

Last year, I had a call from Roger Heyns, the President of the American Council on Education, the premiere educational association in America, asking me to give the keynote address to the ACE's annual convention in New Orleans during October of 1976. Roger said that the meeting was going to be on educational leadership and, since I had been around longer than most, he thought I should speak first. It is difficult to say "no" to Roger, since I was on the Search Committee that selected him for President.

Anyway, I said "yes" and then, as usual, worried about when I would get the ideas together, the talk written. I had another difficult task pending on a subject I knew less about -- Women's Liberation and Civil Rights.

By pure chance, a trip I was to make in August was cancelled, so I begot myself to Land O'Lakes, Wisconsin, where I have an easy claim on a cabin by the water.

I brought along a lot of books and articles about presidential leadership. Sitting by the fireside one night, contemplating all those books, I said to myself: "Ted, if you haven't learned a few things about presidential leadership in the past twenty-five years on the job, then you really are a monumental fraud. Put the books down and reflect. Then write and see what comes out." Well, this is what came out. I was worried that it might be a bit too personal,

but I've had many calls from my colleagues, especially those new in the presidency, who said it helped. A week after the meeting in New Orleans, Candidate Jimmy Carter was speaking at Notre Dame. I slipped him a copy and he commented from it a few days later. In the hope that it might help others, here it is.