

MORAL GOALS OF LEADERSHIP

(from Gardner, J.W. (1990). *On leadership*. Washington D.C.: Freedom Press)

1. Leaders consider the release of human potential a central value. They have high expectations and standards, as well as a respect for excellence (p. 73).
2. Leaders understand the mutual dependence between the individual and the group (p. 75). They see themselves as "having a positive duty to nurture and continuously reconstruct the community of which they are a part...They must be committed to a continuous reweaving of the social fabric (p. 188).
3. Leaders work to defend the values of freedom, justice, equality of opportunity, the dignity and worth of the individual, and the sanctity of private religious beliefs (p. 77). They demonstrate individual moral responsibility, caring for others, honor and integrity, and tolerance and mutual respect, fostering individual fulfillment within a framework of shared values.
4. Leaders seek to instill a sense of individual initiative and responsibility in constituents. They view themselves as enablers who help remove obstacles to effective functioning, and who foster a sense of shared purpose (p. 78).

(adapted from Nuss, E. (1994) *Leadership in higher education: Confronting the realities of the 1990s*. NASPA Journal, Vol. 1, No. 3, p. 209-216)

FIVE ETHICAL PRINCIPLES

RESPECT AUTONOMY: It is assumed that individuals have the right to decide how they live their lives, as long as their actions do not interfere with the welfare of others. One, therefore, has the right to act as a free agent, and has freedom of thought and choice.

DO NO HARM: The obligation to avoid inflicting either physical or psychological harm on others and to avoid actions that risk harming others may be a primary ethical principle.

BENEFIT OTHERS: There is an obligation to improve and enhance the welfare of others, even where such enhancements may inconvenience or limit the freedom of the person offering assistance.

BE JUST: To be just in dealing with others assumes equal treatment of all, to afford each individual their due portion, and in general, to observe the Golden Rule.

BE FAITHFUL: One should keep promises, tell the truth, be loyal, and maintain respect and civility in human discourse. Only in so far as we sustain faithfulness can we expect to be seen as being trustworthy.

Kitchener, K.S. (1985). Ethical principles and decisions in student affairs. In H.J. Canon & R.D. Brown (Eds.), *Applied ethics in student services* (pps. 17-29). San Francisco: Jossey-Bass.