Statement of Leadership Criteria Vice-Chancellor and President Search 2022

> The University of the South Sewanee, Tennessee

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W.G.E.'93 M.A.G.'91 B.H.G.'90 L.F.T.'89 E.T.D.'80



EXECUTIVE SUMMARY

The University of the South, familiarly known as "Sewanee," seeks nominations, applications, and expressions of interest in the search for its 18th Vice-Chancellor and President.

Sewanee is distinctive in its academic reputation, its setting, and its sense of community. As a premier liberal arts institution with one of the leading Episcopal seminaries in the country, the University is deeply committed to excellence in teaching; to close and lasting relationships among students,

faculty, and staff; and to significant faculty contributions in scholarship, research, and creative activity. Located atop the Cumberland Plateau, the University's collegiate Gothic architecture and 13,000 acres of land (referred to as "the Domain") reflect natural beauty and grandeur and offer unique educational opportunities. Sewanee's motto—*Ecce quam bonum et quam iucundum habitare fratres in unum* (referred to as "EQB") embodies the deep sense of community that ties students, employees, residents, and alumni to the University and the Domain. EQB translates as, "Behold how good and pleasant





it is when kindred live together in unity." All of these attributes blend to make a special combination of people, place, and academic programs.

The search for the University's next leader unfolds at an inflection point in the story of higher education in particular and in the story of the American nation in general. History and experience tell us that durably free societies must possess an educated citizenry—a populace that values free inquiry, is open to reason, and believes in mutual respect and the dignity of every person. Sewanee's mission to inspire and to shape lives of consequence and compassion is especially relevant and resonant in this 21st century moment, and the next Vice-Chancellor would ideally be an advocate and defender of the power of enlightened, critical thinking, and of an ethos of neighborliness near and far. The goal is not to produce some kind of unanimity of opinion—an impossibility in any case—but to articulate and make real the role of the life of the mind and the values of curiosity, grace, and empathy.

The next Vice-Chancellor will join Sewanee as it pursues academic excellence, strives to fulfill the ideals of EQB in its community, leverages the unique setting of the Domain and impacts the work of the Episcopal Church. This individual will be expected to immerse themselves in the University's culture, study its history, and understand its present circumstances so they can partner with the University community in shaping a vision for the future. Sewanee's commitment to intellectual impact and community engagement extends from the classroom into the world through programs such as the <u>Sewanee Writers' Conference</u>, <u>Education for Ministry</u>, and the <u>Office of Civic Engagement</u>. The Vice-Chancellor must bring an understanding of broader trends in higher education and the world while also advancing the distinct opportunities at a leading academic institution set in the South. Sewanee is situated near a number of growing Southern cities in a region rich in culture and diverse in its people. The University's next leader must position Sewanee as a central figure in the evolving South.

Sewanee's next Vice-Chancellor and President will be an experienced leader with the executive capacity to lead both an academic and a residential community. As the chief executive of a storied intellectual community and the de facto mayor of the municipality it calls home, the Vice-Chancellor will possess substantial and successful experience leading one or more diverse, multilateral, mission-driven organizations or institutions. Such experience within higher education is particularly germane, and an earned terminal degree is preferred. Leaders from other sectors who demonstrate significant understanding of and resonance with higher education, its goals, values, and potentialities will also be considered. Regardless of professional background, the incoming Vice-Chancellor will demonstrate a passion for and history of supporting the academic mission of an institution and the success and educational experience of its students. Above all, the Vice-Chancellor must possess the essential qualities of an inspiring and visionary leader; be attuned to the pressing issues of the day and how they impact the University and its multifaceted community; and be committed to building and maintaining strong interpersonal relationships.

For information regarding how to apply, submit nominations, or inquire about the role, please see the section "Procedure for Candidacy" at the end of this document.



Opportunities and Expectations for Leadership

Among the many duties of Sewanee's 18th Vice-Chancellor and President, the following priorities are of special importance.



Champion and highlight Sewanee's distinctiveness.

s a distinctive institution, Sewanee requires a Vice-Chancellor who can translate its many assets into a clear mission and articulate a vision for a successful future. Its foundations in the Episcopal Church and its reputation as a premier liberal arts institution provide a national stage, a commitment to holistic education, and a history centered on community. The exceptional quality of its academic and theological programs lead to local, national, and international recognition and impact. Its extraordinary setting—the Domain's 13,000 acres and collegiate Gothic architecture—reflect natural beauty and grandeur and offer unique educational opportunities. Its people develop strong bonds among one another and with the place, resulting in a deep love of the institution. As the world has changed and higher education has evolved, the University must define what it wants to be, how its distinctive attributes fit into that future, how to leverage the strengths of the College and the <u>School of Theology</u> for mutual benefit,

and how to communicate its distinctiveness to the broader world. These attributes will be critically important as the number of students graduating from high school decreases in coming years and the competition for those students becomes more intense. The University is currently involved in a strategic planning process and the next Vice-Chancellor will have the opportunity to further shape, focus, and advance the priorities of this plan. This individual must demonstrate an affinity for the unique aspects of Sewanee and be a leader in articulating a clear mission and advancing institutional priorities.

Enhance the academic mission of the College and the School of Theology.

The heart of the University is its academic endeavors, and Sewanee has long been known for excellence in teaching; close and lasting relationships among students, faculty, and staff; and significant faculty contributions in scholarship, research, and creative activity. As at many institutions, faculty and staff have been asked to do more with fewer resources and rewards because of the pandemic and operational constraints. The incoming Vice-Chancellor will inspire the University's faculty, staff, and the Sewanee community at large in the continued pursuit of academic innovation and excellence. Additionally, the Vice-Chancellor will work closely with faculty to strengthen and shape the future of the University's academic programs, identify important needs in faculty and staff hiring, and promote an environment that encourages faculty and students to excel in their academic pursuits. This individual must lead with a distinct understanding of the academic enterprise, a passion for a liberal arts education, the ability to support the academic mission of both the College and the School of Theology, and a deep commitment to shared governance and the engagement of faculty.

Advance and strengthen Sewanee's commitment to Diversity, Equity, Inclusion and EQB.

S ewanee's motto—Ecce quam bonum et quam iucundum habitare fratres in unum (referred to as "EQB")—comes from Psalm 133 and translates as, "Behold how good and pleasant it is when kindred live together in unity." A hallmark of the educational experience in both the College and the School of Theology is a strong sense of community. This valuable characteristic must be sustained and advanced. In recent years, Sewanee has worked to reconcile its historical connections to the Confederacy and the Lost Cause, and it has strengthened its commitment to diversity, equity, and inclusion. This work began in 2016 with the <u>Roberson</u> Project on Slavery, Race, and Reconciliation, continues with the current work of the University's Names and Places Committee, and is reflected in the intentional strategy through the Office of Admission and Financial Aid to identify and recruit high school students with a diversity of perspective and continue partnerships such as Chicago Scholars, Yes Prep Public Schools, Arkansas Commitment, PEF Chattanooga, and Sewanee's Posse Scholars program. A Division of Diversity, Equity, and Inclusion has also been established to broaden programs to nurture a more inclusive community.

The Vice-Chancellor must be an individual with a record of supporting underrepresented communities, the sensitivity to seek out voices that have been marginalized, the courage to continue and advance the work of building a more inclusive community, and the conviction to speak passionately about how these efforts advance the ideal of EQB.





Envision the future of the town and the Domain.

The Vice-Chancellor also serves as the defacto mayor of Sewanee, which further demonstrates the uniqueness of the position. The University and the town of Sewanee are inextricably intertwined and management of the Domain resides with the Board of Regents and Board of Trustees. Presently, the community faces a number of challenges that impact its residents. Like many desirable communities and

college towns, Sewanee has become increasingly attractive as a place for alumni, retirees, and second homes. The result has been a shortage in affordable housing that has led to many employees residing off the Mountain in nearby metropolitan areas such as Chattanooga and Nashville. Sewanee's unique location and a highly competitive hiring market locally and nationally have also created challeng-

es in attracting staff for a number of positions, as well as ongoing efforts for greater diversity among them. While the University has already commenced work on several actions and initiatives to help provide appropriate solutions for these challenges, the next Vice-Chancellor will work closely with the community, the Board of Regents, and the Board of Trustees on furthering endeavors that will allow the University and community to thrive while remaining true to its character.

Galvanize and expand resources to further institutional goals.

The University has ambitious goals that will necessitate the effective use of existing resources and identification of new resources. In 2019, the University's Board of Regents committed to meeting the full financial need of all incoming undergraduate students by the fall of 2026 and working to attract a student body that is more diverse. The School of Theology has similar goals to meet the financial



needs of its students and to attract candidates from diverse backgrounds. The University is also in a competitive market to recruit and retain exceptional and diverse faculty and staff, which will require competitive salaries and solutions to current housing challenges.

In 2019, Sewanee completed its most recent campaign, raising over \$295

million, and the University is looking toward a new campaign in the near future. Nonetheless, the University must compete with aspirant institutions with even greater levels of resources. The next Vice-Chancellor will play a critical role in bringing the talent, enthusiasm, and proven fundraising experience to engage with philanthropic donors and inspire Sewanee's current and future generations of benefactors. They will also be responsible for developing diverse revenue sources to meet strategic objectives and aligning resources with priorities.

PROFESSIONAL QUALIFICATIONS AND PERSONAL QUALITIES

Sewanee's next Vice-Chancellor and President will be an experienced leader with the executive capacity to lead both an academic and a residential community. As the chief executive of a storied intellectual community and the public leader, within the municipality it calls home, the Vice-Chancellor will be an inclusive leader having demonstrated substantial and successful experience leading one or more diverse, multilateral, mission-driven organizations or institutions.

Such experience within higher education is particularly germane and an earned terminal degree is preferred. Previous Vice-Chancellors have remained engaged with students by teaching a course during the academic year, and this is also an option for the next Vice-Chancellor, if desired. Leaders from other sectors who demonstrate significant understanding of and resonance with higher education, its goals, values, and poten-



The Vice-Chancellor will exemplify and project a leadership approach based on personal integrity, intuitive inclusivity, data-driven decision-making, and an unrelenting standard of excellence both within the academic program and across Sewanee's impressive co-curricular offerings, including intercol-

tialities will also be considered. Regardless of professional background, the incoming Vice-Chancellor will demonstrate a passion for and history of supporting the academic mission of an institution and the success and educational experience of its students.

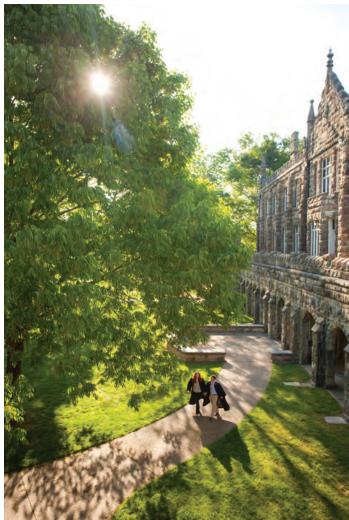
Sewanee's distinctiveness within the higher education sector derives from its Episcopal heritage, its spectacular location that nurtures a community with exceptionally strong and long-lasting bonds, and the combination of its dedication to the liberal arts at the undergraduate level and its commitment to graduate study in the School of Theology and the School of Letters. As a result, the ideal candidate will find synergies between and among the full range of teaching and intellectual inquiry. The Vice-Chancellor will embrace and take pride in the Episcopal values that imbue the University and will resonate with playing an active role in its rituals and traditions, both secular and sacred. This individual must have an affinity for the unique aspects of Sewanee and the ability to shape and advance a focused mission and vision for the institution. legiate athletics. Of particular importance is a determination to play an active role in the University's commitment to acknowledging its history to ensure an environment that is diverse, equitable, and inclusive for all members of the Sewanee community. This individual will demonstrate a commitment to expanding representation in senior leadership and faculty ranks.

As the University's most prominent public spokesperson, the Vice-Chancellor will demonstrate superior communication skills in all settings, with a natural ability and enthusiasm to listen actively and openly. Direct and demonstrated successful experience with philanthropic fundraising is strongly preferred. A critical personal characteristic will be a highly people-centric, relational approach to all interactions internal and external, including a significant level of comfort with a wide range of stakeholders, as well as qualities that are typified by a track record for openness and trustworthiness.

The Vice-Chancellor will find joy living in and amongst the Sewanee community on the beautiful Domain, including



embracing the role of being its leading—and most visible—citizen. An important aspect of this requirement is an understanding and appreciation of both the formalities of institutional and municipal ritual and resonance with simply being a present and available member of this closely knit community.



and collaboration within and among faculty, students, staff, alumni, parents, and members of the community. A successful and proven leader and manager of institutional growth and change is required. The Vice-Chancellor will possess significant experience working with governing and fiduciary boards and a deep commitment to shared governance.

As would be expected, the successful candidate will demonstrate significant experience and skill with institutional finances and, in particular, the business model of a small liberal arts college. The Vice-Chancellor will be a person of significant energy and resilience, a team-oriented leader with a history of building bridges and inspiring cooperation



Above all, the Vice-Chancellor must possess the essential qualities of an inspiring and visionary leader; be attuned to the pressing issues of the day and how they impact the University and its community of constituents; and be committed toward building a clear and bright vision for Sewanee's future.

About The University of the South

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 a summer master's degree program in 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 27 Rhodes Scholars (most recently Klarke Stricklen in 2021), 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 clerical leaders throughout the Episcopal Church. 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 fratres 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 support and institutional achievement from which Sewanee looks confidently to its future.

History

The University of the South has taken the opportunity over the past 15 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, 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. 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.

Following the Civil War and Reconstruction, 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.

The University's first African American student enrolled in 1963, while 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 recent years, 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, finance, and creative writing, with minors in business, dance, Italian, and rhetoric, as well as establishing 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 arrived 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.



PHOTO LITHO ATLANTA GA

VOL. 2 NO. 10 SOUTHERN ARCHITECT, AUG. 1891.

An 1890 plan for Sewanee's central campus

A Commitment to Diversity, Equity and Inclusion

At the University of the South, the commitment to inclusion and belonging is grounded in the core values of community, courage, flourishing, and inquiry. Sewanee seeks to build a community enriched by diversity and centered on equity, justice, mutual respect, and shared responsibility.

The Division of Diversity, Equity, and Inclusion (DEI).

The Division of Diversity, Equity, and Inclusion includes the Office of the Vice Provost for Diversity, Equity, and Inclusion, and reporting units, Equity, Equal Opportunity, and Title IX; and the Office of Inclusive Excellence.

The collective mission as a division is to promote and foster a diverse, equitable, and inclusive living, learning, and work environment that allows each member of the Sewanee community to flourish while being their authentic, whole selves. Together, work is done to integrate diversity, equity, and inclusion into all aspects of University operations, monitor the campus climate, and coordinate efforts to institutionalize a culture of equity and inclusion campus-wide.

The Office of Equity, Equal Opportunity, and Title IX (EEOT) is responsible for oversight of Sewanee's compliance with federal and state Title IX, non-discrimination and harassment laws, and related University policies, including sex- and gender-based misconduct, identity-based harassment, and other forms of illegal or otherwise prohibited discrimination.

The Office of Inclusive Excellence (OIE) is dedicated to fostering a diverse, equitable, and inclusive living and learning environment and a sense of belonging for all students through celebrations of history and heritage, supporting several signature programs, and by collaborating with campus partners on access and recruitment programs for historically underrepresented groups.

The Roberson Project on Slavery, Race, and Reconciliation

L aunched in July 2016, the Roberson Project on Slavery, Race, and Reconciliation at the University of the South is an 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. The 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 de-

votion to rigorous teaching, the pursuit of scholarship, dedication to social justice, and the personal example of high moral character. In doing so, the Roberson Project aims to help Sewanee confront its history in order to seek a more just and equitable future for its broad and diverse community.



The Names and Places Project

In August 2022 the "Names and Places Committee" (NPC) convened for the first time to begin to evaluate every instance of a location on the Domain that is marked by a personal honorific that might represent values contrary to the articulated values of the University. The 21-member NPC consists of faculty, staff, students, and alumni. After extensive study, deliberation, and a thorough evaluation of each honorific, the committee will present a report to the Board of Regents in December 2022. It is the responsibility of the Board of Regents to determine the disposition of each honorific.

The University Domain

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 private institutions of higher education in the United States. Of the University's 13,000 acres, approximately one-third is composed of the campus, businesses, residential areas, and student housing. The remaining two-thirds 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.

This office maintains an outdoor recreational system that is unparalleled among U.S. campuses. The Perimeter Trail





VIEW WESTWARD DOWN MAIN STREET (HIGHWAY 41A)

Highway 41A reimagined as Main Street connotes a comfortable, friendly, and safe neighborhood atmosphere. The newly activated streetscape will invite visitors and residents of Sewanee to explore the surrounding businesses, stimulating the economy and the culture of the Sewanee Village.



EXAMPLE COTTAGE COURT RENDERING

A unique and modern example of new housing types, this cottage court offers a close-knit and affordable alternative to many existing housing options in Sewanee.

is the signature trail of the Domain, a 20-mile loop that circles much of the campus. 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 employees 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. Unique among other universities, the Vice-Chancellor also acts as the de facto mayor of Sewanee.

The Sewanee Village: Sewanee Village Ventures

A thriving Sewanee Village is a critical component of the University's ability to attract and retain students, faculty, and staff. A vibrant village will allow the University to provide a charming, rural town experience for those choosing to call the Domain home. Just as important, it will generate important tourism and support a healthy local economy poised to grow within a very desirable geographic area. In 2022, the University created Sewanee Village Ventures (SVV), a for-profit entity, as an investment vehicle for new commercial and residential initiatives to support these goals. SVV is managed out of the Office of Economic Development.

Traditions and Ethos

S ewanee is a serious academic institution and a closeknit 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 in updating current customs and establishing new ones.

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 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 the College's 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 Oxbridge tradition 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.

The College of Arts and Sciences

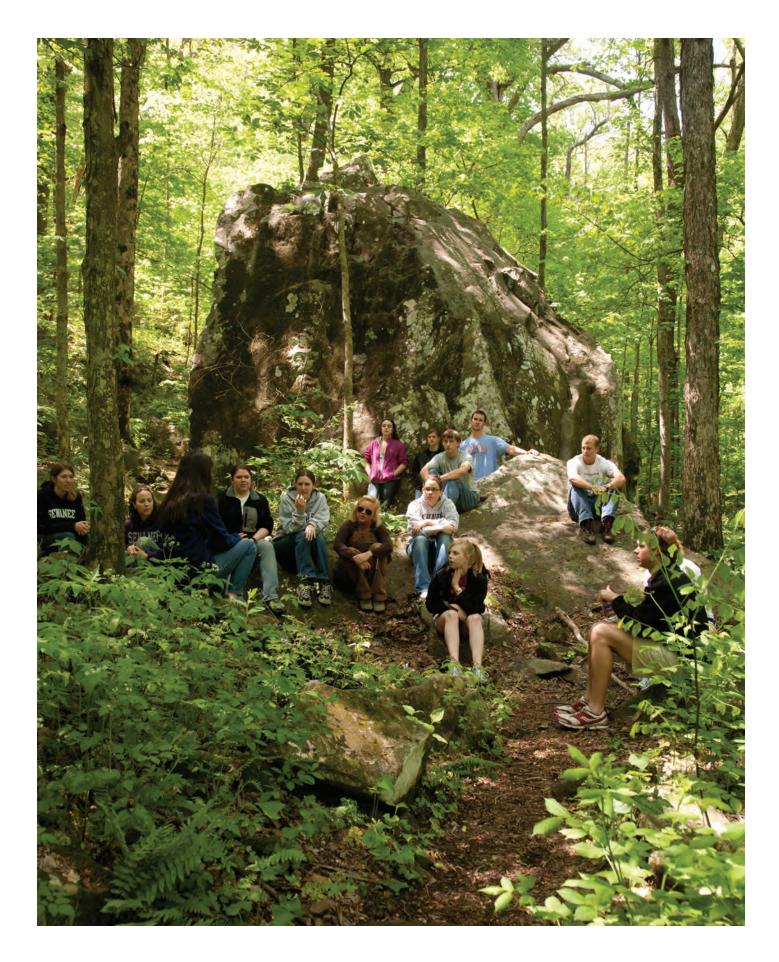
Academics and Curriculum

nce described by the New York Times as a "bit of Oxford in Tennessee," Sewanee has an impressive record of academic achievement. Along with its 27 Rhodes Scholars, the institution counts among its graduates 56 Fulbright Scholars (in the last 10 years), 53 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, the Office of Career Readiness has tracked Sewanee 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.

The College of Arts and Sciences offers a challenging and stimulating program in the liberal arts. 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 in order to be informed and engaged citizens when they leave Sewanee.





While the general education curriculum ensures the development of common "habits of mind," Sewanee's specific courses of study—major, minors, and related academic programs—offer students opportunities to develop and pursue their passions with faculty who are committed to both their intellectual fields and to the craft of teaching. Offering 39 majors and 48 minors, along with pre-professional programs in business, health/medicine, engineering, and law, the College prepares its students for careers in every field. The curriculum offers flexibility for students, with interdisciplinary study, double majors, and minors allowing them to tailor their own academic experience.

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 funding for either a paid summer internship or a summer student-faculty research experience as coordinated by the Office of Undergraduate Research. Through the 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, Sewanee offers many summer programs as well.

Features of Sewanee's Academic Environment

In addition to the Domain, mentioned above, which is crucial to the University's educational pedagogies, the University has an exceptionally strong literary tradition, with the nation's oldest continuously published literary review (founded in 1892), the *Sewanee Review*, and the annual Sewanee Writers' Conference, supported through an endowment established by the playwright Tennessee Williams, whose grandfather attended seminary at Sewanee. The University also boasts a unique MFA program, the Sewanee School of Letters, which offers the option for advanced degrees in this area of Sewanee strength. 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 Sewanee's liberal arts graduates, with their ability to read well, write well, and think well, can have immediate success within the business community. The University has created more synergy and opportunities by recently moving the Babson Center, along with the Office of Student Success and Flourishing, to the center of campus where they are proximate to the Economics Department and the business program.

Faculty

The College attracts talented and energetic academic faculty with a strong commitment to undergraduate teaching. The 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.

For the 2021-22 academic year, the College had 159 fulltime faculty members and 76 part-time faculty. University-wide, 96 percent of full-time faculty members hold terminal degrees in their field. Most engage in active creative and scholarly research 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 48% of the total faculty (a significant increase since 2000) while 15% are people of color. Forty-three new tenure-track faculty members have been hired in the College since the fall of 2014, 35 (81.4%) of whom contribute to the diversity of the faculty in some way.

Students

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 2021 semester, the College enrolled 1,724 full-time degree-seeking students from 46 states and 27 foreign countries. Seventy-nine percent of the students were from outside Tennessee. Students represent many gender identities and sexual orientations. The ethnic background of fall 2021 students included:

- American Indian or Alaska Native O (<0 percent)
- Asian: 20 (1 percent)
- Black, non-Hispanic: 64 (4 percent)
- Hispanic of any race: 93 (5 percent)
- Native Hawaiian or other Pacific Islander: 0 (<0 percent)
- White: 1,418 (82 percent)
- Two or more races: 58 (3 percent)
- International or nonresident alien: 69 (4 percent)
- Race or ethnicity unknown: 3 (<1 percent)

Student Government

S ewanee'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

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. 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

ore than IIO clubs, organizations, and social groups **IVI** provide interaction among the members of the University and the Sewanee community. Over 60 percent of the student body joins one of Sewanee's II fraternities and IO 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. The Biehl Commons, a renovated building that will serve as a new student center, is scheduled to open in the spring of 2023. It will serve as a site for many of these student events and activities. 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

LI Saints' Chapel is operated under the care of the University Chancellor and the guidance of the Vice-Chancellor, and worship is according to the usage of the Episcopal Church. Morning and Evening Prayer are offered each weekday, and three services of Holy Eucharist are celebrated on Sunday. The ministry of All Saints' Chapel is ecumenical and the chapel staff work to meet the spiritual needs of a religiously diverse University. The vision of All Saints' Chapel is to be an outward and visible sign of God's beloved community, where belonging and equity intersect.



The chapel is staffed by a chaplain elected by the trustees on the nomination of the Vice-Chancellor, a senior associate chaplain, an assistant chaplain, a lay chaplain, an organist/ choirmaster, an assistant organist, and an administrative assistant. Participating in and extending the ministry of the chapel are clergy associates, who are School of Theology faculty members and local clergy who freely volunteer their time, and seminarians, many of whom receive contextual education credit while working under the direction of the chapel staff.

A Christian 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, largely student-led Eucharist, called Growing in Grace, is held on Sunday evenings, and other formal and informal gatherings take place throughout the week.

Student groups organized around religious identity include Cru, University Catholic, the Muslim Student Association, Sewanee Sangha, Sewanee Praise, and the Sewanee Jewish Association. 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. The assistant chaplain works to leverage the resources of the chapel in support of these groups.

Office of Student Success and Flourishing

S ewanee believes psychological well-being and social connection work hand-in-hand to create an environment of resilience and empowerment. In order for students to succeed academically and personally, the University works to create an environment that fosters emotional growth and flourishing. The University has adopted Tyler Vanderweele's definition of flourishing, which comprises six pillars of well-being: physical and mental health, happiness and life satisfaction, close social relationships, meaning and purpose, character and virtue, and financial stability.

In 2020, Sewanee completed its Strategic Enrollment Plan and restructured its administrative organization to include a vice provost for student success. This position has direct oversight of Admission and Financial Aid, the Registrar, Student Life, Integrated Advising, and Career Readiness. This restructuring is a significant step forward to reinforce and improve Sewanee's overall quality in the face of increasingly dramatic changes to the landscape of higher





education. Armed with data, empathy, and an inclusive mindset, the student success team works to ensure all students have the tools they need to succeed in college and in the world beyond the gates.

In 2022, the University officially opened its new Center for Student Success and Flourishing (CSSF). The CSSF integrates advising, career readiness, and student flourishing programs. Students have access to advisors and coaches who go out of their way to provide the tools, resources, and experiences that help students find their purpose and progress toward achieving their goals.

Office of Civic Engagement

The Office of Civic Engagement (OCE) is an ambitious program of curricular and co-curricular high-impact practices pursuing the mission to develop leaders for social change by engaging students, staff, faculty, and local, national, and international partners. Programs include community grants, academic year and summer service internships, break service trips, an academic certificate in civic and global leadership, dialogue across difference, voter registration, and more. In 2020, the Carnegie Foundation selected the University of the South for its 2020 Community Engagement Classification, a designation that indicates institutional commitment to community engagement.

The office also supports campus programs with a civic dimension, such as the Roberson Project on Slavery, Race, and Reconciliation and Sewanee's data science for social good program: DataLab.

The office focuses on domestic, national, and international community development through long-term reciprocal, mutually beneficial partnerships and relationships. This approach frames its educational goals for students: to become lifelong, active global citizens. Beyond this broad focus, the OCE supports the University as an anchor institution in its rural context. It represents the University in a robust collaboration with the South Cumberland Community Fund to build local nonprofits' capacity to improve the lives of residents.

The OCE implements Sewanee's commitment to build the foundation for students' active citizenship and for lives of personal fulfillment involving commitment to service, achievement, and a reverent concern for the world. It encourages all of OCE's community development stakeholders—students, staff, faculty, and community partners to embrace opportunities to use their talents, expertise, academic skills, and institutional resources to work together to make a better world. Each year, OCE offers dozens of engagement opportunities—in the classroom and in the community—that attract over I,000 student participants.

Athletics

A thletics comprise an important component of the Sewanee experience. Typically, about 30 percent of Sewanee students participate in varsity athletics and more than half of undergraduates participate in intramural sports. At the varsity level, the University has 12 men's teams and 14 women's teams. <u>Sewanee's intercollegiate</u> <u>teams</u> compete in NCAA Division III from the Southern Athletic Association. With 35 NCAA Postgraduate Scholarship recipients, Sewanee ranks among the nation's leading institutions in any NCAA division. Sewanee was a founding member of the Southeastern Athletic Conference in 1932 and continued its affiliation until 1940.



Numerous club level sports, including very popular rowing, squash, and rugby programs, have met with success in competition with other institutions.

Sewanee Outing Program

The <u>Sewanee Outing Program</u> 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, known among students as "PRE," offers first-year students an opportunity to sample 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 and Introduction

W hen 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. 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 the Anglican Theological Review, the unofficial journal of the seminaries of the Episcopal Church in the United States and the Anglican Church of Canada.

The School of Theology is located in Hamilton Hall, a sprawling 60,000-square-foot building (including a historical annex) where classrooms, faculty and administrative offices, and student common rooms are all housed. A comprehensive renovation of Hamilton Hall will begin in early 2023. Renovations are expected to be complete in the fall of 2024.

Seminary Academics

W ith both a national and international reputation for excellence, the School of Theology's seminary is one of the largest of the nine accredited seminaries of the Episcopal Church. The seminary has more than I,400 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 students 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, the Center for Religion and Environment, SUMMA Theological Debate Camp for high-school students; and other lectures and workshops throughout the year. The Beecken Center serves more than IO,000 people annually.

One of the center's most distinctive and influential programs is Education for Ministry (EfM), developed at Sewanee 48 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. Over the last 48 years, more than 120,000 persons have participated in the program. More than 90 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

A pproximately 160 students from dioceses across the United States and around the world 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 range of socioeconomic backgrounds and racial diversity.

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 required to take part in 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. Seminarians may choose to work and worship in surrounding parishes on the



Mountain or with field education congregations domestically or internationally.

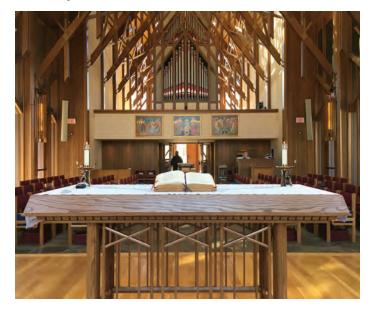
The School of Theology teaches a liturgical style grounded in the Anglican tradition at the School's Chapel of the Apostles. The School tends to produce parish priests who are faithful to the Book of Common Prayer. More than 90 percent of the School's living graduates remain in ordained ministry, an 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

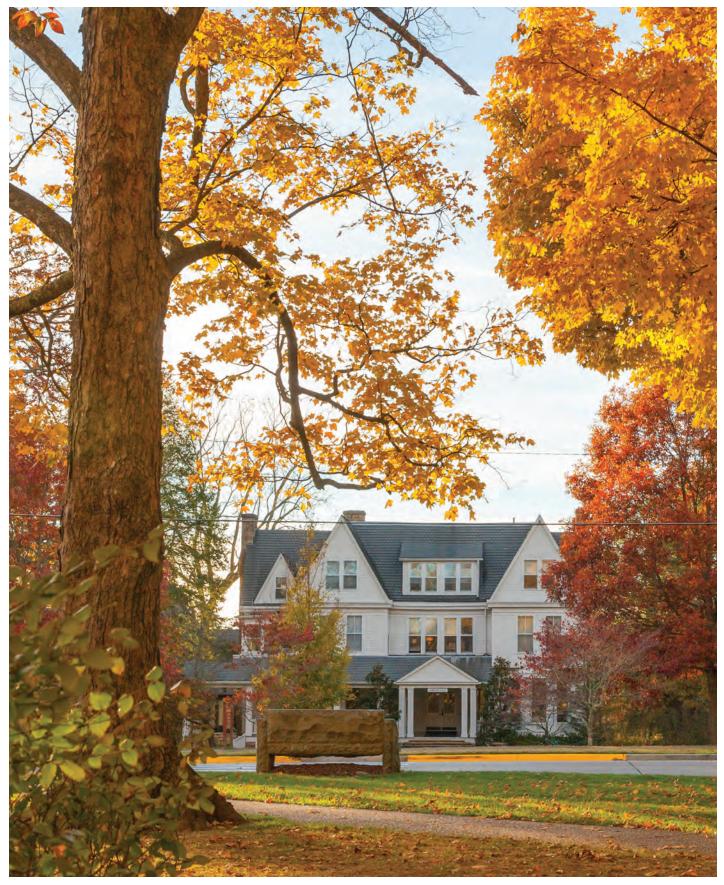


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All Saints' Chapel







 $\label{eq:Fulford Hall, home of the University's Office of Admission and Financial Aid.$

parish ministry. Thanks to the gifts of many generations, Sewanee has substantial resources for these purposes and is able to meet much of students' demonstrated financial need.

Staff

S ewanee employs more than 600 full and part-time staff members in support of the University's mission. The Center for Leadership advances leaders and leadership across the employee population, fostering continual improvement through the social change model of leadership development. The Staff Partnership Council 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 peers to serve terms on the Board of Trustees, representing their perspectives and experiences.

Admission and Financial Aid

he Office of Admission and Financial Aid 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 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 that the University had made the historic decision to return to meeting the full demonstrated financial need of all admitted students. By removing the barrier of cost, this financial aid program enables more academically talented students to find their way to the Mountain both by attracting more of these students to apply for admission and then enrolling more of those who earn admission.

Highlights from the first-year class that will enter in the fall of 2022:

- Total applications: 5,015
- Admitted: 47.8%
- Total first year enrollment for Class of 2026: 430
- Yield: 18%
- ACT Composite (mean): 29
- SAT Combined (mean): 1323
- Students of color: 16 percent
- International students: 5 percent

Finances

The continued value of a Sewanee education is a direct result of the University's ability to finance faculty and educational resources through an 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 2020-21 (the last year in which full financial reports are available), Sewanee ended the fiscal year with assets of \$874 million, composed primarily of cash and investments valued at \$596 million; land, buildings, and equipment valued on a cost-less-depreciation basis of \$206 million; pledges receivable of \$34 million; and funds held in trust by others of \$29 million. Liabilities of \$111 million consist primarily of long-term debt or bonds payable of \$85 million.

The University's net assets totaled \$763 million (assets of \$874 million minus liabilities of \$111 million) as of June 30, 2021, an increase of \$116 million over the previous fiscal year. The increase in net assets was due primarily to growth in investments.

Endowment Market Value and Investment Returns

T he market value of the endowed assets was \$519 million as of June 30, 2021. At the close of the 2021 fiscal year, the annual return on investment for the pooled endowment funds was 27%. The spending rate was set at 5.77% for 2020-21 with a long term goal of 5%. Gift contributions (new gifts and pledge payments) to the pooled endowment totaled \$3.4 million in 2020-21 and \$7.9 million in 2019-20.

Operating Funds

O perating revenues for fiscal year 2020-21 totaled \$109 million. Operating expenses totaled \$101 million in 2020–21.

The fiscal year 2020–21 endowment spending or distributions to support scholarship and other current funds totaled \$23.8 million. Endowment support represented 21.9% of the University's operating revenues, while total contributions totaled \$8.8 million or 15.2%. Giving to the Sewanee Fund, which is included in total contributions, totaled \$7.8 million or 8% of the University's operating revenues for the year. Approximately 57% of University operating revenues came from comprehensive fees, net of institutional grant aid.

University Relations

The Office of University Relations comprises advancement, alumni, and parent programs 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. There are more than 30 active alumni chapters (Sewanee Clubs) throughout the country, and many alumni return to the Mountain throughout the year to participate in career readiness and pre-professional programs and to renew friendships and enjoy the Domain. The student body averages over 20 percent legacies. In FY22, The Sewanee Fund raised almost \$6.8 million, with 34% of College alumni and 37% of School of Theology alumni making a gift. Overall dollars raised for the University totaled almost \$17.9 million.

Stronger, Truer, Sewanee, a comprehensive fundraising campaign for endowment, facilities, and operating support concluded in fiscal year 2020, with a total of \$293,377,925 in gifts and commitments, well over the \$250 million goal. The campaign was the most successful in Sewanee's history in terms of both dollars raised and the number of donors who participated, with more than 20,000 individuals and organizations making a commitment.

An ongoing agenda for fundraising includes securing resources for significantly expanded financial aid commitments in both the College and School of Theology in order to sustain the return to meeting full need in the College and to enhance financial support for seminarians in order to make the School of Theology more competitive among



top Episcopal seminaries. Recognizing that more than onethird of Sewanee undergraduates participate in Division III varsity sports, another top priority is to increase support for athletics as part of Sewanee's overall commitment to student success. Current plans include a renovation of the Fowler Center (circa 1994) and more resources to support Sewanee's 25 varsity athletic teams.

Institutional Planning

To address the current challenges facing higher education, the University of the South is authoring a strategic plan to use its existing assets and retool in some areas in order to position itself to prosper in 2026 and beyond. In order to meet the coming challenges, this strategic plan is built on four pillars:

- renewing and innovating the curriculum so that it appeals to incoming cohorts of students and prepares them for 21st century citizenship;
- creating programs so that students flourish;
- building an inclusive community so that all students, faculty, and staff feel a sense of belonging; and
- optimizing the use of the Domain to develop new revenue streams and steward the environment well.



In addition, during the 2022-23 academic year, the University is engaging with an architectural firm to author a master plan for the campus, which will align with the new strategic plan. The master plan will focus on academic spaces, student residential housing, accessibility of buildings, landscape, and presentation of Sewanee's history as part of its diversity, equity, and inclusion initiative.

University Governance

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 governing bodies, the Board of Trustees and the Board of Regents. The Board of Trustees might best be compared to the shareholders of a corporation while the Board of Regents serves similarly to a corporate board of directors.

The Board of Trustees is composed of bishops of 27 constituent dioceses of the Protestant Episcopal Church (located within II of the Southern United States) as well as elected presbyters and lay communicants from each diocese; representatives of the Associated Alumni, at-large trustees who may be from outside the constituent dioceses and elected representatives of the faculties, staff and students of the University. In all, the Board of Trustees is composed of I40 members.

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 particular, the Board of Trustees is responsible for approving all plans for growth and development, 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 are adequate to provide a sound educational program. The Board of Trustees elects the Chancellor (a diocesan bishop from one of the constituent dioceses), the Vice-Chancellor, and the Chaplain of the University. The Chancellor of the University is chair of the Board of Trustees. The Board of Trustees also elects a secretary whose job description includes being the liaison for the administration with both the Board of Trustees and the Board of Regents. The Board of Trustees meets annually, and the committees of the board meet throughout the year as needed.



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.

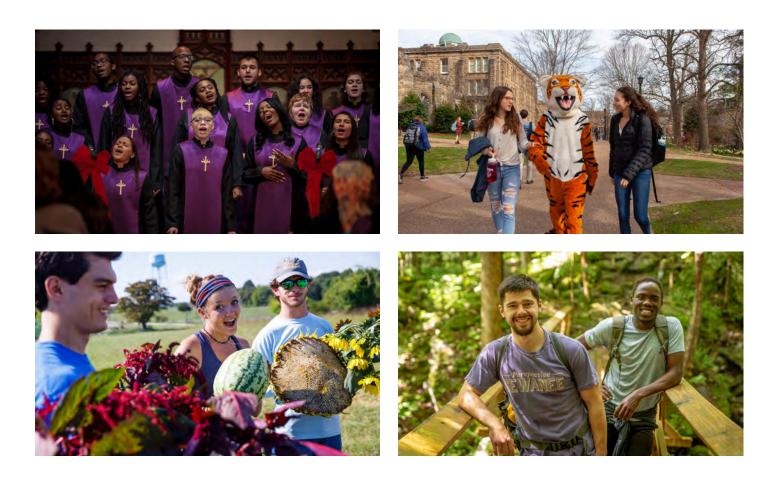
On the 24-member Board of Regents, 15 members are elected by the Board of Trustees, and nine are nominated by the regents and confirmed by the Board of Trustees. Additionally, the Chancellor and Vice-Chancellor are ex officio members of the Board of Regents. Of the 15 regents elected by the Board of Trustees, three are bishops, three are presbyters, and nine are laypersons, seven of which must be members of the Episcopal Church. At least five of the nine members nominated by the regents must be Episcopalians. As the primary policy-making body of the University, the Board of Regents meets four times a year.

Members of both the Board of Trustees and the Board of Regents are subject to term limits.

PROCEDURE FOR CANDIDACY

A ll applications, nominations, and inquiries are invited. Applications should include, as separate documents, a letter of interest addressing the themes in this profile and a CV or resume. WittKieffer is assisting the University of the South in this search. For fullest consideration, candidate materials should be received by Sept. 30, 2022. Application materials should be submitted using WittKieffer's <u>candidate</u> <u>portal</u>. Nominations and inquiries can be directed to Ryan Crawford, Dennis Barden, Darrien Davenport, and Julia Bradley at <u>SewaneePresident@wittkieffer.com</u>.

The University of the South provides equal employment opportunities to all employees and applicants for employment. No person shall be discriminated against in employment because of race, color, sex, age, national origin, sexual orientation, disability, genetic information, veteran's status, or religion (except for those positions in the School of Theology and the Chaplain's Office where religious affiliation is a necessary qualification).







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