



This annual report tells the story of the past year, beginning in July 2020, about three months after the COVID-19 pandemic disrupted campus life and sent most students and colleagues home to study and work. Here is how the Center for Leadership responded to strengthen the leadership of colleagues, students, and Sewanee as an institution.

## VISION, MISSION, AND GOALS

The Center for Leadership was created to equip and elevate the individual and collective leadership skills of faculty and staff colleagues in order to strengthen our institution so that we can ultimately better serve our students and community.

### VISION:

A flourishing University community where everyone has the ability and responsibility to lead

### MISSION:

Equip and elevate Sewanee colleagues to lead positive change

### GOALS:

1. Increase self-awareness
  - a. Understand individual strengths and personality styles
  - b. Understand leadership behaviors
2. Build leadership knowledge
  - a. Understand leadership and social change theory
  - b. Understand the dynamics that create a community of trust
3. Strengthen leadership practices
  - a. Communicate effectively, inclusively, and compassionately
  - b. Proactively collaborate across silos to lead positive change

The Center for Leadership is led by a director (**Elizabeth Wilson**) and an advisory group, the Center for Leadership Council. The Council during 2020-21 included **Chris Champion**, **Abby Colbert**, **Nick DiBernardo**, **Tammy Elliott**, **Lauren Goodpaster**, **Rachel Petropoulos**, **Karen Proctor**, **Betsy Sandlin**, **Romulus Stefanut**, **Kasey Taylor**, **Amy Turner**, and **Bess Turner**. The Center for Leadership classroom and director's office are located in duPont Library on the second floor, just beyond the Ralston Listening Library. Organizationally, the Center is part of the Office of the Provost.

## DEVELOPING AND STRENGTHENING INDIVIDUAL LEADERS

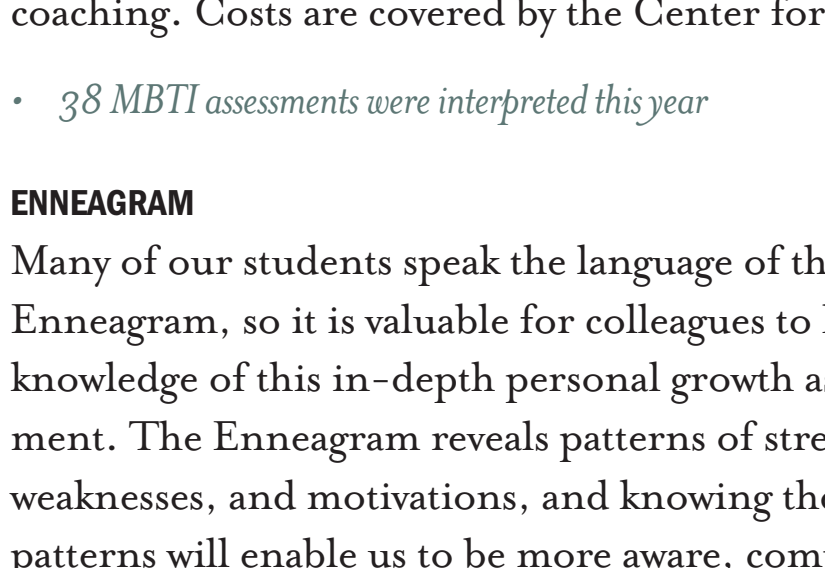
This year, the Center for Leadership strategically focused on building capacity by offering more leadership development opportunities. The Center covered the training and certification costs for several colleagues so that they could return as campus leaders in their respective areas, serving both colleagues and students.

Because effective leadership requires self-awareness, the Center for Leadership provided opportunities for colleagues to learn more about themselves. Leadership programs and workshops were offered throughout the year, mostly via Zoom. To support our colleagues in their leadership during the pandemic, the Center offered a "Managing Uncertainty Lab" in July, led by **Karen Proctor**, as well as a workshop on "Managing Burnout," led by **Nicole Noffsinger-Frazier** and **Ashley Liston-Avnaim**. Listed below are other leadership-enrichment experiences that were offered this year.

### LEADERSHIP LAB

Sewanee is invested in supporting and strengthening faculty and staff who want to lead positive social change. The Leadership Lab, the Center's core program, is a nine-month leadership development program, designed for up to 12 staff and faculty who apply to learn more about best practices in leading and how to apply them in their lives and their work. The first cohort of the Leadership Lab graduated in December 2018, and the fourth cohort began classes in September 2021.

- Total number of LL grads from three cohorts: 29
- Percentage of LL graduates who have been promoted to new positions: 27%
- Employee retention rate of LL grads: 86% (Sewanee overall rate- 82.6%)
- Graduation rates for each cohort:
  - LL1: 72% (started with 11, ended with 8) LL2: 90% (started with 10, ended with 9) LL3: 100% (started with 12, ended with 12)

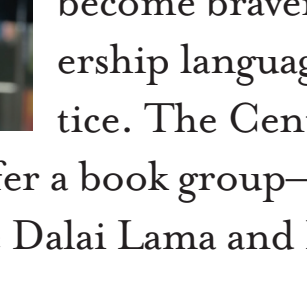


The third cohort of the Center for Leadership's Leadership Lab graduated in May: **Matt Brown**, **Chris Champion**, **Ellen Copper**, **Rachel Fredericks**, **Mandi Johnson**, **Sarah Richey**, **Karen Singer**, **Julia Stubblebine**, **Caroline Thompson**, **Cody Whittington**, **Sam Young**, **Courtney Zetler**.

### CLIFTONSTRENGTHS

Gallup's CliftonStrengths assessment is widely used at Sewanee. It provides an effective and efficient way of communicating the gifts that we have to offer one another, in addition to helping us know our primary leadership strengths.

Rachel Champagne, a Gallup-certified CliftonStrengths coach, held three CliftonStrengths coaching workshops to enable colleagues and students to coach others to learn more deeply about their natural areas of excellence. Ten colleagues and six students completed the coaching instruction, and graduates of this program are already coaching individuals and leading CliftonStrengths workshop for groups on campus, including for the Sewanee Data Institute, Finding Your Place (FYP) student mentors, Carey Fellows, women's volleyball team, Order of the Gown leadership team, the Student Life division staff, and the senior capstone biology class.



In 2020-21, 158 CliftonStrengths codes were distributed, up from 45 last year.

- Students: 46%
- Staff: 45%
- Faculty: 9%

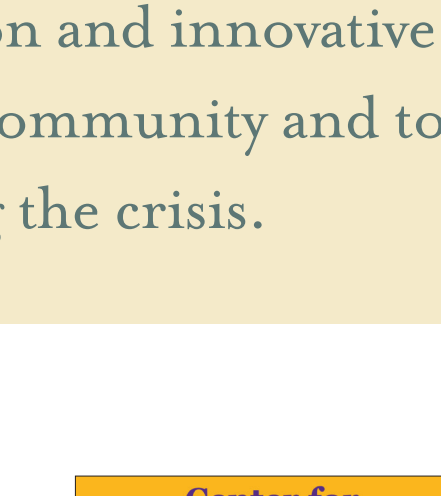
### MYERS BRIGGS TYPE INVENTORY (MBTI)

The MBTI is an awareness tool to enable the exploration and understanding of one's own personality. The MBTI is excellent for personal and professional development, as well as team building and leadership training. The Center for Leadership sent **Sylvia Gray** to be certified in this assessment, and she has conducted workshops and personal coaching sessions over the past six months. Sylvia welcomes requests from colleagues and students to lead workshops for classes, departments, teams, or groups/clubs, as well as for personal/professional coaching. Costs are covered by the Center for Leadership.

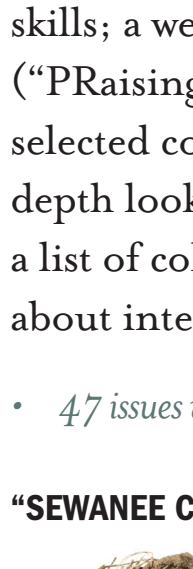
- 38 MBTI assessments were interpreted this year

### ENNEAGRAM

Many of our students speak the language of the Enneagram, so it is valuable for colleagues to have knowledge of this in-depth personal growth assessment. The Enneagram reveals patterns of strengths, weaknesses, and motivations, and knowing these patterns will enable us to be more aware, compassionate, and wiser leaders. **Robin Hille Michaels** completed two training workshops so that she can lead Enneagram groups for colleagues and students, beginning in September.



### DESIGNING YOUR LIFE



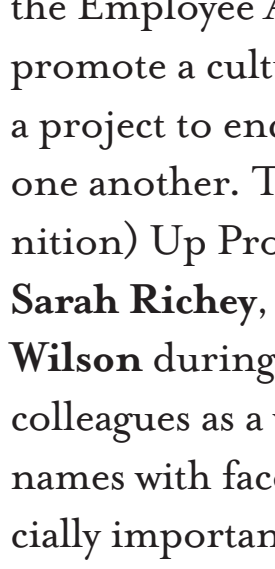
This program enables participants to learn how design thinking can help us create a life/work life that is both meaningful and fulfilling. **Rachel Fredericks** completed the training through the Stanford Life Design Studio, which trains college and university staff in Life Design tools to help them think through the implementation of a Life Design Program at their educational institution. The first program was offered in July 2021 to colleagues, and a second workshop will be held in October for students.

### LPI: LEADERSHIP PRACTICES INVENTORY

This assessment not only measures the frequency of how we engage in exemplary leadership behaviors, but it also inspires the insights needed to build positive relationships and achieve extraordinary leadership. This 360-degree assessment helps organizations create change toward a more motivated and productive workforce by building a culture of leadership. **Elizabeth Wilson** completed this training and coaches all the Leadership Lab participants in the interpretation of this assessment.



### BOOK STUDY GROUPS



In October, 20 colleagues met via Zoom for eight weeks to read and discuss Brene Brown's book, *Dare to Lead*. It inspired us to become braver leaders by learning new courage-building leadership language, skills, and tools and putting them into practice. The Center for Leadership also partnered with All Saints' Chapel to offer a book group—led by **Amy Turner**—on the *Book of Joy*, co-authored by the Dalai Lama and Desmond Tutu, in February.

### Student Classes

The Center for Leadership invested in student leadership development. Center director **Elizabeth Wilson**, collaborated with Jim Peterman and other colleagues to team-teach a class, "Introduction to Civic & Global Leadership," during the spring of 2021.

### Individual Leadership Coaching

In addition to group workshops, more than 50 individual leadership coaching sessions were held for colleagues and students, up from 17 the previous year.

## STRENGTHENING OUR COLLECTIVE LEADERSHIP

When the pandemic first hit in March 2020, a critical need for colleagues to stay connected was revealed. The Center for Leadership stepped up to create new channels of communication and innovative ways for us to maintain our sense of community and to band together to lead together during the crisis.

### CENTER FOR LEADERSHIP E-NEWSLETTER

A weekly Center for Leadership newsletter, targeted to colleagues, was launched in May 2020. Its goals are to strengthen our sense of connection as colleagues, and to provide bite-size opportunities to learn how to lead well. It also provides information about upcoming Center events; assessments and articles to strengthen leading skills; a weekly spotlight of appreciation of a colleague ("Praising Up Colleagues"); in-depth interviews with selected colleagues ("Checking In With ..."); an in-depth look at each of the 34 CliftonStrengths, along with a list of colleagues who have that strength; and updates about internal institutional projects.

- 47 issues were published last year



### "SEWANEETM COLLEAGUES" FACEBOOK GROUP



When COVID-19 hit, Sewanee realized the community needed a virtual channel for two-way internal communications. Fortunately, one of the projects that had emerged out of the Leadership Lab's first cohort was to find ways bridge the gap between faculty and staff, so the Center for Leadership activated one aspect of their plan and started a new Facebook group for current Sewanee employees only, called "Sewanee Colleagues," which is growing and active with more than 280 members.

### ALL-COLLEAGUE GATHERINGS

To strengthen us as a team during the crisis, the Center for Leadership organized four virtual gatherings for all faculty and staff colleagues. Colleagues showed up for these 1.5-hour, Liberating Structures-based events, sometimes with up to 90 participants. It was a space for us to see one another, have meaningful conversations together, and to reflect individually and collectively.



### PRAISING UP COLLEAGUES

The Center for Leadership partnered with the Employee Advisory Committee (EAC) to promote a culture of appreciation by starting a project to encourage positive shout-outs to one another. The PRaising (PR=public recognition) Up Project was led by **Tammy Elliott**, **Sarah Richey**, **Amber Smith**, and **Elizabeth Wilson** during this year. It has been valued by colleagues as a way to uplift good work around us, as well as help us all to put names with faces, since all Praises include a photo. This connection was especially important during the pandemic.



**Praising Up Colleagues**  
Colleague: **Karen Proctor**, Assistant Professor, Ralston and Women's & Gender Studies, and Co-Director, Speaking Across the Years.  
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### WELCOMING NEW EMPLOYEES

A group of colleagues noticed that there was a need to check in with employees who had started their jobs at Sewanee during the pandemic. Because there were few opportunities for connection with colleagues for them, **William Shealy** and **Kasey Taylor** organized a group of Center for Leadership colleagues to contact more than 100 new employees to welcome them personally to Sewanee and answer any questions.

### STRATEGIC ENROLLMENT PLANNING WORKSHOPS

Last year, a Strategic Enrollment Planning (SEP) committee was formed to ensure that Sewanee is able to survive and thrive in the challenging higher education landscape in the years ahead. The Center for Leadership collaborated with SEP to host two virtual workshops for colleagues to participate in the strategic enrollment planning process by providing input on critical strategic issues that the institution needs to address. The workshop topics included a proposal for the Flourishing Project (Campus Climate), presented by **Nicole Noffsinger-Frazier**, and a proposal for a new Center for Student Success & Flourishing, presented by **Lisa Stephenson**.

### EQB VALUES PROJECT: IDENTIFYING & ARTICULATING OUR VALUES



In response to the vice-chancellor's invitation to examine our institutional values last February, the Center for Leadership partnered with the Office of Civic Engagement and All Saints' Chapel to lead the way in identifying, articulating, and ultimately embodying Sewanee's values. Since February, 613 colleagues, students, and alumni have participated in various gatherings and surveys to identify our values. The process included listening sessions with faculty, staff (including in-person sessions for Facilities Management and Dining colleagues), College students, School of Theology students, as well as paper and online surveys. The discussions centered around when we felt most proud and most disappointed in Sewanee, and we used these stories to identify preliminary values.

In May, a Values Steering Committee was formed, consisting of colleagues and students, to take the next steps in articulating and embodying our University values. Committee members are **Richard Apgar**, **Chris Champion**, **Peter Gray**, **Sylvia Gray**, **Sherry Hamby**, **Kim Heitzenrater**, **Erica Howard**, **Meghan Mazur**, **Cassandra Meyer**, **Lakeisha Phillips**, **Lily Thompson**, and **Elizabeth Wilson**.

