

Outstanding Leader: Dan Dupee

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Dan Dupee has served as President and CEO of the CCO since 1999. A 1981 graduate of Ohio Wesleyan University, Dan says, "My life was changed by the CCO's Jubilee conference when I was a freshman." Dan served as a CCO staff worker at Penn State University from 1981-84, and then returned to his hometown of Cincinnati to work for the next 13 years in his family's business, Olsten Staffing.

"The college years are a crossroad for so many students," Dan says. "What happens during these years so often influences their lifestyle and faith. We have the privilege of helping college students incorporate their Christian faith into every avenue of life: as our mission says, 'transforming college students to transform the world.' Since being involved in the CCO's ministry during my own college years, I've been convinced that this is probably the way college ministry ought to be done."

Dan and his wife Carol have been married since 1984 and live in the northern suburbs of Pittsburgh. They are raising four children—twin sons, Jack and Spencer, and twin daughters, Annie and Eliza.

BCWI: What do you consider to be your greatest accomplishment at your organization?

DD: I've had the privilege of being called to something which I believe in very deeply. I became a Christian at the CCO's Jubilee Conference during my freshman year in college in 1978. This mission and the people who carry it out are exceptional.

My part has been to steward what others began and help the CCO move more fully into its "redemptive potential" (to borrow a phrase from Bill Hybels). My most important work so far has been clearly articulating our core purpose and core values, and building everything else around these. The CCO was nearly 30 years old when I became President in 1999, so what was clear and explicit in our earliest days had become a bit fuzzy. It took a year and a tremendous amount of work, but our core purpose and five core values inspire and animate our work every day.

We are financially healthy. This is God's doing, not mine, but as a steward I've been called to my part. The President of the CCO has to be a fund-raiser, and my predecessor, Bob Long, was as good as they come. Leaders have plenty else to do without constantly pursuing givers, articulating the vision and making the "ask," but I've learned to greatly enjoy this part of my work. I'm also proud of the way our leaders take responsibility for their budgets and keep our expenses down.

BCWI: What is your vision of the future for your organization?

DD: College ministry is a big deal. What most folks don't realize is that there are many, many schools that have no dynamic, consistent Christian ministry presence. God has put us in a part



of the country that has the second highest concentration of colleges and universities of any region in the US. We believe that we are being called to schools where we have never been before. Seven years ago, we had virtually no presence in Philadelphia--now we are on 20 campuses there. This year we will begin new work at Cornell University, Ithaca College and several other new places. We see ourselves growing from 82 to 136 campuses over the next 5 years.

My job will be to become a godlier leader--one who has a quiet heart that can hear God. I will need to be more in tune with the young people on our campuses and what makes them tick. I will need to be a better developer of leaders, and will be engaged in raising more money than I would have thought possible. What I'll be letting go of is my direct involvement in the "operational" side of what we do. We have the leadership here now to pull this off.

BCWI: What lessons has God taught you through your leadership position?

DD: I've learned things I never would have in a more comfortable position. First, that I am God's beloved son and that there is nothing in all of creation that will ever change His love for me. Secondly, I've learned that God often does things at the 11th hour in order to increase our faith. Giving up is always an option, but in light of God's late-game activity, it doesn't make sense to do so. Thirdly, I've learned that my limitations are more than balanced by the gifts and calling of the others whom God has brought to the CCO. I don't have to do or be everything.

