

# Ethics Brown Bag

College of Agriculture and Life Sciences

Heather Roberts-Wrenn & Jeffrey Ratje

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*Thank you* for being here  
and participating.

Your experiences, thoughts,  
and open minds are key  
ingredients to the success of  
this group discussion.

# CALS has 1,500 employees. Do we all have the same ethics?

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Yes

No

89%

I don't know

11%

0% 10% 20% 30% 40% 50% 60% 70%

# Discussion Overview

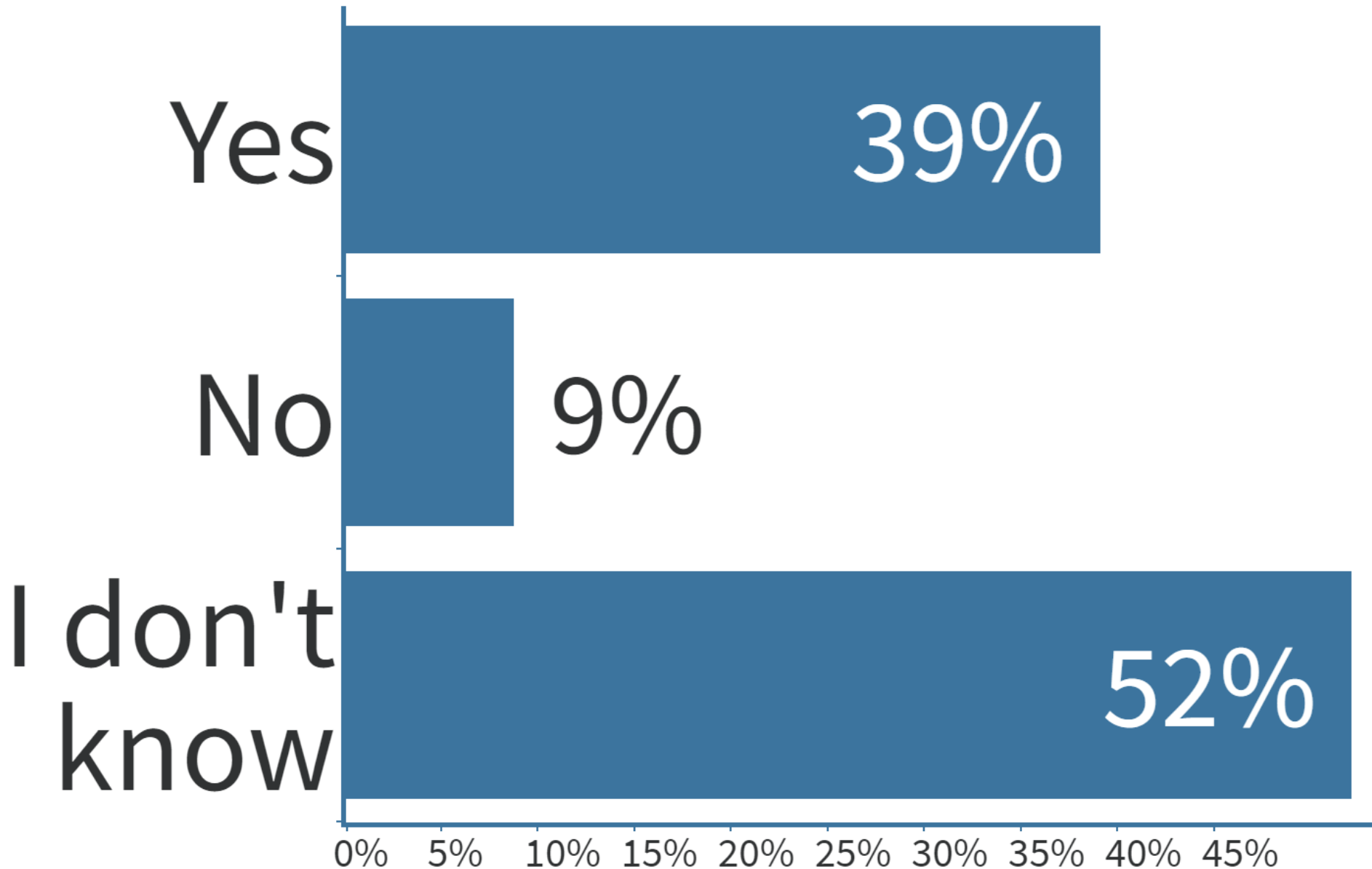
- Why are we here?
- Definitions
- Ethics in the News
- Case Study
- Resources

# Is CALS Ethical?

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# Why are we talking about ethics?

- Ethics and integrity are foundational ingredients to TRUST – trust is necessary for a high-performing organization
- When's the last time you heard or spoke about ethics in a *positive way* in CALS or the UA?
  - Should we leave a key ingredient to our success to chance?
- Ethical dilemmas impact higher education too
- Just because you don't hear about ethical problems doesn't mean they don't exist

# Definitions

- **Ethics:** shared standards of conduct established by an external group, such as a workplace. The standards indicate how one should behave as a member of the group.
- **Values:** core beliefs or desires that define the things we as individuals prize most. Values form our individual morals, which in turn form our group ethics.
- Being ethical is a higher calling than being legal. **Legal compliance is the moral minimum.**

# Group-discussion

- In small groups, discuss with your neighbors:

What is a value you personally  
hold?



# What are some of your values?

**i** Poll is full and no longer accepting responses



What insights can we  
learn from the diversity  
of values?

# Power Without Oversight

Expenses paid by American University for President Benjamin Ladner

- \$43,982 for dinners
- \$22,345 for first-class ticket to Nigeria
- Personal Chef at \$220,000 for 3 years
- \$100,000 for social secretary
- \$44,000 in alcohol
- Engagement dinner for his son
- \$54,000 for cars and drivers
- \$5,000 lunch for Mrs. Ladner's garden club
- Total compensation in excess of \$800,000
- **\$500,000 in personal expenses in 3 years**

*“I do believe I have made mistakes, and I understand how the perception of the significance of these has been exaggerated in the media. In a few instances, I overlooked the fact that certain personal expenses were charged to the university. Because of my single-minded focus carrying out university business, I regret these accounting errors and have already reimbursed the university. In hindsight, I should have been more vigilant and precise.”*

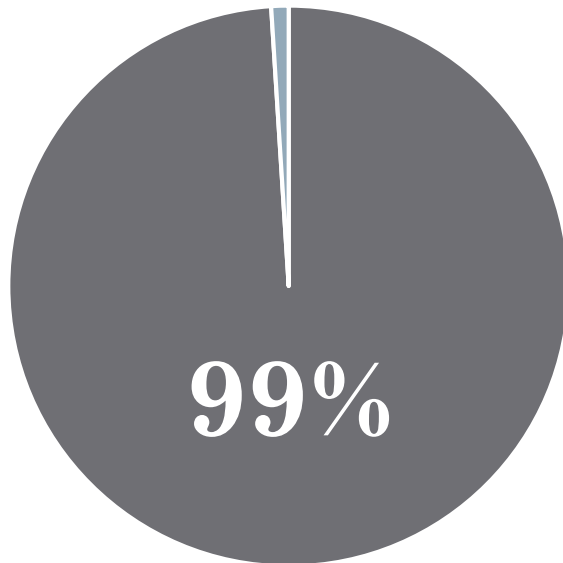
- Benjamin Ladner,  
Former President of  
American University,  
Professor Religion



# Won't Happen Here

- Worst fraud in UA history – Ag Resource Economics, 2006
  - ~\$300,000 in PCard and other financial fraud
- Underlying all fraud:
  - Lack of oversight and management
  - Misplaced trust
  - Not digging deeper when questions or suspicions arise

# Perceptions of Ethics



Percentage of respondents who believe they are *more* ethical than peers in their organization.

—*Society of Human Resource Management*

# Have you ever knowingly exceeded the speed limit on the freeway?

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Yes

96%

No

4%

0% 10% 20% 30% 40% 50% 60% 70% 80%

# Have you run a red light?

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Yes

48%

No

52%

0% 5% 10% 15% 20% 25% 30% 35% 40% 45%

# Have you ever completed an essay/project/homework for your child?

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Yes

28%

No

52%

N/A

20%

0% 5% 10% 15% 20% 25% 30% 35% 40% 45%



# Have you said you had to work to get out of a friend's party?

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Yes

43%

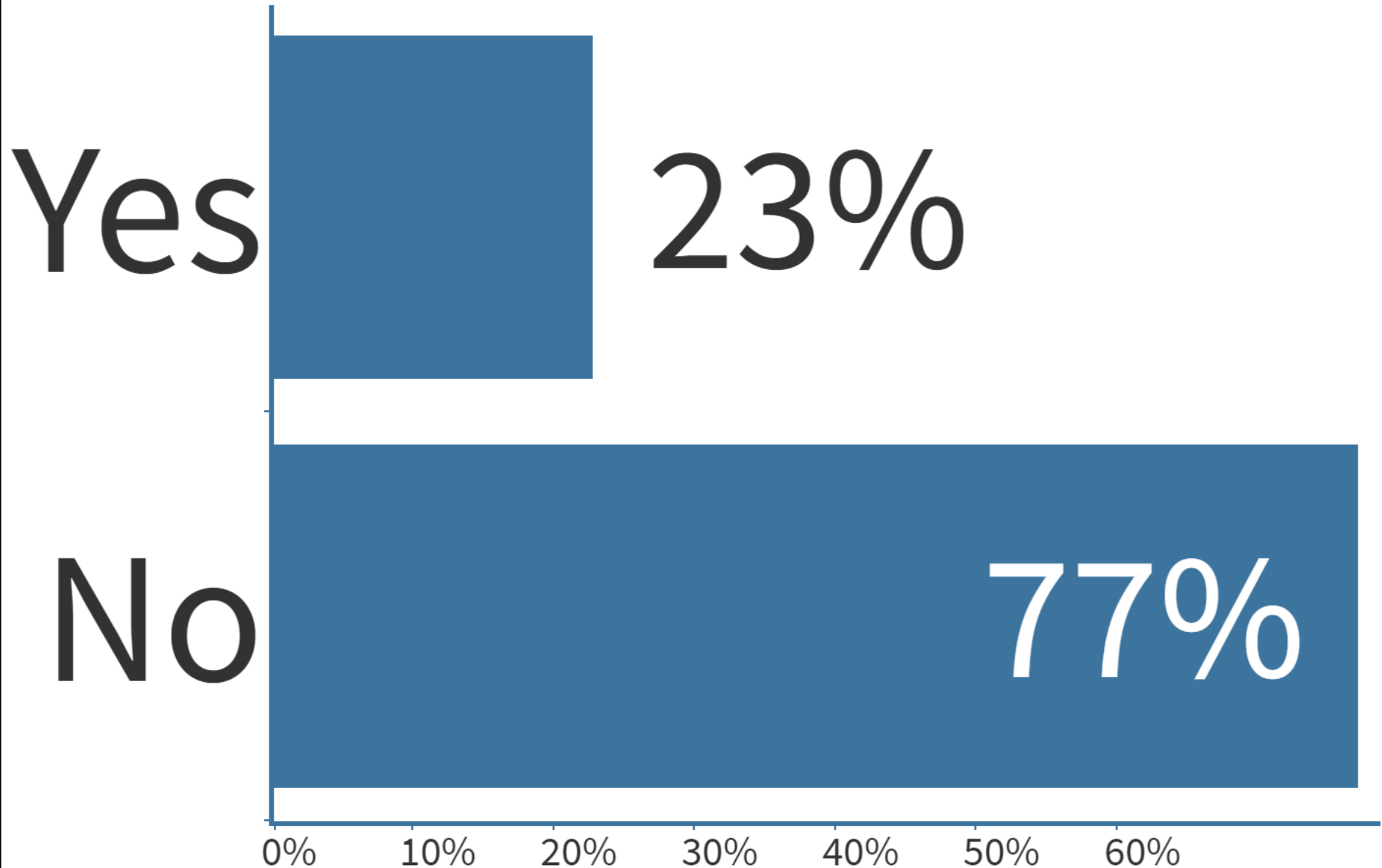
No

57%

0% 10% 20% 30% 40%

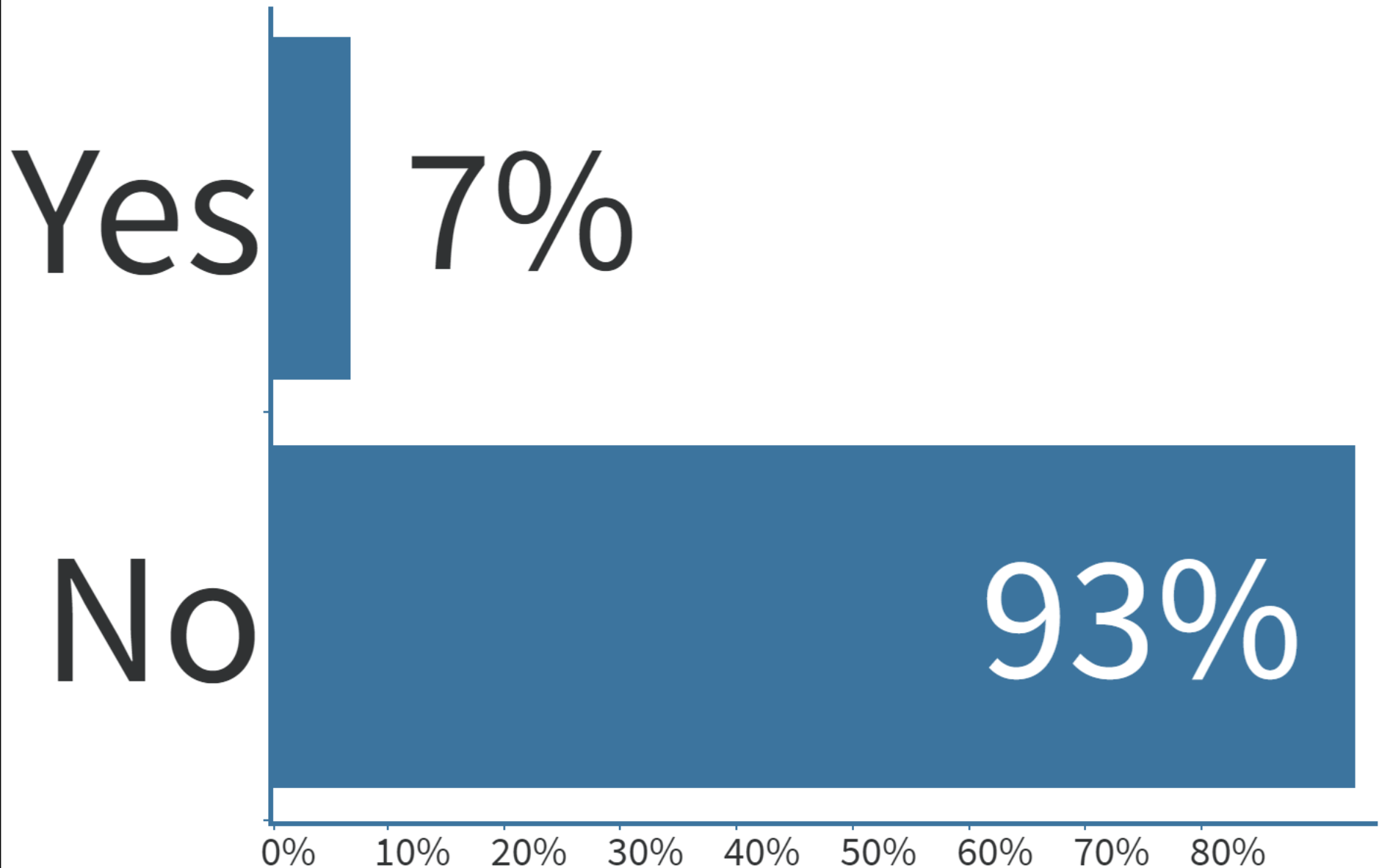
# Have you ever claimed you were stuck in traffic when you slept in?

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# Have you told someone they looked okay when they did not?

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# 99% think they're more ethical than colleagues. Why?

- We are not talking about it with others.
- We have rationalized, labeled, and defended ourselves into believing we are ethically infallible.
- We're doing so well that we equate performance with ethics.
- We're doing so well that we are offended when ethical issues are raised.
- The failure to internalize and reflect.

# Daily Ethics

Ethical dilemmas on a daily scale: **What examples can you think of?**

- Spouse hired to work in employee's lab
- Requesting reimbursement for false expense to compensate for something else
- Dropping off kids at soccer practice in UA work vehicle
- Signing contracts
- Calling parent in Chicago on work phone each week
- Using UA Drupal software and server space to create website for a new home business
- Rewarding employee with a bonus by adding hours to his timesheet that were not worked
- Creating a "better" expense justification to receive approval
- Transferring incorrect expenses to a grant account to use up budget before the grant expires
- Consulting for a company but not disclosing it

# Penn State Sex Abuse Scandal

- Sandusky convicted of 45 counts of sex abuse of a minor
- Minors were in Penn State's care
- 3 university leaders fired for covering up; criminally charged
- PR has suffered and will continue for years to come
- **Public trust has been significantly damaged**
- Financially, donations, fines, and Athletic ticket sales have declined by more than \$100 million

## **Prosecutor: More Penn State officials knew for years about Sandusky abuse**

"It appears possible that quite a number of people at Penn State University either knew or suspected something untoward was happening," Fina said.

PENNSTATE



## **Freeh Report: Penn State Leaders Showed 'Total Disregard' For Sandusky Victims**

"It is critical that Old Main, the Board and the Penn State community never forget these failures and commit themselves to strengthening an open, compliant and victim sensitive environment," the report states. "Everyone has the duty to 'blow the whistle' on anyone who breaks this trust, no matter how powerful or prominent they may appear to be."

# Ethical Case Study

- Handout: Changing Jobs and Changing Loyalties

Please read and then discuss the ethics of the case in small groups. Discuss the situation from both sides. Report back to large group.

# The Process of Ethical Decision-making

Clarify

- Determine precisely what must be decided.

Evaluate

- Compare options against the group ethics. If an option requires the sacrifice of any ethical principle, evaluate carefully and be willing to walk away.

Decide

- Make a judgment about what is or is not true and about what consequences are most likely to occur.

Implement

- Develop a plan of *how* to implement the decision in a way that maximizes the benefits and minimizes the costs and risks

Monitor &  
Modify

- Monitor the effects of decisions and be prepared and willing to revise a plan, or take a different course of action, based on new information.



What are some of your takeaways  
from today's discussion?

# UA & CALS Resources

- UA Ethics and Compliance Hotline
  - (866) 364-1908
- CALS Anonymous Email Reporting
  - <http://cals.arizona.edu/cbs/webforms/anonymous-comment-form>
- Office of Institutional Equity:
  - 520-621-9449
  - <http://equity.arizona.edu/>
- Human Resources:
  - 520-621-8298
  - <http://hr.arizona.edu>
- Ombuds Program
  - <http://ombuds.arizona.edu/>
- Dean of Students Office:
  - 520-621-7057
  - <http://deanofstudents.arizona.edu/>

# Parting Thoughts

None of these policies are a substitute for a ***culture of shared ethics*** in CALS – laws vs. ethics

- [Protection from Reprisal for Whistleblowers](#)
- [Misuse of University Assets](#)
- [Conflict of Interest](#)
- [Conflict of Commitment](#)
- [Nepotism](#)
- [Personal Relationships](#)
- [Research Integrity](#)
- [Student Code of Conduct](#)
- [Interactions with Non-enrolled Minors](#)

“Ethics is knowing the difference between what you have a right to do and what is right to do.”

— Potter Stewart  
Assoc. Justice, US Supreme Court