

TRUTH. TRAINING. TRANSFORMATION.



Leading Up
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Leading Up



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Key Points



- Best Way to Lead Up to Your President
- Building Trust With Your President While Maintaining Trust With Your Faculty
- Transparent but Respectful Communication

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Best Ways to Lead Up



- “I rejoice over the coming of Stephanas and Fortunatus and Achaicus, because they have supplied what was lacking on your part. ¹⁸ For they have refreshed my spirit and yours. Therefore acknowledge such men” (1 Cor. 16:17-18 NASB)
- The President’s job carries many burdens and part of our job is to lift their arms up, bear their burdens, and supply what is lacking
- President is often A→Z. CAO is often B→Y

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Building Trust with the President



- Maintaining Confidentiality - Proverbs 11:13 - "He who goes about as a talebearer reveals secrets, but he who is trustworthy conceals a matter."
- Supporting the President Even When We Disagree (Col. 3:22-25, Eph.6:5-8, 1 Tim. 6:1-2)
 - Submission is most tested during times of disagreement
- Protecting Our President's Reputation in Public

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Building Trust with the President



- Take an institutional view (and challenge faculty to do the same) instead of a territorial view of budgets and deliberative vs. consultative authority. Faculty often operate on principle while Presidents make business decisions.
- Help with fundraising (pray about how)
- Serve for the glory of God so that you are not concerned about who gets the credit.
- Respect the line between the board and staff (communicate openly with your President when contacted by a board member)

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Maintaining Trust with the Faculty



- The Faculty and Administration are often at odds and the CAO is usually in the middle (my experience when faculty voted against President and doctrinal statement)
- At times, it is important to remind administration that faculty and curriculum operate on a federated model and the CAO rarely has unilateral authority to effect change, especially in curriculum and doctrine

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Maintaining Trust with the Faculty



- Sometimes it is important to contextualize the relationship with faculty using Covey's Emotional Bank Account
- Champion the importance of retention, recruitment, fundraising, and revenue to faculty
- Help the institution see the need for involving faculty in decisionmaking
- It is likely that your relationship with the faculty will outlast your relationship with the President (3 for me)

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Transparent Communication



- Better is open rebuke Than love that is concealed. ⁶
Faithful are the wounds of a friend, But deceitful are the kisses of an enemy. (Prov. 27:5-6 NASB)
- Rich Thomson in *The Heart of Man and the Mental Disorders* Identifies Four Types of Communication in this Passage:
 - Open and Unloving (Open Rebuke)
 - Closed and Loving (Love that is Concealed)
 - Open and Loving (Faithful are Wounds of Friend)
 - Closed and Unloving (Deceitful Enemy Kisses)
- Closed and Unloving is worst but we may be tempted to operate that way with our President

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Respectful Conversation



- At times the CAO will observe things about our President that they do not see or we hear things about them that they do not know
- Open and Loving conversation finds the best way and time to communicate those things
- If possible, we should be open about our needs (*The Five Languages of Appreciation in the Workplace* by Chapman), career desires/plans, family/struggles

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Discussion Questions



- What advice do you have for your fellow CAOs on leading up?
- Time permitting: What did we discuss today that was most helpful for you in your role?
- Time permitting: Is there a situation you are facing now you would like advice on?

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Questions and Comments



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