Statement of Leadership Criteria

Vice-Chancellor and President Search 2019

The University of the South
Sewanee, Tennessee
Contents

3 Introduction
5 History
6 The Roberson Project on Slavery, Race, and Reconciliation
9 The Domain of the University
10 The Sewanee Village Project
10 Traditions and Ethos
11 The College of Arts and Sciences
11 Academics and Curriculum
12 Features of our Academic Environment
13 Faculty
13 Students
14 Student Government
14 Residential Life
14 Activities, Clubs, Organizations, and Fraternities and Sororities
15 All Saints’ Chapel, Outreach, and Faith Communities
15 Office of Civic Engagement
16 Athletics
16 Sewanee Outing Program
17 The School of Theology
17 History
17 Seminary Academics
18 The Beecken Center
18 Faculty
18 Students
20 Staff
21 Admission and Financial Aid
22 Finances
22 Assets and Liabilities
22 Endowment Market Value and Investment Returns
22 Operating Funds
23 University Relations
24 Facilities
24 All Saints’ Chapel
24 Jessie Ball duPont Library
24 Fowler Sport and Fitness Center
25 McClurg Dining Hall
25 Smith and Ayres Residence Halls
25 Snowden Hall
25 Tennessee Williams Center
26 Gailor Hall
26 Nabit Art Building
26 Spencer Hall
26 University Bookstore
26 Wellness Commons
26 A Planned Social Commons
26 The Sewanee Inn and the Course at Sewanee
27 University Governance and Reporting Relationships
28 The Next Vice-Chancellor and President
28 Opportunities and Challenges
30 Qualifications & Personal Characteristics
30 Applications and Nominations
The University of the South (familiarly known as Sewanee, for the Tennessee town in which the University is located) is one of the nation’s finest institutions of higher learning, a private university of the Episcopal Church with a distinguished undergraduate College of Arts and Sciences, a leading graduate School of Theology offering master’s level and advanced degrees, and an innovative School of Letters offering summer master’s degree programs in English and creative writing. In an environment of intense intellectual engagement, Sewanee students are challenged to live the life of the mind and to apply their education to the complexities of our time through leadership roles in society. Sewanee has produced 26 Rhodes Scholars, a Pulitzer Prize-winning author, a U.S. senator and other elected officials, business and financial leaders, critically acclaimed poets and writers, leading academics who became college presidents, and three of the last six presiding bishops of the Episcopal Church in the United States.

The University’s commitment to the liberal arts, to the complementary nature of faith and reason, and to the fundamental importance of integrity and honor is grounded in its motto from Psalm 133: *Ecce quam bonum et quam iucundum habitare frater in unum* (“Behold how good and pleasant it is when kindred live together in unity”). And it finds full expression in the quality and passion of the faculty. They are leading scholars and researchers in their fields with an abiding commitment to teaching, and in the close community that is Sewanee they develop extraordinarily rich and enduring relationships with their students that transcend both place and time.

These relationships—person to person, as well as to the special place that is Sewanee—have sustained the University of the South since its founding in 1857. They have given rise to unique and cherished traditions that continue from generation to generation, linking students and alumni in common affection for the University. Most importantly, they have provided a wellspring of institutional achievement from which Sewanee looks confidently to its future.
History

The University of the South has taken the opportunity over the past dozen years to look back on a distinctive history of trial and triumph, including marking both the 150th anniversary of its original founding in 1857 and that of its successful second founding a decade later after the Civil War when the original resources of the University had been lost. The second founders overcame many challenges to finally open the University’s doors in 1868.

In the midst of—and in response to—the social, cultural, and political crisis prompted by the impassioned and increasingly violent conflict over the future of slavery in the United States, the first founding of the University was led by Episcopal clergy and lay delegates from Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, and Texas. On July 4, 1857, they met at Lookout Mountain near Chattanooga, Tennessee, to name the University's first Board of Trustees. On Jan. 6, 1858, a university charter was granted by the State of Tennessee. The Trustees selected a site in Sewanee, atop the Cumberland Plateau between Chattanooga and Nashville, and local landowners and the Sewanee Mining Company donated nearly 10,000 acres for the enterprise. These early efforts led to the ceremonial laying of the cornerstone in Sewanee on Oct. 10, 1860.
The second founding was launched in the aftermath of the Civil War, the political and military destruction of the Confederacy, the collapse of the slaveholding society and liberation of nearly four million enslaved African Americans. In 1866, the Rt. Rev. Charles Todd Quintard, the second bishop of Tennessee and the University’s commissioner of buildings and lands, returned to the campus and formally re-established the University. With financial help from Episcopal supporters in America and Anglican parishes in England, and with books donated by Oxford and Cambridge universities, the University of the South re-emerged. The first Opening Convocation on Sept. 18, 1868, was attended by nine students and four faculty members.

Recovering from Reconstruction following the Civil War, the University experienced steady growth and offered professional education in areas including engineering, law, and medicine until 1909, when those departments were closed. Remaining were the University’s basic departments: a preparatory school, a college, and a seminary.

Successful athletic teams and a thriving cultural life at the turn of the 20th century testified to Sewanee’s emergence among mainstream colleges and universities. In 1891, royal purple was adopted as the school color, and Sewanee played its first intercollegiate football game. The 1899 football team was undefeated, winning 12 straight games—including five games during a six-day, 3,000-mile road trip.

The University shored up its ailing finances, undertook much-needed renovations, and emerged from the eras of the Great Depression and World War II well-equipped and prepared to enter its greatest period of growth. From 1950 to 1970, the endowment increased, old buildings underwent major renovations, and more new buildings were constructed in each of these two decades than in previous University history.

African American men were allowed to apply to the College in 1961 (though none enrolled until 1963), and women were admitted as full-time students in 1969. Today’s freshman classes are about half women and include diverse students from around the world. In 2019-20, Sewanee is marking the 50th anniversary of the first class of women to matriculate at the University with a yearlong celebration.

---

**The Roberson Project on Slavery, Race, and Reconciliation**

Launched in July 2016, the Roberson Project on Slavery, Race, and Reconciliation at the University of the South is a six-year initiative whose purposes are to investigate the University’s deep historical entanglements with slavery and slavery’s legacies and to assist its community in discerning how it should respond to that history. Our project’s name memorializes the late Professor of History Houston Bryan Roberson (1958-2016), who was the first tenured African American faculty member at Sewanee and the first to make African American history and culture the focus of his teaching and scholarship. The Roberson Project seeks to honor his inspiring legacies at Sewanee: the devotion to rigorous teaching, the pursuit of scholarship, the dedication to social justice, and the personal example of high moral character. In doing so, the Roberson Project aims to help Sewanee confront our history in order to seek a more just and equitable future for our broad and diverse community.

Now in its third year, the Roberson Project has pursued an expansive agenda of archival research, curricular development, public programming, and civic engagement. From the start, though, it has approached its work as a branch of Sewanee’s core identity and mission as a teaching-focused institution for undergraduate and seminary education. Students from the College and the School of Theology have been central participants in its research, administrative, and programming work. Our general attitude toward the subject of our investigations and our outreach also has been fundamentally educational in nature, seeking to engage our community of students, faculty and staff, local residents, and alumni in active consideration of the most difficult subjects and questions raised by our University’s history.

A more complete understanding and recognition of that history and its legacies will enable the institution to meet its obligations to educate students and members of this community past and future and to realize Sewanee’s pledge to be an inclusive university of and for the diverse citizenry of the 21st-century South.
Under current Vice-Chancellor John McCardell, Sewanee has strengthened its position among the nation’s liberal arts universities and Episcopal seminaries. During his tenure, Sewanee has enjoyed record applications to the College, and undergraduate enrollment has grown from about 1,500 to more than 1,700 students. New academic initiatives, including majors in neuroscience and finance and a comprehensive Office of Global Citizenship, have enhanced the curriculum, extended Sewanee’s reach, and provided expanded opportunities for research and internships.

In addition, the University has reaffirmed its goal of making an excellent college education more accessible for more of the nation’s best students. In September 2019, the University announced that it will meet the full demonstrated need of admitted students who qualify for financial aid, starting with the first-year students who arrive in fall 2020. The University’s Board of Regents has made a commitment that by no later than fall 2026, the University will return to meeting the full need of all of its undergraduate students. Previous efforts include the University, in 2011, reducing the cost of a Sewanee education by 10 percent; for several years after that, a four-year tuition freeze applied to each incoming class. Together these actions represent a strong commitment to keeping the cost of a top-quality college education as affordable and predictable as possible.
The Domain of the University

The University of the South campus comprises 13,000 acres known as the Domain. Largely undeveloped and rich in biodiversity, the land is intrinsic to the identity and purpose of the University, a distinctive asset offering an unparalleled outdoor laboratory and boundless recreational opportunities. Today, the University’s landholdings are the second largest among institutions of higher education in the United States. Of the University’s 13,000 acres, approximately one-third, also known as the “inner Domain,” is composed of the campus, businesses, residential areas, and student housing. The remaining two-thirds, “the greater Domain,” is managed for research, teaching, recreation, and ecosystem services by the Office of Environmental Stewardship and Sustainability for use by all parties within the University community and outside.

The Domain is located on the edge of the southern Cumberland Plateau, a region known for both its biodiversity and its outdoor recreational offerings. More than 1,100 species of vascular plants have been documented on the Domain, and class offerings allow students to participate in research and active management focused on biological conservation. The Office of Environmental Stewardship and Sustainability maintains an outdoor recreational system that is unparalleled among U.S campuses. The Perimeter Trail is the signature trail of the Domain, a 22-mile loop that circles much of the campus and provides hiking and mountain biking experiences that are unmatched in the region. Sixteen lakes and 10 developed camping areas give students ample opportunities to explore the furthest reaches of the property, and rock climbing and bouldering opportunities abound for students and staff alike. The trail networks pass through both protected old-growth remnant forest as well as the Sewanee Demonstration Forest, an actively managed area where innovative forest management and prescribed fire programs create and enhance wildlife and plant communities.

The village of Sewanee is on the Domain and is home to approximately 2,500 people; it is not incorporated but is managed by the University, which provides police and fire protection, and emergency medical services.
The Sewanee Village Project

The Sewanee Village is a critical component to the health and longevity of the University. A vibrant village will help us attract and retain high quality employees and students, will promote tourism, and will support a healthy local economy. The Sewanee Village project is a collaboration between the University and the Sewanee community to reposition, redevelop, and revitalize downtown.

Traditions and Ethos

Sewanee is a serious academic institution and a close-knit community that has evolved to meet the changing demands of its students and the world around it. It also is a place that gathers strength from its traditions, from the wearing of the academic gown and “tapping the roof” to the quintessential small-town Fourth of July celebration. These customs, which enrich the experience at Sewanee, emerge from its past and, from time to time, through student and faculty ingenuity.

The Honor Code, in existence informally since the 1870s and formally since 1913, defines Sewanee’s community of respect, trust, and tolerance, which brings security and freedom to campus. Students commit to these ideals by signing the University’s Honor Code in the Chapel at matriculation. The Honor Code is a tradition that is maintained by an Honor Council elected from the student body in collaboration with the faculty and the Dean of Students’ Office.

The wearing of academic gowns by faculty, and by College and School of Theology students who have attained membership in the Order of the Gown based on their academic standing, is uniquely Sewanee, a nod to the University’s historic ties to Oxford that symbolizes the institution’s respect for academic endeavor and leadership. The wearing of gowns is optional, and students and faculty readily shed them to pursue environmental field studies on the Domain, collaborative research in laboratories, and study abroad.

Comprehensive examinations taken in the senior year of undergraduate study conclude the academic experience at Sewanee, and prompt students to say, “I’m comped,” after completing rigorous oral or written exams in their major.
Academics and Curriculum

Once described by the New York Times as a “bit of Oxford in Tennessee,” Sewanee has an impressive record of academic achievement, from Benedict Scholarships for the best entering students to a long list of Rhodes Scholars at graduation. The College of Arts and Sciences offers a challenging and stimulating program in the liberal arts with an emphasis on mastery of fundamental disciplines. Moreover, the academic program develops the intellect and character of its students and prepares them for lives of achievement, leadership, and service. The high expectations placed on students are balanced with the faculty’s commitment to personal attention and encouragement. Without question, all students, whatever their discipline, develop the ability to research, analyze, solve problems, write, speak, and listen.

While the general education curriculum ensures the development of common “habits of mind,” our specific courses of study—our major, minors, and related academic programs—offer students opportunities to develop and pursue their passions with faculty who are both committed to their intellectual field and to the craft of teaching. Sewanee’s curriculum challenges while it educates. Degree requirements are rigorous and extensive and include comprehensive examinations in major areas of study. Offering 37 majors, 43 minors, and 15 special programs, along with pre-professional programs in business, health/medicine, education, engineering, and law, the College prepares its students for careers in every field. The faculty are keenly aware of developments in the broader landscape and actively update not just courses but whole programs of study, including creating new majors: within just the past two academic years, the faculty have added majors in neuroscience and finance. Moreover, the curriculum offers flexibility for students, with interdisciplinary study, double majors, and minors allowing them to tailor their own academic experience.

Importantly, the College recognizes the need for students to make immediate connections between the work that they are doing in their classes and the application of such knowledge beyond Sewanee. Our integrated advising pro-
gram engages students in reflective activities wherein they consider how their courses connect to one another, how they are building their education, and how the skills they are developing relate specifically to broad career exploration. The Sewanee Career Center, as well as the offices of Civic Engagement and of Student Activities, partner with faculty advisors so that students are best positioned to see where their intellectual skills and successes can take them.

This attention to applying knowledge is essential to the Sewanee Pledge, wherein students are guaranteed opportunities to engage in particular “high impact” practices that help students make meaning of their education. Students are guaranteed either a paid summer internship (another example of the Career Center partnering with academics) or a summer student-faculty research experience as coordinated by the Office of Undergraduate Research. Through our Office of Global Citizenship, all students also have the opportunity to take part in a semester-long study away program at no additional tuition expense. In addition to many semester-long study abroad programs, several summer programs are unique to Sewanee and organized by University faculty.

As a testament to the success of our students, Sewanee has graduated 26 Rhodes Scholars, five of whom returned to teach at the University. The institution counts among its graduates 25 Fulbright Scholars (in the last 10 years), 48 Watson Postgraduate Fellows, seven National Science Foundation Graduate Research Fellows (in the last 10 years), and 35 NCAA Postgraduate Scholars. Fifty-five percent of graduates earn advanced degrees. Of graduates who apply to law school, over 90 percent are accepted, and 85 percent of those who apply to medical, dental, or veterinary school are accepted. Perhaps most telling, our Sewanee Career Center has tracked our graduates, and for multiple years, more than 95 percent of Sewanee graduates have been either fully employed, in graduate school, or pursuing a fellowship within six months of graduation. Without question, the broader world appreciates the value of a Sewanee education.

Features of Our Academic Environment

Our most visible hallmark is the Domain itself—13,000 acres of land that, depending upon the occasion, serves as a living scientific laboratory, a source of artistic and spiritual inspiration, a means of embodying mens sana in corpore sano, a place to develop lasting relationships among and between students, faculty, and staff—and always as a constant reminder of the importance of sustainability and of the need to care for our resources mindfully and intentionally. The Sewanee Integrated Program in the Environment brings together academic majors, co-curricular and extracurricular activities, and a strong sense of place on the Domain. Truly, the Domain is a resource no other college can offer, and our entire community respects it, is thankful for it, and will protect it.

The University has an exceptionally strong literary tradition, with the nation’s oldest continuously published literary review, the Sewanee Review, and the annual Sewanee Writers’ Conference, supported through an endowment established by playwright Tennessee Williams. The tradition permeates the entire curriculum, and Sewanee graduates are known for their facility with the written word.

The University’s Babson Center for Global Commerce is also thriving, offering definitive proof that our liberal arts
graduates, with their ability to read well, write well, and think well, can have immediate success within the business community. We are creating more synergy and opportunities by moving the Babson Center, along with Sewanee’s Career Center, to the center of campus where they will be proximate to the economics department and the business program.

Faculty

The College attracts talented and energetic academics with a strong commitment to undergraduate teaching. Most faculty live on or near campus, and faculty are just as likely to engage students at the campus coffee shop, at campus concerts and lectures, or on a hiking trail as they are in the classroom or during regular office hours. Sewanee is a place where faculty and students live, work, worship, and learn together. “It is a small, intimate community with a clear sense of purpose, coherent values, and a collegial atmosphere,” observed the authors of Student Success in College: Creating Conditions that Matter (George Kuh, et al., 2005).

The University’s Center for Teaching encourages and promotes teaching excellence among our faculty. The center provides time and space for collegial conversations and critical reflections, as well as programs on teaching practices, opportunities to form relationships with mentors, grants for innovative teaching, resources on effective teaching and learning for faculty at all levels and career stages, and support for pedagogical collaboration.

The new Center for Speaking and Listening—created as part of our Quality Enhancement Plan (QEP) project—recognizes the importance of such; the faculty guide students to be better at listening, constructing and evaluating arguments, and working toward shared progress rather than partisan competition.

For the 2019-20 academic year, the College has 139 full-time faculty members and 46 part-time faculty. University-wide, 95 percent of full-time faculty members hold terminal degrees in their field. Most engage in active research (or creative performance) and publishing. Among the national research awards that have been won by faculty members are two Guggenheim Fellowships, Fulbright and National Science Foundation fellowships, two von Humboldt Awards, and two recent fellowships at the National Humanities Center. Four Sewanee professors have been named Tennessee Professor of the Year by the Council for Advancement and Support of Education in the last 17 years. Women make up 42% of the total faculty (a significant increase since 2000). Forty new tenure-track faculty members have been hired in the College since the fall of 2014, 35 of whom contribute to the diversity of the faculty in some way.

Students

Undergraduate students at Sewanee are independent-minded and high achieving, attracted to the University by the prospect of intense intellectual engagement with faculty and peers and the opportunity to make meaningful contributions to the community. In the Fall 2019 semester, the College enrolled 1,701 full-time degree-seeking students from 44 states and 22 foreign countries. Seventy-nine percent of the students were from
outside Tennessee. Forty-nine percent were male, 51% female. The ethnic background of the students included:

- American Indian or Alaska Native: 1 (<1 percent)
- Asian: 22 (1 percent)
- Black, non-Hispanic: 69 (4 percent)
- Hispanic of any race: 89 (5 percent)
- Native Hawaiian or other Pacific Islander: 0 (0 percent)
- White: 1,392 (82 percent)
- Two or more races: 55 (3 percent)
- International or nonresident alien: 73 (4 percent)
- Race or ethnicity unknown: 0 (0 percent)

Student Government

Sewanee’s student government organization is bicameral, comprising the Student Government Association and the Order of the Gown. The Student Government Association represents student opinion and legislates in matters of student affairs. The Order of the Gown is composed of students who have achieved the required grade point average and are entitled to wear the academic gown. The Order advises the Student Government Association and strives to maintain and promote the spirit, tradition, and ideals of the University.

Recognizing the importance of student contribution, the University’s Board of Trustees includes three student trustees, two elected from the College and one from the School of Theology. Similarly, the College faculty has representatives of the student body on many of its committees.

Residential Life

All students, with very few exceptions (e.g., married students, dependents of University employees, students over the age of 24, and students living with their children), live in University-approved housing, primarily college residence halls, and more than 95 percent of students live in residence halls or small houses managed by the Office of Residential Life. Substance-free housing is a choice among a steady number of students. Of the 30 small houses managed by Residential Life that are home to more than 200 sophomores, juniors, and seniors, 19 houses are dedicated to an academic area of interest, a common passion, a dedication to activism, or a shared identity. Some language houses date back to the 1970s and other houses experience change in group or theme every two to three years. Student interest in thematic housing is high, and it is typical to have more groups apply than there are houses in inventory.

Residence halls range in size from 26 to 120 students. Many halls house students in all class years. First-year students may not select their own roommates but are instead matched by hand by the Office of Residential Life, expanding first-year student networks beyond hometowns, athletic teams, and academic departments.

All halls have two or three proctors who care for the facility and its residents. Proctors are campus leaders who act as liaisons with the Dean of Students office, serving as mentors to students under their care, arranging educational and social activities for the residential communities, and serving on duty nightly in residence halls when classes are in session.

Activities, Clubs, Organizations, and Fraternities and Sororities

More than 110 clubs, organizations, and social groups provide interaction among the members of the University and the Sewanee community. Over 60 percent of the student body joins one of Sewanee’s 12 fraternities and 10 sororities, each of which provides a unique and valuable addition to the Sewanee experience. Most fraternity and sorority-sponsored events are open to the entire campus. A growing number of students who choose not to join a fraternity or sorority engage in student organizations and activities that sponsor alternative, alcohol-free events and spaces on campus. As one of only two student-involved
volunteer fire departments in the country, the Sewanee Volunteer Fire Department offers a unique opportunity for Sewanee students to serve their community. Tryouts occur each spring and are open to all first-year students.

**All Saints’ Chapel, Outreach, and Faith Communities**

All Saints’ Chapel is operated under the care of the University chancellor, and worship is according to the usage of the Episcopal Church. The ministry of All Saints’ is ecumenical and open to all. The chapel also is a gathering place for public events in the life of the University and community.

The chapel is staffed by a chaplain elected by the trustees, an associate chaplain, lay chaplain, organist/choirmaster, assistant organist, administrative assistant, assistant for ministry, and wedding coordinator. The mission of All Saints’ is to promote spiritual wellness in our community through worship, love, and service. Morning and Evening Prayer are offered each weekday, and three Eucharists are celebrated on Sunday.

The adult formation process, known as Catechumenate, is offered weekly for students, faculty, staff, and community members. This process may culminate in baptism, reception into the Episcopal Church, renewal of baptismal vows, or confirmation. An informal “come-as-you-are” Eucharist, called Growing in Grace, is held on Sunday evenings and other informal gatherings take place throughout the week.

Service initiatives funded by the University have taken students abroad under the auspices of All Saints’ Chapel and the Office of Community Engagement. Each year, more than 100 students spend their spring break serving others in places such as Costa Rica, Jamaica, Ecuador, Miami, New York City, and New Orleans.

Though Sewanee is an Episcopal university, students are encouraged to explore other faith communities. In addition to Episcopal services, the University has a Roman Catholic community, a Muslim Student Association, a Sewanee Jewish Association, and a Presbyterian campus ministry. In the Interfaith House, a student theme residence, students of diverse religious, spiritual, and secular backgrounds gather together to build community around topics of faith and inclusion.

**Office of Civic Engagement**

The Office of Civic Engagement (OCE) is an ambitious new educational asset with a vision of active global citizens cultivating knowledge, resources, and relationships to advance the economic, social, and environmental well-being of its partner communities. The office’s programming encompasses curricular and co-curricular programming and the integration of both. In addition, the office collaborates and supports programs across the campus that have a civic dimension, such as the Common Book program and the Roberson Project on Slavery, Race, and Reconciliation.

The program has grown from its historic commitment to church-sponsored mission outreach to a form of service that focuses on partnership and reciprocal relationships. The Office of Civic Engagement focuses on partnerships with community organizations serving the twin goals of community development and education for active global citizenship. Beyond this programmatic focus, the OCE is a focal point for the University’s emerging aspiration to function as an innovative anchor institution in its distinctive rural context. As such, it has represented the University in a robust collaboration with the South Cumberland Community Fund to build the capacity of the nonprofit community on the South Cumberland Plateau.

Place and community are emergent themes and important priorities at Sewanee, and the OCE focuses Sewanee’s best efforts toward placemaking and community-building, encouraging students to seize the opportunity to make a better

---

*Sewanee Vice-Chancellor and President Search*
world, and working toward a realization of the liberal arts—broad learning applied to effective citizenship.

**Athletics**

While it dropped its affiliation in 1940, Sewanee was a founding member of the Southeastern Athletic Conference in 1932. At the varsity level, the University has 11 men’s teams and 13 women’s teams. Intercollegiate teams compete in NCAA Division III from the Southern Athletic Association. Typically, about 30 percent of Sewanee students participate in varsity athletics. With 35 NCAA Postgraduate Scholarship recipients, Sewanee ranks among the nation’s leading institutions in any NCAA division. More than half of undergraduates participate in intramural sports. Numerous club level sports, including a very popular rowing program, squash, and rugby, have met with success in competition with other institutions.

**Sewanee Outing Program**

The Sewanee Outing Program was founded to give students guided instruction in outdoor activities both on and off the Domain, including rock climbing, rappelling, hiking, caving, mountain biking, camping, canoeing, and kayaking. It offers University students, faculty, and staff the chance to explore the splendid outdoor environment of the Domain and offers students the chance to develop as outdoor trip leaders.

The Pre-Orientation Program offers first-year students an opportunity to sample the outdoor life at Sewanee. While familiarizing themselves with Sewanee’s 13,000 acres, students meet other first-year students and upper-class students in an environment that creates trust and establishes new friendships.
The School of Theology

History

When the founders of the University of the South first dreamed of a great university for their region, an emphasis on theological education was an essential part of their vision. In 1872, the first Sewanee-trained priest was ordained. By 1878, the School of Theology was formally organized as a seminary of the Episcopal Church, with its own faculty and facilities. In 1894, William Porcher DuBose, described as possibly the greatest theologian that the Episcopal Church in the USA has produced, was elected dean of the School of Theology. Beginning in 1937, a summer graduate program evolved in response to the call for further continuing education for clergy; in 1975, this became the Advanced Degrees Program, offering doctoral and postgraduate-level courses during summer sessions. In 2013, the program center for lay education was expanded and renamed the Beecken Center.

The School of Theology is home to two quarterly theological journals—the Sewanee Theological Review, a contemporary journal of theological reflection, and the Anglican Theological Review, the unofficial journal of the seminaries of the Episcopal Church in the United States and the Anglican Church of Canada.

Seminary Academics

The School of Theology’s seminary is one of 10 accredited seminaries of the Episcopal Church. The seminary has more than 1,500 alumni serving congregations and religious institutions, and others who minister as chaplains, writers, missionaries, and teachers throughout the world. The School is committed to providing theological education for all through its seminary and Beecken Center.

Offering the degrees of master of divinity, master of arts, master of sacred theology, doctor of ministry, and a one-year diploma in Anglican studies, the School of Theology educates women and men to serve the whole of the Episcopal Church and the Anglican Communion in ordained and lay vocations. The School develops leaders for the Church and other denominations through a residential seminary.
program that offers a rigorous academic curriculum, with emphasis on priestly formation. From its beginning, the School of Theology assumed its characteristic position as an upholder of the heritage of the Anglican tradition and it continues to do so today.

**The Beecken Center**

The School of Theology continues to grow its seminary while expanding the Beecken Center as a resource to the Church for lay theological education. The center offers programs to individual dioceses and congregations, including Invite Welcome Connect; SUMMA Theological Debate Camp for high-school students; and other lectures and workshops throughout the year. The Beecken Center serves more than 10,000 people annually.

One of the most distinctive and influential programs is Education for Ministry (EfM), developed at Sewanee 45 years ago and managed by staff at the School of Theology and volunteer leaders from around the globe. Utilizing the seminar model, EfM groups (typically six to 12 in number) learn to reflect theologically, bringing together the Christian tradition and the collective experience of the group members. In addition to groups throughout the United States, EfM can be found in Great Britain, New Zealand, Australia, Canada, the Bahamas, and Hong Kong. More than 70,000 persons have participated in the program, and in the United States more than 28,000 have completed the full four-year certificate program. More than 80 dioceses of the Episcopal Church as well as other denominations have contractual arrangements with EfM. EfM also offers support for online groups and training and will expand into the Latino market next year.

**Faculty**

In addition to the dean and associate deans, 12 full-time faculty, all with doctoral degrees, and several adjunct professors teach at the School of Theology. Their scholarship and frequent, highly acclaimed publications are without compare.

**Students**

Approximately 170 men and women from dioceses across the United States and abroad attend the seminary at the School of Theology, drawn by its intimate Christian community and beautiful setting. Approximately 75 students are enrolled in the residential programs while the balance attend the Advanced Degrees Program in the
summer; non-degree students (ACTS) attend twice a year. Many students bring their families to Sewanee, but increasing numbers are single and under 35. Students’ ages range from the mid-20s to the 60s, and they represent a diverse array of soci-economic backgrounds.

The master of divinity core curriculum is a three-year program of coursework, spiritual formation, and field education experience designed to give students the preparation and skills to become committed and effective ordained clergy. Students are encouraged to take part in the many cross-cultural opportunities made available to them. The field education program offers different options and settings for students to apply their study to active ministry.

The School of Theology teaches a liturgical style grounded in the Anglican tradition at the School’s Chapel of the Apostles. Seminarians may choose to work and worship in surrounding parishes on the Mountain or with field education congregations domestically or internationally. More than 90 percent of the School’s living graduates remain in ordained ministry, an unusually high rate of retention.

The School of Theology offers generous financial aid to supplement seminary students’ own resources and the financial support of the parishes and dioceses that send them. Financial aid is meant to serve the Church’s mission by opening the way to excellent theological education to those who otherwise could not afford it, and to minimize the burden of additional educational debt carried into parish ministry. Thanks to the gifts of many generations, Sewanee has substantial resources for these purposes, and is able to be able to meet much of students’ demonstrated financial need.
Sewanee seeks to recruit and retain talented and committed staff in support of the University’s purpose, ranging from executive and managerial positions to administrative and maintenance posts. More than 610 full- and part-time support staff are encouraged to perform at their highest level of achievement and to remain student-centered in fulfilling the responsibilities of their individual positions. The Center for Leadership advances staff leaders and leadership and fosters continual improvement. Through classes, workshops, speakers, and interdepartmental projects, the Center facilitates personal development, creative problem-solving, and collaboration across groups. The Employee Advisory Committee represents staff members from each department, takes ownership of the agenda for open staff meetings, and is a source for feedback and communication to and from the administration. Two staff members are elected by staff to serve terms on the Board of Trustees.
The Office of Admission is responsible for undergraduate recruitment and financial aid, and the operation is highly structured around a traditional recruiting cycle with emphasis on establishing close relationships between the office’s representatives and prospective students and their families. Recruitment and financial aid for the School of Theology are managed separately within the School, with greater emphasis on the diocesan leadership that recommends candidates for seminary education. Admission to Sewanee’s undergraduate program is highly selective. Sophisticated direct appeals (both print and electronic) are targeted to qualified high school sophomores and juniors in select markets nationwide. Established and emerging feeder schools complement the direct mail, and campus visits and interviews are strongly encouraged. Sewanee is test optional; prospective students are not required to submit SAT or ACT test scores as part of the admission process.

In September 2019, Sewanee announced plans to expand its financial aid program to meet the full need of admitted students who qualify for financial aid, starting with the domestic and international first-year students who arrive in fall 2020 (the future Class of 2024). The University’s Board of Regents has made a unanimous commitment that no later than fall 2026, the University will have returned to meeting the full need of all of its undergraduate students.

Highlights from the freshman class that entered in 2018

- Total applications: 3,465
- Admitted: 66 percent
- Total enrolled for Class of 2022: 477
- Yield 21 percent
- ACT Composite (mean): 28
- SAT Combined (mean): 1281
- Students of color: 16 percent
- International students: 4 percent
The continued value of a Sewanee education is a direct result of the University’s ability to finance faculty and educational resources through endowment that supplements tuition and fees in support of continued academic excellence. Sewanee has been disciplined and prudent in managing its financial resources, and as a consequence is in a strong financial position.

**Assets and Liabilities**

In 2018–19 (the last year in which full financial reports are available), Sewanee ended the fiscal year with assets of $749 million, composed primarily of investments valued at $405 million; land, buildings, and equipment valued on a cost-less-depreciation basis of $197 million; pledges receivable of $36 million; and funds held in trust by others of $24 million. Liabilities of $112 million consist primarily of long-term debt or bonds payable of $93 million.

The University’s net assets totaled $637 million (assets of $749 million minus liabilities of $112 million) as of June 30, 2019, an increase of $18 million over the previous fiscal year. The increase in net assets was due primarily to the growth in pledges receivable.

**Endowment Market Value and Investment Returns**

The market value of the endowed assets was $409 million as of June 30, 2019. At the close of the 2019 fiscal year, the annual return on investment for the pooled endowment funds was 3.2%. The spending rate was set at 5.1% for 2018–19 with a long term goal of 5%. Gift contributions to the pooled endowment totaled $3.9 million in 2018–19 and $10 million in 2017–18.

**Operating Funds**

Operating revenues for fiscal year 2018–19 totaled $122 million, a 9.1% year-to-year increase. Net student comprehensive fees increased 1.8% and contributions increased 89%. Operating expenses totaled $108 million in 2018–19. Current restricted and unrestricted operating revenues for the year exceeded expenses by $15 million.

The fiscal year 2018–19 endowment spending or distributions to support scholarship and other current funds totaled $22.3 million. Endowment support represented 19.8% of the University’s operating revenues, while total contributions totaled $18.7 million or 15.2%. Giving to the Sewanee Fund, which is included in total contributions, totaled $7.8 million or 6.3% of the University’s operating revenues for the year. The remaining 53% of University operating revenues came from comprehensive fees, net of institutional grant aid.
The Office of University Relations comprises the advancement, alumni, and parent programs, and marketing and communication operations. Sewanee has more than 19,000 living alumni of either the College or the School of Theology, whose avidity for the institution, the faculty, and their fellow alumni manifests itself in lifelong engagement and support. The Sewanee Fund enjoys over 34% participation of College graduates and raised more than $7.78 million in FY19.

*Stronger, Truer, Sewanee*, a comprehensive fundraising campaign for endowment, facilities, and operating support, is in its final year. Scheduled to conclude on June 30, 2020, the campaign has already raised more than $267 million in gifts and commitments, well over the $250 million goal. The campaign is the most successful in Sewanee’s history in terms of both dollars raised and the number of donors who participated, with more than 23,000 individuals and organizations making a commitment.

An ongoing agenda for fundraising includes securing resources for significantly expanded financial aid commitments; new and expanded facilities; faculty compensation; centers of excellence in civic engagement, pre-professional programs, environmental studies, and business; and School of Theology programs. The top priority in the coming year is raising an additional $2 million in support for students as the University transitions to a financial aid program that meets 100 percent of demonstrated need. A longer term goal is increasing the financial aid endowment dedicated for student support in order to sustain the commitment to meeting full need.
The buildings of the College of Arts and Sciences and the School of Theology are primarily constructed of native sandstone, much of it quarried from the University’s Domain. The predominant architectural style is gothic, hearkening back to Sewanee’s ties to the medieval universities of England and Europe. In the past decade, new construction and renovation of academic and residential facilities have created a sophisticated and attractive environment for learning and living, and the University has made great progress in reducing its deferred maintenance schedule.

Some key campus facilities include:

**All Saints’ Chapel**

The original University chapel was named Saint Augustine’s, after Saint Augustine’s School in Canterbury, England. The cornerstone was laid in 1867 and the frame building completed for the official opening of the University in 1868. Saint Augustine’s was enlarged nine times while it served as the spiritual center of the University between 1868 and 1910. It was razed, and on the same site in 1911 the University began construction of a new chapel, to be called All Saints’ Chapel. The final stage of construction on All Saints’ Chapel began in 1957 to prepare for the celebration of the 100th anniversary of the University. Chapel designs from many sources were executed by Dr. Edward McCrady, then vice-chancellor: Shapard Tower is based upon one at the University Church at Oxford University, England; the vaulted ceilings from models of the medieval cathedrals, Chartres and Amiens, in France; and the rose window from Notre Dame de Paris in France.

**Jessie Ball duPont Library**

A significant renovation in 2017 created a Learning Commons in duPont Library to respond to growing student needs for more collaborative spaces and up-to-date technology for practicing class presentations, while retaining the traditional study and social spaces that the library has offered for years. The University’s Writing Center and the new Center for Speaking and Listening have designated spaces in the Learning Commons. Group-study rooms are available for collaborative student projects, practice presentations, and for quiet study.

**Fowler Sport and Fitness Center**

Built in 1994, the Fowler Center is used by the University and community members alike. It includes a nine-lane, 25-yard stretch pool with separate diving well, a
four-lane, 160-meter flat track with field event areas, three multipurpose basketball/volleyball courts, batting cage, 1,000-seat basketball and volleyball spectator arena, one squash and three racquetball courts, dance studio, weight rooms, fitness gym, three indoor tennis courts, a classroom, training room, locker rooms, athletic and physical education offices, equipment issue room, and laundry.

**McClurg Dining Hall**

McClurg Dining Hall is built completely of native sandstone, and in 2001 replaced Gailor Hall, which was constructed for just 500 students, as the dining facility. At 42,000 square feet, McClurg has the capacity to serve three times that number. Students, faculty, staff, and community members often can be found dining together in the spacious facility.

**Smith and Ayres Residence Halls**

To accommodate its growing student population, the University has dedicated two new co-ed residence halls in the last six years. Opened to students in 2013 and home to 90 students, Smith Hall was built with many local, repurposed, and renewable resources and is LEED Silver equivalent. Ayres Hall was named for former Vice-Chancellor Robert M. Ayres and his wife, Patricia, and opened in 2016. It is home to 114 students who enjoy its flexible and accessible spaces and multiple porches.

**Snowden Hall**

The home of Sewanee’s departments of Forestry and Geology, Snowden Hall underwent a major renovation and expansion in 2011 that more than doubled the size of the building. Locally sourced wood and sandstone are highlights, as is an emphasis on sustainability—the building is LEED Gold, and features energy-efficient windows, low-flow utilities, and recycled materials. A first for Sewanee are the 162 solar panels installed on Snowden’s roof, collecting an average of 44,000 kWh per year. Snowden’s lodge-like atrium, with its wood, stone and comfortable furniture, provides space for students to gather for studying or just relaxing.

**Tennessee Williams Center**

This building provides unique, state-of-the-art facilities for students and faculty of Sewanee’s Department of Theatre Arts. An unusual resource among small liberal arts colleges, the center was built specifically as a teaching theater. Completed in the fall of 1998, the center houses the adaptable 150-seat multiform Proctor Hill Theatre with computerized sound and lighting equipment; a computer aided drafting and design lab with student and teaching
computer stations; a dance studio; and other teaching and performance spaces. The center was created with funds from the Tennessee Williams estate and a bequest from J. Proctor Hill, a College alumnus.

Gailor Hall

With a renovation completed in 2005, the Gailor Center for Literature and Languages became home to the University’s English Department, as well as those of its modern and classical languages. In addition, it houses the offices of the Sewanee Writers’ Conference, the Sewanee Young Writers’ Conference, and the School of Letters. The building has 13 seminar and lecture classrooms as well as 36 offices.

Nabit Art Building

This facility, located off of Georgia Avenue and completed in 2006, houses Sewanee’s studio art program including sculpture, painting and drawing. Featuring large, airy studios with abundant natural lighting, the facility also offers exhibition space for viewing of student’s completed works.

Spencer Hall

The 47,000-square-foot Spencer Hall addition to Woods Labs opened for the fall 2008 semester and ushered in a new era for the University’s historic commitment to the sciences. Named for William Spencer, C’41, the facility greatly expanded classrooms and laboratories for environmental science and chemistry, while also creating the space for a new biochemistry major. Environmentally sensitive and awarded LEED Silver certification, the building’s façade blends with the gothic architecture of Sewanee’s main academic quadrangle while its interiors are modern and open, conducive to “science in sight” design.

University Bookstore

Currently under construction and scheduled to open in early 2020, a new University Bookstore will anchor an ongoing effort to revitalize Sewanee’s downtown “Village” area. The bookstore has been designed to serve both the University and the local community, with a gathering place on the first level for book signings and other special events. In addition to a substantial inventory of both textbooks and trade books on the main floor, the upper level will provide generous space for clothing, supplies, and other merchandise.

Wellness Commons

Currently under construction and scheduled to open in early 2020, the new Wellness Commons will underscore Sewanee’s commitment to student wellness with a central campus location. The building will house the Sewanee Outing Program, the Lee and Dorothy Thomas Wellness Center, a convenience store, and a grab-and-go café. The Thomas Center will occupy most of the lower floor, along with the SOP offices. A fitness center with state-of-the-art equipment will occupy the main floor at street level.

A Planned Social Commons

Rather than building a massive, central student commons, the University has been working toward the idea of “distributed commons,” incorporating various elements of student programs in different but mostly proximate spaces—the Learning Commons in duPont Library, the Wellness Commons on University Avenue, and next a gathering space or social commons across the street from All Saints’ Chapel and near the Wellness Commons. This new commons for student life will be on the site of Thompson Union, which was a student union in the 1950s and 1960s. Work will begin in 2021 on the project, which will enhance and diversify the types of social interaction members of our community might have.

The Sewanee Inn and the Course at Sewanee

Open in 2014, the Sewanee Inn is a 43-room inn and conference facility set on the site of a former inn and overlooking the recently restored golf course. It offers welcoming and comfortable accommodations to visitors, with terraces located off many of the guestrooms and public areas. The exterior is clad in indigenous fieldstone and most of the interior millwork came from trees harvested on the Domain. Charlestowne Hotels manages the Sewanee Inn. The Course at Sewanee reopened in 2013 after a two-year overhaul by renowned golf course architect Gil Hanse. Golfweek has named the Course at Sewanee one of its “Best Campus Courses” for 2019.
The distinctive nature of governance at the University of the South is a reflection of its abiding relationship with the Episcopal Church and the pragmatic needs of a modern university. There are two principal and interrelated bodies, the Board of Trustees and the Board of Regents.

The Board of Trustees is composed of bishops of the 28 owning dioceses of the Protestant Episcopal Church in the United States of America as well as elected presbyters and lay communicants from each diocese; elected laypersons and representatives of the faculties, staff, and students of the University; representatives of the Associated Alumni of the University; and elected at-large trustees who may be from outside the owning dioceses. In all, the Board of Trustees is comprised of 140 members.

The Board of Trustees is an active policy-making body for the institution. By the Constitution, the Board of Trustees is “empowered to take such action as will, in its judgment, best promote the welfare of the University” in all cases not specifically designated in the Charter, Constitution or Ordinances. In particular, the Board of Trustees is responsible for approving all plans for the growth and development of the University, for evaluating progress toward established goals, and for approving any acquisition or transfer of University property. The Board of Trustees ultimately is responsible for ensuring that the financial resources of the University are adequate to provide a sound educational program. The Board of Trustees elects the chancellor, the vice-chancellor, and the chaplain of the University. The chancellor of the University is chair of the Board of Trustees and is charged with giving “time to the presentation of the cause and claims of the University.”

In its Constitution and Ordinances, the Board of Trustees chooses to designate a Board of Regents, elected by the trustees and delegated particular responsibilities. According to the Constitution, the Board of Regents is the executive body given authority for the University’s establishment, maintenance, and government, except in areas expressly reserved by the Board of Trustees. The regents report annually to the Board of Trustees and may adopt ordinances, subject to repeal by the Board of Trustees, and regulations to promote the welfare of the University.

Of the 24-member Board of Regents, 15 are elected by the Board of Trustees, and nine are nominated by the regents and confirmed by the Board of Trustees. Additionally, the chancellor and vice-chancellor are ex officio members of the Board of Regents. Of the 15 regents elected by the Board of Trustees, three are bishops, three are presbyters, and nine are laypersons. At least five of the nine members nominated by the regents must be members of the Episcopal Church.
Opportunities and Challenges

The University of the South has experienced a decade of success and growth under the leadership of John McCardell, its 16th vice-chancellor and president. During McCardell’s tenure, Sewanee has enjoyed record applications to the College, growth in the School of Theology, and increasing recognition as a leading national liberal arts university. The University will close its most recent fundraising campaign in 2020, eclipsing the original $250 million goal ahead of schedule. Additionally, the University has restored Sewanee’s long commitment to meeting 100 percent of demonstrated financial need of admitted students, furthering the goal of keeping the cost of a top-quality college education more affordable and predictable. These achievements pave the way for a new vice-chancellor and president to seize a set of opportunities that will allow her or him to champion and continue to shape a vision for the future Sewanee. With inspirational leadership and enthusiasm for Sewanee’s mission, the next vice-chancellor and president will embrace the following opportunities and challenges:

COLLABORATIVELY DEVELOP, ARTICULATE, AND IMPLEMENT A DISTINCTIVE VISION FOR SEWANEE’S FUTURE: It is essential that the next vice-chancellor and president prepare Sewanee to meet the changes and challenges facing higher education with a bold yet responsible vision. While the current Strategic Plan runs through 2022, there is ample opportunity for course corrections, new emphases, and further revision. With the University facing a crowded marketplace for prospective students, the vice-chancellor and president will determine and articulate Sewanee’s most distinctive and noteworthy features, highlighting them through investment and support. The vice-chancellor and president will lead a transparent and inclusive process to identify an emerging set of priorities for the University that both stays true to its unique traditions, location, and liberal arts values, and also embraces a more equitable future for Sewanee’s broad and diverse community—principles espoused and at the heart of the University’s Roberson Project on Slavery, Race, and Reconciliation.

INCREASE THE FINANCIAL CAPACITY AND RESOURCES OF THE UNIVERSITY: The next vice-chancellor and president must be someone who can continue to build upon the positive momentum Sewanee has experienced during its concluding fundraising campaign, which has made great strides toward funding strategic goals, building the endowment, and increasing alumni philanthropic participation. The next vice-chancellor and president will help broaden the base of philanthropic support from a variety of constituencies to prepare Sewanee for future financial challenges and opportunities. As a careful steward of the University’s resources, the vice-chancellor and president will be expected to provide thoughtful and strategic oversight of Sewanee’s finances, ensuring that the University maintains its solid financial health long into the future.

CHAMPION THE RECRUITMENT, INCLUSION, SUPPORT, AND RETENTION OF INDIVIDUALS FROM UNDERREPRESENTED Backgrounds: Sewanee is proud to be a campus that is home to an ever-diversifying student body, faculty, and staff—and that important work must continue. Ethnic, racial, religious, gender identity, sexual orientation, and socioeconomic diversity deserve particular focus, but the understanding of diversity encompasses more than these categories. However diversity is defined, the promise of a diverse community will be fulfilled only within a community that is inclusive, welcoming, and, even more, cohesive. Sewanee affirms that a cohesive community values the contributions of each of its members and does not accept or perpetuate unnecessary institutional or societal distinctions. In fact, Sewanee draws on its Episcopal ethos to recognize the imperative to welcome all. The next vice-chancellor and president will reaffirm Sewanee’s commitments to and ongoing training around diversity, equity, and inclusion, continuing the work of creating and sustaining an intercultural community that welcomes and empowers all of its members and respects difference while recognizing the University’s common purpose.

SUPPORT SEWANEE’S HIGH-FUNCTIONING, TIGHT-KNIT COMMUNITY OF FACULTY AND STAFF: The next vice-chancellor and president must bolster the campus community through listening and consensus-building focused on shared institutional purpose and clear communications. The next vice-chancellor and president should genuinely value the views and contributions of faculty and staff, and identify programs to support and retain these groups, essential to the strengthening of the University. Modeling and encouraging transparent decision-making, robust faculty governance, and meaningful staff participation will also promote trust and nourish the spirit of mutual respect that is fundamental to the University’s identity.

CONTINUE TO ELEVATE THE LOCAL, NATIONAL, AND INTERNATIONAL PROFILE OF SEWANEE: Sewanee has experienced significant success through strategic enrollment management in recent years. Students from across the country and world are attracted to its ex-
cellent academic program, natural beauty, strong student traditions, civic engagement and global citizenship, and the next vice–chancellor and president will play an integral role in continuing to enhance the University’s standing as a renowned liberal arts institution and theological school. While Sewanee enjoys a strong reputation among those who are familiar with its many strengths, its visibility with wider audiences is limited and often dated. Crucial for increasing Sewanee’s name recognition and reach, the next vice–chancellor and president must engage actively on the national and international stage, invest in signature programs, and articulate to a diverse range of audiences the history and identity associated with being the University of the South and what it means today to represent the South of the 21st century.

LEAD AND IMPLEMENT THE UNIVERSITY’S PLAN TO MAKE ITS EDUCATION MORE ACCESSIBLE AND TO ATTRACT MORE OF THE NATION’S BEST STUDENTS: Sewanee is proud of the accomplishments of its students and has seen the academic profile of incoming classes improve over time. Even as competition intensifies nationwide, Sewanee is eager to continue its success by raising the academic profile, improving diversity, and increasing the number of highly qualified students who consider, attend, and graduate from Sewanee. In order to attract and retain the strongest students and make its excellent education more affordable, the University of the South is expanding its financial aid program to meet the full need of admitted students who qualify for financial aid in the College of Arts and Sciences, starting with the domestic and international first–year students who arrive in fall 2020 (the future Class of 2024). The University’s Board of Regents has made a unanimous commitment that no later than fall 2026, the University will meet the full need of all of its undergraduate students. The University’s commitments to affordable education includes its graduate students, who also enjoy strong institutional support.

POSITION THE UNIVERSITY AS A LEADER IN LIBERAL ARTS AND THEOLOGICAL STUDIES: The next vice–chancellor and president will work with the provost, dean of the College, dean of the School of Theology, faculty, and students, among others, to evaluate and enhance Sewanee’s curriculum and student experience to further academic rigor and to reflect national high–impact practices in liberal arts and theological education. The vice–chancellor and president will ensure that curricular innovation is implemented with consideration for diverse perspectives within the community and are aligned with clear strategic initiatives. Partnering with the faculty, particular focus will be on strengthening academic areas of excellence, experiential education, and co–curricular initiatives, as well as identifying synergies between the College of Arts and Sciences and the School of Theology. In preparing students to be leaders in their lives after Sewanee, attention to and consideration of students’ voices, wellness, safety, and character development are of particular importance to the University, uniting their academic, cultural, recreational, and spiritual lives.

DEEPEN THE UNIVERSITY’S CONNECTION WITH THE SEWANEE VILLAGE AND THE BROADER PLATEAU: As the chief executive officer of the University and the mayor of Sewanee, the vice–chancellor and president must open his or her home to all, weaving together the campus and community for the enrichment of both liberal education and public life for faculty, staff, students, and community members. The vice–chancellor should recognize the potential of the Sewanee Village as a student recruitment, economic development, and residential quality of life opportunity. The next vice–chancellor and president needs to maintain and deepen the University’s current productive, healthy, and mutually beneficial relationship with the community, both locally and across the Plateau, and further solidify Sewanee’s role as a cultural anchor of the 21st–century South.

EMBRACE THE UNIVERSITY’S HISTORY AND STUDENT TRADITIONS, WHILE NAVIGATING A VISION FOR THE FUTURE: As the only university in the United States founded and still governed by the Episcopal Church, Sewanee needs to celebrate the best of its history while engaging critically with its complex and difficult components. The University will explore new or renewed progressive traditions and ideas to better serve and reflect its contemporary community and the broader world. The next vice–chancellor and president will do this by modeling the values of Sewanee, which include an appreciation of diverse populations and perspectives, as well as inspiring its internal and external stakeholders to commit to institutional self–evaluation and renewal.

MAXIMIZE THE ENVIRONMENTAL POTENTIAL OF THE DOMAIN: Sewanee’s Domain, its 13,000 acres, consisting of an academic campus, commercial and residential areas, and nearly 12,000 acres of diverse, natural lands, is one of the University’s most distinctive characteristics and greatest assets. The size, complexity, and natural beauty provide faculty, staff, students, and community members with unique opportunities in a true living and learning laboratory to conduct research, study environmental challenges, and enjoy all manner of outdoor activity...
and exploration. The next vice–chancellor and president must steward this extraordinary resource and help maximize its enormous academic and co–curricular potential.

**BOLSTER THE STUDENT EXPERIENCE BEYOND THE CLASSROOM:** The next vice–chancellor and president must strive to build upon Sewanee’s culture of excellence, which leads students to discover their potential, in and out of the classroom. Students are actively engaged in the robust athletics program, strong Greek life system, and myriad clubs and recreational activities on campus. Ensuring that all students have spaces for safe and healthy social interactions is a key consideration for student satisfaction and development. The University has invested in prominent health and wellness resources, including a new Wellness Commons located in the center of campus, scheduled to open in the spring of 2020. Additionally, Sewanee has made significant strides in supporting Title IX education and training for students and faculty; including increased staffing for a Title IX office and developing a peer support network and a safe space at a student–led Women’s Center. The next vice–chancellor and president must continue to prioritize the quality of Sewanee’s student life.

**Qualifications & Personal Characteristics**

Sewanee seeks a bold, inspired leader whose professional experiences and personal values align with Sewanee’s community–oriented ethos. The 17th vice–chancellor and president of Sewanee will possess many of the following qualifications and experiences:

- Proven commitment to academic excellence and distinction, and familiarity with issues affecting liberal arts and theological education, and the broader higher education marketplace;
- Evidence of scholarly, creative, or professional accomplishment necessary to engage a robust academic community;
- Leadership in a similarly complex organization with multiple engaged stakeholders;
- An ability to conceive and implement collaboratively an institutional vision and inspire enthusiastic support across all constituencies;
- Track record of, advocacy for, and participation in national conversations around the value and relevance of the liberal arts and theological studies;
- Demonstrated deep commitment to and a track record of advancing initiatives in support of diversity, equity, and inclusion, and the ability to invite meaningful dialogue around challenging issues;
- Evidence of ongoing growth in cross–cultural competency;
- Significant record of accomplishment in hiring, empowering, and retaining diverse and high–functioning teams;
- Proven commitment to the value of the student–athlete and the importance of athletics in recruitment, retention, and student life;
- Demonstrated success in and enthusiasm for raising funds from a variety of sources;
- Excellent communication and listening skills, with a commitment to transparency and clarity;
- Proven track record of leading and managing a leadership team while monitoring critical benchmarks of organizational health and maintaining accountability for the execution of long–term strategic goals;
- Excellent stewardship of resources, and the ability to invest strategically to meet long–term goals; and,
- Proven facility for enhancing and deepening meaningful positive relationships between an institution and its local community.

To function best in the Sewanee community, the vice–chancellor and president should be:

- A passionate and eloquent advocate for the values and mission of the University of the South, and a fearless champion of the liberal arts and theological studies;
- Able to embrace the best of the University’s history and traditions, while engaging critically with the difficult aspects, and developing and articulating a clear and defining vision for the future;
- Able to understand and enthusiastically lead an institution of the Episcopal Church and embody its ethos of inclusivity;
- An adept and forward–looking leader, able to build capacity for change and innovation;
- A skilled and transparent communicator, able to articulate the values and aspirations of an organization to a variety of internal and external audiences;
- Committed to the overall curricular and co–curricular student experience;
- Intrinsically collaborative, adept at engaging in meaningful debate and building consensus;
- Committed to sustainability and conservation;
- Able to demonstrate the highest level of personal and professional integrity; and,
- An energetic, visible, and accessible leader, who will be an active member of the Sewanee community.

**Applications and Nominations**

Screening of applications will begin immediately and will continue until the position is filled. The preferred start date is August 2020. For best consideration, please send all nominations, inquiries, and applications in confidence, to: Susan VanGilder, Partner Matthew Bunting, Managing Associate Beth McCarthy, Senior Associate Storbeck /Pimentel & Associates, LP SewaneePresident@storbecksearch.com For more information, please visit the University of the South’s websites: www.sewanee.edu, and theology.sewanee.edu

The University of the South is an equal opportunity educational institution that is committed to creating and maintaining a diverse and inclusive campus environment.