recount your philanthropic autobiography – than share it with someone
- If we can't make these links, how can we hope to lead philanthropic lives?

A vision for philanthropy in democracy

- We then turn to our duties to lead various institutions in their philanthropic efforts...
- One persuasive vision for philanthropy is “common work”
- The story of Jane Addams and her notion of “humane philanthropy”

The Addams' legacy

- Responsibility of being human vs. the responsibilities of wealth
- The social ethic of democracy
- The mutuality of interests and needs
- The central roles of agile and accountable institutions – working together

Philanthropy as common work
(1)

- Philanthropy as common work means that philanthropy is at the core of the mission of your institution
- Think about where philanthropy “resides” in the organizations you work with and for
- How do we integrate the “philanthropic dimension” of all aspects of our mission-based work?

Philanthropy as common work
(2)

- Philanthropy as common work means that philanthropy involves everyone in the community
- Reclaiming roles for professional staff, faculty, executive directors, volunteers, board members, alumni, students, and so forth
- Redressing the imbalance of the philanthropic community

Philanthropy as common work
(3)

- Philanthropy as common work means that philanthropy must be publicly accountable
- Since it belongs to everyone, everyone has a right to know what went well (and what did not!)
- Pursuing rather than waiting for accountability to be imposed – the lessons of 9-11

Philanthropy as common work (4)

- Implications for the work of philanthropic fundraising:
 - The public roles of fundraisers – missionaries for philanthropy
 - The leadership roles of fundraisers – modeling common work in organizations
 - The conscience roles of fundraisers – public accountability

(3) Ethics as reflective practice

- This wonderful framework from Donald Schön that creates a dialogue between our reflection and our practice – the two are not separable
- Ethics as conversational and dialogic – for individuals and organizations
- The moral life as educational – life-long learning

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 ethically

- Reflective practice – the meaning of ethics
- Common vs. individual values – the tension and balance that define American culture
- Where do we learn this stuff?
- What are the pressing ethical issues that you face in your 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

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

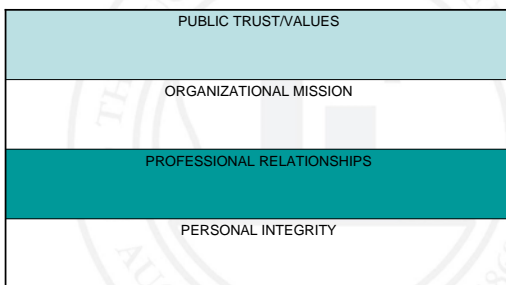
Organizational integrity

- 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

Ethical decision-making

- Marilyn Fischer's ethical decision-making model for fundraisers
- 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



Nonprofit leaders as moral teachers

- Michael O’Neill’s intriguing notion that philanthropic giving is moral activity and that all of us have the privilege to be moral teachers – are we ready?
- Offering our various publics the vocabulary to talk about philanthropy
- Once again, say something philanthropic!

Our public character

- It is the intentional understanding and practice of value-driven work on behalf of our missions and the public trust – the public practice of philanthropy
- It is the call to serve the public
- It is the habits of mind and heart and hands, the reflective practice, the holistic and integrated ways of life that illustrate our mission commitments in all we do

My challenge to you

- Make your own lists of the abiding values, virtues and aspirations you have for your work, your organization, your world...be inspired and learn from the riches of our common history
- Engage each other in conversations about our callings to serve – philanthropic autobiography
- Practice, practice, practice!

Please join us

- *Notes for the Reflective Practitioner*-- musings, observations, sources of inspiration and information
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