

# “It’s Alright”: Finding Fulfillment as a CAO

Council for Independent Colleges  
*Workshop for CAO’s in Their Third or Fourth Year of Service*  
Dallas, Texas  
November 5, 2022

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What are the greatest joys in your role as  
CAO?



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Fulfillment will increase as a CAO’s.....

- 1. Embark on a developmental journey
- 2. Accept that the journey is the challenge
- 3. Embrace a sense of calling and lead with soul
- 4. Consider Legacy

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### Embark on a Developmental Journey

*"There is nothing noble in being superior to your fellow man; true nobility is being superior to your former self."*

*Ernest Hemingway*

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### Continual Growth in the Role of CAO

- Professional Organizations (Local/State/National)
  - Not Only What..... but WHO!
- Current Events of Higher Education
- Accreditation Expertise (Continuous Improvement)
- Self-Learning
- Get out of your "comfort zone"



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What aspect of today made an impact on the way your view your role as a CAO?



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## Accept the Journey is the Challenge

*"Leadership always looks easier when viewed from the outside."  
Lee Bolman*

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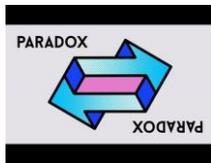
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## Leadership Paradox

*Great Leaders Possess.....*

- Flexible Integrity
- Confident Humility
- Interdependent Autonomy
- Cautioned Risk Taking



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## Embrace a Sense of Calling and Lead with Soul

*"Choose a job you love, and you will never have to work a day in your life."  
Confucius*

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### Sense of Calling (Vocation) and Leading with Soul

- Listening to one's life
- Aligning action with talents and strengths
- Authenticity that touches and inspires others
- A deep sense of clarity about identity, values, and contribution.
  - Embrace the spiritual
  - Live authentically
  - Live generously



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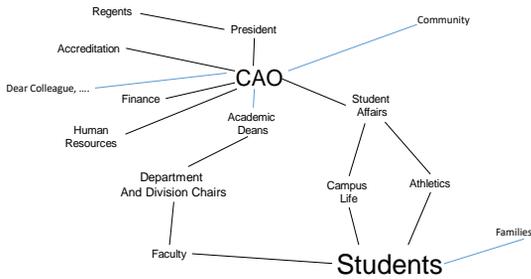
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How are you as a CAO uniquely situated to make a difference?



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## Consider Legacy

*"If you are going to live, leave a legacy. Make a mark on the world that cannot be erased."*

Maya Angelou

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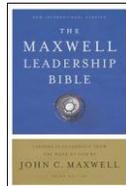
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## Legacy

From John Maxwell's Leadership Bible

- Something YOU place IN others
- Permanently transforms them
- Lives on long after you are gone
- Your activity becomes the achievement
- *Succession Planning* is ongoing



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## “It’s Alright”: Finding Fulfillment as a CAO

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### Presentation Resources

- Biermann, J. D. (2014). *A case for character: Towards a Lutheran virtue ethics*. Fortress Press.
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- Placher, W. C. (2005). *Callings: Twenty centuries of Christian wisdom on vocation*. W.B. Eerdmans Publishing.

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