Introduction
Leader, or Not?
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Influence vs. Coercion / Manipulation
THE SPIRITUAL **LEADERSHIP** OF THE CAO
... a willingness to hold power in service to others. (p. 24)
SESSION 4 — THE SPIRITUAL LEADERSHIP OF THE CAO

Presenter: Bill Higley | Vice President for Academic, Clarks Summit University (PA)

Overview: Of paramount importance for the CAO is his/her spiritual leadership over the academic community.

- What is the value of being tuned into the spiritual climate of the academic community?
- What are ways the CAO can stay spiritually sharp while leading the academic enterprise?
- How can the CAO come alongside and lead his/her team spiritually?
Where to Start?

Foundational Thoughts / Assumptions
1 – Three Necessary Realms of an ABHE School

- Education
- Ministry
- Business
2 – We Serve Alongside the Church
3 - We Have a Leadership Responsibility
4 - Spiritual Formation Responsibility

Psalm 1
4 - Spiritual Formation Responsibility

Psalm 23

he leads
4 - Spiritual Formation Responsibility

until Christ is formed in you

Galatians 4:19
5 – The Mental (Spiritual?) Health Crisis

- COVID
- Social-Cultural Upheaval
- Financial
- Political Division
- Increased Expectations
- Personal
THE SPIRITUAL **LEADERSHIP** OF THE CAO
(How) to hold our power in service to others.

7 Values of CAO Servant Leadership

That will help you serve the Spiritual Formation of your Faculty.
1: Honor Others (Before Yourself)

Philippians 2:3-4

To Honor = Serving
1: Honor Others (Before Yourself)

Application for the CAO . . .

You Honor your faculty when you:

1. Affirm their dignity by recognizing and responding to their needs.
2. Actively resolve issues; never wait for things to get better.
3. Respect people of all positions through word and behavior.
2: Inspire Vision (Before Setting The Course)

Proverbs 29:18

Give Hope = Serving
2. Inspire Vision (Before Setting The Course)

Application for the CAO ...

You Inspire your faculty when you:

1. Model the way for them.
2. Help your faculty realize how each person’s role contributes to a larger picture.
3. Be sure to share not only the “what” and “how” of your vision but also the “why.”
3: Choose Ethics (Before Profit)

Matthew 6:21

Integrity = Serving
3: Choose Ethics (Before Profit)

Application for the CAO . . .

You are Ethical with your faculty when you:

1. Are clear on non-negotiables that define your integrity (especially with yourself)
2. Identify how integrity will increase your long-term success
3. Remember, ethical practices reduce long-term risk
7 Values of CAO Servant Leadership

4: Empower Others (Before Personal Gain)

1 Thessalonians 5:11

Ownership = Serving
4: Empower Others (Before Personal Gain)

Application for the CAO . . .

You Empower your faculty when you:

1. Create a safe environment for faculty to grow.
2. Allow for risks to be taken with the growth and development of team members in mind.
3. Uncover and cultivate shared goals that inspire *ownership* of work responsibilities.
7 Values of CAO Servant Leadership

5: Privilege People (Before Tasks)

1 Thessalonians 5:11

Appreciation = Serving
5: Privilege People (Before Tasks)

Application for the CAO . . .

You Privilege your faculty when you:

1. Show tangible appreciation for them — through both word and deed
2. Value them; Put people first (over money and time)
3. Are proactively kind to them, routinely finding ways to encourage and support them.
7 Values of CAO Servant Leadership

6: Balance Focus with Flexibility
(Before Making Decisions)

Proverbs 16:9

Strategic Planning = Serving
6: Balance Focus With Flexibility  
(Before Making Decisions)

Application for the CAO . . .

You show Balance to your faculty when you:

1. Are willing to abandon a path when it proves futile (recognize when decisions are being shaped by path dependency).

2. Maintain the “10,000-foot view,” but keep track of the “on-the-ground” work.

3. Pay attention to market trends and proactively respond before you are forced to react.
7: Serve With Humility (Before All Else)

Proverbs 16:9

Humility = Serving
7: Serve With Humility (Before All Else)

Application for the CAO . . .

You Serve your faculty when you:

1. Recognize that every leader has room for improvement, including yourself.

2. Always ask others how you are doing, and never stop re-evaluating your performance.

3. Look for tedious tasks you can do and opportunities to connect with faculty that demonstrate you are genuinely approachable.
Holding “our power in service to others.”
THE SPIRITUAL LEADERSHIP OF THE CAO
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... this profile plots three trajectories that penetrate the fundamental identity of all servant leaders . . .

~ Who
~ Why
~ What
The CAO as Servant Leader

The Who? : Proven Character
The CAO as Servant Leader

The Who?: **Proven Character**

The Why?: **Doxological Motive**
The CAO as Servant Leader

The Who?: Proven Character

The Why?: Doxological Motive

The What?: Divine Agenda
The CAO as Servant Leader

Probative Questions for the Servant Leader:

1. Do I take the initiative and actively seek opportunities to impact others for the sake of the kingdom of God?

2. Does my character evidence in increasing measure the virtues of Godliness so that I impact others towards a life of holiness?

3. Has there been a posture of faith in God’s sufficiency when facing hardship and adversity so that my character exhibits refined solidarity and resiliency?
Probative Questions for the Servant Leader:

4. In the innermost core of my being, do I sense a passion for God’s glory and the welfare of others? Or do I detect self-aggrandizing motives that have not yet been honestly faced and staked to the cross? Am I conscious of exercising leadership of others before the Audience of One or the audience of many?

5. Do my activities point towards a singular focus of God’s mandate, or are other competing agendas displacing a kingdom perspective with an organizational or programmatic one? (pp. 296–301)