

# Center for Leadership Annual Report: 2021-2022

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**CfL Mission:** Equip and elevate Sewanee colleagues to lead positive change.

**CfL Vision:** A flourishing University community where everyone has the ability and responsibility to lead.

The Center for Leadership was initiated in 2018 and is led by a director, **Elizabeth Wilson**, and the Center for Leadership Council. The 2021-22 Council members were **Matt Brown, Chris Champion, Abby Colbert, Tammy Elliott, Sylvia Gray, Rachel Petropoulos, Karen Proctor, Betsy Sandlin, Amy Turner, Bess Turner, and Sam Young**. Organizationally, the Center is part of the Office of the Provost. The Center for Leadership classroom and director's office are located in duPont Library on the second floor, just beyond the Ralston Listening Library.

The Center for Leadership focuses on strengthening the leadership of colleagues, students, and Sewanee as an institution. What follows is a synopsis of the FY22 offerings that reached **823 participants**. We encourage you to watch for ways to engage with the Center for Leadership in this new academic year!

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## Group Leadership Opportunities

### Sewanee Leadership Lab

Sewanee invests in supporting and strengthening faculty and staff who want to lead positive social change. The Leadership Lab is a nine-month leadership development course designed for up to 12 faculty and staff colleagues to develop and strengthen their leadership abilities. This year, Lab participants took turns preparing leadership reflections for the [Leadership Lab Learnings blog](#). The fourth cohort of the Center for Leadership's Leadership Lab graduated in May 2022: **Joshua Booher, Alex Bruce, Cynthia Gray, Georgia Hewitt, Cassie Meyer, Marcus Murphy, Max Obermiller, Stacey O'Sullivan, Cari Reynolds, Brody Curry, Karen Tharp**. The Lab is facilitated by **Karen Proctor** and **Elizabeth Wilson**.



- Total number of LL grads from 4 cohorts (2018-2022): **40**
- Percent of total LL graduates who have been promoted during or after the Lab: **42.5% (17/40)**

### "Leadership & Horses" Workshops

Interacting with horses can teach us how we influence others in our work and life. These workshops provided important insights for colleagues into ourselves and our organizational culture. Four workshops were offered to colleagues; 26 colleagues participated in them. They were led by **Karine Gordy**, the director of Sewanee's equestrian program.



## “Handling Conflict with Colleagues” Workshop

Conflict is hard, but it can be managed more effectively if we are prepared and equipped with the tools to respond in constructive ways. **Anke Arnaud**, a visiting professor of management for our business minor at Sewanee, facilitated this session. Twenty-nine colleagues showed up to develop constructive and destructive responses to conflict, as well as learn our own personal hot button issues that can trigger conflict.



## Personal Growth Assessment Opportunities

### CliftonStrengths

Gallup’s CliftonStrengths assessment serves as an effective and efficient way of communicating the gifts that we offer each other, in addition to helping us know our primary leadership strengths. **Elizabeth Wilson** completed training to be a Gallup-certified CliftonStrengths coach in May.

- In 2021-22, 194 CliftonStrengths codes were distributed, an increase of **22%** from the previous year: 142 students- 73%; 40 staff- 21%; 12 faculty- 6%)
- **26%** of current colleagues (faculty and staff) have taken the CliftonStrengths assessment

CliftonStrengths®



### Enneagram

**Robin Hille Michaels** led a group in a deep dive into the nine Enneagram types and their tendencies in relationships, leadership, stress, and other realms. This lively group finished this semester-long study with a deeper appreciation and insight into ourselves and others.



### Myers Briggs Type Inventory (MBTI)

Good leading requires knowing ourselves: our own tendencies, strengths, and weaknesses. The Myers Briggs Type Indicator (MBTI) is a personal growth tool that can shine light on how individuals 1) get energy, 2) process information, 3) make decisions, and 4) structure life. **Sylvia Gray**, a certified MBTI practitioner, led three workshops this year and conducted five one-on-one MBTI coaching sessions for both colleagues and students.



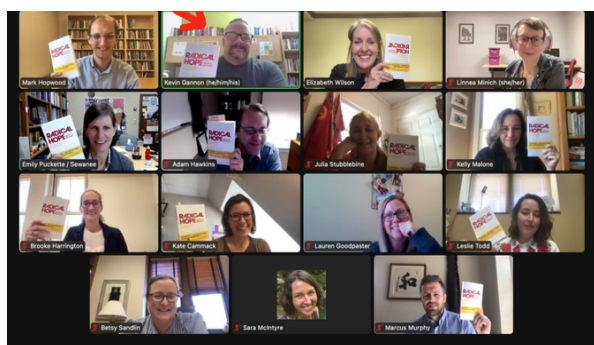
## One-on-One Leadership Coaching for Colleagues

In addition to group offerings, colleagues have opportunities for individual leadership coaching, ranging from personal growth assessments to career coaching. Over 30 colleagues took advantage of this offering last year.

### Book Groups

#### "Radical Hope" Book Groups

The two book groups pictured below (one in-person, one virtual) read Kevin Gannon's [\*Radical Hope\*](#) that led to deep, lively discussions. **Mark Hopwood, Linnea Minich, Emily Puckette, and Elizabeth Wilson** facilitated these gatherings that were co-sponsored by the **Center for Teaching** and the Center for Leadership. At the final meeting, the author himself joined in via Zoom- thanks to **Betsy Sandlin** for creating this connection!



#### "Dare to Lead" Book Groups

**Jessica Welch**, co-director of Human Resources, led two [\*Dare to Lead\*](#) groups based on Brene Brown's book. One group was with our Dining managers and the other for supervisors. The book teaches us to become braver leaders by learning new courage-building leadership language, skills, and tools and putting them into practice.



### Interconnection Projects (for Colleagues)

#### “Sewanee Colleagues” Facebook Group

The Center for Leadership serves as the administrator for the Facebook group for current and officially retired Sewanee colleagues. The purpose is to create connection and facilitate communication internally. It has **grown in membership by 9%** this year.



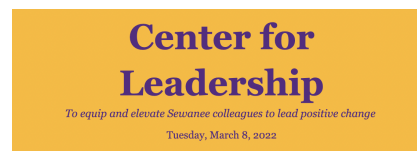
Sewanee Colleagues

Private group · 304 members



# Center for Leadership E-Newsletter

A bi-weekly email newsletter, targeted to colleagues, was launched in May 2020. Readership of this newsletter by colleagues increased **22%** this year. 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); and an in-depth look at each of the 34 CliftonStrengths, along with a list of colleagues who have that strength.



## PRaising Up Colleagues: Faith Vaughn

(Assistant Director of Admission)

"Faith always works with a smile or laugh! She is absolutely passionate about her work in Admissions, and when she's not on the road, she often shows up for events, groups, and initiatives that are working to make Sewanee a more welcoming place for all. We are so grateful to have her as a colleague and a friend!"



## PRaising Up Colleagues

### PRaising Up Colleagues:

#### Anthony Nunez

(Help Desk Administrator, Technology Access & Support)

"Anthony is always ready and willing to help – prompt, efficient, careful, and all with a genuine smile. He's helped troubleshoot countless issues for me, and found many valuable ways to streamline and improve my work. He is a joy to interact with and a gem on our campus. Thank you, Anthony!"

If you'd like to Praise a colleague, please fill out this form. This project is co-sponsored with the EAC (Employee Advisory Committee).



The Center for Leadership partners with the **Staff Partnership Council** to promote a culture of appreciation by encouraging positive shout-outs to each other. The [PRaising Up Project](#) was led this year by **Jennifer Michael, Belinda Morgan, Marcus Murphy, Sarah Richey, and Christopher Smith.**

## Open Staff Meeting REDESIGN

The **Staff Partnership Council** (formerly the EAC) and the Center for Leadership collaborated to design a new format for Open Staff meetings, resulting in higher participation and engagement levels in these meetings. The new format includes introduction of new staff and promotions, one-minute popcorn reports from a variety of offices, one or two spotlights with more information, and a few words from a cabinet member. Meetings are held four times per academic year, with times alternating between morning and afternoon to allow opportunities for all staff to attend at least two of the meetings.



## EQB Values Project

In response to **Vice-Chancellor Brigety's** invitation to examine our institutional values in February 2021, the Center for Leadership partnered with the **Office of Civic Engagement** and the **Chapel** to lead the way in identifying, articulating, and ultimately embodying Sewanee's values. In August 2021, our University values were announced. The CfL will continue to lead efforts for the University to live into its stated values.

### INQUIRY

*We develop open-minded, informed, and intellectually engaged individuals.*

### COMMUNITY

*We cultivate respectful, inclusive, and enduring relationships.*

### FLOURISHING

*We share responsibility for the well-being of one another and the Domain.*

### COURAGE

*We strive for justice, equity, and sustainability in Sewanee and in the broader society.*

## **Mission-Vision-Values: Student Life Division**

Our Student Life division recently crafted mission and vision statements to guide their work, with facilitation support from the Center for Leadership, led by **Sylvia Gray** and **Elizabeth Wilson**. Our **Student Life colleagues** have been modeling the way in integrating the University values into their work plans.



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