

GARY M. MAGUIRE CENTER FOR ETHICS AND PUBLIC RESPONSIBILITY

SOUTHERN METHODIST UNIVERSITY

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FROM THE DIRECTOR

WILLIAM F. MAY, PH.D.

For ease in marketing, we might have called the Maguire Center for Ethics and Public Responsibility, the Maguire Center for Ethics. But we live in an age that tends to marginalize public life and responsibility. The longer title makes it clear that ethics bears on the two spheres in which we live, the public as well as the personal. The inaugural J. Erik Jonsson Ethics Award reported in this newsletter and the concluding talk on "Leadership in a Democracy" underscore that larger mandate.

ACTIVITIES FROM MARCH 1996 TO MARCH 1997:

PUBLIC CONFERENCES 1996-97

A. ETHICAL ISSUES OF PHILANTHROPY AND TRUSTEESHIP, OCT. 22, 1996
Speakers included, among others, Waldemar Nielsen, Ph.D., on "The Moods and Forms of Donorship"; Roy Menninger, M.D., on "The Psychology of Giving and Receiving Money"; David Smith, Ph.D., on "Help or Respect: Priorities for Nonprofit Boards"; and Curtis W. Meadows, Jr., Dallas Attorney, who gave the culminating banquet address on "The American Spirit in Philanthropy."

B. ETHICAL ISSUES FACING VOLUNTARY COMMUNITIES, JAN. 13, 1997
Inclement weather closed the campus that day and led to the cancellation of the Conference. However, out-of-town authors met with SMU respondents for a productive exchange, and we have made some progress on a book to issue from papers prepared for the October 22 and January 13 events.

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THE J. ERIK JONSSON ETHICS AWARD

On behalf of the Maguire Center, SMU President R. Gerald Turner presented the J. Erik Jonsson Ethics Award to Curtis W. Meadows, Jr., former President of the Meadows Foundation. The ceremony took place at the October 22 banquet that concluded the conference on "The Ethics of Philanthropy and Trusteeship." The award is a bronze relief of J. Erik Jonsson, circumscribed with the American Revolutionary phrase "public virtue."

Why "public virtue?" The phrase signals something important about the character of the nation and its great cities. In our first words as a nation, the Founders invoked most often the term "liberty." But the second most often invoked term during the American Revolution was "public good." The Founders realized that the ideal of liberty alone would not long sustain the liberty the nation prized unless men and women used their liberty to make some sacrifices for the common good. This sacrifice of self and resources for the public good they called "public virtue."

J. Erik Jonsson was the mayor of Dallas from 1964-71. His ideas and labors eventuated in the splendid Dallas City Hall, the Dallas Public Library, and the DFW Airport. He also inspired a young Curtis Meadows with some sense of what it means to be public-spirited.

Curtis W. Meadows, Jr., the first recipient of the J. Erik Jonsson Ethics Award, graduated from the University of Texas in Austin with B.B.A. and J.D. degrees. After graduation, he practiced law for 16 years, then served from 1980-1996 as President and Director of the Meadows Foundation, Inc. During that time, the Foundation grew into the third-largest private foundation in Texas and the 43rd-largest in the United States. It has received numerous awards for excellence and motivation in philanthropic grant-making; in 1996 the National Society for Fund-Raising Executives honored the Meadows Foundation as the Outstanding Foundation in the United States. Mr. Meadows also has served on the boards of more than 40 charitable community organizations.

A good city needs healthy and nurturing institutions. Edmund Burke once called these institutions the "little platoons amongst us". They are neither the government and huge corporations on the one hand nor the private citizen on the other. But such small-scale institutions, which Curtis Meadows has helped plant throughout the Metroplex, give strength and color to a city. They graciously expand, protect, and enhance our common life.

No one person can cover or symbolize all the community's needs - neither J. Erik Jonsson nor Curtis Meadows. But they help symbolize those citizens, both celebrated and obscure, whom the Maguire Center hopes to honor in the years ahead.

Inspired by the 50th anniversary of the Hutchins Commission, the Center hosted a February 18, 1997 conference on *Freedom and Responsibility in a New Media Age* under the leadership of Co-directors Darwin Payne, Associate Professor of Communication Arts, and Richard Mason, Carr Collins Professor at the Cox School of Business. The A. H. Belo Corporation Foundation provided \$54,000 to underwrite the conference and evening banquet.

The conference featured speakers, among others, Jill Abramson of the *Wall Street Journal*; Ed Turner, Vice President of CNN; and a number of leaders from the Metroplex, including Ralph Langer and Marty Haag of *The Dallas Morning News*. The Center plans to publish occasional papers by several of the conference speakers and will make audio-visual tapes available for educational use.

INAUGURATION OF THE MAGUIRE SCHOLAR PROGRAM

While the Center is proud to sponsor major public conferences, it does not aspire simply to become a booking agent for experts from other institutions and planets. Thus, we have inaugurated a Maguire Scholar program to identify SMU and area faculty members who have an important contribution to make and who write well and accessibly. Maguire scholars will (a) give a public presentation and (b) follow this presentation with a finished manuscript, which the Center will publish as an occasional paper under its logo and/or offer as a website resource.

Associate Professor James Hopkins of the History Department inaugurated this program with a lecture on "The Rise and Fall of the Public Intellectual" on February 5, 1997, in McCord Auditorium.

Dr. Hopkins' lecture aptly signalled the broader purposes of this series. Universities today rarely produce free-ranging intellectuals, such as Reinhold Niebuhr and Arthur Schlesinger, who address public issues. Faculty members orient almost exclusively to their disciplines or invest themselves in the maintenance of their institutions. They tend to be intimidated by disciplinary boundaries. Thus, the society at large has lost some of the important contributions of the public intellectual to its life.

The Center sponsored the Hopkins lecture with the President's Scholars Program and the University Mentor/Mentee Program.

MAGUIRE TEACHING FELLOWS

Cecil O'Neal, Professor and former Chair of the Theater Department, served as the first Maguire Teaching Fellow, 1996-97, to develop a new course on the Artist as Citizen.

MAGUIRE PUBLIC SERVICE SCHOLARSHIPS AWARDED TO FIVE SMU STUDENTS

The Maguire Center awarded summer internships to five SMU students in May 1996. Through such opportunities students gain experience (from 120-200 hours) that illuminates the concepts taught in the classroom and enables them to engage in public service, which financial circumstances might not allow.

Undergraduate Kelly Adels served the American Diabetes Association in Houston, Texas; Amy Lee continued her tutoring efforts with Jeffries Street Learning Center in Dallas.

SMU Law student Kimberly Lafferty worked on a trial with the SMU Law School Criminal Justice Clinic, and Law Student Jaime Barron assisted the ProBar Asylum Representation Project in Harlingen, Texas. Religious Studies Ph.D. Candidate Carl Trovall combined service for a local congregation with scholarly research on the "Role of the Church as a Voluntary Community." The high quality of Trovall's paper led us to distribute it as background material for the Conference on Ethical Issues Facing Voluntary Communities. We hope to include it eventually in a volume on the subject.

INTER-INSTITUTIONAL RESEARCH: ETHICAL ISSUES FACING MINORITY POPULATIONS

On March 21, SMU Professor and Chair of Anthropology Carolyn Sargent led an interdisciplinary committee from five institutions to plan a pilot project that focuses on the linkages between trust, crisis-related decision-making, and patient responses to advance care planning. Subsequently, the research will expand to include other ethical issues that emerge during the pilot interviews.

ADDITIONAL GIFTS

The Maguire Center received on September 8, 1995, a pledge of \$500,675 from an *anonymous donor* to cover the originally planned program expenses for 1996-2000 and to increase funds for programs in three areas: inter-institutional projects, publications, and student internships for research in ethics and/or public service.

The *SMU Senate Residual Fund* awarded the Center a \$5,000 grant in November 1995 to hire a graduate research associate to help develop the summer internship program.

In January 1996, the *John P. Winston, Sr. Memorial Fund* contributed a grant of \$3,000, which will be used as a part of the conference on the Ethics of Contract and Other Promises to be sponsored by the Maguire Center in March 1998.

Dr. Jose Lopez, parent of current SMU undergraduate student Camelia Lopez, gave \$1,000 in May 1996 to support the work of the Maguire Center.

In fall 1996, the *Greenwall Foundation* of New York made a grant of almost \$24,000 to Dr. John Sadler, on appointment at the UT Southwestern Medical Center and a member of the Maguire Center's Faculty Advisory Committee, to direct a series of workshops on the issue of implicit value assumptions in various categories of psychiatric diagnosis. To that end, Dr. Sadler has initiated a call for papers on "Values in Psychiatric Nosology" to be submitted by August 1, 1997. Selected papers will be shared at the first workshop planned for December 6-8, 1997. This grant helps make good on some of our hopes for interinstitutional co-operation.

The *A. H. Belo Corporation Foundation* of Dallas gave a generous gift of \$54,000 to underwrite the conference on Media Ethics.



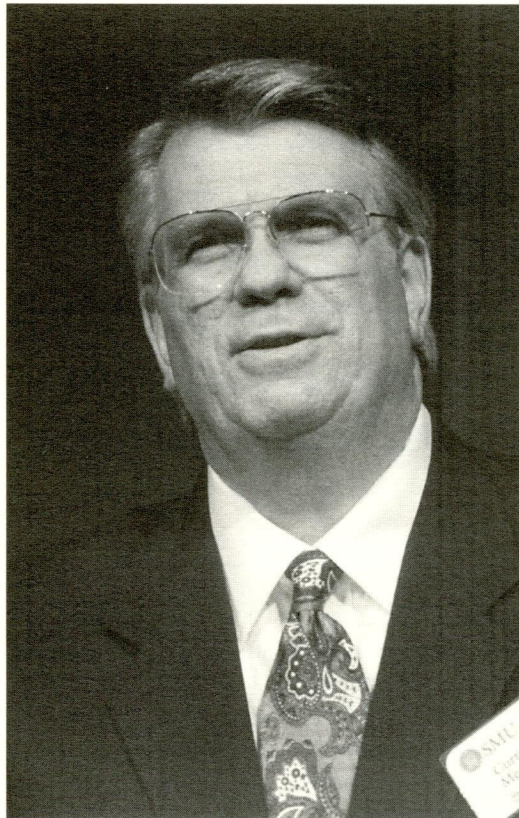
(L to R) David H. Smith, William F. May, Curtis W. Meadows, Roy W. Menninger and Cary M. Maguire.



(L to R) Roy W. Menninger M.D., Chair of Trustees, Menninger Foundation, and Ruth Sharp Altshuler, Dallas Philanthropist.



(L to R) Eloise Meadows Rouse and Dr. Harry Robinson, Director, African American Museum.



Curtis W. Meadows Jr., recipient of the J. Erik Jonsson Ethics Award.



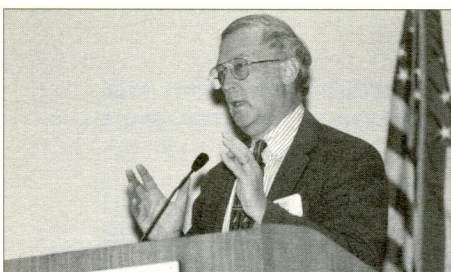
Ann Maguire, Cary M. Maguire and Dean ad interim Narayan Bhat.



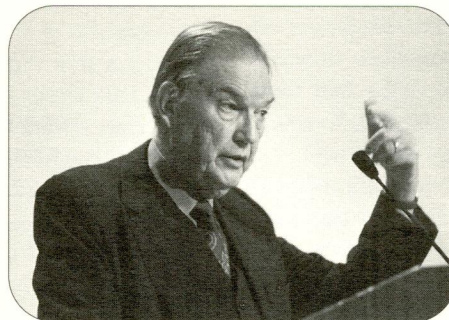
Richard Mason at the Conference on Media Ethics



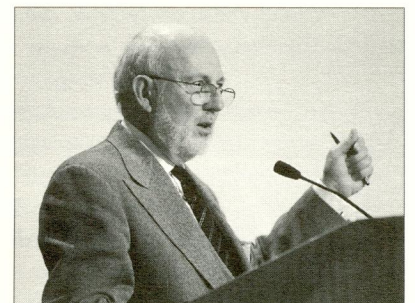
Burl Osborne, Publisher-Dallas Morning News and Ward Huey of the A. H. Belo Corporation.



Ralph Langer, Sr., Vice President, and Executive Editor, Dallas Morning News.



William Lee Miller of the University of Virginia spoke on *Journalism as a High Profession In Spite of Itself*.



Marty Haag, Senior Vice President/News, Broadcast Division, A. H. Belo Corporation.

ACTIVITIES FOR 1997-1998

WEBSITE

We have plans to establish a Website for the Maguire Center for Ethics and Public Responsibility, which may help us to retire gracefully the old-fashioned vehicle of this Newsletter.

The Website address will be: www.ethicscenter.smu.edu

THE MAGUIRE SCHOLAR PROGRAM

The Maguire Center has named two Maguire Scholars for 1997-98. Associate Professor of English Michael Holahan will present his paper on *A Soft Voice and the Construction of Character in King Lear* on October 8, 1997.

In the spring semester, Associate Professor of English Bonnie Wheeler will lecture on *Pilgrimage and the Desire for Meaning*. Her subject grows out of an interdisciplinary, team-taught course on the medieval practice of pilgrimage.

THE MAGUIRE TEACHING FELLOW PROGRAM

Three awards have been made for 1997-98:

Assistant Professor Martha Selby, Religious Studies, a course on *Ethics in Cross Cultural Perspective* for fall 1998.

Associate Professor Alastair Norcross, Philosophy, a course on *Animal Rights* for fall 1998.

Assistant Professor Martha Satz, English, a course on the *Ethical Justification of Children's Literature* in spring 1998.

LECTURE ON WELLNESS, OCTOBER 27-28, 1997

The Maguire Center will sponsor a lecture by Dr. Donald B. Ardell of the University of Central Florida in collaboration with SMU Wellness Department. Dr. Ardell will speak on "Health Care Requires Self-care: The Moral Responsibility for Wellness" at 7 p.m. October 27 and 28 at the Hughes-Trigg Theater. A tape of the lecture will be made available to the Department for its teaching program.

PUBLIC CONFERENCE ON THE ETHICS OF CONTRACT AND OTHER PROMISES, WEDNESDAY, FEBRUARY 25, 1998

Society depends upon a web of promises made and kept. This Conference will deal with the ethics of commercial contracts and the law. But it will also place the ethics of contract within the wider arena of other promises. Such promises variously include promise keeping in the moral formation of the young; commitment in close relationships; professionals and their tacit promises to clients, patients, students and parishioners; and commercial contracts in the wider setting of the social contract or the religious covenant. The breadth of the topic requires the Center to draw together speakers from a variety of disciplines.

Robin W. Lovin, Dean of Perkins School of Theology, and Kenneth Penegar, Professor of Law and Former Dean of SMU Law School, will serve as Co-directors of the project.

MAGUIRE PUBLIC SERVICE INTERNS

The Maguire Center has expanded its summer public service internship program. Eleven SMU students will receive grants, ranging from \$1,000 to \$2,000, for summer 1997:

Deanna Driggers, sophomore, and **Jennifer Veninga**, first-

year student, will work with children in Ireland in a project sponsored by the United Methodist Campus Ministry;

Melissa Frei, junior, will be a site leader in service projects located in Guatemala and Mexico under the sponsorship of the Texas District of the Lutheran Church, Missouri Synod;

Jana Limer and **Elizabeth Cedillo**, SMU law students, will work with the Dallas nonprofit organization Parents Against Crime and Drugs Inc.;

Katherine Swords, senior, will serve as an investigator for the Washington, D.C., Public Defender Service;

Josef Spencer, first-year student, will work with the Van Zandt County Children's Shelter in Fruitvale, Texas;

LeDouglas G. Johnson, SMU law student, will do research on the Hopwood decision of the court (*Hopwood v State of Texas*, 78F:3d 932, 5th Cir. 1996), which holds that race may not be used as a factor in admission policies;

Jonathan D. Wade, SMU law student, will work with the Central Dallas Food Pantry;

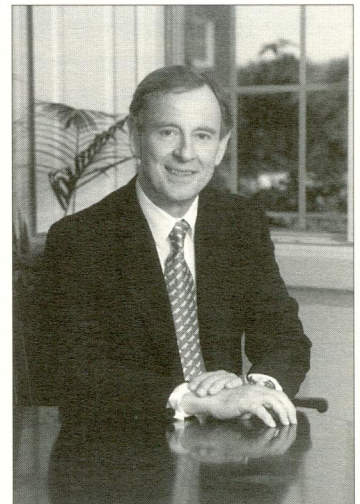
Stacie Hill, junior, will assist "ICE" (one of the SMU service/learning programs) in its summer Reading Program for children in the East Garrett Park area of Dallas; and

Lucretia F. Cooksy, Perkins School of Theology student, will work with the Jubilee Ministries in Grand Prairie.

PROFILE CARY M. MAGUIRE

Cary Maguire has given \$2.5 million to Southern Methodist University to establish the Cary M. Maguire Center for Ethics and Public Responsibility, bringing his total gifts to SMU to more than \$8 million.

Mr. Maguire is Chair and President of Maguire Oil Company and Components Corporation of America, and Chair of Staco Inc., California. His national leadership positions include serving on the National Petroleum Council and as a member of the Madison Council of Library of Congress. Mr. Maguire also is a trustee of St. Mark's School of Texas and the Hockaday School, where he founded the Maguire Learning Center. Mr. Maguire has also funded the Police Ethics Awards in Dallas and the Ethics scholars at the Cox School of Business and the Landon Prep School, Washington, D.C.



LEADERSHIP IN A DEMOCRACY: WHAT IT TAKES MORALLY

WILLIAM F. MAY, PH.D.

I. LEADERSHIP IN A DEMOCRACY

Three ancient cities symbolize three different types of leadership: Jerusalem, Sparta, and Athens.

The founder of Jerusalem, King David, symbolized leadership by charisma. David was a man of transcendent gifts and charm: a poet, a musician, a great strategist, a sometime adulterer and betrayer of his men, but also the founder of a great nation and the prototype for a personal, kingly rule.

American democracy rejected this notion of personal, charismatic leadership. George Washington did not want to be king; and the Founders agreed. They insisted on a “government of laws, not of men”. However, a sad counterfeit of charismatic leadership still shows up today in the modern celebrity. Instead of the hero’s deeds, we get a *People Magazine* glitz.

Ancient Sparta, a military society, symbolized the second type of leadership: by command. Military leaders don’t need to use many words. As one historian put it, Sparta was given to taciturnity. It depended upon the bark of command and the grunt of obedience. We still partly depend on such leadership today. Our President is commander in chief, and large organizations depend heavily on command; but that isn’t the whole of leadership, not in a democracy.

Athens symbolized a third type of leadership: by persuasion. Athens relied on *logos* or *rheta* (that is, the “word” or the art of “persuasion”). Democracies are inherently wordy. A parliament is literally a house of words. The American presidency may no longer be a bully pulpit, but it has to be a bully blackboard, to the nation. You can’t lead for long, you can’t even command the armed forces for long, unless you bring the people along.

But leaders need access to the place where they have a chance to persuade. In ancient Athens, that site was the marketplace, to which leaders had access without fee, but in the modern United States the place to which leaders need access is the television station, and the ticket of admission to TV is astronomical. Money calls the shots for both political parties – well over a billion dollars in the last election. The Democrats rented the Lincoln bedroom, while the Republicans invited lobbyists to help write legislation and outspent the Democrats by several hundred million dollars.

Given the high price of political access today, we also use words differently, no longer words put together in extended argument, designed to catch all the factors that count in a complex political judgment. But words now diced down into sound bites, designed not to persuade but to manipulate. Thus money today threatens to corrupt not simply leaders but political discourse.

Reform is only partly a question of changing personal behavior. We also need systemic reforms:

1) We must shorten political campaigns to six months or less (Gore and Quayle are already cranking up for the year 2000); and

2) We need to insist on free access to television for the people’s business of governance, in exchange for our licensing of the media. That is not too much to ask in return for conferring upon the media the power to use the public commons of the airways.

As things stand, we have reversed the relationship of campaigning to governing. Leaders today don’t campaign occasionally in order to govern. They have to campaign constantly and govern only occasionally.

II. WHAT LEADERSHIP TAKES MORALLY

The task of leading differs from managing. The manager, whether working for the government or a corporation, operates with preset goals. The task of managing is somewhat custodial, janitorial. The leader faces the more difficult task of choosing the goals, not just operating within preset goals. Leadership usually entails breaking new ground.

The word ‘leading’, in root, means ‘going’. Going where? Into the X of the future. Leading poses the questions of destination. It requires the wise choice of goals and the means to them.

So the first virtue required in the leader is *wisdom* or, what we might call today, discernment. To know what to do, you have to take in what’s out there. Leaders have to choose wisely what risks to take. That’s why modern leaders rely heavily on advisers and consultants to help them set priorities – just as Ancient Greek generals relied on oracles who consulted the entrails of birds.

But, no matter how much information leaders take in, they can’t eliminate all risk. At best, they choose wisely what risks to take.

So, in addition to the virtue of wisdom, the leader needs *courage*. A rough patch of trouble usually follows hard choices, and most decisions that cross a president’s desk are hard choices. Most tough decisions bring on a coefficient of adversity. Thomas Aquinas defined courage as firmness of soul in the face of adversity. Such courage has two aspects: active and passive. First, courage requires the active capacity to attack problems, rather than dodging or ducking them. But, in defeat, courage also calls for an equally important, somewhat more passive endurance, the virtue of resilience, that is the capacity to pick oneself up off the floor and carry on. (Our modern political campaigns test the virtue of endurance to the point of cruelty.)

Finally, for want of a better term, leadership in a democracy requires the virtue of *public-spiritedness*, what the founders of the country called ‘public virtue’. I would define public virtue as the ‘art of acting in concert with others for the common good’.

We need that virtue first in our political leaders. It’s a huge irony today that the entire world needs good political decisions coming out of the United States, while Americans have contempt for politics as a vocation. We act as though our government is King George III, a foreign power, not an instrument of national purpose.

“Leaders today don’t campaign occasionally in order to govern. They have to campaign constantly and govern only occasionally.”

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But we also need the virtue of public spiritedness in the leaders of corporations and other huge organizations. In large part, such organizations pursue their own interests, but they will not long survive if leaders in the private sector do not keep at least a wall-eye on the question of the common good.

We need public spiritedness especially in our business leaders. The two powerful institutions in the medieval world were the church and the state, but the church today has been marginalized. The two great institutions in the modern world are business and government. We woefully underestimate their power, if we think of business leaders as engaged in private enterprise, for their decisions have huge public impacts not only on their stockholders, but on the jobs we need, the neighborhoods in which we live, the water we drink, the air we breathe, and the schools in which we learn.

In effect, business and professional leaders, are unelected public officials in a society like ours.

So what does leadership in a democracy require? The Greek art of persuasion certainly. But morally it also requires the virtues of wisdom, courage, and public spiritedness. And we won't get enough of these virtues if we demand them of our political leaders alone. The future leaders of other powerful institutions in society today must evince these virtues as well.

Remarks offered at the Faculty Symposium chaired by Dan Rather, opening SMU's Capital Funds Campaign, April 18, 1997.

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