

BIBLICAL ACADEMIC LEADERSHIP

COUNTERCULTURAL CALLING

CRITICAL PRIORITIES



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COUNTERCULTURAL CALLING

YOUR EFFECTIVENESS AS A BIBLICAL HIGHER
 EDUCATION ACADEMIC LEADER LARGELY
 DEPENDS ON WHETHER YOU APPROACH IT AS
 A **MANAGEMENT** CHALLENGE OR A
LEADERSHIP CALLING.

2

LEADERSHIP

- **POSTURE**
- **PRIORITIES**

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LEADERSHIP: THE BIBLE

PERVASIVE

RADICAL

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LEADERSHIP: THE BIBLE

PERVASIVE

1090 leadership
conversations

RADICAL

entirely different
vocabulary

5

TERMINOLOGY

SECULAR

Hebrew:

nagid (man at the **top**)

ro'osh (**head**)

Greek:

arche (lit. "one **above**")

hodegos (**guide**, leader of
way)

SCRIPTURAL

Hebrew:

ebed (**servant**)

ra'ah (**shepherd**)

Greek:

doulos, huperetes, oikonomos

(**servant**)

poimein, poimano (**shepherd**)

6

“appoint a king to lead us, **such as all the other nations have**”

(1 Sam. 8:5) [emphasis added]

7

When you enter the land the LORD your God is giving you and have taken possession of it and settled in it, and you say, “Let us set a king over us like all the nations around us,” be sure to appoint over you a king the LORD your God chooses. He must be from among your fellow Israelites. Do not place a foreigner over you, one who is not an Israelite. The king, moreover, must not **acquire** great numbers of horses **for himself** or make the people return to Egypt to get more of them, for the LORD has told you, “You are not to go back that way again.” He must not take many wives, or his **heart will be led astray**. He must not accumulate large amounts of silver and gold. When he takes the throne of his kingdom, he is to write for himself on a scroll a copy of this law, taken from that of the Levitical priests. It is to be with him, and he is to read it all the days of his life so that he may learn to revere the LORD his God and follow carefully all the words of this law and these decrees and **not consider himself better than his fellow Israelites** and turn from the law to the right or to the left. Then he and his descendants will reign a long time over his kingdom in Israel.

Deuteronomy 17: 14-20

8

- **Acquisition** (self-advantage)
- **Accrual** (self-enrichment)
- **Affections** (self-indulgence)
- **Attitude** (self-exaltation)

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BIBLICAL LEADERSHIP QUALIFICATIONS

Passage	Knowledge	Skill	Character
I Timothy 3			
Titus 1			
I Peter 5			

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BIBLICAL LEADERSHIP METAPHORS

- **STEWARD**
- SERVANT
- SHEPHERD

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BIBLICAL LEADERSHIP METAPHORS

- **STEWARD** = SERVANT **OF** THE LORD

Enlow, Ralph E., Jr. (2013). *The Leader's Palette: Seven Primary Colors*. Bloomington, IN: Westbow Press.

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BIBLICAL LEADERSHIP METAPHORS

- STEWARD = SERVANT OF THE LORD
 - ACCOUNTABLE TO ...
 - RESPONSIBLE FOR ...

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BIBLICAL LEADERSHIP METAPHORS

- STEWARD
 - NOT: *entitled* to *privileges* of an *office* for your *own* benefit

Enlow, Ralph E., Jr. (2013). *The Leader's Palette: Seven Primary Colors*. Bloomington, IN: Westbow Press.

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BIBLICAL LEADERSHIP METAPHORS

- **STEWARD**
 - NOT: *entitled* to *privileges* of an *office* for your *own* benefit
 - RATHER: *entrusted* with *performing* an *obligation* for your *master's* benefit

Enlow, Ralph E., Jr. (2013). *The Leader's Palette: Seven Primary Colors*. Bloomington, IN: Westbow Press.

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BIBLICAL LEADERSHIP METAPHORS

- STEWARD
- **SERVANT**
- SHEPHERD

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YOU ARE NOT TO BE CALLED
INSTRUCTORS EITHER, BECAUSE YOU
HAVE ONE INSTRUCTOR, THE MESSIAH.
**THE GREATEST AMONG YOU WILL BE
YOUR SERVANT.** (MATTHEW 23:10-11) [EMPHASIS ADDED]

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BIBLICAL LEADERSHIP METAPHORS

- SERVANT – **UPSIDE DOWN** DISPOSITION

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BIBLICAL LEADERSHIP METAPHORS

- **MODEL = CHRIST**

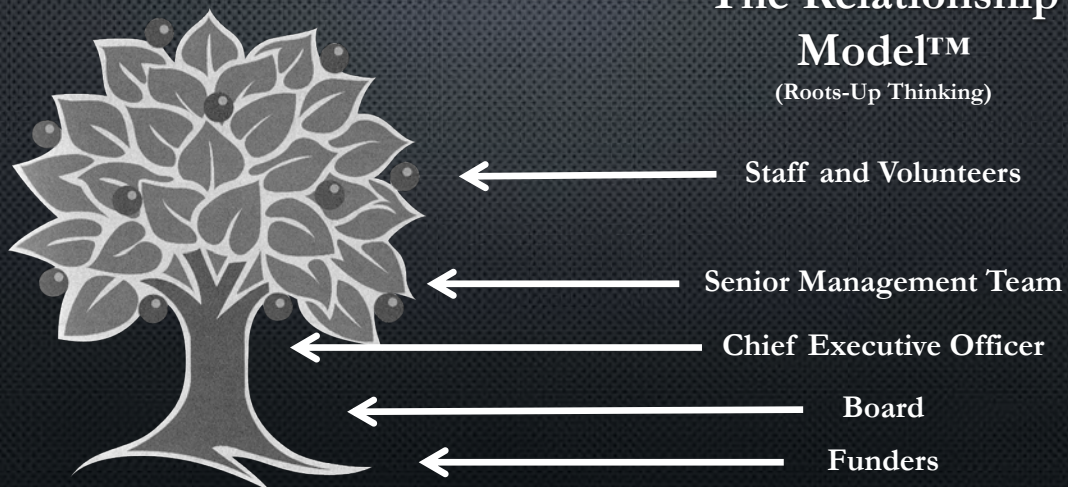
- ISAIAH 42: *THIS IS MY **SERVANT***
- ISAIAH 53: *MY RIGHTEOUS **SERVANT** WILL JUSTIFY MANY, AND HE WILL CARRY THEIR INIQUITIES*
- PHILIPPIANS 2: *ASSUMING THE FORM OF A **SERVANT** ... HE HUMBLLED HIMSELF*

Enlow, Ralph E., Jr. (2013). *The Leader's Palette: Seven Primary Colors*. Bloomington, IN: Westbow Press.

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ROOTS-UP (UPSIDEDOWN)

THE METAPHOR OF **The Relationship Model™**
(Roots-Up Thinking)



™Les Stahlke, *Governance Matters*, Edmonton, AB, 2003.

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BIBLICAL LEADERSHIP METAPHORS

- STEWARD
- SERVANT
- **SHEPHERD**

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“MAY THE LORD, THE GOD WHO GIVES BREATH TO ALL, APPOINT A MAN OVER THE COMMUNITY WHO WILL GO OUT BEFORE THEM AND COME BACK IN BEFORE THEM, AND WHO WILL BRING THEM OUT AND BRING THEM IN, SO THAT THE LORD’S COMMUNITY WON’T BE LIKE **SHEEP WITHOUT A SHEPHERD.**” (NUMBERS 27:16-17)

22

“SON OF MAN, PROPHECY AGAINST THE SHEPHERDS OF ISRAEL. PROPHECY, AND SAY TO THEM, ‘THIS IS WHAT THE LORD GOD SAYS TO THE SHEPHERDS: **WOE TO THE SHEPHERDS OF ISRAEL**, WHO HAVE BEEN FEEDING THEMSELVES! SHOULDN’T THE SHEPHERDS FEED THEIR FLOCK? ... INSTEAD, YOU HAVE RULED THEM WITH VIOLENCE AND CRUELTY.

(EZEKIEL 34:2-4)

23

MY ANGER IS KINDLED **AGAINST THE SHEPHERDS**.

(ZECHARIAH 10:3)

24

I AM THE **GOOD SHEPHERD**. THE GOOD
SHEPHERD LAYS DOWN HIS LIFE FOR THE SHEEP.

(JOHN 10:11, CSB)

25

WOE TO YOU, SCRIBES AND PHARISEES,
HYPOCRITES! YOU SHUT THE DOOR OF THE
KINGDOM OF HEAVEN IN PEOPLE'S FACES. FOR YOU
DON'T GO IN, AND YOU DON'T ALLOW THOSE
ENTERING TO GO IN.

(MATTHEW 23:13)

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WHEN THEY HAD EATEN BREAKFAST, JESUS ASKED SIMON PETER, “SIMON, SON OF JOHN, DO YOU LOVE ME MORE THAN THESE?” “YES, LORD,” HE SAID TO HIM, “YOU KNOW THAT I LOVE YOU.” “FEED MY LAMBS,” HE TOLD HIM. A SECOND TIME HE ASKED HIM, “SIMON, SON OF JOHN, DO YOU LOVE ME?” “YES, LORD,” HE SAID TO HIM, “YOU KNOW THAT I LOVE YOU.” “**SHEPHERD MY SHEEP**,” HE TOLD HIM. HE ASKED HIM THE THIRD TIME, “SIMON, SON OF JOHN, DO YOU LOVE ME?” PETER WAS GRIEVED THAT HE ASKED HIM THE THIRD TIME, “DO YOU LOVE ME?” HE SAID, “LORD, YOU KNOW EVERYTHING; YOU KNOW THAT I LOVE YOU.” “FEED MY SHEEP,” JESUS SAID.

(JOHN 21:15-17)

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SHEPHERD GOD’S FLOCK AMONG YOU,
[MOTIVATIONS] NOT OVERSEEING OUT OF
 COMPULSION BUT WILLINGLY, AS GOD WOULD HAVE
 YOU; NOT OUT OF GREED FOR MONEY BUT
 EAGERLY; **[MANNER]** NOT LORDING IT OVER THOSE
 ENTRUSTED TO YOU, BUT BEING EXAMPLES TO THE
 FLOCK.

(I PETER 5: 2-3)

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BIBLICAL LEADERSHIP METAPHORS

- **STEWARD**

- ACCOUNTABLE TO . . .
- RESPONSIBLE FOR . . .

- **SERVANT**

- ESCHEW STATUS SYMBOLS
- HUMBLE DISPOSITION

- **SHEPHERD**

- NOURISH
- NURTURE

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INVENTORY

Agree/Disagree:

- Our institution's most prominent leaders consistently model biblical leadership.

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Culture is the line between
what we preach and what we tolerate.

CULTURE

When we tolerate what we don't advocate,
the line moves and our culture shifts.

Source: TGThree Group www.tgthree.com

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INVENTORY

Agree/Disagree:

- Our institutional culture is marked by leader transparency and accountability.

32

INVENTORY

Agree/Disagree:

- One or more of our institution's leaders has been guilty of serious failure that has been glossed over or actively covered up.

33

INVENTORY

Agree/Disagree:

- Our institutional structures and processes are congruent with biblical leadership principles.

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INVENTORY

Agree/Disagree:

- Our institution's most prominent leaders effectively model teamwork.

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INVENTORY

Agree/Disagree:

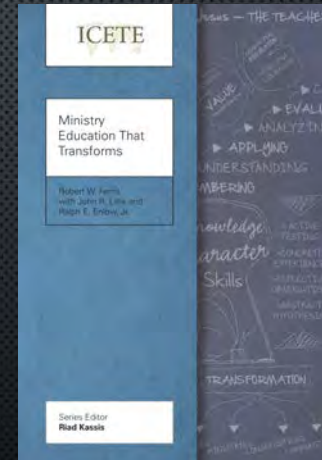
- Our institution's most prominent leaders consistently model biblical patterns of conflict resolution.

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IMPLICIT

... the **implicit curriculum** always overpowers the **explicit curriculum**. Irrespective of lessons taught in the classroom, students will follow the example of their teachers rather than their words. This sobering reality underlines the urgency of whole-campus commitment to education for transformation of life and ministry. In a school's offices, classrooms, and kitchen, **leadership matters**.

Robert W. Ferris with John R. Lillis and Ralph E. Enlow, Jr. *Ministry Education That Transforms: Modeling and Teaching the Transformed Life*. [chapter 5, p. 57]



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LEADERSHIP

- POSTURE
- **PRIORITIES**

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BIG ROCKS

- EDUCATIONAL PHILOSOPHY
- MISSION-FIT FACULTY
- STAKEHOLDER ENGAGED CURRICULUM
- RESOURCE ALLOCATION & ALIGNMENT

40

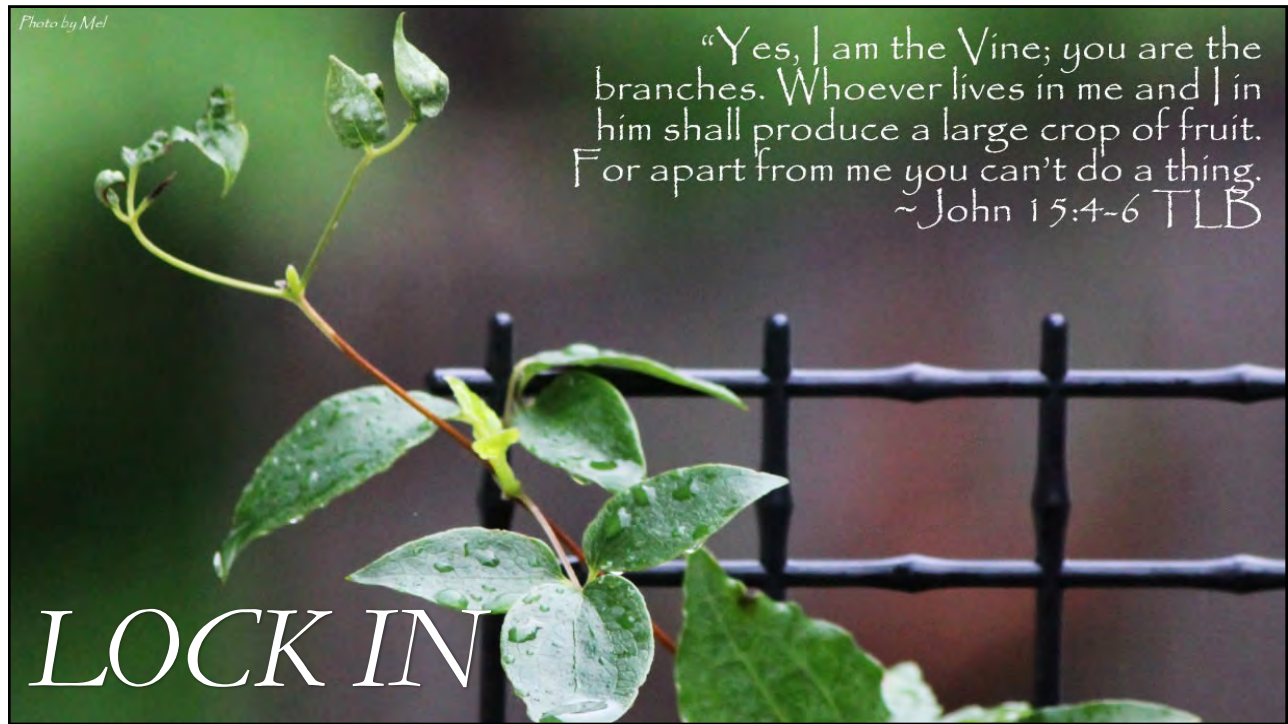
BIBLICAL HIGHER EDUCATION

- ❑ SCRIPTURE
- ❑ TRANSFORMATION
- ❑ EXPERIENCE
- ❑ MISSION

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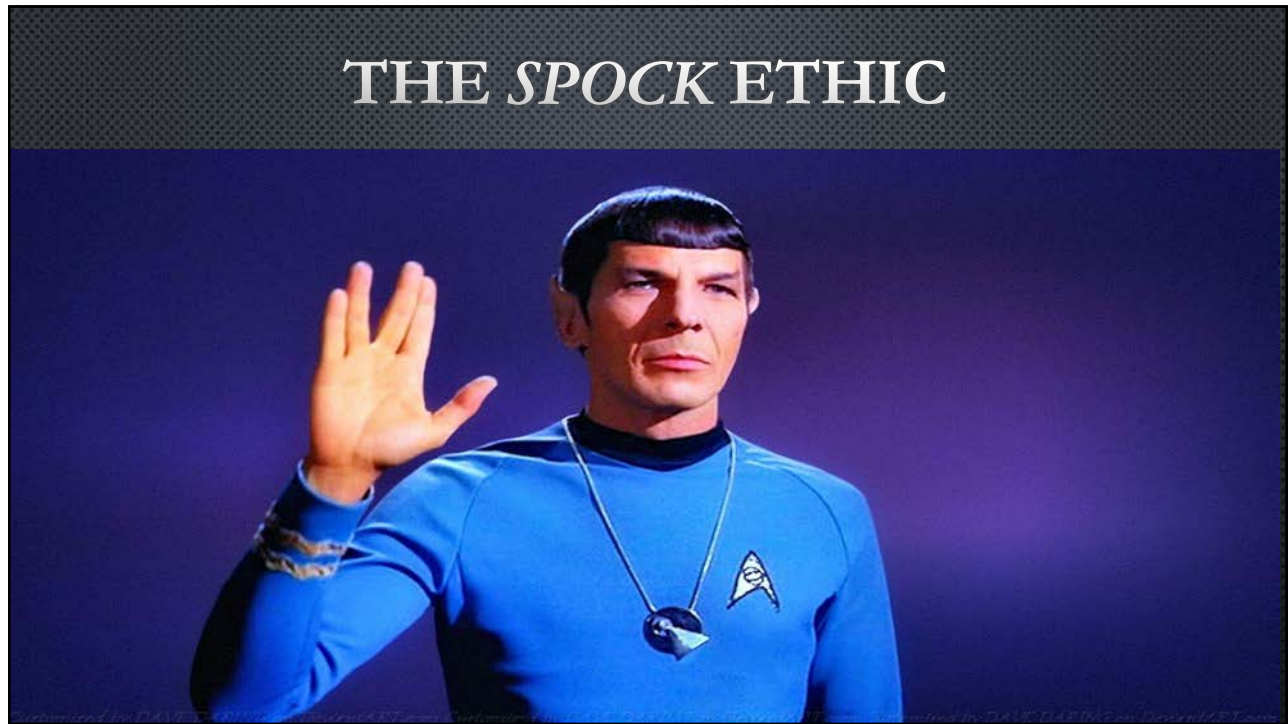
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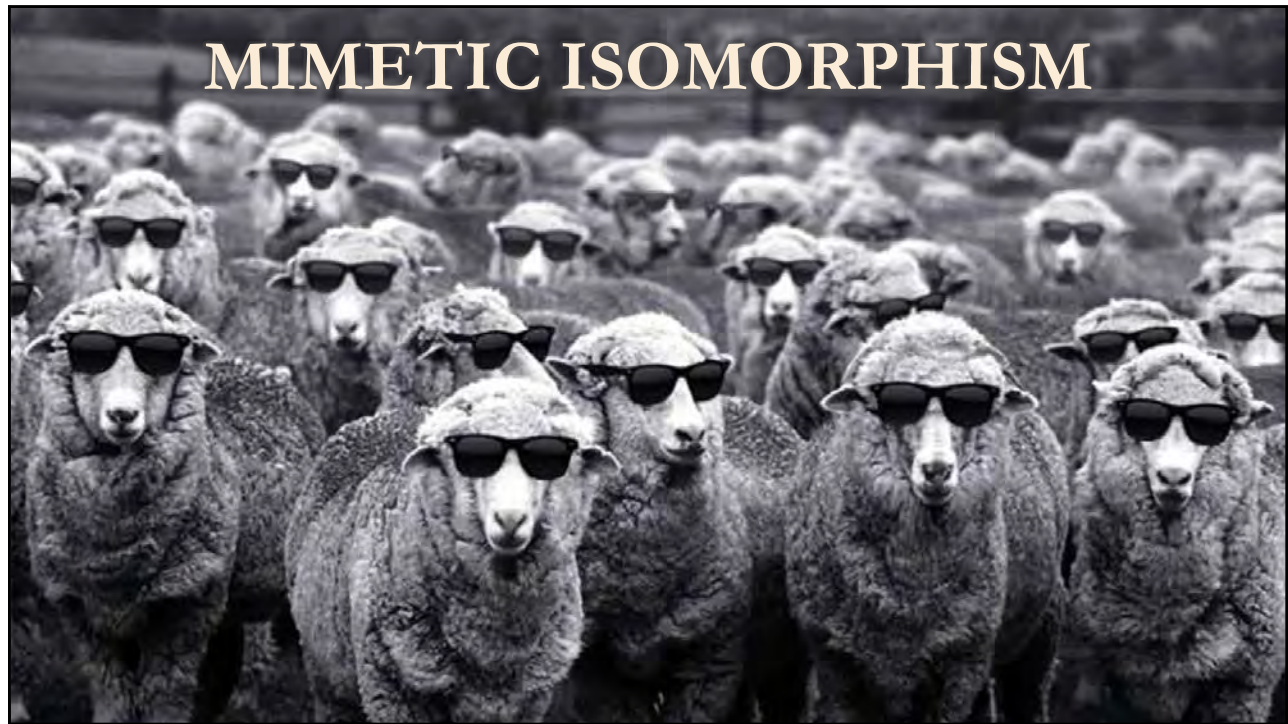
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BIG ROCKS

- EDUCATIONAL PHILOSOPHY
- **MISSION-FIT FACULTY**
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QUALIFICATIONS

- Credentials
- *Contagious* Character
- Competence
- Communication
- Compatibility (aka *Chemistry*)
- Contribution

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MISSION-FIT FACULTY

- **Qualifications** vs. credentials
*You can't make up in training what you lack in **selection**.*
*[Corollary: If you select the right people, you can make up deficits through **developmental** investment.]*
 - **Orientation**
 - **Mentoring**/continuing education
 - **Assessment**/coaching
 - **Retention**

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BIG ROCKS

- EDUCATIONAL PHILOSOPHY
- MISSION-FIT FACULTY
- **STAKEHOLDER ENGAGED CURRICULUM**
- RESOURCE ALLOCATION & ALIGNMENT

53

- **Who's in the room?**
- **Start with ends**

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MINISTRY EDUCATION THAT TRANSFORMS



CHAPTER 6: STAKEHOLDERS

CHAPTER 7: FACULTY

CHAPTER 8: COURSES

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BIG ROCKS

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- **RESOURCE ALLOCATION & ALIGNMENT**

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RESOURCE ALLOCATION

- Drucker: **resource allocation** = 80%
- Professional **development** = 2%+
- **Priority** for additional resources:
 - Equipment (technology)
 - Training
 - Personnel
- **Plan** = elimination of options, not accumulation of possibilities

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RESOURCE ALLOCATION

- **Not:** *What **might** we cut in order to eliminate a deficit?*
- **Rather:** *What **must** we keep in order to ensure mission faithfulness?*

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- MISSION-FIT FACULTY
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- RESOURCE ALLOCATION & ALIGNMENT

63



- INCARNATIONAL
- RELATIONAL
- DEVELOPMENTAL
- DIRECTIONAL
- ECOLOGICAL
- SITUATIONAL
- DOXOLOGICAL

Enlow, Ralph E., Jr. (2013). *The Leader's Palette: Seven Primary Colors*. Bloomington, IN: Westbow Press.

64



- **INCARNATIONAL** – INFLUENCE FLOWS FROM *BEING* MORE THAN *DOING*.

Enlow, Ralph E., Jr. (2013). *The Leader's Palette: Seven Primary Colors*. Bloomington, IN: Westbow Press.

65



- **RELATIONAL** – SINCE LEADERSHIP IS *INFLUENCE*, RELATIONAL SKILL IS ESSENTIAL.

Enlow, Ralph E., Jr. (2013). *The Leader's Palette: Seven Primary Colors*. Bloomington, IN: Westbow Press.

66



- **DEVELOPMENTAL** – YOUR PRIMARY LEADERSHIP LEGACY IS THE *NEXT GENERATION* OF LEADERS.

Enlow, Ralph E., Jr. (2013). *The Leader's Palette: Seven Primary Colors*. Bloomington, IN: Westbow Press.

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- **DIRECTIONAL** – LEADERS ENSURE DIRECTIONAL *CLARITY, ALIGNMENT, AND INTEGRITY*.

Enlow, Ralph E., Jr. (2013). *The Leader's Palette: Seven Primary Colors*. Bloomington, IN: Westbow Press.

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- **ECOLOGICAL** – LEADERS *CHAMPION* VALUE COMMITMENTS AND *CULTIVATE* INSTITUTIONAL CONDITIONS THAT CAUSE PEOPLE TO *EMBRACE*, *ENJOY*, AND *EXCEL* IN THEIR WORK AND THEIR RELATIONS WITH THEIR COWORKERS.

Enlow, Ralph E., Jr. (2013). *The Leader's Palette: Seven Primary Colors*. Bloomington, IN: Westbow Press.

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- **SITUATIONAL** – LONG TERM LEADER EFFECTIVENESS DEPENDS ON SITUATIONAL *FIT* AND ON PERSONAL AND ORGANIZATIONAL *ADAPTATION* TO CHANGE.

Enlow, Ralph E., Jr. (2013). *The Leader's Palette: Seven Primary Colors*. Bloomington, IN: Westbow Press.

70



- **DOXOLOGICAL** – LEADERS RESIST THE TEMPTATION TO ACCRUE PERSONAL **POWER** AND **PROMINENCE**; INSTEAD, THEY SEEK TO MOVE PEOPLE **TOWARD** GOD AND **WITH** GOD.

Enlow, Ralph E., Jr. (2013). *The Leader's Palette: Seven Primary Colors*. Bloomington, IN: Westbow Press.