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Fr. Von Arx, members of the Board of Trustees, faculty and administration, family, friends, and most importantly, today's graduates:

Good afternoon. Indeed it is a good afternoon; an afternoon to celebrate the achievements of the graduates; an afternoon to thank those who have supported and taught them; and it is an afternoon to affirm, to indeed proclaim that today's graduates are not only receiving a degree but also a call to be transformative, accountable leaders.

Truly it is my joy and privilege to participate in this year's graduation of Fairfield's Certificate, Master's, and doctoral students. I recall

Fairfield Beach. Many of you have been working while juggling family responsibilities,

At Fairfield these two calls to strengthen leadership by health professionals have been

global health or social accountability. Companies like Coca Cola use their global logistics systems to help move pharmaceuticals to remote villages. KPMG, Pfizer, and IBM support corporate global service programs sponsor employees to travel overseas as volunteers to help developing country partners strengthen accounting, laboratory, and medical informatics capabilities. Warner Brothers has made films to support global HIV prevention. And engineers who work for cell phone companies in Africa are now arranging to share their cell tower power supplies to power refrigerators for vaccine storage in remote rural areas. The social contract of professionals is sometimes most synergistic when it draws in unlikely partners and works collaboratively across disciplinary bounds.

The obligation of business to share wealth and know-how as a global citizen goes hand in hand with

The transformative leadership you are called to cultivate is not about making decisions like a CEO. Mother Teresa, Dr. Martin Luther King, Jr., Ignatius Loyola, and indeed my fellow honoree this afternoon, Sister Patricia Farrell, have all exhibited transformative leadership even though none have been captains of industry or elected political leaders. Regardless of your position in the pecking order, embrace not only your organization's formal mission but also its social mission and that of your profession. And if that social mission has not been articulated in your circumstances, it is an opportunity to lead and define it.

I have spent over 30 years in Washington around top military medical leaders as well as among the Nation's leading scientists and federal policymakers. I want to use my last few minutes to highlight ten key attributes I have commonly found in transformative leaders. Because I can't memorize as well as when I was a pre-med student here at Fairfield, I have taken the liberty of creating a mnemonic device. The ten attributes that I offer for you to consider cultivating can be associated with the ten letters that spell the word: LEADERSHIP.

The "L" stands for Loyalty, loyalty to principle, to your profession's ethic, to your colleagues, to your organization, and to those you serve. – Loyalty is central because transformative leadership achieves impact through collective effort.

The "E" stands for Ethics – Loyalty of course needs to be oriented by ethics. All leaders are required act according to ethical principles. At the National Academies we strive to lead by "speaking truth to power." We regularly bring evidence-based scientific insight to bear on contentious issues such as climate change, gun violence, and vaccine safety. Being ethical sometimes requires moral courage. There is quote from Albert Einstein carved into stone beside the main door our building that speaks to the mandate to speak truth to power. Einstein said:

"The right to search for truth also implies a duty; one must not conceal any part of what one has recognized to be true."

The "A" in LEADERSHIP stands for Aspiration- A transformative leader does not accept the status quo. However, to paraphrase the Cheshire Cat from Alice and Wonderland, "If you don't know where you're going, any road will get you there". Without an aspiration, a leader won't be leading anyone anywhere in particular. Dr. Martin Luther King, Jr. had his aspiration of a racially more just United States. Perhaps a less exalted but more accessible vision of a role

model was last year

less service is not limited to the military or non-profit entities. As I have already mentioned there are also tremendous opportunities for service in the for-profit sector, some of which play to specific and very special comparative advantages only found the corporate world.

The “H”

degreed status to serve others and to gather others to do the same, to be transformative, and to innovatively set the world aflame. Thank you.