

VIRTUES FOR LEADERSHIP

ASU, CEL 494/598, Fall 2020

Location: College of Design North 62

MW 3:05-4:20 p.m.

Instructor: Theresa Smart

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Office Hours: TTh 1:00-3:00 p.m.

I. Course Description

This course introduces the field of virtue ethics as a framework for understanding leadership and its relation to personal character. “Virtue” itself is a term frequently used, but rarely understood as part of a coherent philosophy of human life and action. As philosopher Alasdair MacIntyre puts it, our moral language is in a “state of grave disorder.”

The civic and moral dilemmas of our time press us to dig deep into the history of morality, questioning the meaning of virtue and character. What is virtue? How does it develop? What moral qualities define a good leader? Is good leadership consistent with a life of human virtue, or does leadership sometimes necessitate “dirty hands”? How is virtue related to moral rules? What kinds of deeds, if any, should never be committed? Can virtue be misused? Can virtue be taught? Does virtue ethics rely on certain ideas about human nature, happiness, and the ultimate end?

Through careful reading and discussion, students will examine how classical philosophers Aristotle and Thomas Aquinas respond to these questions in their treatment of the cardinal virtues: prudence, justice, fortitude, and temperance. Their ideas on virtue and leadership will also be put in conversation with those of ancient and contemporary thinkers such as Plato, David Brooks, and Alasdair MacIntyre.

II. Course texts

The following are required texts available for purchase at the ASU Bookstore:

- David Brooks, *The Road to Character* (Random House, 2015)
- Alasdair MacIntyre, *After Virtue* (University of Notre Dame Press, 1984)
- Christian B. Miller, *The Character Gap* (Oxford University Press, 2018)
- Aristotle, *Nicomachean Ethics*, trans. Robert C. Bartlett and Susan D. Collins (University of Chicago Press, 2011)
 - Note: if you already have a copy of Aristotle’s *Ethics*, you may use your own translation. If you do not own a copy already, I request that you use the Bartlett-Collins translation.

Another central text for the course will be the *Summa Theologiae* of Thomas Aquinas. The *Summa* is available in its entirety online. The following translations are recommended:

- Dr. Alfred J. Freddoso’s translation: <https://www3.nd.edu/~afreddoso/summa-translation/TOC.htm>. While this is my preferred translation, Prof. Freddoso is still in the process of completing it. Some assigned texts will be unavailable here.
- Aquinas Institute database: <https://aquinas.cc/la/en/~ST.I-II>. This bi-lingual version is based on the translation of Fr. Laurence Shapcote, O.P., and will be particularly valuable to those with reading knowledge of Latin.

All other required readings for the course will be available on Canvas. Students are encouraged to bring hard copies of these readings to class.

III. Course Requirements and Grading

Attendance and Participation

- Attendance policy:
 - Absences will be **excused** if caused by the following: a.) illness or injury officially verified by a health care provider, b.) university-authorized activities officially verified by a university official, c.) religious holy day, d.) other reasons subject to the discretion of the instructor. Excused absences will not affect a student's grade.
 - All other absences are **unexcused**. Each student is permitted 1 *unexcused* absence during the semester. For each additional unexcused absence, the attendance and participation grade will be reduced by 10%.
 - Students must receive prior permission from the instructor in order to attend class via ASU Sync. If a student chooses not to attend class in person, but has *not* received prior permission to attend online, that choice will count as an **unexcused** absence.
- Students are expected to have read the assigned readings for each class period *before* class begins. Fruitful classroom discussion requires a commitment from each student to read carefully and consistently.
- This course will be discussion-oriented. Each student should make thoughtful and consistent contributions to conversation.

ASU Sync

Attendance in person at regularly designated class times is expected of all students enrolled in this course. Students may request an accommodation to attend remotely via ASU Sync for any portion of the semester. Such requests should be made to the instructor directly and should include the reasons for the request. The final decision regarding accommodation will be made by the instructor. Every effort will be made to accommodate all reasonable requests for accommodation.

Graded Coursework

- **Discussion Questions:** To help launch class conversation and tailor it to your interests, students must submit 1 thoughtful discussion question before *every class*.
 - DQs must be submitted to the Canvas "Discussions" tab ***no later than 12:00 p.m.*** every Monday and Wednesday.
 - DQs for a given class may be canceled at the discretion of the professor. If canceled, students will be notified in advance.
 - Each student is permitted to skip 2 DQs without effect on the course grade. After that, each missed DQ will result in a 5% deduction from the participation grade. The participation grade will also be reduced for consistently thoughtless or low-quality questions.
 - Students are most welcome to respond to their peers' questions via the Canvas discussion board! While responding to online discussions is not required, consistent and high-quality participation in this mode will be reflected in the participation grade.
- **Weekly Reading Reflections:** To practice textual analysis and prepare for discussion, students will submit 1 reading reflection per week. The reflections must be **300-500 words**

each. Students should engage creatively with the reading for the day: interpret, react, agree or disagree with the author, compare to other readings, apply to a current issue, etc.

- Students may choose to submit their weekly reflections on *either Monday or Wednesday*. The reflection should respond to the reading assigned for the day selected.
 - Reflections must be submitted via Canvas ***no later than 12:00 p.m.*** on the day chosen to submit. This enables the professor to integrate comments from student reflections into the class discussion. To submit, go to the “Assignments” tab on the Canvas course site and either upload a document or enter text.
 - The reflection for a given week may be canceled at the discretion of the professor. If canceled, students will be notified in advance.
- **Midterm Essay:** due Monday, October 19
 - **Final Essay:** due Wednesday, December 9
 - **Essay requirements**
 - Essay deadlines are noted above and in the Schedule of Assignments below, so students are encouraged to plan their semester accordingly.
 - Essay prompts will be provided at least 3 weeks in advance of the deadline.
 - All essays should be double-spaced and typed in 12-point font, with 1-inch page margins.
 - **Late work:** an essay grade will be reduced by 5% for each day it is late.

Grade Distribution

20%	Attendance and Participation
20%	Weekly Reading Reflections
25%	Midterm Essay
35%	Final Essay

Grading Scale

97-100%	A+	80-83%	B-
94-96%	A	77-79%	C+
90-93%	A-	70-76%	C
87-89%	B+	60-69%	D
84-86%	B	0-59%	F

IV. Student Behavior and Other Expectations

Face Coverings at ASU Locations

Everyone will be required to wear a face covering while in ASU buildings. Face coverings will also be required in outdoor community spaces where social distancing isn't possible.

Academic Integrity

Academic honesty is expected of all students in all examinations, papers, and laboratory work, academic transactions and records. The possible sanctions include, but are not limited to, appropriate grade penalties, course failure (indicated on the transcript as a grade of E), course failure due to academic dishonesty (indicated on the transcript as a grade of XE), loss of registration privileges, disqualification and dismissal. For more information, see <http://provost.asu.edu/academic-integrity>.

All students are expected to abide by the ASU Student Academic Integrity Policy. See <https://provost.asu.edu/academic-integrity/policy>.

Technology

Phone usage is prohibited in the classroom. Laptops and iPads are discouraged. We are fortunate to meet in person at all, so I encourage you to make the very best of it: avoid setting up a technological barrier between yourself and your peers.

That said, sometimes students may have trouble printing out the readings before class. In that case, students are permitted to use a laptop or iPad strictly for accessing the readings.

Students with Disabilities

Students who feel they will need disability accommodations in this class but have not registered with the Disability Resource Center (DRC) should contact DRC immediately. The DRC Tempe office is located on the first floor of the Matthews Center Building. DRC staff can also be reached at (480) 965-1234 (V) or (480) 965-9000 (TTY). For additional information, visit: www.asu.edu/studentaffairs/ed/drc.

Title IX and University Policy

Title IX is a federal law that provides that no person be excluded on the basis of sex from participation in, be denied benefits of, or be subjected to discrimination under any education program or activity. Both Title IX and university policy make clear that sexual violence and harassment based on sex is prohibited. An individual who believes they have been subjected to sexual violence or harassed on the basis of sex can seek support, including counseling and academic support, from the university. If you or someone you know has been harassed on the basis of sex or sexually assaulted, you can find information and resources at <https://sexualviolenceprevention.asu.edu/faqs>.

As a mandated reporter, I am obligated to report any information I become aware of regarding alleged acts of sexual discrimination, including sexual violence and dating violence. ASU Counseling Services, <https://eoss.asu.edu/counseling>, is available if you wish to discuss any concerns confidentially and privately.

Policy against Threatening Behavior

All incidents and allegations of violent or threatening conduct by an ASU student (whether on- or off campus) must be reported to the ASU Police Department (ASU PD) and the Office of the Dean of Students. If either office determines that the behavior poses or has posed a serious threat to personal safety or to the welfare of the campus, the student will not be permitted to

return to campus or reside in any ASU residence hall until an appropriate threat assessment has been completed and, if necessary, conditions for return are imposed. ASU PD, the Office of the Dean of Students, and other appropriate offices will coordinate the assessment in light of the relevant circumstances.

Copyrighted materials

Students must refrain from uploading to any course shell, discussion board, or website used by the course instructor material that is not the student's original work, unless the students first comply with all applicable copyright laws. Faculty members reserve the right to delete materials on the grounds of suspected copyright infringement.

Other needs: Feel free to approach the instructor with questions or concerns about the course! Office hours are every Tuesday and Thursday from 1:00-3:00 p.m., but students may also reach out via email to schedule meetings outside of those hours. Note that this syllabus is subject to revision at the discretion of the professor.

V. Schedule of Class Meetings and Assignments

Introduction: Leadership & Moral Character

Aug. 24 (M)	Course introduction David Brooks, <i>The Road to Character</i> , Intro., Ch. 1, & Ch. 3 (pp. xi-15; 48-73)
Aug. 26 (W)	David Brooks, <i>The Road to Character</i> , Ch. 10 (pp. 240-270) Alasdair MacIntyre, <i>After Virtue</i> , Ch. 1-2 & 5 (pp. 2-22, 51-61)
Aug. 31 (M)	Plato, <i>Laches</i> , 178a-190d
Sept. 2 (W)	Plato, <i>Laches</i> , 190d-201c
Sept. 7 (M)	Labor Day; no class

What is virtue?

Sept. 9 (W)	Virtue in general Aristotle, <i>Nicomachean Ethics</i> , Book 2 (pp. 26-41) Thomas Aquinas, <i>Summa theologiae</i> I-II, q. 55-56 & q. 58-60
Sept. 14 (M)	Virtue and happiness Aristotle, <i>Nicomachean Ethics</i> , Book 1 (pp. 1-25) Thomas Aquinas, ST I-II, q. 1-3 Philippa Foot, <i>Natural Goodness</i> , Ch. 6: "Happiness and Human Good" (pp. 81-98)
Sept. 16 (W)	Motivating virtue

Christian Miller, *The Character Gap*, Ch. 2: “Why Bother Developing a Good Character?” (pp. 25-48)

Heather Battaly, *Virtue*, Ch. 3: “Motives Matter” (pp. 59-85)

Sept. 21 (M) **Vice and weakness of will**

Aristotle, *Nicomachean Ethics*, Book 7, Ch. 1-6 (pp. 135-148)

Thomas Aquinas, ST I-II, q. 71

Christian Miller, *The Character Gap*, Ch. 4: “Harming” & Ch. 7: “Putting the Pieces Together” (pp. 82-100; 152-165)

Sept. 23 (W) **Education to virtue**

Aristotle, *Nicomachean Ethics*, Book 10, Ch. 7-9 (pp. 223-235)

Christian Miller, *The Character Gap*, Ch. 9: “Some Strategies with More Promise” (pp. 195-216)

Myles Burnyeat, “Aristotle on Learning to Be Good” (pp. 69-92)

Fortitude

Sept. 28 (M) Aristotle, *Nicomachean Ethics*, Book 3, Ch. 6-9 (pp. 54-62)

Thomas Aquinas, ST II-II, q. 123-127

Daniel McInerney, “Fortitude and the Conflict of Frameworks” (pp. 75-91)

Sept. 30 (W) Aristotle, *Nicomachean Ethics*, Book 4, Ch. 3 (pp. 75-80)

Thomas Aquinas, ST II-II, q. 129

David Brooks, *The Road to Character*, Ch. 5: “Self-Mastery” (pp. 105-129)

Oct. 5 (M) Thomas Aquinas, ST II-II, q. 131-133, 136-137

Temperance

Oct. 7 (W) Aristotle, *Nicomachean Ethics*, Book 3, Ch. 10-12 (pp. 62-64)

Thomas Aquinas, ST II-II, q. 141-143

Oct. 12 (M) Thomas Aquinas, ST II-II, q. 148-151

Oct. 14 (W) Thomas Aquinas, ST II-II, 161-162, 166-167

Craig Boyd, “Pride and Humility” (pp. 245-265)

Alasdair MacIntyre, *Dependent Rational Animals*, Ch. 10 (pp. 119-128)

Prudence

Oct. 19 (M) **Midterm assignment due; submit via Canvas. No class.**

Watch film adaptation of Shakespeare’s *Coriolanus* at home.

- Oct. 21 (W) Aristotle, *Nicomachean Ethics*, Book 6, Ch. 1-8, 12-13 (pp. 114-126, 130-134)
- Oct. 26 (M) Thomas Aquinas, ST II-II, q. 47-49
- Oct. 28 (W) Thomas Aquinas, ST II-II, q. 50-51, 53-54

Justice & Law

- Nov. 2 (M) Martin Luther King, Jr., “Letter from Birmingham Jail”
- Nov. 4 (W) Thomas Aquinas, ST II-II, q. 57-60
Josef Pieper, excerpts on justice
- Nov. 9 (M) Thomas Aquinas, ST II-II, q. 61, 64, 66-67, 77
J. L. A. Garcia, “Roles and Virtues”
- Nov. 11 (W) **Veteran’s Day – no class**
- Nov. 16 (M) Thomas Aquinas, ST II-II, q. 109-111, 114
Christian Miller, “The Virtue of Honesty”
- Nov. 18 (W) Thomas Aquinas, ST I-II, q. 95-97

Virtue Ethics, Leadership, and Today’s Challenges

- Nov. 23 (M) Michael Walzer, “Political Action: The Problem of Dirty Hands”
Rosalind Hursthouse, “Irresolvable and Tragic Dilemmas”
- Nov. 25 (W) Alasdair MacIntyre, *After Virtue*, Ch. 14: “The Nature of the Virtues”
Benjamin Franklin, Autobiography, Ch. 9: “Plan for Attaining Moral Perfection”
Jane Austen, *Mansfield Park*, Vol. 3, Ch. 2-3
- Nov. 30 (M) Alasdair MacIntyre, *After Virtue*, Ch. 15-16
- Dec. 2 (W) TBD

FINAL ESSAY: submit via Canvas by the end of the day on Wednesday, December 9.