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The Law's Spirit, Over Its Letter

Claudia H. Deutsch
New York Times

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PrivateSector

COMPILED BY ALLEN R. MYERSON

At the G.O.P. Convention, Carmakers Toot Horns . . .

It was the battle of the cars at the Republican National Convention, between G.M. and DaimlerChrysler. On Sunday night, G.M., which gave \$1 million to the convention's host committee, held a party for 2,000 people. It featured Hank Williams Jr. and a replica of the Batmobile. DaimlerChrysler, which had given the host committee \$250,000, held a reception honoring Representative J. C. Watts of Oklahoma that featured the Temptations and a gold Phaeton, a futuristic concept car.

The carmakers have a tradition of treating the conventions as marketing opportunities. G.M. plans equally lavish events at the Democratic National Convention in Los Angeles, but with the United Automobile Workers as a Democrat-friendly partner.

. . . Forbes Raises Some Capital . . .



Steve Forbes

Steve Forbes, who has spent nearly \$70 million on two bids for the Republican presidential nomination, now spends much of his time running Forbes magazine. But not all of it.

He was at his party's convention to — what else? — promote his tax policies and raise money for other candidates. With

his old buddies Jack Kemp, who has become something of a venture capitalist, and Lawrence Kudlow, the Wall Street economist, he talked up their new venture, the Club for Growth, at a breakfast meeting. Joining the club requires a political donation, which the group will use for Republicans sharing Mr. Forbes's supply-side economic views. "I'm trying to help get kindred souls elected," Mr. Forbes said.

Leslie Wayne

. . . And Tiny Hats Enter the Ring



GetSetClub, she is running as a candidate of the Surprise Party.

At the convention, Mattel struck back by stuffing little Barbie doll delegates into the Republicans' welcome bags. Mattel hasn't decided whether there will be a showdown at the Democratic convention in Los Angeles, and it is leaning against having Barbie accept Vanessa's challenge to debate. "Barbie is really busy serving as a delegate at the convention," said Julia Jensen, a spokeswoman at Mattel and Barbie's campaign manager. "She doesn't have time to accept the debate."

Emily Hsu

Two Other Tigers on a Celtic Course

With the spotlight on the P.G.A. tour and Tiger Woods all summer, other, less-known golf tournaments have been largely overlooked. But the Stone of Accord Tournament last month at the Old Head course in Kinsale, Ireland, was also a display of American golfing prowess.

First Ralph Crowley, chief executive of Polar Beverages, a soft-drink company in Worcester, Mass., shot a hole in one. Using a 6-iron, Mr. Crowley got what was not only his first hole in one, but the first ever on the 180-yard 16th hole of the course, which opened in 1995.

The next day, Dan Hoffstad, another member of Mr. Crowley's group, fished the round with a 72, just one stroke over the course record, held by Mr. Woods.

Mr. Crowley, with a 12 handicap, said he was happy about his name, but added that his wife

The Law's Spirit, Over Its Letter



Joe Raymond for The New York Times

David Link at a family reunion in South Bend, Ind. Mr. Link, who stresses the moral dimension of law, is starting a law school emphasizing morality at St. Thomas University in Minneapolis.

By CLAUDIA H. DEUTSCH

It happened 30 years ago, but it's still one of David T. Link's favorite stories.

He was a partner at the Chicago law firm Winston & Strawn, and the Greyhound Corporation, his biggest client, had struck a deal to buy a small company. Mr. Link discovered that the target company had undervalued its inventory by nearly \$1 million. He persuaded Greyhound, which was at first reluctant, to increase its bid.

"Too many law schools teach that a lawyer's obligation ends at maximizing the client's profits," Mr. Link said. "I say there's a moral obligation to get justice."

Until last year, Mr. Link was content to promulgate that idea at the Notre Dame Law School, where he had been the dean for 24 years. But then, the Rev. Dennis Dease, president of St. Thomas University in Minneapolis, asked him to design and run its new non-denominational faith-based law school, to open in September 2001. He jumped at it.

"What a challenge!" said Mr. Link, who is 63. "I get to start a new Notre Dame."

As Mr. Link sees it, doctors heal the body, ministers heal the soul and lawyers heal society. "I don't think there is a legal question that doesn't have a moral facet," he said.

Maybe not, but should lawyers act on those moral facets? Definitely not, said Mario Cuomo, the former New York governor who is now a lawyer at Wilkie, Farr & Gallagher. He remembers briding when an appeals court applied concepts of morality to a breach-of-contract suit.

"The chief judge wrote, 'The result was unjust, the case is reversed,'" Mr. Cuomo recalled. "My reaction was: What standard is he applying? The Koran? The Talmud? How can anyone use the law to make people behave in ways that are not required by the law itself?"

cludes 25 Catholic law schools. Still, Father Dease says St. Thomas has received hundreds of letters from would-be students and faculty members.

"David believes so strongly in faith-based law that he is an apostle," Father Dease said.

David Link grew up in Sandusky, Ohio, the youngest of six children in a strict Catholic home. He often visited his father, a car dealer, at work, and he was struck by how well his father treated customers — and by the repeat business he got.

"My mom taught us that ethics were necessary even if they hurt," Mr. Link recalled. "My father showed that ethics could make you successful."

Mr. Link majored in advertising and philosophy at Notre Dame in South Bend, Ind. His plan to take over his father's dealership was scrapped when his father sold the business.

He toyed with becoming a journalist — after all, he met Barbara, his wife of 42 years and mother of his four children, while working on his high school newspaper — but instead attended Notre Dame Law School.

After graduating in 1961, he joined the Internal Revenue Service. He became friends with the I.R.S. chief counsel, Crane Houser — "He liked my J.F.K. imitations," Mr. Link recalled — and eventually followed him to Winston & Strawn. Mr. Link took a leave in 1970 to help Notre Dame Law School set up a program in tax law. He never came back.

"Technically, I'm in my 31st year of leave," said Mr. Link, who became the dean in 1975.

Mr. Link has helped to set up Catholic law schools in Australia and South Africa. In South Bend, he helped build housing for homeless people, and was a mentor to minority students.

"A lot of African-Americans balk at going to a Catholic school in the Midwest, but Dean Link helped us recruit," said Elton Johnson, a second-year law student at Notre Dame, who is black.

Even former students who have gone into politics — a profession not always known for its

Seeking to put justice first at a new faith-based law school.

Joan, defeats him regularly.
Constance L. Hays

CORRECTIONS

An article last Sunday about the prospects for the continued independence of the Campbell Soup Company misspelled the surname of an analyst at Prudential Securities who said the company was being hurt by changing consumer preferences. He was John McMillan, not McMullan.

The Stocks in the News chart on the Data-Bank page last Sunday referred incorrectly to the company whose stock price fell after it said second-quarter earnings would be much lower than analysts' forecasts. It is Lands' End, not Land's End.

To Alan M. Dershowitz, the Harvard Law School professor, Mr. Link's concept of lawyer as healer is a pragmatic impossibility. "Clients will say, 'You are not my priest, you are not my mother, I've decided to make money, and if you won't help me, I'll get another lawyer,'" he said. Nor are all professors at Roman Catholic law schools in tune with Mr. Link. Here is how John Q. Barrett, an associate professor at St. John's University School of Law in Jamaica, Queens, reacted to the Greyhound story: "It's the seller's lawyer's job to notice that assets were undervalued."

Clearly, Mr. Link does not agree. He has asked lawyers whose values he likes to be mentors to St. Thomas's students. The school will help pay off loans for students who go into public service; it will offer joint degrees in law and social work, divinity, education or business, and will staff its law clinic with people from those fields.

The United States has 183 accredited law schools — 3 in Minneapolis alone. The total in-

ethical standards — say they have been influenced by Mr. Link's willingness to walk the walk.

Clark Durant, a 1976 Notre Dame law school graduate, consulted with Mr. Link before running unsuccessfully in 1990 for a Michigan seat in the United States Senate. "I always valued David's counsel, his belief that being a leader goes beyond just teaching law," Mr. Durant said.

Joseph A. Cari Jr., another of Mr. Link's former students, managed Senator Joseph Biden's campaign for the Democratic nomination for president in 1988. When his candidacy was crushed, Mr. Cari's first reaction was to leave politics. "I kept hearing David's voice, saying 'do constructive things in times of pain,'" Mr. Cari said.

Mr. Cari is now finance chairman of the Democratic National Committee. Last year, when he was named chairman of the Woodrow Wilson Center for International Scholars in Washington, he invited Mr. Link to the swearing-in ceremony. "It just wouldn't have felt the same without David," he said. □

MY FIRST JOB

JOHN A. KANAS

Lessons Gained Standing Up

John A. Kanas, 53, is chairman, president and chief executive of North Fork Bancorp, a holding company based in Melville, N.Y. North Fork is trying to take over Dime Bancorp, a move that would make North Fork one of the largest banks chartered in New York.

GREW up on a duck farm in Suffolk County on Long Island, so work was part of the family routine: tending to the animals before school, farm chores after school. We were very much a blue-collar family. The summer I was 18, I got a job



John Kanas was one of the first L.I.R.R. club-cars.



as the club-car bartender on the Long Island Rail Road. I would serve drinks to people leaving New York for Montauk Point on Friday night, then coming back to New York on Sunday night. I learned that it was much better to be sitting and being served than serving and cleaning out the car at the end of the night.

Written with Julie Dunn

My first real job, 9 to 5, was teaching middle-school social studies and English in the Patchogue-Medford school district.

I've never felt so alone as I did when I stood in front of 30 fifth graders for the first time. I was 22. But that feeling didn't last very long. I settled down and liked it right away.

I think teaching is one of the greatest preparatory jobs. You have

to use all of your skills. It taught me the value of effective public speaking, of getting one's point across in a creative way. When you're teaching a heterogeneous group of people homogeneous ideas, you have to communicate the same idea in different ways on many different levels and make sure everyone learns.

To eloquently articulate one's point of view is very important in corporate leadership, uniting people toward a common goal. Those are skills I learned by standing in front of a bunch of fifth and sixth graders for four years.

But it was difficult to make a good living as a teacher. I joined North Fork because it had a tuition reimbursement program. I really wanted to go to law school. That was 1971.

In 1975, I became acting president of the bank.

Some of my former students actually work for me now.