

# CARY M. MAGUIRE CENTER FOR ETHICS AND PUBLIC RESPONSIBILITY

SOUTHERN METHODIST UNIVERSITY

VOLUME 7, SPRING 2002

## RESPONDING TO SEPTEMBER 11

In the wake of the September 11th attacks, the Maguire Center co-sponsored two conferences focused on the ethical dimensions of America's response to terrorism.

### ETHICAL AND MORAL DIMENSIONS OF AMERICA'S WAR ON TERRORISM, MARCH 30, 2002

This conference, described in the interleaf, delved into the moral dilemmas leaders face when confronted with the need to prevent or respond to terrorism.



Former U.S. Secretary of State Henry Kissinger

### LEADERSHIP AND ETHICS: LESSONS FROM THE MILITARY, OCTOBER 30, 2001

Our Fall conference, conducted with the Center for the Study of Professional Military Ethics at the U.S. Naval Academy and in cooperation with the John G. Goodwin Tower Center for Political Studies, discussed the new demands placed on America's leaders after Sept. 11. The keynote speaker was Dr. Albert C. Pierce, Director of the co-sponsoring Center for the Study of Professional Military Ethics at the U.S. Naval Academy. Dr. Pierce identified the four essentials of true moral leadership drawn from what he termed "the Stockdale model:" setting noble goals of high moral value; taking active steps to pursue those goals; being willing to pay a price oneself in pursuit of those goals; and being willing to ask, or when necessary, order others to also pay the price in pursuit of those goals.

Panelists from a wide spectrum of backgrounds responded to Dr. Pierce's presentation. The panel featured retired U.S. Maj. Gen. Hugh G. Robinson, Chairman and CEO of The Tetra Group Inc.; Milledge A. "Mitch" Hart III, U.S. Naval Academy alumnus and Dallas businessman and philanthropist; Joseph Allen, Professor *Emeritus* of Christian Ethics at SMU's Perkins School of Theology; retired Rear Adm. Thomas C. Lynch, Senior Vice President of Safeguard Scientifics Inc.; and Donald T. Phillips, an author and consultant on leadership and Visiting Professor at Austin College.

## ETHICS BOWL 2002

The Eighth Intercollegiate Ethics Bowl competition was held in Cincinnati, OH on February 28, 2002. In the competition, 36 teams from across the country applied their ethical reasoning skills to 15 cases which dealt with issues that ranged from affirmative action to global warming. The SMU team placed 18th.

This was SMU's first national competition. In preparation for it, the team met for five two-hour sessions. In each of the sessions, the students discussed and sought to reach moral judgment on three ethical cases. Dr. Robin Lovin, Dr. Charles Curran, Prof. William Bridge, Dr. Alastair Norcross, and Dr. Steven Sverdluk kindly agreed to lead these sessions.

Our team was composed of six students: Whitney Garrison, Russell Gibson, Cy Haralson, Santiago Katz, Ryan McLaughlin, and Kimberly Sellers. Through preparation and competition, they learned a good deal about ethics, rhetoric, decision making, and a myriad of other subjects. The students moved from opinion to having truly reflective stances on each issue.

The team had its very first warm-up experience on November 18, 2001 when six students competed at St. Mary's University in San Antonio for a Regional Ethics Bowl Competition. Associate Director Lorren Timberman trained them as well as a number of other student groups this year.

### Ethics Bowl Team 2002



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## FROM THE DIRECTOR

This has been the busiest year for the Center since its inception, as to which the items contained in this newsletter will attest. Three major conferences, extensive work with students, faculty presentations, and seminars with business executives and community leaders highlight this year's work. The Center hosted visits from Dr. Robert George, a political philosopher and member of the President's Council on Bioethics; Dr. Everett Worthington, Director of the "Campaign for Forgiveness Research" and Chair of the Psychology Department at Virginia Commonwealth University; and David P. Nicoli, Vice President of Corporate Affairs Strategy and Social Responsibility for the Philip Morris family of companies. Working with the UT Southwestern Medical School, the Center co-sponsored a Creative Writing Competition. We also co-sponsored two lectures with SMU's pre-medical society Alpha Epsilon Delta. Interest in ethics is on the rise. Perhaps this is the reason that I was so enthralled with the strong message in Rebekah Miles' Maguire Public Scholar lecture. An excerpt follows below.

## REBEKAH MILES TARGETS COMPETING DEMANDS OF WORK AND HOME

In "That's All a Mule Can Do: The Ethics of Balancing Work at Home and on the Job," Maguire Public Scholar Dr. Rebekah Miles addressed changes in American patterns of work and leisure, including increased hours and decreased vacation, church attendance, civic engagement, and personal time. Many residents in the U.S. are struggling to fulfill their responsibilities on the job and at home, she suggested.

Miles, an ordained United Methodist minister and Associate Professor of Ethics at SMU's Perkins School of Theology, received her Ph.D. in Religious Ethics from the University of Chicago in 1995. The author of three books, she has received numerous awards, including those from the Lilly Foundation and the University of Chicago.

Here is an excerpt from her lecture, which will be published as an Occasional Paper next year.

My title "That's All a Mule Can Do: The Ethics of Balancing Work at Home and on the Job" demands an explanation. Scholars, reporters, and working parents attempt to describe the balance between work on the job and work at home with different metaphors. Indeed, the word "balance" is itself one of the most common. Some have objected to its use of balancing language because, among other things, it suggests something precarious and subject to imbalance or falling.

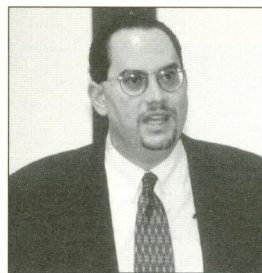
There are other images used to describe this tension-juggling, navigating, even white water rafting. Of course, depending on the state of the water, the size of your boat, and the quality of your crew, navigating and rafting seem more than a little precarious. And juggling is just as subject to falls and errors as balancing, though not normally quite so dangerous—depending on the objects juggled. In the end, however, the biggest downside of all of these images is not so much that they are precarious, but that they are a little too exciting and creative to fit the sweet drudgery and ordinary homeliness of much of our work on the job and in our homes.

So, I have come up with another image that comes from a work related Southern saying—"That's all a mule can do." My mother recently reminded me of this as we were talking about the many sayings that praised hard work. One of the favorite work maxims in my family, a family of extremely hard workers, was passed on by my school teacher grandmother, who had grown up in a sharecropping family and escaped the poverty of her childhood through hard work, a passion for education, and her relent-

## MATT WILSON PUBLIC SCHOLAR

In his Maguire Public Scholar Lecture, Dr. J. Matthew Wilson traced the emergence of moral issues as a major force in American electoral politics. Wilson believes that, over the past three decades, the dimensions of contestation in American politics have shifted dramatically. Gradually, the chief points of division between the two major parties shifted from economic issues to questions about what constitutes a good society. One party, largely secular, emphasizes "tolerance" and "diversity," and the other, traditionally religious, stresses "family values" and traditional social norms. Wilson outlined the present influence of the two parties and speculated on the political future of "a society divided by irreconcilable moral visions."

Dr. Wilson has been an assistant professor in the Department of Political Science with SMU since 1999. He received his M.A. and Ph.D. in Political Science from Duke University. He is currently working on two book manuscripts; one deals with how voters assign credit or blame for social and political events, and the other examines the political behavior of American Catholics.



Matt Wilson



Rebekah Miles

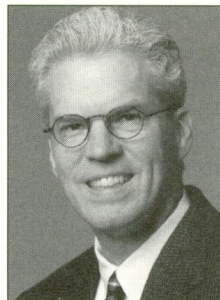
## MAGUIRE TEACHING FELLOWS

Three new Teaching Fellows were selected for the year 2002-2003. Their proposed courses are:

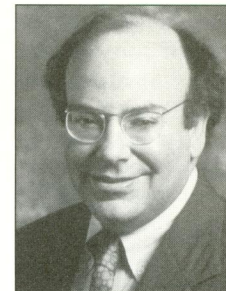
**Dr. Michael Cassidy**, Adjunct Professor, Mechanical Engineering Department and Director, Manufacturing Systems Management, *Ethics in Engineering and Manufacturing*

**Dr. Martha Satz**, Assistant Professor, English Department, *Minority Literature*.

**Dr. Marc Steinberg**, Rupert and Lillian Radford Professor of Law and Senior Associate Dean for Academics, Dedman School of Law, *Lawyering and Ethics for the Business Attorney*



Michael Cassidy

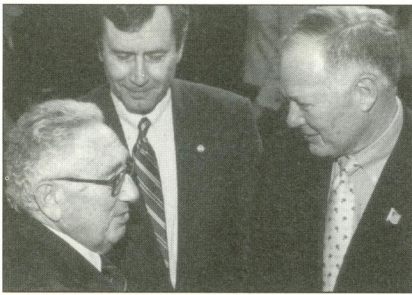


Marc Steinberg

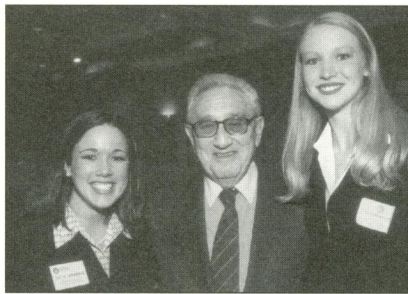


Martha Satz

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(L to R) Henry Kissinger, Gerald Turner, and Ray Hunt

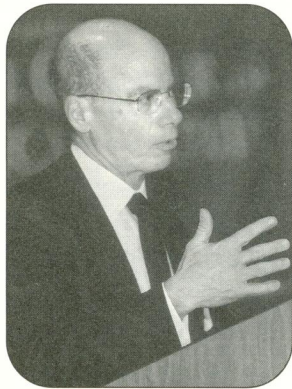


(L to R) Jodi Warmbrod, Student Body President, Dr. Kissinger, Katie Holzgraffe, Student Representative to the SMU Board of Trustees



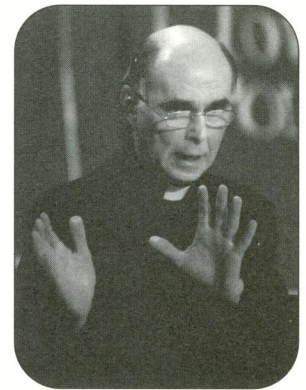
(L to R) Blainey Maguire Hess, Henry Kissinger, Lee Cullum, Cary Maguire

### AMERICA IS AT WAR. BUT IS IT A “JUST WAR”?

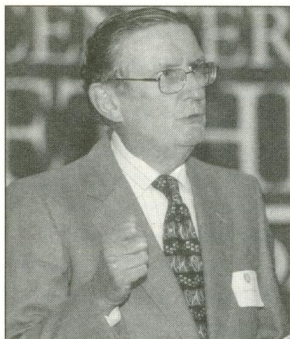


Stephen Krasner

September 11 created a new challenge for America. The country must use its strength to respond to and defeat terrorism. But it must also act in accordance with its abiding moral values for the sanctity of human life and individual dignity. To address this dilemma, the Maguire Center and the John Goodwin Tower Center for Political Studies at SMU presented on March 27, 2002, *Ethical and Moral Dimensions of America’s War on Terrorism*. The conference attracted a panel of diverse experts nationally- and internationally-recognized in the field of ethics, religion, and politics. Among them were Charles E. Curran, Elizabeth Scurlock University Professor of Human Values at SMU; J. Bryan Hehir, Former Dean of Harvard Divinity School and President and CEO of Catholic Charities USA; Stephen Krasner, Graham H. Stuart Professor of International Relations at Stanford University; Joseph S. Nye, Dean of Kennedy School of Government at Harvard University; and Albert Pierce, Director of the Center for the Study of Professional Military Ethics at the U.S. Naval Academy.



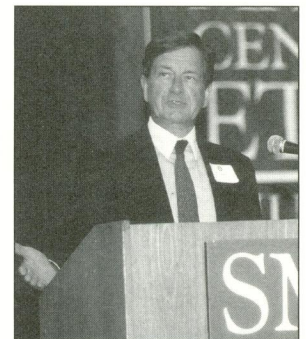
J. Bryan Hehir



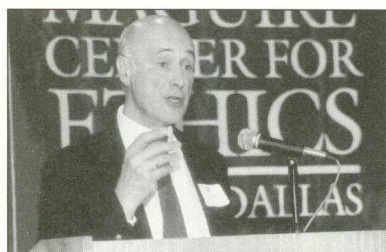
Charles Curran

The Keynote Speaker was Dr. Henry Kissinger, former U.S. Secretary of State, who tackled a number of foreign policy issues that the United States had to address in dealings with countries where terrorism was a growing threat.

The conference received a “Thumbs Up” in *The Dallas Morning News’* Scorecard of Saturday, March 30, 2002. “Big applause for Southern Methodist University and its blockbuster conference on the ethics of America’s war on terrorism, featuring Henry Kissinger and Harvard Dean Joseph Nye.”



Albert Pierce



Joseph Nye



Peaceful protesters make known their opinions during the conference



Dr. Kissinger speaks with students during a break

less obsession to give her family a better life than she had had in rural eastern Arkansas.

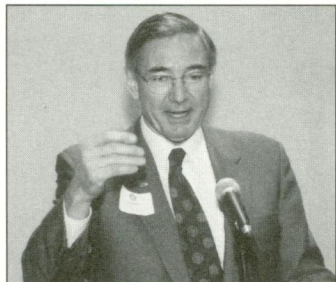
Wagging her finger, she admonished her family, "Good, better, best. Never let it rest. Until your good is better, and your better is best." Some family members and I are convinced that this saying and the obsession looming behind it are responsible for our own obsessive work habits on the job, at home, and in our communities. If we want to remind each other of the seemingly excessive expectations of our heritage, we have only to wag our finger and say, "never let it rest."

I asked members of my family about the origin of this saying, "That's all a mule can do." According to my family, there is a biological explanation. Horses and mules work differently. You have to watch a horse because it does not know how or when to stop and will work itself to death if given the opportunity. It will literally never let it rest. A mule, on the other hand, will work hard until it is tired and then will work no more. It knows when it has had enough. It knows when to let it rest.

## AWARDS

### J. ERIK JONSSON ETHICS AWARD FOR PUBLIC VIRTUE

The recipient of this year's award was Jack Lowe, Jr., Chief Executive Officer and Chairman of the Board of TDIndustries,



an employee-owned, national mechanical construction and service firm, that has become one of the largest mechanical contractors in the United States. According to *Fortune Magazine's* annual survey, the company has been one of the top six for the last five years. One issue

summarized Lowe's "servant leadership" management style: He "has no reserved parking space, answers his own phone, and works in an eight-by-eleven foot cubicle." The company has been included in "the 100 Best Companies to Work for In America" and has been recipient of the 1998 Texas Quality Award. Lowe has received numerous awards for his ethical leadership and public service. He was honored by such organizations as the National Association of Women, the Rotary Club, and the Associated General Contractors, Dallas Chapter.

### SOCIETY OF FINANCIAL SERVICE PROFESSIONALS

#### ETHICS AWARDS PROMOTING BUSINESS ETHICS

The Maguire Center, in conjunction with the Cox School of Business, assesses the ethical practice and impact of regional businesses for the Dallas Chapter of the Society of Financial Services Professionals' annual Greater Dallas Business Ethics Award. The Award is intended to recognize companies with a strong commitment to ethics in the Metroplex.

2001 awardees were HELP International (small), ATMOS Energy (midsized), and EDS (large). The Container Store was also given special acknowledgment. EDS subsequently received the national "American Business Ethics Award."

2002 awardees are CDG Associates (small company), The Container Store (midsized), Trammell Crow (large), and TXU (larger).

## COMMUNITY OUTREACH EVENTS

### WALK THE TALK

On September 20, 2001, the Center, in conjunction with the Dallas Coalition for Character and Values and The Walk The Talk Company, hosted over 280 participants at a conference entitled *Top 10 Characteristics of Ethical Leaders and Values-Driven Organizations*. The keynote speaker was Eric Harvey, President of The Walk the Talk Company, who has presented to 23 of *Fortune Magazine's* 25 Most Admired Companies. Harvey discussed how display of mission statements is easy, but the practice of such proves more difficult. The day focused on strategies to help organizations build a "magnetic culture" which would attract and retain the brightest and most productive people. The conference was designed to give leaders at all levels predictable operating behaviors based on their values. As a forum for bringing leaders together on issues of ethics, it was very successful. For example, the Dallas Mayor Pro-Tem, the City Manager, City Council members and DISD Board members discussed at one table how to embed ethical values in everyday discussions and behaviors. Participants included 100 DISD principals and administrators; business executives from TXU, IBM, Ebby Halliday, Texas Instruments, The Graphics Group, and Renaissance Capital Group; the YMCA; Dallas Can! Academy; Baylor University Medical Center; and SMU faculty and staff.

### NORTH TEXAS ASSOCIATION OF ETHICS, CHARACTER AND VALUES

A quarterly meeting of Ethics practitioners from local companies, the group's mission is three-fold:

- \* Offer personal and professional development for ethics, character, and values practitioners
- \* Provide a forum to network "Best Practices" while teaching and mentoring others, and
- \* Help sponsor future public conferences.

Discussions have been focused on concrete practices: how to "get past words" in a time "when companies like Enron had words all over the walls...;" how to work through entrenched unethical practices; how to do benchmarking; and how to suggest strategies such as practical reminders, case studies, performance support and leadership at the top support (a structural support mechanism). Sessions were held on February 1 and May 10. Future meetings will be held on August 23 and November 15. Call our office for more details.

### LECTURE ON BUSINESS ETHICS

On October 3, 2001 Robert Solomon, Quincy Lee Centennial Professor of Business and Philosophy (and Distinguished Teaching Professor) at the University of Texas at Austin delivered a public lecture on "Business Ethics and the Superman: Lessons from Nietzsche." Professor Solomon used Nietzsche's insights into human nature and morality to help today's business leaders cope with the everyday challenges they face in their daily practice. The lecture was sponsored by the Maguire Center along with the College of Business Administration at University of Texas at Arlington and the Management and Organizations Department at SMU's Cox School of Business.

Robert C. Solomon, who helped Motorola develop their Uncompromising Integrity Program in 1998, has authored or edited nearly thirty books, which include works on business and philosophy.

## NEW ETHICS CENTER ADVISORY BOARD MEMBERS

- Robert Buford**, The Buford Foundation
- John Castle**, Retired Executive Vice President and General Counsel, EDS
- Jeanne Tower Cox**, Dallas philanthropist and civic leader
- Ryan McLaughlin**, SMU Student Representative
- Mike Moses**, General Superintendent, Dallas Independent School District

## MAGUIRE AND IRBY FAMILY PUBLIC SERVICE INTERNS



Summer 2002 Interns

**Effiong Esedeke**, Perkins School of Theology student, will be volunteering with Aids Arms Inc. to help carry this organization's mission to Nigeria.

**Desiree Garcia**, Dedman School of Law student, will work with the San Antonio Office of the Mexican American Legal Defense and Educational Fund (MALDEF). She will assist their attorneys in the investigation of complaints of civil rights abuses, administrative and legislative advocacy, and analyzing documents.

**Tiffany Hansen**, Dedman School of Law student, working with the AIDS Outreach Center, will assist attorneys, help clients gain access to Social Security Disability payments, and draft documents for family law and probate court appearances.

**Anna (Beth) Kirby**, religious studies major, will work with His People Christian Church in Cape Town, South Africa and with Thembalitsha, a non-profit community development organization which provides shelter, food and counseling for street children, organizes classes in business skills for unemployed adults, and offers counseling for terminally ill AIDS children and their families.

**Michelle Marable**, Dedman School of Law student, will assist the indigent community with civil legal problems for Legal Services of North Texas. She will interview clients, draft legal documents, and assist in trial preparation.

**Scott McIntosh**, will work with the Ethics Committee at Presbyterian Hospital of Dallas to assist in the most recent cases in medical ethics.

**Rosario Quiñones**, will be working with Dallas Area Interfaith in a program to register and educate Dallas voters, especially in the Hispanic community.

**Michelle Rogers** will be a liaison between Spanish speaking patients and physicians at the Shriners Hospital for Children in Shreveport, Louisiana.

**Matthew Seymour**, Dedman School of Law student, will work at the Catholic Charities of Dallas, helping low-income individuals prepare hearings in immigration court, conducting reviews of applications, and matching *pro bono* attorneys with opportunities in immigration law.

**Sarah Thomas**, will work at Planned Parenthood helping to create a collection of recordings of clients to be delivered to Federal and State Legislators.

## FROM THE ASSOCIATE DIRECTOR

In late night vigils and across dinner tables, students passionately deliberated questions of our time in preparation for the Ethics Bowl. Should the U.S. honor the Kyoto treaty to which we agreed, requiring us to reduce emissions at a high cost while other countries are exempt? Should we allow the killing of an endangered Kodiak bear in order to satisfy the wish of a dying child? This year, the Center piloted activities to assist students in developing their inner "moral compass" to navigate such dilemmas-- through increasing awareness of the ethical dimensions of everyday decisions, identification with the personal values and struggles of others, and debate over current complex ethical decisions. Some of those activities included:

\*Our initial venture to the National Ethics Bowl competing with colleges like Dartmouth, with rigorous training by our faculty.

\* Ethics training sessions for prominent campus leaders.

\*An expanded internship program, providing opportunity to put ethical principles into practice within nonprofit agencies.

For the first time, students in positions of responsibility-- including President of the Senior Class, President of the Leadership Consultant Council, founder of the Debate Club, and a leader of Welcome Week--visited to utilize our resources. In their own words, here are two students' reflections about the Center's impact on their life and the community:

"My first four years in college was just [meant] for me to go and do this [internship]: a quest for truth about the world and my life and my purpose in it."

"People can say we don't make a difference. Well, we have to some people, and we will to more. It's not how much one person does, the goal is to get a lot of people doing it. As Kennedy said, it's like the 'ripple of hope,' if one person does three things and if you have a million people, you have a 'current for change.'"

## BARBARA WOODHOUSE SPEAKS ON ETHICAL ISSUES AND CHILDREN'S NEEDS

This year's Conference of the Professions presented *Honor Thy Children? The Challenge of a Child-Centered Practice*, co-sponsored with the SMU Dedman School of Law, the SMU Perkins School of Theology, the University of Texas Southwestern Medical Center at Dallas, the Dallas Bar Association, and the Dallas County Medical Society. The keynote speaker was Barbara Bennett Woodhouse, the David H. Levin Chair in Family Law at the Fredric G. Levin College of Law at the University of Florida.

Professor Woodhouse is a nationally and internationally recognized scholar in the area of children's legal issues and has co-founded and co-directed the Center for Children's Policy Practice and Research at the University of Pennsylvania. She authored or co-authored numerous books, articles and amicus briefs in high profile cases, including *DeBoer v. Schmidt* (In re Baby Jessica).

An invitation-only event, the Conference of the Professions addresses ethical issues affecting three professions: law, theology and medicine. Two panel discussions, which included several area teenagers and representatives from the three professions, addressed some of the ethical dilemmas involved in responding to the needs of children and including them in decisions. The luncheon discussion was moderated by Glenn Mitchell, the host of KERA's noontime talk show, "The Glenn Mitchell Show."

## NEW MAGUIRE CENTER FACULTY ADVISORY COMMITTEE MEMBER

Welcome to our new member: **Dr. William Babcock**, SMU Perkins School of Theology.

## UPCOMING EVENTS

### MAGUIRE PUBLIC SCHOLAR

Dr. Kathleen Wellman of the History Department, will deliver the Maguire Public Scholar lecture on the topic of "Ethics and the Enlightenment" this fall.

Professor Linda Eads of the Dedman School of Law, will lecture next spring on law and business ethics.

### CONFERENCE OF THE PROFESSIONS

The 17th annual conference will focus on privacy in health care. The date has not yet been determined.

### NORTH TEXAS ASSOCIATION OF ETHICS, CHARACTER AND VALUES

Future meetings of the association are scheduled for August 23 and November 15, 2002. See more details on page 4.



Internationally recognized business consultant Eric Harvey lectures at the Sept. 20 conference. Harvey and Dick Mason co-chair the North Texas Association of Ethics, Character, and Values.

### DID YOU KNOW?

The founding director of our Center, Dr. William F. May, has been appointed to the President's Council on Bioethics. Also this past year he has published with Westminster/John Knox Press *The Beleaguered Rulers: The Public Obligation of the Professional*. Congratulations!

## SPREADING THE WORD

### INTERN

Quincy Crecilius joined our staff for a semester, with the Center providing a site for her public information internship at SMU. She created a media kit, as well as a background piece, which became the foundation for the script we used in producing the video (below) which describes the work of the Center.

### VIDEO

The Center has enlisted the help of Rob Walker, Media Production Manager at the Norwick Center for Media and Instructional Technology, in developing a video featuring the most recent conference footage with an explanation of the Center's work.

### WEBSITE

Have you visited the Center's website lately? If so, you've probably noticed the fresh, new look. Although a website is always a work in progress, the major revisions are now complete thanks to the work of SMU student Michael Lasky, who created the layout, design, and navigation. All of this took place concurrently with the move to a new web server. Update your bookmarks! The new URL is [www.smu.edu/ethics\\_center](http://www.smu.edu/ethics_center).

### PUBLICATIONS

This year the Center has added two new occasional papers to its series. The first is "Teaching Online Journalism Ethics" by Philip Seib. The second is "When 'Takings' Happen to Good People: The Fifth Amendment Takings Clause and the Issue of Distributional Justice" by Jeffrey M. Gaba. All occasional papers in our series may be purchased for \$2 each from the Maguire Center.

(L to R) Gerald Turner, Jack Lowe, Henry Kissinger, and Cary Maguire at the *Ethical Dimensions of America's War on Terrorism* conference held March 27, 2002.



Tel.: 214-768-4255 FAX: 214-768-3391  
e-mail: [maguire\\_ethics@mail.smu.edu](mailto:maguire_ethics@mail.smu.edu)  
website: [www.smu.edu/ethics\\_center](http://www.smu.edu/ethics_center)

Cary M. Maguire Center for Ethics and Public Responsibility

Southern Methodist University

PO Box 750316

Dallas, Texas 75275