

Campus Master Plan of the University of the South

2026-2037

(Adopted by the Board of Trustees on Oct. 9, 2026)

Located on a 13,000-acre Domain on the Cumberland Plateau in Tennessee, the University of the South is a premier liberal arts college and seminary of the Episcopal Church that cultivates academic excellence, community values, and environmental stewardship and produces informed, self-aware, and participatory citizens for our democracy and servant-leaders for the world. (The University of the South's Position Statement)

As noted in the University's Position Statement above, the University of the South is committed to the holistic formation of students. The commitment to student formation is underscored in *"Elevating Mind, Heart, and Place: The Strategic Plan of the University of the South, 2024-2030."* The three pillars of the strategic plan reflect the academic focus on the development of the "mind," the ethical and leadership formation in the development of the "heart," and the community engagement and environmental stewardship in commitment to "place."

As a residential liberal arts college, the University recognizes that holistic student formation takes place in the academic classroom, in the residential halls, on the athletic field, in the midst of the natural forest on the University's 13,000-acre Domain, and in communities near and far. The Master Plan is designed to support the University's Position statement and its strategic plan. The projects discussed in the Master Plan fall within different functional categories — academic, athletic, community, student life, and sustainability, accessibility, and security — but they all contribute to the physical infrastructure that supports student formation.

I. Committee Members

- Elliott Harrigan, Regent, Co-chair*
- Scott Wilson, Provost, Co-chair and Chair of Sustainability Subcommittee*
- Carrie Austin, Deputy Director of Athletics
- Robert Benton, Assistant Vice President for Facilities Management*
- Nicky Campbell, Vice President of Student Life and Chair of Student Life Subcommittee*
- Trippe Cheek, Alumnus, Trustee
- Jenny Cooley, Dean of the College and Chair of the Academic Subcommittee*

- Nick DiBernardo, Assistant Director of Athletics
- Jim Dixon, Alumnus
- Jay Fisher, Former Vice President of University Relations
- Burns Jones, Vice President of University Relations*
- Isabelle Love, Chief Financial Officer*
- Sara McIntyre, Sustainability Coordinator
- Mary Claire Murphy, Alumna, Regent
- Rob Pearigen, Vice Chancellor*
- Alan Ramirez, Vice President of Admission and Financial Aid
- John Shackelford, Athletic Director and Chair of the Athletic Subcommittee*
- William Shealy, Director of Economic Development Initiatives
- David Shipp, Vice President for Economic Development and Chair of Community Subcommittee*
- Marquitta Starkey, University General Counsel
- Caroline Thompson, Energy Specialist
- Nate Wilson, Director, Office of Environmental Stewardship and Sustainability
- Frances Webster, Board of Regents

(* indicates member of the steering committee)

II. Committee Charge

To review existing materials, including the draft Sasaki plan produced in 2023, and finalize a master plan for adoption by the Board of Trustees in 2026. The master plan should assess needs and prioritize projects over the next ten years in the following areas: academic facilities, athletic facilities, community initiatives (including housing development and sales and land development and sales), student life facilities, and sustainable, accessible, and secure facilities. The master plan will inform fundraising efforts related to the University's buildings and grounds in the upcoming comprehensive campaign.

III. Rationale for the Committee's Work

“Elevating Mind, Heart, and Place: The Strategic Plan of the University of the South, 2024-2030” calls for the finalization of a master plan (strategy 4A). The master planning process began in 2022, with the assistance of Sasaki and Associates. During the academic year 2022-2023, Sasaki and Associates engaged widely with the University community including

faculty, staff, students, and Regents, as well as holding several open forums that included Sewanee residents. Based on that engagement process, Sasaki produced a draft report that offered a framework for decisions on many important potential projects and initiatives related to facilities, but the draft report was untethered to a strategic plan and the vision that would emerge from the strategic planning process. Moreover, the draft master plan was created during a time of change in institutional leadership and was never brought before the Board of Trustees for adoption, which is required of any master plan.

Consequently, in the Fall of 2025, the Board of Regents organized and charged the current ad hoc master planning committee, co-chaired by Regent Elliott Harrigan and Provost Scott Wilson, with the task of completing the master plan. As noted in the committee's charge, the new master plan builds on the work of the Sasaki and Associates and their past engagement with stakeholders to identify core areas of concern and projects to address. With a recently approved strategic plan, the master plan intends to align the University's facilities with the initiatives of the strategic plan. Additionally, the University has already taken a number of steps to implement some of the projects in the report drafted by Sasaki and Associates, while determining that it will not pursue others.

An underlying purpose of the master plan is to set out a sequence of prioritized projects that will serve as the basis for fundraising activities and facilities projects on campus. With a comprehensive campaign on the horizon, the master planning process helps to identify projects that will advance the University's mission and strategic plan. Unlike most master plans of the past, this master plan primarily focuses on the work of renovating existing buildings, which is consistent with current approaches to sustainability and facility "stewardship" as a focus of master planning. ([Selingo 2025](#)) In light of the challenging condition of many of the University's major facilities and the uncertainty of changing demographics of college-aged students including the decline in the number of students going to college, the focus on stewardship of existing buildings is a prudent approach to master planning. The Sasaki and Associates document framed decisions on particular buildings through the prisms of historic preservation and sustainability, noting which buildings' envelopes and architecture warranted serious consideration of preservation and renovation.

IV. Work Conducted

A. Overview: The ad hoc master planning committee and its subcommittees followed several steps in conducting their work, including the following:

- review of existing materials related to facilities

- identification of potential projects, which were assembled in a master list
- research and analyses of projects including cost estimates
- scoring of projects based on a rubric (including linkage to the strategic plan, linkage to the University mission, improvement on admission and retention, improvement of student experience, elevation or protection of institutional reputation, cost effectiveness, and known financial return in the form of income or reduced expenses) shared by all of the subcommittees in order to facilitate discussions within subcommittees and the steering committee (see Appendix F)
- prioritization of projects based on the importance of the project and timing for work on the projects.

Each subcommittee produced a report on the projects that fell within their scope of work, and each chair of the subcommittee presented their report to the steering committee. (See Appendices A-E.)

The steering committee discussed all of the reports and analyzed the projects put forward by the subcommittees. In their analyses, the steering committee made the following determinations about each project:

- the appropriate scope and the cost of the project
- potential sources of funding (campaign donations, restricted funds, cash on hand, or operating budget) for the project
- the appropriate timing of the project (0-2 years, 2-5 years, or 5-10 years)
- the priority of the project based on the condition of the facility, reputational or compliance risk, the potential return on investment, and compelling interest.

The tables included in section V of this report lay out the outcome of the steering committee's work to prioritize the projects. The appended reports from the subcommittees provide detailed information about the scope and rationale for each project and the subcommittees' analyses that led to their recommendations to the steering committee.

Subcommittee Work Conducted: The ad hoc master planning committee and subcommittees began their work by reviewing a number of documents that informed this master plan. Most importantly, the report of Sasaki and Associates provided a set of organizational principles for facilities, evaluation of specific facilities, and guidance on historic preservation, sustainability, and mobility/accessibility issues. The five subcommittees were organized around some of the same themes in the Sasaki and Associates report. Each subcommittee reviewed a number of additional documents that applied to the facilities within the purview of their subcommittee.

The academic subcommittee began by reviewing the draft report produced by Sasaki and Associates. To enhance their understanding of academic building attributes and needs, members of the committee visited all the spaces on their list of potential projects in person, guided by representatives from the programs that inhabit them or use them for academic purposes. They also broadly reviewed planned or scheduled maintenance that occurs on a somewhat regular basis in academic spaces (such as furniture replacement). In addition to their analysis of structural considerations, they considered other elements of the spaces, such as available technology, accessibility, sustainability and general aesthetics (an aspect we deemed important to enhance both current student academic experiences and marketing to future students) as well as the conduciveness of the space to the learning objectives of those who perform their teaching, research or creative work therein. Next, each member of the subcommittee individually reviewed all the spaces assigned to the subcommittee via a common rubric so as to establish numerical scores. These scores allowed the subcommittee to systematically examine its findings via robust discussion. However, their numerically-driven analysis was interspersed with their working knowledge of other considerations, such as how people move through and experience the spaces (on recruitment visits or during rehearsals or presentations, for example) and with a heightened awareness of accessibility as a potential barrier that we wish to overcome, sustainability as a strategic consideration and overall attractiveness and innovation as important components, as well.

The athletics subcommittee thoroughly reviewed all athletic facilities for safety concerns, alignment with the University's academic goals, long-term maintenance costs, and aesthetic value to enhance recruitment strategies.

As part of its work, the community subcommittee reviewed the University's strategic plan; the Sasaki and Associates' draft master plan; the Urban Land Institute's Final Report to the University, produced in 2022; and data collected by the University's leasehold office on patterns of home ownership and sales. The community subcommittee met weekly to discuss each of the thirteen individual projects (some combined into the same initiative) that were assigned to the subcommittee to review. Draft summaries were created using various reports, business cases and consultant studies provided to the University in recent years. For some projects, work had commenced (i.e. design, fundraising, construction), and the subcommittee viewed its role as endorsing these projects within the overall context of the subcommittee's charge.

The student life subcommittee focused on residential halls (including theme houses), fraternity houses, McClurg Dining Hall, All Saints Chapel, and sorority houses. As part of its analysis, the subcommittee reviewed the five-year plan to invest \$1 million per year to address maintenance plans in five residence halls, submitted to the Operations Committee of the Board of Regents in January 2026. The subcommittee revised the prioritization of projects outlined in that plan to take account of shifts in needs on campus.

An ad hoc group consisting of Vice President and Dean of Students, Nicky Campbell, Assistant Vice President of Facilities Management, Robert Benton, and Assistant Dean for Greek Life and Student Involvement, Nancy Seiters, met with representatives of each of the nine fraternity housing corporations to review building assessments conducted by an outside consulting firm and to discuss the long term strategy for Greek Life at Sewanee. Discussions focused particularly on the sustainability of house maintenance and its impact on the quality of the residential experience. Fraternity houses are not owned by the University, which raises broader questions about ownership models and funding structures, including the viability of incorporating Greek house fundraising into the next comprehensive campaign, an approach that carries IRS implications under the current ownership model. The group also discussed a long-term possibility of creating a Greek Village that would house fraternities and sororities in a new set of adjacent buildings.

Sorority housing assessments were also completed by an outside firm. Since the University owns those residences, the discussion and process for renovation projects will differ from that of fraternities, though it will still include alumnae and advisors of the sorority chapters. The subcommittee hopes that sororities may also be able to raise funds, but because of time constraints, the subcommittee did not have the opportunity to explore that subject further.

To inform the analysis of potential work on fraternity houses, the subcommittee, CFO Isabelle Love and Nancy Seiters also met with an experienced Greek Life fundraising consultant to gather insight on Greek fundraising nationally. The discussion determined that local housing corporations offer no tax advantages for donors and lack capacity to run capital campaigns. These conclusions align with the University's research into relevant IRS rules. Washington and Lee University, which established a Greek Village, requires a minimum occupancy of 15 beds per house to remain financially viable.

Members of the subcommittee met with Assistant VP for Dining, Brent Tate to review the facility needs of McClurg Dining Hall that will ensure it remains one of the finest dining halls in the country, and with Dean of All Saints Chapel, Chris Epperson to discuss the chapel's major renovation and maintenance needs.

The sustainability and accessibility subcommittee reviewed a number of existing documents related to the scope of its work. In addition to sections of the draft master plan authored by Sasaki and Associates that focus on sustainability and mobility on campus, the subcommittee reviewed the University's stormwater treatment plan, materials related to the marketing of carbon credits compiled during the last four years, and project proposals for geothermal wells and other steps to reduce the University's consumption of electricity. The subcommittee drew from the sections of *"Elevating Mind, Heart, and Place: The Strategic Plan of the University of*

the South, 2024-30” and the University’s Sustainability Statement for guidance on projects that contribute to meeting strategic goals. The subcommittee used analyses provided by CMTA, a civil engineering firm that focuses on sustainable design, to identify projects that will help the University to reduce its utility expenses and carbon footprint. The subcommittee engaged with the Sewanee Police Department to determine which academic and office buildings are currently not included in the network of remote external lockdown from the police station. The Sewanee Police Department also advised the committee on installation of emergency call buttons for select buildings that have a front desks where security can be monitored. Finally, the subcommittee collected data on campus bathrooms that are ADA compliant and which buildings currently lack such facilities. In order to facilitate greater accessibility on sidewalks, the subcommittee identified intersections on University Avenue that require curb cuts and ramp installations.

As part of its work, the steering committee read the analyses of all of the projects considered by each subcommittee. The subcommittees used a rubric to prioritize each project in terms of degree of importance and the sequencing of projects (0-2 year, 2-5 year, and 5-10 year time frames) for completion. The committee did not use the rubric and resulting scores from subcommittees as a basis of ranking all of the projects considered, but the scores provided a basis for comparison and discussion of the value of individual projects. In some cases, concerns about risk and compliance outweighed low scores on other metrics, leading the projects to be prioritized over others with higher overall scores.

V. Projects and a Timeline of Work

The Ad Hoc Master Planning Committee mainly focused on future projects to improve existing facilities, but it also took stock of the large number of capital projects that have been started and, in many cases, completed in recent years. Table 1 below lists the aggregate recent spending on some of the main projects that have been started and completed, categorized by the relevant subcommittee. The costs of many of the projects included in Table 1 have already been fully funded, and the funds raised will be included in the accounting for the comprehensive campaign. In total, over the last four fiscal years, the University has spent \$17,646,275 from operating budgets for maintenance or funds raised for particular projects.

Table 1: Capital Expenditures During Fiscal Year 24-27 by Subcommittee

Subcommittee	FY24	FY25	FY26	FY27	Total
Academic		\$539,000	\$195,550		\$734,550
Athletics	\$2,557,615	\$332,219	\$5,171,022	\$655,400	\$8,716,256
Community	\$6,000		\$427,000		\$433,000

Student Life	\$924,850	\$1,553,659	\$3,541,210	\$1,019,250	\$7,038,969
Sustainability			\$720,500		\$720,500
Total	\$3,488,465	\$2,424,878	\$10,055,282	\$1,674,650	\$17,643,275

Based on reports submitted by each subcommittee, the steering committee evaluated the recommended projects and their prioritization and sequencing. Using the metrics included in the scoring rubric, the steering committee recommended projects be undertaken in a sequence based on their relative sense of urgency, impact on student enrollment and experience, financial return on the investment, and security and accessibility. Negative numbers in the tables indicate projects, such as the sale of properties, that return revenue to the University rather than incur expenses. Many of these projects make University properties available to members of the University community for purchase, which benefit the Sewanee community and its development. In addition, some of the projects included in the tabulations, especially those from the community and sustainability subcommittees, generate one-time or annual revenue or reduce annual expenses. A full analysis of the initial investments required for such projects and the projected returns is provided in section V(D) below.

Table 2: Project Costs by Time Period and Subcommittee

Subcommittee	0-2 Years (Urgent)	0-2 Years	2-5 Years	5-10 years	Total	Percentage of Total
Academic	\$ 21,570,000	\$ 5,000,000	\$ 18,279,000	\$4,570,000	\$49,419,000	33.4%
Athletics	\$ 6,020,000	\$ 9,055,000	\$ 3,800,000	\$ 10,880,000	\$29,755,000	20.1%
Community	\$14,100,000	(\$3,317,020)	(\$15,000,000)		(\$4,217,020)	-2.8%
Student Life	\$ 21,847,450	\$ 11,881,900	18,189,930	\$ 11,000,000	\$62,919,280	42.5%
Sustainability	\$7,010,107	\$ 270,000	\$ 2,820,000		\$10,100,107	6.8%
Total	\$70,547,557	\$ 22,889,880	26,684,930	\$ 26,330,000	\$147,976,367	
Funded by Campaign	\$48,367,450	\$25,686,900	\$41,684,930	\$15,330,000	\$133,913,280	

The committee has developed a prioritized list of projects to be completed in a sequence, but it also recognizes that fundraising and project design and completion may disrupt the preliminary schedule of projects. The committee puts forward the list with the assumption that projects that are not undertaken or completed in their scheduled time period will be prioritized in the subsequent time period. For example, a project that the committee recommends to be completed

in the first two years of the Master Plan but is not undertaken during that time period will automatically be prioritized in the projects planned to be taken up during the 2-5 year period.

The committee has recommended projects with a total cost of \$147,976,367. Some of the projects will be funded with restricted accounts, operating budgets, and cash on hand. The committee looks to the upcoming comprehensive campaign to raise \$133,913,280 for capital projects related to the master plan. The master plan prioritizes capital projects over a ten-year timeframe, which extends beyond the timeline of the upcoming comprehensive campaign. Consequently, some projects listed in this master plan may require fundraising efforts in subsequent campaigns. It is also worth keeping in mind that many of the projects analyzed in this plan will generate significant one-time or annual revenue (or reduce annual expenses). These projects are discussed in section V.(D) below. The financial return on some of the investments in this master plan will ease cash flow problems for the University and, eventually, have a positive impact on the operating budget.

A. Projects to Be Undertaken Within 2 Years

The steering committee identified a number of projects that warrant action in the next two years to address pressing concerns. Within this time period, some projects were deemed urgent due to maintenance needs and financial opportunities, making them the highest priority for fundraising and construction. Other projects warrant prioritization in this early period of work, but they do not have the same sense of urgency. In addition, this early time frame includes some projects that have already commenced. The following two tables include the projects that were prioritized to be undertaken in the next two years (separating those considered urgent from those that are not). The tables include lists of projects by titles, organized by subcommittees; fuller descriptions of the scope of various projects appear in the subcommittee reports.

Table 3: Urgent Projects, Years 0-2

Academic		\$ 21,570,000	Funding Source
	Refurbish Woods Lab	5,370,000	Campaign
	Renovate BC/Create New Center	2,000,000	Campaign
	Renovate Fulford Hall	4,000,000	Campaign
	Archive Repairs	1,000,000	Campaign
	Renovate Guerry Auditorium	4,200,000	Campaign
	Renovate Main Floor duPont and add compact shelving	5,000,000	Campaign
Athletic		\$ 6,020,000	
	Fowler Center Natatorium Pool Packs	2,000,000	Campaign
	<i>Repair Tennis Courts</i>	1,700,000	Campaign
	Fowler Center Roof	1,000,000	Campaign
	<i>Baseball/Softball Lights</i>	650,000	Campaign
	<i>Upgrade Softball Stadium</i>	360,000	Campaign

	<i>Fowler Center Natatorium Improvements</i>	310,000	Campaign
Community		\$ 14,100,000	
	<i>Develop Apartment Community</i>	14,100,000	Restricted Fund
Student Life		\$ 21,847,450	
	Refurbish Hunter (Phase 1)	2,100,000	Campaign
	Refurbish Cleveland	3,247,450	Campaign
	McClurg Hobart Dishwasher	500,000	Campaign
	Renovation of All Saints Chapel	16,000,000	Campaign
Sustainability		\$ 7,010,107	
	Geothermal HVAC BC Area	6,462,317	Cash Reserves
	<i>Expand Central Chiller Connections</i>	2,400,000	Cash Reserves
	Develop Solar Panels on Fowler Roof	413,590	Cash Reserves
	Accessible Sidewalks (University Ave. only)	90,000	Operating Budget
	Develop Solar Panels on Hamilton Hall Roof	72,500	Cash Reserves
	Remote Lockdown on External Doors for Academic Buildings	40,000	Operating Budget
	Carbon credits	(2,500,000)	Restricted Accounts
	Accessible Bathroom in Each Building	31,700	Restricted
Total		\$ 70,547,557	
Funded by Campaign		\$ 49,437,450	

(Italics indicate that the project is already completed or underway and the funds have been raised.)

Table 4: Additional Projects, Years 0-2

Academic		\$ 5,000,000	Funding Source
	Renovate Torian Room and Ralston Library duPont	2,500,000	Campaign
	Refurbish Blackman Auditorium	1,250,000	Campaign
	Refurbish Spencer Hall Seminar Room	500,000	Campaign
	Replace windows duPont	750,000	Campaign
Athletics		\$ 9,055,000	
	New Soccer Complex	5,000,000	Campaign
	Renovate Fowler Center	2,025,000	Campaign

	Fowler Center Juhan and Lobby AC	1,000,000	Campaign
	Refurbish Fowler Center Track and Fieldhouse	750,000	Campaign
	Fowler Center Fieldhouse Partitions	180,000	Campaign
	Field Hockey Locker Room	100,000	Campaign
Community		\$ (3,317,020)	
	Develop Townhomes	5,000,000	Restricted Fund
	Develop More Leaseholds	600,000	Restricted Fund
	Lease / Transfer Policy Revisions	(715,837)	Restricted Fund
	Sell Select Rental Housing and Other Buildings	(9,201,183)	Restricted Fund
	Community Memorials	1,000,000	Restricted Fund
Student Life		\$ 11,881,900	
	McClurg Upgrades (excluding dishwasher)	1,005,000	Campaign
	Refurbish Elliott	1,639,250	Campaign
	Sewanee Catering Upgrades	90,000	Campaign
	Refurbish Hunter (Phase 2)	4,100,000	Campaign
	Refurbish Benedict	150,000	Campaign
	Refurbish Courts	150,000	Campaign
	Refurbish Gorgas	3,625,000	Campaign
	Refurbish Hodgson	144,000	Campaign
	Refurbish Tuckaway	978,650	Campaign
Sustainability		\$ 270,000	
	Establish Compost and Recycling Facility	270,000	Cash Reserves
	Adopt Building Guidelines (Sustainability, ADA, security)	0	
Total		\$22,889,880	
Funded by Campaign		\$ 25,936,900	

B. Projects to Be Undertaken in 2-5 Years

The steering committee identified a number of projects that are highly prioritized but do not require immediate action. The steering committee recommends that those be undertaken in a 2-5 year time frame.

Table 5: Projects, Year 2-5

Academic		\$ 18,279,000	
	Refurbish Spencer Hall (entryway, atrium)	630,000	Campaign
	Convocation Hall HVAC, A/V, and Floor	750,000	Campaign
	Refurbish Guerry-Main Building	500,000	Campaign
	Refurbish Walsh-Ellet (upper floors)	677,000	Campaign
	Refurbish Cleveland Annex	275,000	Campaign
	Refurbish Naylor Auditorium	350,000	Campaign
	Refurbish Gailor	1,209,000	Campaign
	Renovate Tennessee Williams Center	250,000	Campaign
	Refurbish Snowden Hall	510,000	Campaign
	Refurbish Art Gallery	50,000	Campaign
	Refurbish Carnegie	78,000	Campaign
	Refurbish Ground and Third Floor of duPont	13,000,000	Campaign
Athletics		\$ 3,800,000	
	Baseball/Softball Locker Room	2,000,000	Campaign
	Baseball/Softball Hitting Facility	1,500,000	Campaign
	Softball Field Grading and Dugouts	250,000	Campaign
	Football/Baseball/Softball Storage	50,000	Campaign
Community		\$ (15,000,000)	
	Non-Employee Housing Initiatives		Restricted Funds
	Sell Select Land Parcels	(10,000,000)	Restricted Funds
	Acquisition of Strategic Commercial Property		Restricted Funds
	New Hotel in the Village		Donations
	Welcome Center for Head of the Crow Park	0	
	Develop Townhomes	(5,000,000)	Restricted Funds
Student Life		\$ 18,189,930	
	Refurbish McCrady	7,000,000	Campaign
	Refurbish The Wick	2,000,000	Campaign
	Refurbish Mississippi Town Homes	1,342,839	Campaign
	Refurbish Georgia Town Homes	1,332,000	Campaign
	Refurbish Wheat House	1,049,735	Campaign
	Refurbish Other Residences/Retail (includes sorority houses)	3,593,106	Campaign
	Refurbish Johnson	988,250	Campaign
	Refurbish Hoffman	529,000	Campaign
	Stirling's Upgrade	190,000	Campaign
	Tiger Bay Pub Upgrades	105,000	Campaign
	Cup and Gown Upgrades	60,000	Campaign

Sustainability		\$ 2,820,000	
	Storm Water Management (Fowler)	1,300,000	Campaign
	Improve Lighting on Walkways	1,120,000	Operating Budget
	Storm Water Management (TWC Parking)	400,000	Operating Budget
	Upgrade EV Charging Station		Restricted Account
Total		\$ 28,088,930	
Funded by Campaign		\$ 43,088,930	

C. Projects to Be Undertaken in 5-10 Years

The projects in this time period are considered worthwhile projects, but they do not have the same level of time sensitivity as other projects that are included in the time periods above.

Table 6: Projects, Years 5-10

Academics		\$ 4,570,000	Funding Source
	Refurbish Observatory Dome	300,000	Campaign
	Refurbish Breslin Tower	190,000	Campaign
	Refurbish Studio Art Bldg/Wiggins	50,000	Campaign
	Refurbish St. Luke's Chapel	30,000	Campaign
	Refurbish second floor duPont Library	4,000,000	Campaign
Athletics		\$ 10,880,000	
	Football/Lacrosse Stadium	4,880,000	Campaign
	Indoor Tennis Facility	6,000,000	Campaign
Community		\$ -	
Student Life		\$ 11,000,000	
	Refurbish Fraternity Houses	11,000,000	Donations
Sustainability		\$ -	
Total		\$ 26,450,000	
Funded by		\$ 15,450,000	

Campaign			
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D. Summary of Forecast Expenditures On and Revenue From Projects

Among the projects analyzed in this master plan, several have direct, predictable financial returns, either in the form of generating new revenue or reducing expenses. For this reason, the committee recommends using cash on hand or dedicated sleeves of capital for Sewanee Village Ventures to invest in these projects. As the projects generate revenue or reduce expenditures, the University will restore the funds that have been used from restricted accounts. Once the initial investments in sustainability initiatives are paid for through lower expenditures compared to the business-as-usual model for operations, the University will continue to enjoy lower expenses without any investment to repay.

The revenue-generating projects are mainly those put forward by the community subcommittee, including the construction and subsequent rental of new apartments, construction and subsequent sale of townhomes, sale of University rental houses (after the apartments are completed by Sewanee Village Ventures), and sale of selected properties that are not a part of the Domain. In the case of the apartments and townhomes, the University will use resources allocated to Sewanee Village Ventures to invest in the projects with a quick return on the investment in the case of the townhomes, and a long-term return on investment in the case of the apartments. The community subcommittee also recommended adjustments to the lease fee and lease transfer fee, which will generate additional revenue without any initial investment.

The sustainability subcommittee recommended one project, the marketing of carbon credits, which will generate revenue over a twenty-year period without an initial investment, and several projects that require an initial investment but reduce expenditures. The application of rooftop solar arrays on the Fowler Center and Hamilton Hall will pay off the initial investment in approximately 13 years based on conservative (low) estimates on rising energy costs. Investments in the pipe system to connect four residential halls to the central chiller (currently being completed) and the use of geothermal wells to lower the energy used for HVAC systems in the Bishops Common, St. Luke's Hall, St. Luke's Chapel, and Hoffman Hall will pay for themselves in approximately 17 years. Finally, the creation of a compost and recycling center will lower tipping and hauling fees and generate revenue for recycled materials; the initial investment in the project is likely to be paid for after 7 years of reduced expenses.

Table 7: Projects with Returns on Investment with Projected New Revenue or Expense Reduction

Project	Initial Investment	New Revenue or Expense Reduction			
		0-2 Years	2-5 Years	5-10 Years	Annual Revenue after 10 Years

Develop Apartment Buildings	\$14,100,000	\$155,000	\$510,000	\$1,050,000	\$230,000
Develop Townhomes	\$5,000,000	\$5,250,000			
Transfer Fee Revision	\$0	\$227,773	\$359,852	\$617,565	\$123,513
Lease Fee Revision	\$0	\$339,620	\$509,430	\$849,050	\$169,810
Select Land Sales	\$0			\$8,000,000	
Select Rental Unit Sales	\$0	\$3,291,450	\$5,971,998		
Marketing of Carbon Credits	\$0	\$280,000	\$420,000	\$700,000	\$140,000
Fowler Solar Panels (includes cost of roof repairs)	\$2,173,448	\$466,584	\$79,493	\$132,489	\$26,498
Hamilton Hall Solar Panels	\$145,000	\$83,120	\$15,930	\$26,550	\$5,310
Compost and Recycling Center	\$270,000	\$84,000	\$126,000	\$220,000	\$42,000
Extend Central Chiller Connections	\$2,100,000	\$330,000	\$495,000	\$825,000	\$165,000
Geothermal HVAC	\$8,614,151	\$2,767,961	\$979,335	\$1,838,154	\$460,125
Upgrade EV Charging Station					
Total	\$32,402,599	\$13,275,508	\$9,467,038	\$14,258,808	\$1,362,256

E. Project Implementation

The Board of Trustees is granted the responsibility for approving master plans on behalf of the University, and the Board of Regents is charged with responsibility for approving any capital projects over \$1 million. Consequently, this master plan receives general authorization from the Board of Trustees, but authorization to implement projects above the \$1 million threshold falls under the oversight of the Board of Regents. During the course of implementing the Master Plan, the committee recommends that the project planners for extensive refurbishment and renovation projects engage with representatives of groups who would primarily use the buildings. The project planners will iteratively discuss the needs of the people expected to use the building as the project plans develop from a conceptual stage to draft form.

The Provost will be responsible for maintaining a dashboard of projects that are included in the Master Plan with updates on progress toward completion of the projects. The dashboard will be shared with the University's Strategic Planning Committee, the Board of Trustees Growth and Development Committee and other relevant stakeholders to assist them with the monitoring of implementation of the Master Plan.

VI. Appendices

A. Academics Subcommittee Report

Report of the Academic Subcommittee of the Ad Hoc Master Planning Committee Sep. 1, 2026

Executive Summary. (Segment preparation with assistance from ChatGPT)

The Academic Facilities Subcommittee reviewed 23 academic facilities and spaces to identify investments needed to support Sewanee's academic mission, student success, faculty recruitment and retention, accessibility, risk management, historic preservation, and the overall campus experience. The review included on-site assessments, consultation with academic users, consideration of maintenance and operational needs, and a common scoring rubric. The resulting priorities reflect both the numerical assessment and the strategic importance of individual facilities.

Overall Assessment

The central conclusion is that **academic facilities should be treated as a strategic institutional investment, not simply a maintenance obligation**. Several buildings have immediate needs involving building systems, water intrusion, fire safety, accessibility, environmental conditions, and other potential hazards. At the same time, many spaces are dated or inflexible and do not adequately support contemporary teaching, collaborative learning, research, creative work, or the expectations of prospective students and faculty.

The condition of academic facilities also has an unusually broad institutional impact. These buildings are not only classrooms and offices; they are places where students develop relationships with faculty and peers, participate in high-impact learning, conduct research, perform, create, collaborate, and form lasting connections to the University. Highly visible facilities also function as part of Sewanee's recruitment and reputational strategy.

The Subcommittee therefore recommends a **planned, continuous cycle of academic facility renewal**, rather than addressing buildings only when problems become urgent. The report envisions major maintenance, preservation, and modernization occurring on approximately a seven-year cycle.

Cross-Cutting Priorities

Several themes recur across virtually all of the projects:

1. **Risk management and maintenance needs.** Water intrusion, deteriorating building envelopes, HVAC and ventilation deficiencies, fire-safety concerns, unreliable elevators, and other conditions should be addressed before they result in more extensive damage or disruption.
2. **Accessibility.** Multiple buildings have barriers involving entrances, elevators, restrooms, circulation, classrooms, or emergency egress. Accessibility should be incorporated into every project rather than treated as an isolated improvement. We recommend thinking both in terms of individual buildings and movement through buildings and hope that universal design principles will be followed.
3. **Modern pedagogy.** Classrooms, laboratories, auditoriums, studios, and collaboration areas increasingly need to accommodate both traditional instruction and active, flexible, technology-enabled learning.
4. **Recruitment and retention.** Prospective students and families encounter many of these spaces during campus visits. The condition and flexibility of academic facilities therefore influence perceptions of the University's academic quality and student experience.
5. **Faculty recruitment and retention.** Modern research, teaching, creative, and collaborative spaces are important tools for attracting and retaining faculty.
6. **Student belonging and high-impact learning.** Facilities should support the relationships, collaboration, research, creative work, and experiential learning that distinguish the Sewanee educational experience.
7. **Campus experience beyond individual buildings.** The Subcommittee recommends that planning consider **zones and pathways**, not just individual buildings. The spaces connecting Guerry, the Art Gallery, and Convocation, for example, function as a single visitor and circulation experience. Similar relationships exist among Woods, Blackman, and Spencer and among Bishops Common, the Library, Archives, and Fulford.
8. **Sustainability and stewardship.** Building-system upgrades, efficient lighting and HVAC, durable materials, and responsible management of environmental conditions can reduce future operating costs while advancing institutional sustainability goals.

Financial Perspective

The report identifies approximately **\$46.6 million in projects across the first ten years of the proposed financial schedule**, with approximately \$25.25 million concentrated in the first two years. However, the library is the largest individual project and is specifically identified as potentially suitable for phased implementation.

The Subcommittee did **not** attempt to assign a conventional monetary return on investment to these projects. Its position is that the benefits—student recruitment and retention, faculty recruitment, academic quality, student belonging, preservation of institutional assets, risk reduction, and support for the University's strategic plan—are fundamental to the institution and cannot be meaningfully reduced to a simple financial return.

Leadership Implication

The report presents an opportunity to move from **reactive facility maintenance toward a deliberate academic infrastructure strategy**. Leadership should consider establishing a predictable capital-renewal program, beginning with the highest-priority projects while addressing urgent safety, accessibility, water intrusion, and environmental-condition concerns independently where necessary.

The most consequential near-term decision is how to sequence and fund the approximately \$25.25 million of work in the first two years while preserving the ability to address urgent conditions elsewhere on campus. A phased approach to the Library and coordinated planning of connected facilities—particularly Guerry/Convocation/Art Gallery and Woods/Blackman/Spencer—could maximize both the academic and institutional value of the investment.

Ultimately, the Subcommittee views these projects not simply as repairs to aging buildings, but as **investments in the physical infrastructure required for Sewanee's academic mission, distinctive student experience, institutional reputation, and long-term competitiveness**.

A. Subcommittee Members

- Jennifer Cooley, Dean of the College
- Alan Ramírez, Vice President for Admission and Financial Aid
- Robert Benton, Assistant Vice President for Facilities Management

B. Subcommittee Charge

The Academic Facilities Subcommittee will review potential investments in maintenance, refurbishment, remodeling and/or the establishment of new academic spaces as part of an institutional commitment to academic excellence and student success. We will consider historic preservation of facilities as well as their functionality, the ability to improve recruitment and retention, the potential to improve student experiences, and the capacity to elevate the reputation of the University and to enhance our academic mission. We will also consider risk management, including accessibility and sustainability. The Academic Subcommittee also seeks to prepare our academic infrastructure to allow for inclusive and state of the art pedagogy that emerges from modern, technologically appropriate, accessible and welcoming academic spaces. These spaces are not only core to the academic mission of the institution, they are also commonly used as points of comparison when students, families, and faculty “shop” for an institution. In this regard, we seek to not only prioritize basic maintenance, but also investments in the future success of the institution.

C. Rationale for the Subcommittee's Work

Academic spaces that are not only functional to meet the needs of all disciplines, learning and teaching styles, but are also welcoming, sustainable, accessible, safe, and distinctive are essential to the success of our students, our faculty and the thriving future of Sewanee. We must assume the responsibility to inventory needs and then prioritize the responsible use of resources to address them, taking into consideration both the present and the future. In some instances, we must also prioritize the preservation of historical aspects of our academic spaces. Academic buildings and spaces serve instructional purposes, but also contribute to the overall experiences of students by providing the backdrop for collaboration. The critical interaction between students, faculty and staff that occurs in academic spaces sets the stage for a sense of belonging, and is influential in retaining students and setting them up for a lifelong commitment to learning and service. The physical state and conceptual design of academic spaces on campus assume an outsized importance since they are on display when potential students and families visit our campus. They are sometimes used as a visual shorthand to profile the strength of our academic offerings and the potential lived experiences that students envision. Academic spaces are also part of what alumni remember, and may attract their financial support. Finally, our academic facilities, if properly designed to support active and versatile pedagogies, innovative research and vibrant creative work can also play a significant role in recruiting and retaining excellent faculty.

D. Work Conducted

The committee began by reviewing written and visual materials produced by the Sasaki group. To enhance our understanding of academic building attributes and needs, members of the committee visited all the spaces on our list in person, guided by representatives from the programs that inhabit them or use them for academic purposes. We also broadly reviewed planned or scheduled maintenance that occurs on a somewhat regular basis in academic spaces (such as furniture replacement). In addition to our analysis of structural considerations, we considered other elements of the spaces, such as available technology, accessibility, sustainability and general aesthetics (an aspect we deemed important to enhance current student academic experiences as well as for marketing to future students) as well as the conduciveness of the space to the learning objectives of those who perform their teaching, research or creative work therein. Next, each member of the committee individually reviewed all the spaces assigned to us via a common rubric so as to establish numerical scores. These scores allowed us to systematically examine our findings via robust discussion. However, our numerically-driven analysis was interspersed with our working knowledge of other considerations, such as how people move through and experience the spaces (on recruitment visits or during rehearsals or presentations, for example) and with a heightened awareness of accessibility as a potential barrier that we wish to overcome, sustainability as a strategic consideration and overall attractiveness and innovation as important components, as well.

Important Considerations from the Academic Subcommittee:

- a. **Movement and Flow.** Please note that, while the projects are listed as individual buildings and sites, we would encourage review of their prioritization from the standpoint of “zones” or spaces through which human interaction flows. For that reason, for example, it may be of interest to consider work on Woods Lab/Blackman/Spencer as zones through which students, visitors and faculty travel by foot or wheelchair as part of their learning pathways. Likewise, the rehabilitation of the Guerry Hall Lobby and Auditorium might be considered as part of enhancements to the building overall. The pathway between Convocation, the Art Gallery and Guerry Lobby and Auditorium is another example. Renovations to Gailor Hall may consider Naylor Auditorium as an integral part of the learning space. The renovation of the Bishops Common, the Library, the Archives and Fulford Hall will certainly take into account overall user experience as visitors are likely to frequent multiple offices or spaces on any given visit. All of this is to say that the way humans move **through** and **between** academic facilities was not a specific element of our analysis, but we consider it to be of great importance for how our campus is experienced by those who inhabit the spaces every day, and those who may wish to become part of our community in the future. A campus plan that envisions being both in and in between spaces will enhance the welcoming nature of our campus and allow those who work, study and collaborate here to thrive.
- b. **ROI.** Please note that we did not endeavor to calculate a monetary ROI for any of the enhancements to academic spaces we have analyzed. We did not award a “point value” or name a monetary amount for any potential revenue or specific return on investment. Our stance is that the repairs and enhancements we discuss are core to the success of our students, faculty and staff and are one of the primary means to uphold our academic mission. As such, these investments are strategic and critical, and the dividends they pay are incalculable.
- c. We will attach a spreadsheet that reveals the points associated with each project as part of our deliberations. Nonetheless, our ranking here overrides the points earned due to the strategic importance we assigned to individual projects.

E. Projects Analyzed

Top Priority: Projects to Initiate in the Next 2 Years.

1. **Guerry Hall Auditorium (Auditorium audience space, stage and backstage, Lobby, Bathrooms, Entries, technology upgrades). 73 pts.**
 - a. **Description.** This project encompasses critical repairs and enhancements specific to the Guerry Hall Auditorium area, including the entries, lobby, and adjacent restrooms. The HVAC system in the auditorium requires essential repairs that are critical for its functionality. The lobby space, including bathrooms that serve this area as well as the adjacent art gallery, are also the primary corridor for visitors to campus for numerous

events, including Admitted Student days. This space requires updating and accessibility solutions (the front door and bathrooms are two specific locations in need of accessibility improvements), replacement of auditorium curtains and chairs, removal of some decorative items in the auditorium, repairs to avoid leaks in the backstage area, repainting of wall surfaces, and removal or repair of a dividing screen that can half the size of the auditorium. The space will be improved with technological upgrades including theatrical rigging and acoustic shell replacement.

- b. **Rationale.** Guerry Hall Auditorium and its environs serve majors, minors and those who participate in ensembles (who may not be majors or minors). It is also a key “front porch” location that welcomes the general public to events as well as participants in summer programs and recruiting events. In fact, it is a location that nearly all prospective students, new students and their families (or support units) visit. If we were to consider the pathway from Convocation, through the Art Gallery, to the lobby of Guerry and into Guerry Auditorium as an entity, it would receive approximately 5,000 visitors per year; it is a critical point of entry to our campus. Updates to surfaces (such as flooring, walls, lighting) and technology updates (such as HVAC, seating, lights, curtains, projector and sound systems in Guerry Auditorium) as well as accessibility improvements at the front door and in the bathrooms will assist in creating a welcoming environment and more useful space for students, prospectives, alumni and community members. Upgrades and necessary refurbishment to this area will help set the tone for first time visitors and returning alumni, and will communicate our support of the arts as well as our commitment to providing welcoming space to host lectures and performances for the extended Sewanee community. Performance spaces foster unique and multifaceted collaborations, and are home to high-impact practices and relationship-rich learning experiences that cross curricular and cultural boundaries. Thus, remodeling Guerry Auditorium is a logical step toward reaching goals outlined in our strategic plan.
- c. **Prioritization.** HVAC for this portion of the Guerry building has already been bid and designed. Cooling and ventilation are top priorities to help Guerry be hospitable for usage anytime during the year when HVAC is in use. (Currently, it is too noisy to run air cooling when people are in the space if they wish to hear speakers, music, films or presentations.) There is also some water intrusion within the backstage area that could be addressed, accessibility and security measures that are critical to operations, and basic maintenance of entry spaces. This is ranked as a top priority because of the importance of the space to the functioning of the college since Guerry Auditorium houses multiple events, rehearsals and presentations throughout the year and even during the summer. Notably, it hosts more visitors on campus than any other academic space as an integral part of tours, admitted student days, welcome sessions and other functions, with the exception of Fulford Hall. These arguments speak to the strategic, academic, risk management, admissions, improvement of student experience and reputational criteria in our rubrics.

Cost: \$4.2M.

2. **Fulford Hall.** (Exterior repairs and renovations, interior upgrades, enhancements to accessibility, and potential for incorporation of new meeting space, address fire safety concerns.)
67 pts.

- a. **Description.** This project entails full renovation to the exterior and interior of Fulford Hall. Exterior siding needs to be replaced, windows, roofing and interior surfaces (flooring, lighting, painting walls and ceilings). Windows and doors also show signs of wear and need replacement. The project also includes construction of a future multipurpose addition capable of accommodating approximately 75+ guests. Designed as both a gathering space and an arrival experience, the addition would accommodate larger groups while providing an attractive, flexible venue that reflects the quality of the Sewanee experience and creates a lasting first impression for prospective students, families, and campus guests. Accessibility is also a concern, not only because the upper floors of the building are not accessible via wheelchair, but also because people of limited mobility would not be able to get out of the building easily in an emergency situation.
- b. **Rationale.** Fulford Hall hosts all prospective students who come to campus as well as their families/support units. It is normally the first point of entry and leaves a lasting impression on families and students. There are urgent needs for exterior work and significant fire safety concerns that should be addressed as soon as possible. Existing meeting spaces have become increasingly constrained. A thoughtfully designed multipurpose addition would not only improve the University's ability to host larger visit programs and campus events, but would also establish a welcoming front door to campus that reflects the quality of the Sewanee experience from the moment guests arrive.
- c. **Prioritization.** This is an iconic and highly used space on campus that shows significant signs of wear and poses some risks in its current state. Investment in this space has a high likelihood of return on investment in the short term, as visiting students and families are usually within a two-year window of enrollment. A welcoming, fresh, state of the art facility can have a direct and nearly immediate impact.

Cost: \$4M. Including the cost of building an addition.

3. **Bishops Common.** Significant remodel, reconfiguration, and updates throughout. **(66 pts.)**

- a. **Description.** This project would address needed renovation throughout the building, including structural enhancements, such as HVAC, windows, lighting, surfaces (flooring, walls, ceilings), office and meeting spaces, traffic flow, elevators, accessibility and security. However, the project also has considerable conceptual and strategic importance as well. The creation of a Center for

Experiential Learning, to be housed in the Bishops Common, is identified in the Strategic Plan as a priority to help renew and enhance the curriculum. The renovation allows for integrated services provided to students that connect their academic and co-curricular activities through a core focus on experiential learning, civic engagement, community, and belonging, all of which hinges upon a functional rehabilitation of space.

- b. **Rationale.** The current strategic plan begins by naming two overarching objectives: “providing a comprehensive curricular offering” and “preparing students for lives of service and leadership.” The creation of a Center as described above helps approach the attainment of both objectives by providing integrated services and opportunities, and a collaborative space to house them. Not only does the center serve a core functional purpose by bringing together offices, programming and efforts that have up until now been scattered throughout campus, the renovation of the building is itself a named strategy. Students seek meaningful experiences as part of their college career. We must be adept at not only creating the curricular and co-curricular offerings, but also at providing coherent pathways to guide students through them. Having a core space (and staff) to anchor these endeavors in a welcoming and state of the art environment can serve for recruitment, retention and the commitment to lifelong learning and values that students carry with them as they move beyond Sewanee to lead rewarding lives.

Cost: \$2M.

4. Spencer Hall Seminar Room and Entrance. Remediate water intrusion at primary entry to the building, especially in the area of a second floor seminar room, improve technology in select classrooms and labs, and make adjustments to the entry for accessibility purposes.

- a. **Description.** The Seminar room on the second floor of Spencer Hall has significant water intrusion and has been rendered unusable. The remediation will require work to the exterior and interior of Spencer Hall in the entrance area. In addition to addressing water damage, focusing on this area would also allow for adjustments to the primary entrance to the building to make it accessible.
- b. **Rationale.** The seminar room in Spencer Hall is a space that allows for interactive pedagogy as well as being a flex space that can serve for meetings or conferences. The space could be utilized not only during the academic year, but also during the summer months, due to its prime location near the center of campus. In its current state, this segment of the building takes on significant amounts of water during rain which has rendered it unusable. As time goes by, the damage to this portion of the building extends, making the repairs both prudent and urgent.

- c. **Prioritization.** Spencer Hall is a primary teaching and laboratory space on the campus, and this classroom is one of its distinct assets. It had been appointed with furniture that allowed for flexibility in its usage so that it could be used for lectures, discussion groups, conference presentations and meetings. The ongoing steady demand for STEM coursework also makes any usable space available welcome. Recuperating this space could enhance our teaching footprint.

COST: \$630,000

5. Jessie Ball duPont Library. Refurbish floors, walls, ceilings, lighting throughout the building and reconfigure portions of basement, first, second and third floors. Repair roof and remediate water intrusion. **(67 Points)**

- a. **Description.** Please see attached documents that outline enhancements to the ground floor, including installation of compact shelving and creation of library staff workspace as well as helpdesk and student collaboration space, enhancements to the first floor, that include the creation of a Center for Human/Computer Interaction as well as a new location for the Center for Teaching and a Maker Space; enhancements to the second floor that include historic preservation of the Torian Room and creation of new group study rooms and a conference room, as well as reconfiguration of the third floor, to create a Reference and Research study area for the SOT as well a faculty carrels, student study space and a dedicated space for Theology special collections.
- b. **Rationale.** The library is a gateway to learning. It must foster both collaborative and individual learning. It also serves as a hub for social activity both with current students, as well as faculty (in the Center for Teaching). Campus visits feature the space and it must reflect our commitment to state of the art, welcoming, collaborative, comfortable and technologically savvy teaching and learning. Many spaces are now very dated, but more than surface-level repairs are needed. It is time to reconfigure the library to be able to effectively engage in 21st-century technological and interpersonal realities.
- c. **Prioritization.** The building is a very high-traffic area both with current students and prospective students as well as with faculty, community members and library staff. Its functionality is core to the academic mission of the institution, but the library also has a significant role to play in generating a sense of belonging that is place-based, housed under its roof.

Cost: \$21.25M. (Divided into several stages and spread over years 0-5.)

Note: Specific renovation plans have been circulated separately.

6. Woods Lab Building. Update lab and classroom space with attention to safety, technology, and modernization as well as collaboration and accessibility. **71 pts.**

- a. **Description.** The project entails critical repairs to labs, such as repair of water and gas access at workbenches, as well as refurbishment or replacement of cabinetry at benches, and the replacement of fume hoods. Classrooms would benefit from new seating or reconfiguration, windows, and lighting. Enhanced technology for teaching is also desirable. Restrooms need refurbishments and enhancements to accessibility. Surface updates (flooring, paint, ceilings) throughout the building are also envisioned as being incorporated into the refurbishment.
- b. **Rationale.** The refurbishment of classroom space devoted to STEM fields, especially those that include laboratory work, is strategic in that it contributes to undergraduate research opportunities, experiential learning, and collaboration. STEM fields have steady enrollment and some have significant growth at Sewanee and across the country as interest in health sciences remains strong. Students seeking admission to Sewanee will compare our facilities to those of other institutions, especially in the realm of laboratory sciences, so the technology and basic footprint of our labs must be state of the art. There are elements of basic maintenance that must be addressed for risk management, such as the mitigation of gas leaks. Accessibility can also be improved. Modern, effective, welcoming space devoted to laboratory sciences and math is critical to our ability to provide high impact practices for all.
- c. **Prioritization.** As many large academic programs are housed in Woods, and a significant number of laboratory experiences occur in this space, and since there are safety issues associated with some of the laboratory spaces, this project is a significant priority from the perspective of risk management. It is also a priority for attracting students to our programs and retaining them. Finally, the sciences are home to high impact teaching and learning and foster collaboration. Our ability to uphold these elements of our strategic plan depends largely on having the proper space, tools and safety measures in place in adequate buildings.

Cost: \$5,370,000.

7. Blackman Auditorium, Woods Building. This project encompasses reconstruction of the Blackman Auditorium portion of Woods Lab, including seating, flooring, walls, ceiling, lighting, technology, accessibility and security. To be in tune with our strategic goals as an institution, the project should re-envision the lecture space to make it more versatile and to allow for convertible space to house both lectures and collaborative learning. Although described separately here, it could also be incorporated into a larger project to enhance the Woods Labs building. **(63 Points)**

- a. **Description.** The Blackman Auditorium space is dated and shows signs of wear. The space needs new seating, flooring and lighting as well as refurbishment of walls and the ceiling. However, given that so many elements of the space are in need of repair or replacement, it would make sense to consider reconfiguring the

lecture hall to make it state of the art, more conducive to active learning, and more accessible. The pitch on the floor could be leveled, thereby allowing for more mobile seating, better accessibility, and more integration of technology so that students could access individual screens in clusters rather than just having one large screen. Moveable chairs and work surfaces would allow instructors to offer traditional lectures (with seats in rows), or interactive learning with seating in clusters around mobile workstations. Since there are faculty who employ “flipped” classrooms as well as those who offer lectures, the space should be able to be flexible to accommodate a variety of needs, teaching styles, and exam administration, for example. Enhancing this space could also allow us to address current bottlenecks in high demand courses, as it would open additional teaching space.

- b. **Rationale.** As a core teaching space for STEM fields, visiting lectures and events and for conferences that engage with off-campus groups, Blackman Auditorium should be considered an anchor or “front porch” element of our academic space. Its current configuration and condition are not conducive to collaborative, high impact learning. Moreover, as a space that connects the two core STEM areas, it is a common stop on campus tours. Offering a more attractive, technologically and pedagogically savvy space could serve to enhance recruitment, and would allow for new approaches to core science coursework that is sometimes perceived to be challenging and alienating to some students. Hence, a more welcoming and dynamic learning space could also enhance retention. The reconfiguration of the lecture hall could also serve to attract and retain faculty with diverse pedagogical approaches in a way that the current configuration cannot.
- c. **Prioritization.** STEM fields make up a significant portion of undergraduate enrollment, and often incorporate courses in this space. We could make better use of the space and better house students in high-demand areas if it were refurbished. The space could also be utilized for co-curricular events (such as film screenings or visiting lectures) and could attract more conferences, with potential for revenue, were it state of the art.

Cost: \$750,000 to \$1.25M.

8. University Archives. This project entails removal and replacement of the building’s stucco envelope and replacement of the roof at the front porch area that has significantly deteriorated. Beyond these essential repairs, space could be reconfigured to provide better hands-on learning opportunities and improved workspace for archivists, students and faculty. **(47 Points)**

- a. **Description:** The building suffers from significant water infiltration and visible, worsening damage in several different areas around the perimeter of the addition. The original structure of the building also has extended portions of the porch roof that are

deteriorated and include rotten wood. The project entails repair and replacement of all affected areas. In addition to these interventions to address damage, a redesign of the interior could provide for better working conditions, and improved workflow both for staff and for the students who perform active research in the archives.

- b. **Rationale:** The University Archives have unique holdings. Their preservation is critical to maintaining the historical record of the institution, as well as other holdings that range from artwork to artifacts and multiple historical documents. The primary function of the archive, to house and permanently preserve important artifacts, is at stake. Significant repair must occur in the immediate future to allow the archive to uphold its primary mission. Of course, archives are not useful or functional until humans interact with their holdings. This work is also compromised by the current state of the building. The collaborative research that students and faculty perform onsite is the sort of high impact practice and experiential learning that we have prioritized as part of our strategic plan, which lends greater importance to this project as well.
- c. **Priority:** The building is at risk of ceasing to uphold its essential function to the institution as an archive. Urgent repairs are of utmost importance, and will provide for better learning functions to be housed in the building as well.

Cost: \$750,000-\$1M.

Tier 2 Priority. Projects slated for 2-5 years out.

9. Convocation Hall. HVAC, flooring, walls, ceilings, restrooms, lighting, A/V, and potential upgrade to restroom(s). **(63 points)**

- a. **Description.** This project entails installing a new HVAC system for Convocation Hall, replacing worn flooring, refurbishing surfaces (walls, ceilings), enhancing lighting and AV equipment, and addressing restroom needs for space and accessibility.
- b. **Rationale.** Convocation Hall is an historic and iconic building on campus that houses numerous institutional functions, as well as gatherings open to the broader community (be they the Trustees, the Regents or other groups that utilize the space). It is also central for campus visits by accepted students and their families, which generate approximately 5,000 visitors per year. Given its symbolic nature and high usage, modest repairs and maintenance can pay great dividends in terms of our public image.
- c. **Prioritization.** The Hall receives many visitors and hosts many events. A small investment in maintenance and historic preservation would likely garner a large return on investment, due to its high usage and visibility.

Cost: \$750,000

10. Guerry Hall. (Refurbish Classrooms, update technology, offices, practice rooms, restrooms and address water intrusion, humidity and HVAC needs). **(70 points)**

- a. **Description.** Guerry Hall houses coursework for music. Students enrolling include majors, minors, and individuals interested in pursuing lessons, taking part in choir or recording music in the recording studio. The building does not have a central air system, and suffers from water intrusion, humidity, risk of mold and mildew, and lack of sound-proofing. These conditions are especially challenging given the audible nature of the discipline and activities it houses, as well as the maintenance challenges and potential damage to instruments that are sensitive to changes in temperature and humidity. In addition to HVAC upgrades, the building would benefit from new windows, refurbishment of bathrooms, and upgrades to accessibility as not all classrooms or offices above the ground floor are accessible. At least one classroom in the basement has exposed wiring. Surface upgrades, such as flooring, walls, ceilings and lighting would also enhance user experience. The building hosts activity year round, as summer programs and choir activities occur throughout the academic year and summer.
- b. **Rationale.** The repairs, maintenance, refurbishments outlined here can improve student experiences. Specifically, participation in music ensembles and individual work with instructors are high impact practices and foster meaningful collaboration, and attract an especially broad swath of students. Improvements to this building could enhance students' sense of belonging. They are also key to admissions and retention, as this building hosts not only enrolled students, but also many visitors and prospective students. The reputation of the institution, especially with regard to choral music, could be maintained and strengthened. Finally, accessibility challenges in this space must be addressed.
- c. **Prioritization.** The potential for positive impact on current and future students in terms of high impact learning, collaboration, belonging and retention makes this refurbishment a high priority. Better accessibility, classroom seating, technology, soundproofing, heating, cooling and humidity control will enhance student experiences as well as protect our investment in instruments and technology (such as what we have in the recording studio). Music at Sewanee, given our curricular inclusion of popular, classical, jazz and other musical traditions, as well as our recording studio, attracts a diverse array of participants. Attention to this building will help us reap benefits in terms of our ability to create welcoming, inclusive spaces and programs.

Cost: \$601,000

11. Walsh Ellett Hall Upper Floors: Updates to classrooms, hallway, stairs, elevator, bathrooms, ventilation HVAC, replace video screens in classrooms. **(66 points)**

- a. **Description.** This project would allow for upgrades and maintenance to flooring, walls, lighting, seating in classrooms, windows, restrooms and technology in classrooms, as well as HVAC. There are no structural changes envisioned, but upgrades could enhance offices and classroom experience, accessibility and security. Exterior doors do not close well, also contributing to humidity and temperature variations. Ceilings occasionally show signs of water intrusion. Flooring needs replacement as musty smells are trapped in carpet and flooring on stairs shows signs of significant wear. Lighting could be enhanced in classrooms, offices and hallways and could be LED.
- b. **Rationale.** Walsh-Ellett houses numerous faculty offices and classrooms. Modest refurbishment would impact large numbers of students and enhance their learning experiences, and could create more inclusive learning environments if mobile furnishing were incorporated into classrooms. Many students collaborate with faculty on research projects and small group meetings in these spaces as well. There is constant traffic throughout the building during the week in between class time on staircases, in hallways and on the elevator, so maintenance is warranted.
- c. **Prioritization.** The building shows signs of wear and is heavily used during semesters and occasionally during the summer. These small enhancements would impact large numbers of students and faculty, and could allow us to provide more high impact learning experiences in a state of the art space.

Cost: \$677,000

12. Snowden Hall. This project would involve refurbishment and reconfiguration of select classrooms toward the back of Snowden Hall with new furniture, updates to surfaces, and provision of enhanced technology and storage capacity for specimens/exhibits that are integral to teaching, as well as allowing for basic updates to faculty. It could also enhance accessibility. **(57 Points)**

- a. **Description.** Classrooms, offices, and laboratory space in Snowden Hall need updates, reconfiguration and enhanced technology as well as refurbishments to and additional storage. Surfaces, and in particular, carpeted floors and windows in faculty offices also need updates. Exterior building doors are not airtight, nor are they secure, or accessible. Additionally, collaboration is a core element of the teaching and learning that takes place in these classrooms, which must often double as laboratory space. Updating furnishings and lab equipment supports the academic mission and active pedagogies of the programs and would allow for better collaboration and high impact experiences for students, while increasing accessibility.

- b. **Rationale:** Signature Sewanee programs are housed in Snowden, and the building is busy with classes, collaborations and visitors throughout the year. Aging classrooms do not allow for the dynamic teaching and learning that faculty wish to offer due to the configuration of the furnishings and limitations to the technology and storage capacity. Additionally, learning spaces need to be equipped with state of the art technology, including up to date computers, projectors, sound systems and more technical elements, such as sinks, deionized water dispensers, hoods and benches, shelving, and herbarium storage units.
- c. **Prioritization.** Snowden is an iconic teaching and learning space on campus that houses offices, laboratory and classroom space with reputational impact. These modest repairs and upgrades would enhance our already strong market presence in environmental sciences and would impact large numbers of students (both those currently enrolled and prospectives).

Cost: \$510,000

13. Spencer Hall Repairs. Remediation of water intrusion, repairs and enhancements to classrooms, including technology, restrooms, doors, and the lobby/atrium area. **(65 points)**

- a. **Description.** Classrooms house sections with steady enrollment that is larger than in the past. Some classrooms would benefit from reconfiguration or enlargement. Plumbing issues and bathroom upgrades are also warranted to enhance cleanliness and accessibility. Enlargement or reconfiguration of the areas with cold storage and improved ventilation for sub-zero units for science experiments would allow for more reliable and efficient research practices. The atrium area suffers from water intrusion at the large windows.
- b. **Rationale.** STEM fields housed in Spencer have steady and growing enrollments, in keeping with national trends, particularly around health sciences. Notably, success rates of Sewanee STEM graduates are truly staggering, especially with regard to the numbers of students entering medical school. This is an area of reputational pride that can be built upon, and state of the art facilities are critical. To meet demand, we could enlarge some classrooms to admit more students per section and could ensure that seating and technology in classrooms are flexible to allow for interactive learning and timely progress toward graduation. Finally, the projects associated with Spencer would not only benefit current students. Prospective students make quick comparisons on the basis of STEM facilities at institutions of higher education. Timely maintenance and small upgrades to classrooms, laboratories, bathrooms, entries, lighting, etc. can assist in recruitment efforts and enhance our collaborative research capacity.

- c. **Prioritization.** STEM enrollments are a significant portion of the undergraduate population and facilities must be state of the art. Ongoing water intrusion risks permanent damage, and costlier repairs if not addressed in a timely fashion.

Cost: \$630,000.

14. Gailor Hall. Remove carpet and replace with hard surface flooring, paint walls and ceilings, replace furniture in common areas and offices, as needed, install LED lighting throughout, refurbish bathrooms, address accessibility concerns (elevator, doors, classrooms, offices), update classroom technology, and security. **(60 points)**

- a. **Description.** Gailor Hall receives a great deal of traffic by faculty, students and visitors during the academic year and for summer programs. Surfaces need updates, including carpet, walls, ceilings, and lighting. Restrooms need updating. Accessibility concerns are considerable, given the aged elevator that frequently fails. Security could be enhanced with new locking systems on doors.
- b. **Rationale.** Gailor Hall houses numerous programs and faculty, as well as facilities that are used by a broader cross-section of people (for lectures, summer and conference events, etc.). Classrooms could be updated with better seating, teaching technology and fixtures. Better collaborative spaces could be appointed. Currently, floors above the ground floor are not accessible due to a faulty elevator that frequently fails, which must be addressed. Changes to flooring and ventilation could help address accumulation of moisture in the building. Since so many programs are housed in Gailor, there is great potential to enhance student experiences and to provide better working conditions for faculty. These improvements would build upon our already strong institutional reputation in areas such as languages, literatures, and humanities.
- c. **Prioritization.** Accessibility and security enhancements are top priorities and should be addressed as soon as feasible. Refreshing lighting and surfaces in the building as well as furnishings, although a relatively modest expense, would pay immediate dividends in student (and faculty) retention and would allow already strong institutional assets to attract more new students, provide current students with collaborative learning opportunities, and enhance the experience of conference and summer program visitors, as well, which often provide a revenue stream.

Cost: \$1,459,000 depending upon cost and timing of elevator repair or replacement

15. Naylor Auditorium, Gailor Hall. Seating replacement and refurbishment of surfaces (floors, ceilings, walls) as well as modernization of lighting and attention to technology. **(55 points)**

- a. **Description.** This project focuses on the replacement of seating in the Naylor Auditorium space in Gailor Hall. It would include replacement and refurbishment of the carpet and enhancements to accessibility that could be incorporated into the seating replacement.

Additionally, surfaces could be updated (walls, ceilings, windows) and lighting could be replaced with LED. Attention to the technology in the space, which is heavily used for classes, key meetings, lectures and summer events, is also a consideration. It would also be possible to reconfigure this auditorium space to make it more versatile and to allow for interactive or lecture-driven teaching.

- b. **Rationale.** The Naylor Auditorium is an iconic space on campus that houses coursework for multiple departments. Updating, and potentially reconfiguring the seating to allow for the all to be used not only in lecture style, but also interactively, would pay dividends in allowing for greater pedagogical flexibility, and more collaboration. Accessibility could be enhanced with changes to surfaces (i.e. flooring) and seating replacement and reconfiguration as well. Many of the events and classes that take place in this auditorium rely on technology, including sound and visuals. The space requires a state of the art projection system and sound system. These elements of the space require maintenance and upgrades to provide a modern, inclusive, welcoming experience for teachers, students, lecturers and visitors who attend events.
- c. **Prioritization.** This signature space is used throughout the year, including the summer, to host both curricular and co-curricular (as well as faculty governance) activities that impact large numbers of students, faculty and visitors. Its condition is a reflection of our investment in unique learning opportunities that come from audio-visual experiences, visiting lectures, and everyday class meetings housed in an inspiring and accessible space. In its current state, the space is in need of some basic repairs and maintenance, which risks sending the wrong message regarding our commitment to the arts and the humanities.

Cost: \$250,000 - \$350,000 depending on degree of enhancements.

16. Tennessee Williams Center. Replace front door, curtains in performance space, wall/floor repairs where holes to exterior, refurbish classroom spaces, address accessibility issues. **(61 points)**

- d. **Description.** This project includes both the completion of work already in progress and some additional enhancements that have become necessary since recent renovations began. The front door to the TWC needs replacement as it is no longer functional. There are also holes in the primary classroom/meeting room floor that are exposed to the exterior and another hole in a stairwell wall. The primary performance area needs new curtains, and other classrooms would benefit from light refurbishment, such as replacement of chairs and worktables to allow for better collaboration. The addition of another classroom with new technology for lighting design is also desirable in a basement space where costumes were previously housed. There is interest in making the tech booth wheelchair accessible, which would involve adding an elevator or significantly reconfiguring the theater space.

- e. **Rationale.** The building components (such as flooring, curtains, lighting tech design space) are nearing, or have already reached their maximum lifespan. They are integral to the functionality of any theatre space. The program wishes to maintain the ability to provide robust training in keeping with industry standards and the latest technology, and also wishes to be accessible and welcoming. One of the strengths of the department is its ability to provide hands-on, high impact learning experiences for a wide array of students who are majoring, minoring, or just visiting due to their personal interest in theatre and/or dance, so investment in this space is strategic.
- f. **Prioritization.** Completion of projects already in process, such as the changing of the front door to the building, are essential and of the highest priority. Curtains and their installation are also time sensitive, as current materials are worn out. Some of the changes will enhance current course offerings (in lighting and costume design). Accessibility is an issue that should be addressed.

Cost: \$10,000-\$250,000 (depending on inclusion of elevator/accessibility components).

17. Carnegie Hall. Refurbish/reconfigure one ground-level classroom to allow for lock-down browsers. Improve technology in select classrooms. Address reliability of elevator and narrow hallway in front of Registrar for accessibility. **(60 Points)**

- a. **Description.** This modest refurbishment would allow for targeted, essential enhancements to the building. There is an unreliable elevator that often fails and a hallway that is inaccessible in front of the Registrar's Office. There is also a computer-equipped classroom that is virtually unusable in its current configuration. Repairs and reconfiguration of these elements of the building will enhance its already welcoming nature, allow for new pedagogies (in the computer classroom) in keeping with recent developments, and allow for more reliable access for all.
- b. **Rationale.** The Carnegie Building was conceptualized as providing welcoming, inclusive, modern spaces for teaching and for collaboration outside of the classroom. The repairs and reconfiguration of specific elements of the building will make it accessible to all students, staff and faculty and will allow for a computer classroom/laboratory with lockdown browsers, a pedagogical necessity that several departments have requested.
- c. **Prioritization.** The changes to the building are both urgent and modest. Improvements stand to positively impact numerous students and faculty who make use of these spaces both for class and for co-curricular collaborations. Moreover, the Registrar's Office is core to institutional functions and should be accessible to all. These factors render the projects of high priority.

Cost: \$38,000 to \$78,000, depending upon the cost and timing of elevator repair

18. University Art Gallery. Refurbish/replace flooring, walls, ceiling tiles, lighting and HVAC systems. Attention should be paid to basement storage areas for safety and accessibility.

Incorporate widening of door(s) to allow for better mobility and accessibility, including for larger pieces of art that may go on display in the space. **(68 points)**

- a. **Description.** This project is primarily a refurbishment of existing space and does not incorporate significant structural changes. Replacement of flooring surfaces, painting, lighting and ceiling tiles would enhance user experience and utility of the space both as exhibit space and as transit space between Convocation Hall and Guerry Hall for visitors (as well as for catering purposes). Widening (or relocating) the access points would enhance accessibility for artwork and humans who move through the space, and for catering services as well.
 - b. **Rationale.** Improvements to this space are of interest across many metrics. It is a “front porch” space that welcomes current students and community members for exhibits, special class meetings and special events with approximately 5,000 visitors per year to its exhibitions. It houses hands-on experiences with art for current students, and thus is part of our strategic interest in high impact practices.
 - c. It is also on the path that connects Convocation Hall to the Guerry Auditorium. . This implies that the space functions to attract visitors and prospective students.
- Prioritization.** The accessibility of this space, both for people who move through it and for artwork that is displayed therein, is a priority. The work required is modest, but can impact both those who visit the gallery as their primary destination and those who pass through between Convocation Hall and Guerry. The space can leave a lasting visual impression, which we should ensure is a positive one with welcoming, accessible, secure and optimal conditions for displaying artwork and hosting interactive learning

Cost: \$50,000.

19. Cleveland Annex. This project would address ongoing problems with water intrusion and update surfaces (repair walls, paint, removal of carpet where present, ceilings) and enhance lighting, accessibility and security with improvements or replacement of exterior doors. **(58 points)**

- a. **Description.** Cleveland Annex suffers from ongoing issues with water intrusion. This project would address those issues and repair damaged surfaces. Enhancements to exterior doors would help both with keeping dampness and temperature fluctuations at bay as well as addressing accessibility and security challenges.
- b. **Rationale.** The space is used by a variety of organizations that serve students and is also a high traffic area as students move from one part of campus to another. It is also a building in need of historical preservation to maintain its functionality. Accessibility and security are essential elements of building functionality and modernization that must be addressed as well.

- c. **Prioritization.** This modest project could quickly enhance accessibility in a core area on campus. Additionally, addressing water intrusion is always a top priority, as water damage worsens over time and leads to more costly interventions if deferred.

Cost: \$275,000

Tier Three: Projects for the next 5-10 years.

20. St. Luke's Chapel. This project entails installation of a functional door, refurbishment to walls, seating and lighting as well as bathroom refurbishment and improved accessibility. There are humidity issues and a musty smell that could also be addressed. **(48 Points)**

- a. **Description.** The chapel houses numerous music classes, rehearsals and events throughout the year and at times during the summer. The historical building requires several preservation efforts, including repair or replacement of the primary door, which cannot effectively be locked, as well as refurbishment to walls and seating. The bathroom needs refurbishment and accessibility fixes to allow easy access by all.
- b. **Rationale.** This is an historical building on campus that is integral to the college's ability to provide music classes and rehearsal space for choir, organ, small ensembles and performances for all of the above. In its current state, there are some challenges for students and faculty with regard to surfaces (seating, walls) as well as lighting. A basic aspect of the chapel in need of repair is the front entrance that does not seal (or insulate) well and is difficult to lock. These basic improvements may also help address the musty odor in the space, but if not a more significant refurbishment to HVAC would be necessary. The bathroom is functional but not fully accessible. The music programs serve a very broad range of students, be they majors, minors or students with personal interest in music and are also attractive to prospective students. This places greater importance on maintaining the viability of the chapel.
- c. **Prioritization.** As a structure that is integral to the functionality of the music program and its ability to house classes, rehearsals, practice sessions and performances, modest repairs and refurbishment are warranted in the near term.

Cost: \$10,000-\$30,000.

21. Studio Art Building and Wiggins Hall. This project includes refurbishment and small repairs to the Studio Art Building that houses art coursework and artistic collaborations as well as individual studio work. LED lighting throughout the spaces, replacement or repair of ceiling tiles in the Studio Art Classrooms, and addressing water intrusion are the primary steps. In the Wiggins Building, reconfiguration of the computer lab and provision of better ways to manage chemical waste in the photography lab are elements of the project. **(52 Points)**

- a. **Description.** This project entails limited refurbishment, reconfiguration and repairs to Wiggins and Studio Art Buildings. The Studio Art Building would benefit from new LED lighting, especially in the sculpture studio and art studio spaces. In the classroom, ceiling tiles sometimes fall, so there is a need to find sturdier or more permanent options. There

is water intrusion and dampness in the building, and pests can find entry. The most significant leaks are in the studio areas, and of the two, the worst leak is in the sculpture side of the building. The Wiggins Building houses a computer lab with a configuration that is not ideal. It would be desirable to reconfigure this classroom such that seating was more mobile and computer users could both interact with one another and their screens (and a teacher) simultaneously. Pods or other mobile units would be beneficial. The photography lab uses some heavy metals to process photos. It does not currently have the capacity to remediate or dispose of the byproducts of their process in an economical and environmentally responsible manner. Enhanced facilities would help address this issue.

- b. Rationale.** The art program welcomes majors, minors and students who are interested in individual courses to take advantage of their spaces. The teaching methods are collaborative, high impact and often depend on their physical surroundings for successful learning in ways that other programs do not. For this reason, light, humidity and atmospheric conditions take on greater importance. The repairs, maintenance and enhancements requested are modest, and will have an immediate impact on current students and potential students who visit the spaces as they search for a welcoming space for their undergraduate studies.
- c. Prioritization.** The work envisioned at these sites is mostly basic maintenance, but since physical surroundings are so critical to the creative process, they are priorities for teaching and learning success. Our commitment to the arts is on display in these buildings, and should be improved from better recruitment and retention in an area that is particularly participatory, and increasingly important in the age of AI, as it hones individuality and creative skills.

Cost: \$30,000- \$50,000 depending on the investment in equipment for the remediation process for chemical waste in the Photography Lab.

22. Observatory Dome. This project would address water intrusion and safety.

- a. Description.** This project would take steps to make the dome structure watertight and address safety concerns related to the access to the space. **(52 Points)**
- b. Rationale.** The Observatory Dome is an iconic and central feature on the Sewanee Campus. It occupies a sightline in the same space as the turrets on the Chapel and Walsh-Ellet. Thus, basic maintenance to preserve this site could be considered essential to our identity. The space does not currently house classes or celestial observation because the structure is not sound. It takes on water and has a staircase that is not safe, or accessible. Repairs to this space could bring it back to its original functionality, but its use as an academic space would likely still be limited, both because it is inaccessible and due to changes in the disciplinary approaches to astronomy (and the lack of faculty in this area of expertise).
- c. Priority.** This is a priority from the standpoint of preserving our historical commitment to arts and sciences and to the preservation of historical structures on our campus, but not a

top priority in terms of our ability to deliver coursework, as the structure is currently offline. It is also not envisioned as a research or collaborative space for any current faculty.

Cost: \$300,000

23. Breslin Tower. Replace windows, create accessibility, update HVAC and lighting, repairs to carillon. **(40 points)**

- a. Description.** This project entails replacing windows in Breslin Tower and making the space accessible. Additionally, it would address ventilation/HVAC, lighting, surface refresh (paint) issues.
- b. Rationale.** The Breslin Tower space houses an interactive endeavor that attracts students from many different disciplines and backgrounds to learn and perform the ringing of bells and other music lessons. It is currently not accessible and needs updates to HVAC, windows and surfaces to be a welcoming and supportive environment to learn the challenging practice of ringing the bells.
- c. Priority.** The study of change ringing is unique and we are able to deliver on-site, meaningful, interactive training that melds the physics and mathematics of bell-ringing with their musical and performative qualities, thereby embracing the versatility of the liberal arts education, set in a stone tower. This is certainly a distinction that Sewanee should strive to uphold.

Cost: \$190,000 (increased cost if installation of elevator is included in project to make the space accessible).

24. School of Theology:

Hamilton Hall underwent a significant refurbishment project, completed in 2024, at a total cost of \$21.5 million. Although standard maintenance of buildings, including the Chapel of the Apostles must be provided, no significant refurbishment of this section of the campus is under consideration for the timeframe delineated in the Master Plan.

Portions of Cravens Hall have recently been refurbished to allow for costume storage for the Department of Theatre to occupy basement space. The main floor serves as a space to host large banquets and weekly luncheons for the School of Theology. While generally in good condition, the building would benefit accessibility enhancements, with particular attention to restrooms. HVAC and water intrusion also need to be monitored.

COST: \$50,000.

Goals and Timeframe: The 24 projects above are offered as a comprehensive review of all academic spaces on campus. The suggested vision for Master Planning is that academic building maintenance, refurbishment and revision would occur with project completion on a 7 year basis.

In this projection, we would complete maintenance/preservation on a set and continuous cycle. (Also, please note that blocks of time listed in the graph below do not correspond to those in our analysis above.)

Short-Term Goals (0–2 yr)	Mid-Term Goals (2-5 yr)	Long-Term Goals (5-10 yr)
Guerry Aud. and Lobby	Convocation Hall	Carnegie Hall
Fulford Hall	Guerry Hall (beyond Aud.)	University Art Gallery
Bishops Common	Walsh-Ellett upper floors	Cleveland Annex
Spencer Hall Seminar and Entrance	Snowden Hall	St. Luke's Chapel
Ball duPont Library	Spencer Hall -General	Studio Art and Wiggins Bldg.
Woods Lab and Blackman Aud.	Gailor Hall and Naylor Aud.	Observatory Dome
University Archives	Tennessee Williams Center	Breslin Tower

Summary Financials. Note: All projects analyzed here only describe costs. The revenue associated with potential student enrollment and retention, our ability to prepare students for careers and lifelong learning and service that grows out of a strong undergraduate liberal arts education in state of the art academic infrastructure, and the payoff for attracting and retaining outstanding faculty is difficult to quantify. Nonetheless, our academic buildings and their ability to provide inclusive and inspiring educational opportunities, as well as to shape the “in between” experiences that students seek in community with their classmates and faculty in labs, studios and collaboration spaces, are at the core of our institutional reputation and influence.

Initiative	Years 0-2	Years 2-5	Years 5-10
Guerry Aud. and Lobby	4,200,000		
Fulford Hall	4,000,000		
Bishops Common	2,000,000		
Spencer Hall Seminar and Entrance	630,000		
Jessie Ball duPont	8,250,000	13,000,000	
Woods Lab/Blackman	6,620,000		
University Archives	1,000,000		

Convocation Hall		750,000	
Guerry Hall		601,000	
Walsh-Ellett Upper Floors		677,000	
Snowden Hall		510,000	
Spencer Hall-General		630,000	
Gailor Hall		1,459,000	
Naylor Auditorium		350,000	
Tennessee Williams Center		250,000 elevator included	if
Carnegie Hall		78,000 elevator included	if
University Art Gallery		50,000	
Cleveland Annex		275,000	
St. Luke's Chapel			30,000
Studio Art and Wiggins			50,000
Observatory Dome			300,000
Breslin Tower			190,000
Hamilton Hall			50,000
TOTAL	26,700,000	19,332,000	620,000

Appendix B. Athletics Subcommittee Report

The Draft Report of the Athletics Subcommittee of the Ad Hoc Master Planning Committee

Executive Summary: The Athletics Subcommittee of the Ad Hoc Master Planning Committee reviewed Sewanee's athletic facilities and infrastructure supporting its 26 varsity programs, intramural sports, and club sports. The review considered safety, maintenance needs, alignment with the University's academic and strategic goals, student-athlete experience, and the role of facilities in student recruitment and institutional identity.

The proposed master plan organizes investment into four phases. Phase 0, Immediate Needs, totaling \$5.045 million, addresses projects already completed or underway, including a new sports medicine center, expanded weight rooms, softball stadium improvements, baseball/softball lighting, tennis court reconstruction, natatorium renovations, and a men's lacrosse locker room.

Phase 0 0-2 Years (Urgent or Underway)

- Fowler Center Natatorium Pool Packs
- Rebuild Outdoor Tennis Courts (completion date of 10/8/2026)
- Fowler Center Roof
- Baseball/Softball Lights (completion date of 10/31/2026)
- Upgrade Softball Stadium (completion date of 10/31/2026)
- Fowler Center Natatorium Improvements (completion date of 8/26/2026)

Phase 1 0-2 Years

- New Soccer Center
- Fowler Center Juhan Gymnasium and Lobby AC
- Refurbish Fowler Center Track and Fieldhouse
- Fowler Center Fieldhouse Partitions
- Puett Field Benches and Press Box

Phase 2 2-5 Years

- Baseball/Softball Locker Room
- Baseball/Softball Hitting Facility
- Softball Field Grading and Dugouts
- Softball/Baseball/Softball Storage

Phase 3 5-10 Years

- McGee Field/Harris Stadium
- Indoor Tennis Center

A. Subcommittee Members

- John Shackelford, Director of Athletics
- Carrie Austin, Deputy Director of Athletics
- Nick DiBernardo, Assistant Director of Athletics
- Frances Webster, Board of Regents
- Burns Jones, Vice President of University Relations

B. Subcommittee Charge

The Athletics master planning subcommittee will review all athletic facilities on campus for each of the University's 26 varsity athletic programs, intramural sports, and club sport teams, including The Fowler Center, competition and practice fields, locker room space and sports medicine needs. This includes maintenance for existing facilities and the addition of new spaces to support the student athlete experience.

C. Rationale for the Subcommittee's Work

Athletics at Sewanee is not an auxiliary function—it is a central driver of the University's strategic vision to *"Elevate Mind, Heart, and Place."* With more than one third of undergraduates participating in varsity sports, athletics represents one of the most powerful platforms for delivering on our commitment to holistic student formation, leadership development, and a relationship-rich campus experience. Student-athletes embody the very outcomes our strategic plan prioritizes: discipline, resilience, ethical leadership, and engagement with the common good. They are among our most visible ambassadors and contribute significantly to campus cohesion, alumni engagement, and institutional pride.

At the same time, we face a clear and pressing reality: while some of Sewanee's athletic programs—such as our nationally recognized tennis and golf teams—demonstrate that we can compete at the highest levels of NCAA Division III, our facilities and infrastructure in several areas lag behind our peers, who are investing aggressively in this space. This gap directly impacts our ability to recruit and retain high-caliber, mission-aligned students and to sustain competitive excellence across programs.

Strategic investment in athletics is therefore not simply about facilities—it is about advancing Sewanee's core priorities. It strengthens the student experience, reinforces our identity as a premier liberal arts institution, enhances the vitality of campus and community life, and positions the University to compete effectively in an increasingly competitive higher education landscape. In this context, investment in athletics is an investment in Sewanee's future—its students, its community, and its long-term institutional strength.

D. Work Conducted

Athletic facilities across the board have been thoroughly reviewed for safety concerns, alignment of the University's academic goals, long-term maintenance costs, and aesthetic value to enhance recruitment strategies.

E. Projects Analyzed

1. New Soccer Facility	\$5,000,000	
2. Fowler Center Fieldhouse floor and indoor track	\$750,000	
3. Fowler Center Fieldhouse partitions	\$180,000	
4. Juhan Gymnasium and Fowler lobby AC	\$1,000,000	
5. Field Hockey locker room	\$100,000	
6. Natatorium Pool Packs	\$2,000,000	
7. Fowler Center roof	\$1,000,000	
8. Softball field grading and dugouts	\$250,000	
9. Baseball/Softball hitting facility	\$1,500,000	
10. Football/Baseball/Softball storage	\$50,000	
11. Baseball/Softball locker room	\$2,000,000	
12. Indoor Tennis Facility	\$6,000,000	
13. McGee Field/Harris Stadium	\$4,880,000	
14. <i>New Center for Sports Medicine</i>	\$350,000	March 2026
15. <i>New weight rooms (varsity and community)</i>	\$1,500,000	August 2026
16. <i>Upgraded Softball Stadium</i>	\$360,000	October 2026
17. <i>Baseball/Softball Lights</i>	\$650,000	October 2026
18. <i>Tennis Court Reconstruction</i>	\$1,700,000	October 2026
19. <i>Fowler Center Natatorium renovations</i>	\$310,000	August 2026
20. <i>Men's Lacrosse locker room</i>	\$175,000	March 2026

The subcommittee envisions the Athletics Program evolving in four essential phases:

Phase I, Years 1-3

\$12,530,000

The Fowler Center represents the heart of the University's athletics program. Thirty years after its last significant renovation, the facility requires essential renovations and improvements, as well as critical maintenance needs

Concurrently, we must address Puett Field facility, which is home to four varsity teams: men's and women's soccer, field hockey, and women's lacrosse. The facility is overcrowded and not regulation size for NCAA soccer. In order to accommodate practice and competition schedules for four teams, student-athletes are practicing in the early morning and late at night. The erratic schedules make it difficult for students to maintain consistent meal, study, and sleep times.

Building a new soccer venue will alleviate the strain on student-athletes and will create a competitive facility with year round locker rooms for our teams.

Updates are needed for the bench and pressbox area, as well as the field hockey locker room. The benches and pressbox are not centered to the turf, which was replaced in 2024. Centering the pressbox and benches will allow for better vision for stat keeping and livestream, and will keep home and visiting teams contained to their required designated areas. The field hockey locker room, located in the basement level of Gorgas Hall, is in need of a full bathroom remodel. The showers in this space are not currently usable and there is only one toilet stall for 25 women to share.

● New soccer facility	\$5,000,000
● Fowler Center fieldhouse floor and indoor track	\$750,000
● Fowler Center fieldhouse partitions	\$180,000
● Juhan Gymnasium and Fowler lobby AC	\$1,000,000
● Field Hockey locker room	\$100,000
● Natatorium pool packs	\$2,000,000
● Fowler Center roof	\$1,000,000

Phase II, Years 3-4

\$3,800,000

The baseball and softball facilities have fallen far behind those of our peers. Additionally, an equity gap exists between the side-by-side stadiums. The softball field must be graded to provide a consistent and safe playing surface for our student-athletes, and upgrades are needed to raise the ceilings of our softball dugouts. Baseball currently has a one-cage indoor hitting facility on-site that is not large enough to accommodate our over 50-man roster. Softball's access to indoor hitting is off-site at the Fowler Center and they are required to work around the schedules of physical education, intramural sports, and our indoor track and field teams. Both baseball and softball have seasonal locker rooms in the Fowler Center and valuable time is spent traveling between their respective venues and the changing areas before and after classes and to meals.

The enhancements at our Breakfield Road athletic facilities will include hitting facilities that will accommodate full teams for both baseball and softball, locker rooms for our baseball and softball teams, and improved storage for baseball and softball, as well as our football and track and field teams utilizing Clark Field's grass for practice and field events. The facility will support the needs of our student-athletes allowing them to be more productive and efficient in their day-to-day schedules.

● Softball field grading and dugouts	\$250,000
● Baseball/Softball hitting facility	\$1,500,000
● Football/Baseball/Softball/Track storage	\$50,000

- Baseball/Softball locker room \$2,000,000

Phase III, Years 4-5

\$10,880,000

Sewanee's men's and women's nationally ranked tennis programs have been a point of pride for the University for many years. However, to remain competitive among our peers a new indoor tennis facility is greatly needed. The new facility will double our existing indoor courts from three to six, allowing for larger practice groups throughout the day and faster match times. The increased number of courts will allow us to host more events, including revenue producing clinics and tournaments. Additionally, by moving tennis to a new indoor location there is potential for the current courts to eventually be remodeled to a facility that will support the evolving needs of our athletic and recreational programs.

Harris Stadium is the home to football, men's lacrosse, and men's and women's track and field. Besides resurfacing of the turf and track the facility has remained largely unchanged for decades. This historic site is in need of an upgrade that will better fit the needs of today's student-athletes. We will build a field house that includes home and visitor locker rooms for football and men's lacrosse, a weight room large enough to accommodate these large teams, and on-site sports medicine and film rooms. The pressbox will also be updated to meet the modern needs of sports information and livestreaming. Seating will also be upgraded to enhance the gameday experience of our supporters. By relocating these teams to Harris Stadium, the locker room, weight training, and sports medicine spaces in the Fowler Center will become less crowded for our other varsity teams. The new facility will support our recruiting efforts with an attractive space that will demonstrate Sewanee's investment in the student-athlete experience to our prospective students. The facility will also support retention of our male students by providing a space that accommodates our largest teams and will allow them to practice, work out, rehab and receive treatment, and study on a more consistent schedule. The new Harris Stadium facility will match and even exceed the stadium structures of our peers allowing our teams to be more competitive, which will enhance the experience for all students and the Sewanee community.

- Indoor Tennis Facility \$6,000,000
- McGee Field/ Harris Stadium \$4,880,000

Phase 0: Immediate Needs - completed

\$5,045,000

The first projects addressed were those that enhanced the experience of the largest number of students and provided resolution to safety and equity concerns. The growth of our varsity athletic programs has created overcrowding in our weight room and sports medicine center.

- New Center for Sports Medicine \$350,000 **March 2026**

• New weight rooms (varsity and community)	\$1,500,000	August 2026
• Upgraded Softball Stadium	\$360,000	October 2026
• Baseball/Softball Lights	\$650,000	October 2026
• Tennis Court Reconstruction	\$1,700,000	September 2026
• Fowler Center Natatorium renovations	\$310,000	August 2026
• Men's Lacrosse locker room	\$175,000	March 2026

The Center for Sports Medicine moved from the basement level of the Fowler Center to a more central location in the former varsity weight room at the field house level. The space grew from 1900 square feet to approximately 3000 square feet, allowing more student-athletes to receive treatment and rehabilitation throughout the day. The new space includes significant equipment updates, featuring state of the art taping and rehabilitation tables, treatment equipment, and two whirlpools that can be used for both heat and cold therapy.

The new varsity weight room was moved to the former racquet ball location. This space includes brand new, first-class racks and weight. The new space allowed for an increase of total racks from 10 to 16, allowing for more student-athletes to use the space during the busiest times of day. In addition, 30 yards of turf was added for sprints and agility work.

The community weight room space, which serves as a fitness hub for our student and community, was relocated to a newly constructed mezzanine that overlooks the varsity weight room. This space is 2600 square feet and is equipped with new cardio and selectorized equipment, two racks and free weights, replacing the equipment that had exceeded its intended lifespan.

Inside the natatorium there have been safety concerns of swimmers diving into too-shallow water at a depth that is no longer considered regulation for NCAA swimming. Over the summer of 2026 the natatorium was renovated to move the starting blocks to the deep end of the pool. In addition, the bottom of the pool was resurfaced to change tile lines to be aligned with the new starting blocks. The final portion of the project consists of reconfiguring the diving boards to allow them to fit with the new starting blocks.

In a side-by-side comparison between our baseball and softball facilities, it was clear that our softball stadium was lagging behind and in need of upgrades. Scheduled to be completed in October 2026, the softball facility will be upgraded with stadium seating for 500, featuring seat back seats, a large pressbox, and a video tower for livestreaming games.

Scheduled to be completed in the fall of 2026, the baseball and softball stadiums will be updated with newly constructed LED lighting. This upgrade will allow both teams to host night competitions and serve as a host for conference tournaments, which will reduce the amount of

missed class time. Additionally, the newly lighted facilities will allow the teams to practice as a full team throughout the entire year.

The tennis court reconstruction project became an immediate need due to the rapid decline in the court conditions. The project involves a complete resurfacing of our existing tennis courts, moving from asphalt to a post tension concrete system. This new system will require much less maintenance over the life of the courts. Power was added in preparation for lighting the 6 tennis unlit courts in the near future.

The final phase of the Fowler Center project was to create a men's lacrosse locker room space in the former athletic training room, allowing for men's lacrosse and football to have year-round space available for their equipment heavy programs. The renovated space consists of new flooring, lockers, and a bathroom facility.

Appendix C. Community Subcommittee Report

Report of the Community Subcommittee of the Ad Hoc Master Planning Committee August 2026

Summary

The decision to create a Community pillar acknowledges the importance of creating a rich and dynamic sense of place for a variety of Sewanee's many constituents - prospective families, students, faculty, staff, alumni, residents, visitors - and, in turn, helps accentuate and accelerate goals within each Mind, Heart and Place pillar. An increasingly competitive higher education landscape requires atypical investment consideration by the University in order to create necessary differentiation amongst our peer institutions. Initiatives within the Community pillar demonstrate how quality of life and maintaining an enduring sense of place can sustain the truly remarkable connectivity to Sewanee that the University has enjoyed from so many since its founding.

The subcommittee recognizes and acknowledges that student, faculty and staff initiatives within this sphere of work take priority. Non-employee pursuits are intended to (i) support the need to diversify revenue streams that reduce reliance on tuition revenues, (ii) attempt to accelerate the overall vitality and animation of the Village, (iii) endeavor to increase full-time residency near campus, and (iv) consider resources owned by the University in ways that are in keeping with the strategic plan.

The subcommittee drew on previously commissioned studies, relevant internal research conducted in recent years, market data on home sales, consideration of existing University policies, and the investment thesis and experience of Sewanee Village Ventures to help inform recommendations. As a result, the Community subcommittee recommends pursuit of each initiative itemized below within the time frames noted. As many of these initiatives are revenue generating (in some cases with an initial capital investment that will be paid back over time), the decision to pursue short term goals promptly represents an opportunity to help offset expenses incurred by other initiatives recommended by other subcommittees.

Short-Term Goals (0–2 yrs)	Mid-Term Goals (2-5 yrs)	Long-Term Goals (5-10 yrs)
Sale of Select Rental Housing	Lease and Lease Transfer Policy Revisions	
Creation of New Leaseholds	Non-Employee Housing Initiatives	

Development of Employee Apartment Community	St. Mark's Heritage Trail, St. Mark's Memorial, Indigenous Monument	
Decision on Welcome Center for Head of the Crow State Park	Acquisition of Strategic Commercial Property	
Sale of Select Non-Domain Land Parcels	New Hotel in the Village	
Development of Employee Single Family Homes	Development of Employee Townhomes	

A. Subcommittee Members

- Trippe Cheek, Alumnus, Trustee
- Jim Dixon, Alumnus
- Isabelle Love, University Chief Financial Officer
- Mary Claire Murphy, Alumna, Regent
- David Shipp, University Vice President, Economic Development

B. Subcommittee Charge

The Community Subcommittee is tasked with recommending initiatives that support the Place portion of the University's Strategic Plan and help make Sewanee a more vibrant, animated and livable community. Categories within the subcommittee's consideration include: employee and non-employee housing initiatives, downtown commercial initiatives, placemaking programs, non-strategic land holding recommendations, and recreational amenities for public use. Recommendations may include both qualitative and/or quantitative intended benefits for the University, students, faculty, staff, alumni, parents and visitors in and to Sewanee. Implementation of recommendations are intended to create a more thriving and enchanting community, with a genuine and richer sense of place.

C. Rationale for the Subcommittee's Work

In many ways, the Community Subcommittee captures the ideas and aspirations within the University's strategic plan, specifically many of the priorities of the Place pillar. Many projects described below align with the endeavors described by the section "Promote vibrant sustainable and inclusive Village development." Other projects support the idea of acknowledgements within and for the community, while others suggest pursuits that will diversify revenues in order for the University to become less tuition dependent. Combined, they form a portfolio of recommendations and proposals to ensure one's sense of place in Sewanee remains rich and meaningful. It's worth also noting that the University's operational plan includes emphasis on the importance of affordable employee housing, which intersects with the Community Subcommittee's work as well.

D. Work Conducted

The subcommittee met weekly in order to discuss each of the thirteen individual projects (some combined into the same initiative). Draft summaries were created using various reports, business cases and consulting studies provided to the University in recent years. For some projects, work had commenced (i.e. design, fundraising, construction), and the subcommittee viewed its role as endorsing these projects within the overall context of the subcommittee's charge.

E. Projects Analyzed

1. Project: Sale of Select Rental Housing

a. Description

Forty-eight (48) new apartments for employees will be available for use in Q3 2027. Part of the funding for the apartments (~\$6M) is to come from proceeds generated from the sale of existing University rentals. This creates the opportunity to convert select rentals into single-family homes for employees to purchase and incrementally increase the number of residents, as well as receive market rate returns from sales on the open market.

Forty-eight apartments will increase total University rental residences by over 40%. We now have the opportunity to launch two initiatives that create incremental value for the University, the endowment and employees.

b. Rationale

Selling select rental homes will address two issues: (1) increasing access to affordable employee housing; and (2) consolidating the portfolio of homes that the University has to maintain.

Part 1: Sale of select rental homes to employees

Part 2: Sale of select homes on the open market (maximize revenue)

Part 3: Sale of home bequeathed to the University to employees at market pricing

In addition to the specific houses noted above, the following illustrates how the steady sale of a moderate number of rental homes annually generates incremental revenue and residency for the University:

Single-family homes					
<i>Sold annually</i>	5	5	5	5	5
<i>Avg. sale price</i>	\$400,000	\$428,000	\$457,960	\$490,017	\$524,318
<i>Avg. margin</i>	80%	80%	80%	80%	80%
<i>Sales Revenues</i>	\$1,600,000	\$1,712,000	\$1,831,840	\$1,960,069	\$2,097,274
<i>Lease fee/unit/yr.</i>	\$1,500	\$1,545	\$1,591	\$1,639	\$1,688
<i>New lease fee revs</i>	\$7,500	\$15,450	\$23,870	\$32,782	\$42,207
<i>Reduced OPEX (\$5,000/yr./unit)</i>	\$25,000	\$51,500	\$53,045	\$54,636	\$56,275
<i>Forgone Rental Revenues (\$1,000/mo./unit)</i>	-\$60,000	-\$60,000	-\$60,000	-\$60,000	-\$60,000
<i>Total Net Revenues</i>	\$1,572,500	\$1,718,950	\$1,848,755	\$1,987,487	\$2,135,756

Quantitative Benefits

- Generates revenue from a dormant asset (vacant home).
- Generates ROI.
- New lease fee revenues.
- Reduction of ongoing rental home maintenance OPEX to be redeployed for other University needs.
- Found revenues can be reinvested to upgrade remaining rentals.

Qualitative Benefits

- Creates greater homeownership in Sewanee by employees.
- Homes can be attractively priced.
- Helps address the negative narrative concerning rental housing.
- Increases pool of homes available only to employees by attaching resale covenants akin to homes previously built/sold by SVV.
- Most rental homes are essentially ‘on campus’ and in many cases within walking distance to central campus.

Begin process of preparing and marketing select homes to employees and on the open market during summer 2026 and for subsequent years as necessary.

c. Prioritization

Implementation during the course of the first two years.

2. Project: Lease and Lease Transfer Policy Revisions

a. Description

The University has policies regarding lease transfer fees and ground rent fees that vary based on employment status with the University. A one-time lease transfer fee applies in the case of the sale of any home to a non-employee. Ground rent is a fee paid by non-employees based on the then current appraised value of the land by Franklin County.

	Lease Transfer Fee: One-Time	Ground Rent: Annual
Employee	Does not apply	Does not apply
Non-employee	4% of the sale price of home	4% of current appraised land value

Both fee rates have varied over the decades. For example, In 1989, a 6% rate to calculate ground rent for then-current non-employees was frozen at 1982 property values. Subsequent resales following the freeze restarted the 6% ground rent calculation for new non-employee leaseholders and their then-current property values, (97 leaseholds remain frozen).

Also in 1989, a 6% lease transfer fee was implemented as an effort to offset revenue losses to the University. Most recently, in 2011, both the non-employee lease transfer fee and ground rent calculation rate were lowered to 4%, and remain the same today.

It is difficult to locate more precise data, but the chart below provides a snapshot of how homeownership between employees/retirees vs. all other categories of lessees has evolved in recent decades.

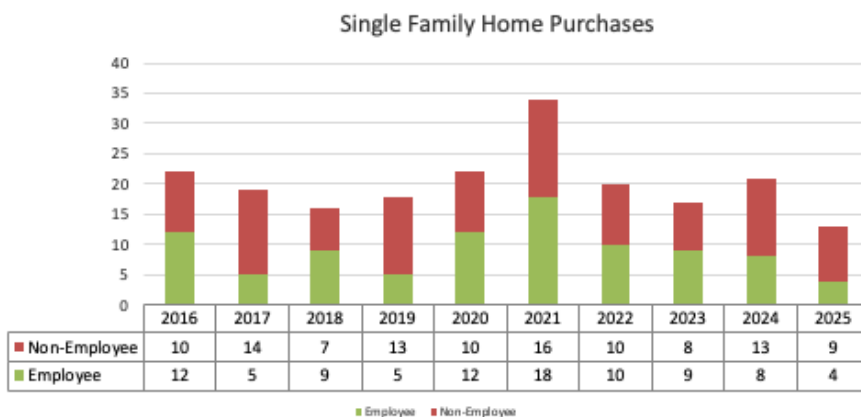
% of Total Leases	2002	2010	2025
Employee/Retiree	59%	51%	50%
All others	41%	49%	50%

These data would suggest a plateau in the broad division between University Employees/Retirees and all other lessees (little change from 2010 to 2025). However, a closer view of the current breakdown provides greater resolution.

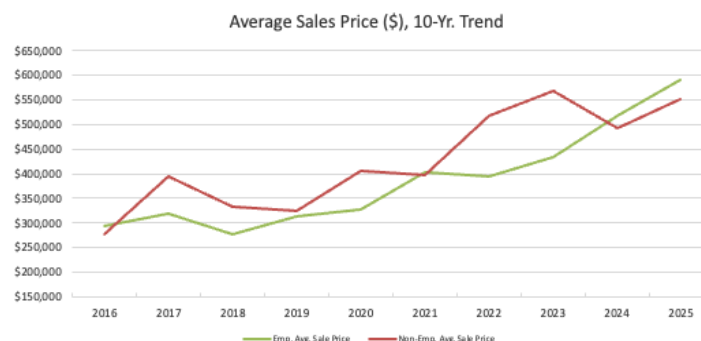
As of November 2025, the lessee breakdown is as follows:

Lessee Category	# of Total Leases	% of Total Leases	Avg. Land Value	Avg. Improvement Value	Avg. Total Appraised Value
Faculty	69	16%	\$52,230	\$325,801	\$378,031
Staff	73	17%	\$46,761	\$333,298	\$380,059
Retired employee	74	17%	\$65,818	\$315,590	\$381,408
Non-employee, full-time	70	17%	\$61,580	\$313,089	\$374,669
Absentee	141	33%	\$60,216	\$285,858	\$346,074

Resale trends over the course of the trailing ten years illustrate how non-employee purchases are in parity to, or exceed, home purchases by employees. In five of the last ten years, non-employee home purchases equaled or exceeded those made by employees. In total volume, non-employees made 110 home purchases compared to 92 employee purchases during the same period.



Similarly, average resale purchase prices by non-employees have outpaced those of employees in six of the last ten years. It is also worth noting that the average resale price of all homes in Sewanee has essentially doubled (+ 96%) in the last decade (2016 vs 2025).



b. Rationale

The concept of increasing either or both of lease transfer and ground lease fees was discussed by the Subcommittee as potential means of seeking at least three separate outcomes: (i) capturing the opportunity cost of not having employees in houses on the domain, with the potential to use incremental revenue to invest in new employee housing initiatives (ii) increasing the number of employees, particularly faculty, who live on the Domain, and (iii) providing some advantage to University employees in a real estate environment that is attractive to those seeking vacation homes or to retire in our community, both generally positive factors but which tend to drive prices upward.

- *Lease Transfer Fees:* During the past five years, the average aggregate sales volume of non-employee home purchases was \$5,487,000. Using this figure as a base line, and increasing it 3% annually for inflation, the sensitivity table below illustrates incremental revenues using different rates for five years, prospectively.

Transfer % Rate	4%	5%	6%	7%
Year 1	\$219,480	\$274,350	\$329,220	\$384,090
Year 2	\$226,064	\$282,581	\$339,097	\$395,613
Year 3	\$232,846	\$291,058	\$349,269	\$407,481
Year 4	\$239,832	\$299,790	\$359,748	\$419,706
Year 5	\$247,027	\$308,783	\$370,540	\$432,297
Total	\$1,165,249	\$1,456,561	\$1,747,874	\$2,039,186
<i>Incremental</i>		\$291,312	\$582,625	\$873,937

- *Ground Rent:* Franklin County appraisals were last performed in 2022. In the past year, total land values held by non-employees of \$8,490,500 generated \$339,620¹ in ground rent revenues to the University. Using this total land value as a base line, without increase, the sensitivity table below illustrates incremental revenues for different rates for five years, prospectively.

Ground Rent % Rate	4%	5%	6%	7%
Year 1	\$339,620	\$424,525	\$509,430	\$594,335
Year 2	\$339,620	\$424,525	\$509,430	\$594,335
Year 3	\$339,620	\$424,525	\$509,430	\$594,335
Year 4	\$339,620	\$424,525	\$509,430	\$594,335
Year 5	\$339,620	\$424,525	\$509,430	\$594,335
Total	\$1,698,100	\$2,122,625	\$2,547,150	\$2,971,675
<i>Incremental</i>		\$424,525	\$849,050	\$1,273,575

If, for example, ground rent was increased from 4% to 6% for non-employee leaseholders, using 2025 data, each lessee would pay an average of \$1,204 in additional fees annually (the median increase would be \$910).

c. **Prioritization**

The subcommittee recommends the University implement the following within the first two years:

1. **Lease Fee:** immediately increase the ground rent from 4% to 6% of appraised land value as determined by Franklin County. This will translate into an immediate infusion of \$170,000.
2. **Transfer Fee:** immediately increase transfer fees from 4% to 6% on the resale of existing homes that are subsequently sold to non-employees as of a specific date. Homes purchased and resold following that date will have a transfer fee of 8% for full time residents, and 10% for non-full time residents.
3. Consideration of reserving incremental revenues generated being directed to community enhancement initiatives (e.g. sidewalks, lighting, etc.)
4. The subcommittee recommends (i) an annual review of Lease Fee increases (ii) consideration of a target cap rate to be achieved within the next five years and (iii) determining how to address current vs. new leaseholds, and what their lease fee rates should be, (i.e. start new leaseholders at the target rate while steadily increasing existing leaseholder rates)

3. **Project: Creation of New Leaseholds**

a. **Description**

As of mid-year 2026, there are no vacant leaseholds on the Domain. As the University endeavors to create new opportunities for employee residency, it is apparent that we will have to identify locations where new leaseholds may be platted. While future decisions regarding rates for lease fees and transfer fees for non-employees may create additional purchase opportunities in the resale market, incremental new housing on the Domain is made possible by creating new leaseholds.

While an observer may have the impression that buildable land is plentiful in Sewanee, there are challenges to overcome as well as strategic considerations to consider.

A primary challenge to platting new leaseholds is the expense of installing new infrastructure (sewer, electrical, gas, communications). The opportunity to create new leaseholds in ‘infill’ locations is essentially exhausted. Sewanee Village Ventures (“SVV”) constructed ten (10) single family homes on infill leaseholds. Infrastructure on developable land that remains either lacks capacity, or simply does not exist. Thus, the

University is faced with the decision of locating capital that will fund infrastructure installed with an understanding that the payback will take some amount of time based on the speed of construction and homeowner occupancy.

Strategically, it continues to be in the best interest of the University to build a critical population mass in proximity to central campus. A core feature of the 2022 Urban Land Institute study was the recommendation that any housing starts attempt to be close to the Village core. If this counsel is followed, we would identify land that achieves this overarching goal.

b. Rationale

The subcommittee supports the idea that the University should be proactive in examining and quantifying the opportunity to create platted leaseholds in various areas in proximity to campus. This includes:

1. Lake O'Donnell Road (already underway)
2. Hat Rock Road (an extension of the Lake O'Donnell project)
3. West of Kentucky Avenue where a road easement exists
4. The ballfield on Ball Park Road (potentially table as a development priority, but understand the opportunity this tract represents)
5. Land north of the apartment site (where Arcadia is considering construction)
6. Sewanee airport

If any combination of these sites enables the construction of (modest) 50 to 75 new single family homes, those additional homes would be a significant contributor to the vitality of the downtown area, and ensure there is ample supply of readily affordable homes.

c. Prioritization

As is often the case, simply making vacant leaseholds does not necessarily mean employees will be successful engaging a builder to construct a new home. The Leasing Office experiences as high as an 80% return rate on leaseholds that were reserved by an employee for new construction, only to be returned to the University after one year without construction having taken place. The drivers for this include an inability to secure a contractor, unrealistic expectations about the process of constructing a new home, and an inability to afford the home desired. The Subcommittee believes that an approach that may be more successful in ensuring as many homes as desired are constructed is to allow employees to proceed independently, and allow SVV or a 3rd party developer to absorb remaining vacant leases on the condition that construction proceeds as promptly as possible.

The model for SVV construction of homes is well defined in that ‘spec’ homes would be built and sold to employees with a modest profit and a covenant that the home may only be resold to University employees.

Allowing a developer to build homes on the Domain or on other University-owned property and sell them would be less likely to be employee-specific because of the assumed desire to maximize profits. There is precedent in allowing developers to ‘seed the market’ at the onset of construction at Wiggins Creek I, as well as Parson’s Green. In recent years, the University’s posture on allowing developers to construct homes for general resale has been limiting. The Subcommittee recommends that the University consider, on appropriate sites and under appropriate terms, developers to take the risk of home construction in order to create the longer term outcome we seek - an incremental increase in homes on the Domain within the first two years of this Strategic Plan.

4. Project: Non-Employee Housing Initiatives

a. Description

Since the creation of Sewanee Village Ventures in 2022, the University has put a great deal of investment and effort into creating solutions for employee full-time residency on the Domain in a housing environment that is increasingly more expensive, and with an inventory that is scarce. As we look ahead to 2027, these initiatives are expected to continue in a manner that addresses volume, need, affordability, and accessibility with the help of certain financial assistance programs.

This initiative describes the opportunity and benefit of pursuing non-employee housing initiatives, and how those initiatives can align with the broader strategic outcomes sought by the Strategic Plan.

The residential resale trends illustrated in Section 2 over the course of the trailing ten years illustrate how the volume of non-employee home purchases on the Domain equal or exceed the volume of home purchases by employees. Average resale purchase prices by non-employees have outpaced those of employees in six of the last ten years. It’s also worth noting that the average resale price of all homes in Sewanee has essentially doubled (+ 96%) in the last decade (2016 vs 2025).

Given these trends, it is apparent that demand from retirees, alumni, parents and those who simply want a home in Sewanee for other reasons continues to be strong. This represents both a near term and long term revenue opportunity for the University that also aligns with strategic outcomes intended for the Village.

The example summary table below illustrates revenues generated from the construction and sale of five (5) new single family homes annually targeted to non-employees.

Single-family homes

<i>Built annually</i>	5	5	5	5	5
<i>Avg. sale price</i>	\$600,000	\$642,000	\$686,940	\$735,026	\$786,478
<i>Avg. margin</i>	20%	20%	20%	20%	20%
<i>Lease fee/unit</i>	\$3,800	\$3,914	\$4,031	\$4,152	\$4,277
<i>New lease fee rev</i>	\$19,000	\$39,140	\$60,471	\$83,047	\$106,923
<i>Total Net Revenues</i>	\$619,000	\$681,140	\$747,411	\$818,073	\$893,401
<i>Cume</i>	\$619,000	\$1,300,140	\$2,047,551	\$2,865,624	\$3,759,025
<i>Grand Total Net Revenues</i>	\$619,000	\$681,140	\$747,411	\$818,073	\$893,401
<i>Cume</i>	\$619,000	\$1,300,140	\$2,047,551	\$2,865,624	\$3,759,025

In addition to the annual injection of one-time revenues based on sales, the University benefits from the ongoing lease fee revenue stream.

b. Rationale

The subcommittee believes that a non-employee housing initiative can co-exist with employee-specific initiatives. While the idea of constructing homes for non-employees proactively may be met with opposition, those arguments can be countered by the magnitude of the endeavor (small) and that this tactic supports numerous recommendations from 3rd parties (lean in to the demand and profit from it).

In recent years, the University has made it challenging for 3rd party developers to build on vacant land. Meaning, the posture was to attempt to receive financial benefit from the land value upfront if homes were to be built and sold to non-employees for market prices. As a result, no developers have been interested in pursuing Sewanee-specific projects (in addition to the fact that there are no more developable leaseholds).

For this initiative, the University can choose to bear the risk of building spec homes and selling them on the open market. Doing so would allow for collection of all profits, but would also increase the time investment and market risk involved. Another approach would be that the University agrees with a third-party developer to build the homes while the University contributes the land, and there would be a negotiated profit sharing arrangement between the parties with financial terms that are satisfactory to both. The terms of either approach would be determined based on market factors at the time. The University could also delegate the management of this function to SVV, which has experience in residential real property matters and knowledge of the market conditions in the area.

c. Prioritization

We recommend this initiative be slated for years 2 - 4 of the plan rollout.

5. Project: St. Mark's Heritage Trail, St. Mark's Memorial, Indigenous Monument

a. Description

Coinciding with the work of The Roberson Project, the University's contextualization efforts and the Office of Community Building and Connections, three initiatives intended to serve as memorials are contemplated to be installed on campus.

The St. Mark's Heritage trail that leads through campus and the Village has been in place for two years, but a final section connecting the trail to sidewalks on the highway remains outstanding. The employee apartment project will install this final segment during the overall construction process.

The St. Mark's Memorial, an element of the Sewanee Praises collective of initiatives, is an outdoor art installation intended to be located on a key site in the historically Black community of Sewanee. Much planning has already taken place during the past two years, and a design concept has been achieved in collaboration with the Virginia Tech School of Architecture.

Finally, a turtle effigy to be installed in Lake Cheston has been contemplated through a partnership of three internal offices: Office of Community Building and Connections, Indigenous Engagement Initiative Committee, and the Office of Environmental Stewardship and Sustainability. This project is intended to serve both as a symbol and as a location for contemplative thought, healing and truth-telling.

b. Rationale

Each of these initiatives serve important roles to contextualize and memorialize certain aspects of Sewanee's history. Meant to be opportunities for learning and engagement, they serve important educational roles for students, as well as visitors to the area, in order to consider important questions regarding the University's history.

c. Prioritization

The subcommittee supports proceeding with each initiative. The St. Mark's Heritage Trail will be installed during the course of 2027. Both the St. Mark's Memorial and turtle effigy initiative will require fundraising, and/or grant support.

6. Project: Acquisition of Strategic Commercial Property

a. Description

“Control your controllables” is an apt phrase pertaining to the tactic of acquiring strategic commercial property in downtown Sewanee. The Strategic Plan must take into consideration our downtown given its role in the lives of students, employees and many different visitors. Importantly, critical first and lasting impressions of the University and Sewanee overall are created as a result of various experiences with downtown businesses and their offerings.

The University can and should benefit in numerous ways from being in proximity to a thriving and animated downtown collection of businesses. It is an extension of the out-of-classroom experience for our students, as well as an important resource for residents. For example, Colgate University in Hamilton, NY is a prime example of an institution that acquired strategic commercial locations as a part of a long term effort to enhance the overall community experience. Sewanee Village Ventures is modeled after Colgate’s Hamilton Initiative, a separate LLC created to accomplish such pursuits.

In many ways, these select acquisition efforts are intended to capitalize on opportunities that enable the University to have some level of control over the types of businesses in our community. Given the limited number of commercial offerings in Sewanee, and the increasingly important nature of presenting a thriving downtown to our constituents, the subcommittee believes a readiness to purchase select buildings as they become available remains wise.

b. Rationale

There are two data points that support the idea of continuing to acquire strategic buildings in the Village. Sewanee Village Ventures acquired 24 University Avenue, the current home of LUNCH. The University acquired 36 Ball Park Road, the current home of Judith Tavern. While both are restaurants, they occupy important niches, especially to prospective families and other visitors. In over multiple years of both restaurants’ operation, the University has benefitted from their individual successes and generous regional and national press coverage featuring them.

As the landlord of the buildings occupied by these two businesses, the University maintains favorable lease terms and essentially covers costs (insurance, taxes, etc.) while also collecting a modest annual rent. This financial arrangement is intentional, and relates more to the goal of ensuring these businesses thrive rather than purely focusing on optimizing revenues. Their thriving creates important qualitative benefits to the University.

Purchasing a commercial building with the intention of enabling the outcomes described herein has one primary challenge. Specifically, it must be acknowledged that a potentially marginal ROI for the purchase, as well as almost certainly required renovations will likely be borne by the University. The building will also likely be a long term holding on the University balance sheet. As a result, future acquisitions will need to be carefully considered because future cashflows and ultimate liquidity will likely be limited.

c. Prioritization

The subcommittee believes ongoing consideration of strategic commercial acquisitions remains an important element in the overall effort to ensure downtown Sewanee remains attractive and thriving. This is especially important now that incremental residential density is planned (new employee apartments, new leaseholds and potentially townhomes on Lake O'Donnell Road). In addition, a larger residential footprint will create a more attractive and hospitable business environment for entrepreneurs.

We recommend funds for such acquisitions are sourced from (i) private gifts (ii) as an element of the capital campaign and/or (iii) as an initiative of a future SVV Venture fund dedicated to long term asset holdings.

7. Project: New Hotel in the Village

a. Description

The idea of a second hotel in Sewanee has for some years been a feature of select recommendations and plans from third party consultants retained by the University. However, no substantive market study has been performed to determine fiscal viability or market readiness for such a project. Given the strategic role the Village plays in the overall life of the University, the subcommittee recommends both engaging appropriate third parties and having studies executed to quantify the potential feasibility and value of a second hotel. Doing so accomplishes two primary tasks: (i) it will answer a long standing question about the viability of any version of a second hotel in Sewanee and (ii) will quantify what, if any, incremental revenue opportunity may exist to help the University gradually become less tuition dependent.

The current Sewanee Inn is a success story. At construction, it was acknowledged that it may not be profitable, but the Inn's role in welcoming prospective families and all manner of visitors to Sewanee was a required fixture as a rurally situated institution.

Most, if not all of Sewanee's institutional peers enjoy the presence, and often the ownership, of a marquee inn in proximity to campus.

Not surprisingly, Sewanee has slowly become a good investment for those seeking to purchase homes for the purpose of renting them as a business. Sixty-four leaseholds in Sewanee are short or long term rentals (15% of total leaseholds). Another seventy-nine are characterized as not being rented, but anecdotal evidence suggests some are indeed rented, so the Subcommittee recognizes that it is quite possible as many as 20% of leaseholds are primarily rented by visitors. This reflects area demand, and may be a signal that additional hotel accommodations are a viable alternative.

b. Rationale

The subcommittee believes the effort to determine viability for a second hotel in Sewanee aligns with the goal of diversifying sources of revenue in a manner that enhances the overall experience of our visitors. By expanding the overall area 'hospitality footprint', the University can capitalize on persistent demand for accommodations over the course of the year for many different reasons.

c. Prioritization

The University has been approached by a third party hotel developer to determine viability of a hotel and branded residences project in Sewanee. During the summer of 2026, a market area demand study and landscape architecture study will be performed. This work is expected to serve as the basis of a decision about whether the concept should be further explored.

Should an acceptable proposal from a third-party hotel developer to the University materialize, the subcommittee recommends pursuing such a project, given the numerous benefits that can accrue overtime. Such benefits may include:

1. Incremental University revenues from the new project
2. Greater hospitality options for University visitors
3. Activation of another section of the Village

8. Project: Development of Employee Apartment Community

a. Description

The need for incremental employee housing on the Domain is a long-standing issue that at times puts the University at a disadvantage in hiring, recruiting, and retention of employees. In just two of the prior efforts to address this issue, the University funded the planning, design and infrastructure costs for development of Wiggins Creek (1995) and Parson's Green (2006). At Wiggins Creek, the University constructed six homes (1997),

and two homes and a duplex were built in Parson's Green (2007). These homes were sold to University employees with intentionally modest profits and no conditions for resale to employees. Today, many of these homes are no longer owned by University employees.

A prominent feature of the April 2022 Urban Land Institute study, as well as numerous others in the past decade, was consideration of how to increase population density in Sewanee, and in particular, the Sewanee Village. While single family home initiatives are an attractive option, renting an apartment remains a preference for many employees. This includes younger employees less likely to afford a single-family home, as well as those who do not know their longevity of employment, such as pre-tenure faculty.

b. Rationale

In October 2021, a resolution adopted by the Board of Regents acknowledged that building additional residential housing allows the University to more readily attract and retain employees seeking to reside on the Domain. In August 2023, the Vice-Chancellor charged a working group to consider existing policies and make recommendations concerning the 120+ existing rental homes owned and managed by the University. As a part of this working group's work, a survey of employees was done and revealed:

- 61% of survey respondents who previously lived on the Domain would return if housing were more affordable.
- 63% of survey respondents who have never lived on the Domain would relocate there if housing were more affordable.
- 52% of survey respondents who live off the Domain indicated that commuting negatively affected their ability to participate in University activities.
- 35% of survey respondents would want to rent for a year or two but seek to buy or build a home as quickly as possible.

With the exception of various private homes that come on and off the market available to rent, University rentals are the primary rental units available on campus. At present, there are no traditional apartments on the Domain. As a result, those employees who seek apartments rent in locales such as Chattanooga, Tullahoma, Winchester, Manchester and Murfreesboro.

It is challenging to quantify what is lost by the University without available, affordable housing of all types on the Domain (single family homes, townhomes and apartments). Employees decline or leave jobs for many reasons, and an inability to readily find a home near their workplace often factors into that decision. The University's rental housing pool is often occupied by individuals unable to achieve home ownership. Effective in 2024, the period of time an employee may occupy a University rental was extended to seven (7)

years. This means that the availability of existing rental units to new employees will decrease over time. As a result, some will likely pursue housing options off the Domain.

c. Prioritization

In October of 2025 the Board of Regents formally approved a funding request for the construction of employee apartments on a site in the Village. Site work has been done and vertical construction began in June of 2026, with an anticipated completion date of September 2027.

9. Project: Development of Employee Townhomes

a. Description

A prominent aspect of the April 2022 Urban Land Institute study, as well as others commissioned in the past decade, involved consideration of how to incentivise construction of new homes to more readily achieve the goal of increased homeownership on the Domain by employees. Achieving this remains an important University goal as it is anticipated to help improve employee retention, encourage ongoing student/faculty engagement and provide opportunities to create individual/family wealth.

In addition to single-family home initiatives and the new apartment commons currently being constructed for employees, Sewanee Village Ventures has proposed spending \$75,000 to engage an outside firm to design and create construction estimates for townhomes on vacant leasehold #589 on Lake O'Donnell Road in the Village designated on this map:



It is expected that as many as twelve (12) townhomes may be constructed on the site for a total of approximately \$5,000,000 and sold at 105% of the final construction expense.

Presuming that the design and estimate process is consistent with and supports a reasonable opportunity for the success of the townhome project, a proposal to build and sell affordable townhomes to employees will be presented to the SVV board and IMC for consideration.

b. Rationale

The University has pursued, or has been recommended to pursue, two of the three major categories of traditional housing: apartments and single-family homes. Townhomes offer an additional way to create equity through home ownership, but typically at a lower price point than a traditional single-family home.

c. Prioritization

The subcommittee recommends this initiative be pursued within the first two years of this Strategic Plan.

10. Project: Welcome Center for Head of the Crow State Park

a. Description

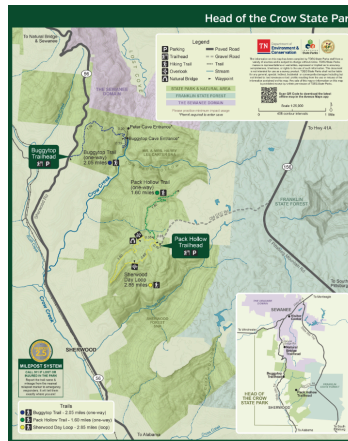
For a number of years, the state of Tennessee has been proactive in establishing and growing the state park system. Adjacent to the Domain, The Head of the Crow state park is located in Franklin County and spans over 4,200 acres. Among other attractions, the park contains the headwaters of Crow Creek, Sewanee Natural Bridge and Buggytop Cave.

In early 2026, the University met with the state regarding the location of a new welcome center for the Head of the Crow State Park on the Domain. Currently, there is interest in using \$25M earmarked for the project to construct a new road that would run east-west from Sherwood Road (across from SUD) to a location near the Ariail property. With an estimated 75,000 to 100,000 visitors annually, a welcome center in the vicinity of The Ariail Tract would create a new level of animation and activity in and around the downtown area.

A number of issues surface related to the question of a new state park welcome center in Sewanee and in particular, very close (or on) the Ariail site:

- Would residential or commercial development thrive in concert with the presence of the state facilities?
- Is this the highest possible use and potential for the site?
- In what ways do the primary strategic priorities of the University benefit from the presence of a welcome center?

- How is the Village affected by an expected 100,000 visitors annually, and does the character of our campus community change in ways that depart from the overall environment we seek to maintain as a college campus and town?



b. Rationale

The subcommittee believes designating any land near the Aerial site effectively assigns that portion of the Domain as a state park indefinitely. Further, the state would require a 99-year lease, and effectively control the land for a generation. That would remove the possibility of any real estate development that would create new residences, hospitality offerings, or both.

The Aerial site is so centrally located and well-situated that the Subcommittee believes the University should be hesitant to commit any of it to the state for this or any similar use. Our rationale lies in the strategic goal of identifying and establishing new forms of incremental revenue that further reduce dependence on tuition revenues. With the assistance of a real estate planner, establishing the genuine feasibility of real estate pursuits in this area can be readily accomplished and will also answer long standing questions related to the viability, and careful expansion of, amenities in and around the Village.

c. Prioritization

The subcommittee recommends a determination be made of the real estate (residential and commercial) potential of the Aerial site and adjacent Domain property. This work should also determine if and how funding would be secured to capitalize on any opportunities that may be possible.

11. Project: Sale of Select Non-Domain Land Parcels

a. Description

The University is in possession of various real estate holdings that have accumulated over time as a result of gifts and bequests. Approximately \$80,000 is paid annually in property taxes as a carrying cost.

The subcommittee believes a strategic lens can be employed to determine one of three outcomes related to retaining or disposing of these holdings. They include:

1. Identifying land holdings to sell immediately in order to raise capital for other uses, including endowment investment
2. Identifying land holdings that are within a specific radius of the University that can be developed with new single family homes or other specific achievable purposes.
3. Identifying land holdings that are believed to be wise strategic investments to retain for potential future sale.

b. Rationale

The subcommittee recommends employing a real estate professional to help make determinations for each holding, and to proceed as described above. For potential outcome #2, the subcommittee believes allowing residential real estate to be developed on land near the Domain will provide another option for employees seeking a fee-simple holding. It also has the benefit of accomplishing the goal of having employees reside near campus, and readily creates new parcels during a period where it is challenging to identify and create new leaseholds on the Domain.

c. Prioritization

The University currently owns multiple real estate parcels in various states across the country. The subcommittee recommends evaluating these holdings for sale promptly in order to help fund the outcomes described above. This includes a study to (i) determine distance from the Domain (ii) itemizing any active gift restrictions and (iii) identifying any active conservation easements.

Summary Financials [Provide a rough estimate of costs and resulting revenue associated with the projects]

Initiative	Year 1	Year 2	Year 3	Year 4	Year 5
Sale of Select Rental Housing	\$1,572,500	\$1,718,950	\$1,848,755	\$1,987,487	\$2,135,756
Lease and Lease Transfer Policy Revisions	Range of \$715,837 - \$2,147,512 depending on final policy choice.				
Creation of New Leaseholds	(\$600,000)				
Non-Employee Housing Initiatives	\$619,000	\$681,140	\$747,411	\$818,073	\$893,401
St. Mark's Heritage Trail, St. Mark's Memorial, Indigenous Monument	Heritage Trail: \$0		St. Mark's Memorial: (\$500,000)	Indigenous Monument: (\$100,000)	
Acquisition of Strategic Commercial Property		(\$600,000)	(\$800,000)		
New Hotel in the Village	TBD				
Development of Employee Apartment Community		\$155,000	\$160,000	\$170,000	\$180,000
Development of Employee Townhomes		\$250,000			
Welcome Center for Head of the Crow State Park					
Sale of Select Non-Domain Land Parcels	Appraisals need to be performed. Expect one time injection of capital in the range of \$10 - \$20 million.				
TOTAL					

Appendix - Rubric Summaries

Sale of Select Rental Homes	5	4	3	2	1
1. Strategic importance					
A. Connection to strategic plan	✓				
B. Advances academic mission of the University			✓		
2. Relation to risk management					✓
3. Improvement to student admissions and retention				✓	
4. Improvement to student experiences			✓		
5. Elevates the University's reputation					
6. Financial considerations					
A. Costs	✓				
B. ROI	✓				

Lease and Lease Transfer Policy Revisions	5	4	3	2	1
1. Strategic importance					
A. Connection to strategic plan	✓				
B. Advances academic mission of the University					✓
2. Relation to risk management					✓
3. Improvement to student admissions and retention					✓
4. Improvement to student experiences					✓
5. Elevates the University's reputation					✓
6. Financial considerations					
A. Costs					✓
B. ROI	✓				

Creation of New Leaseholds	5	4	3	2	1
1. Strategic importance					
A. Connection to strategic plan	✓				
B. Advances academic mission of the University	✓				
2. Relation to risk management					✓
3. Improvement to student admissions and retention					✓
4. Improvement to student experiences			✓		
5. Elevates the University's reputation			✓		
6. Financial considerations					
A. Costs	✓				
B. ROI	✓				

Non-Employee Housing Initiatives	5	4	3	2	1
1. Strategic importance					
A. Connection to strategic plan			✓		
B. Advances academic mission of the University					✓
2. Relation to risk management					✓
3. Improvement to student admissions and retention					✓
4. Improvement to student experiences					✓
5. Elevates the University's reputation					✓
6. Financial considerations					
A. Costs	✓				
B. ROI	✓				

St. Mark's Heritage Trail, St. Mark's Memorial, Indigenous Monument	5	4	3	2	1
1. Strategic importance					
A. Connection to strategic plan			✓		
B. Advances academic mission of the University			✓		
2. Relation to risk management					✓
3. Improvement to student admissions and retention					✓
4. Improvement to student experiences			✓		
5. Elevates the University's reputation		✓			
6. Financial considerations					
A. Costs			✓		
B. ROI					✓

Acquisition of Strategic Commercial Property	5	4	3	2	1
1. Strategic importance					
A. Connection to strategic plan	✓				
B. Advances academic mission of the University					✓
2. Relation to risk management					✓
3. Improvement to student admissions and retention			✓		
4. Improvement to student experiences		✓			
5. Elevates the University's reputation		✓			
6. Financial considerations					
A. Costs	✓				
B. ROI	✓				

New Hotel in the Village	5	4	3	2	1
1. Strategic importance					
A. Connection to strategic plan			✓		
B. Advances academic mission of the University					✓
2. Relation to risk management					✓
3. Improvement to student admissions and retention			✓		
4. Improvement to student experiences					✓
5. Elevates the University's reputation		✓			
6. Financial considerations					
A. Costs			✓		
B. ROI			✓		

Development of Employee Apartment Community	5	4	3	2	1
1. Strategic importance					
A. Connection to strategic plan	✓				
B. Advances academic mission of the University	✓				
2. Relation to risk management				✓	
3. Improvement to student admissions and retention			✓		
4. Improvement to student experiences		✓			
5. Elevates the University's reputation		✓			
6. Financial considerations					
A. Costs	✓				
B. ROI	✓				

Development of Employee Townhomes	5	4	3	2	1
1. Strategic importance					
A. Connection to strategic plan		✓			
B. Advances academic mission of the University					✓
2. Relation to risk management					✓
3. Improvement to student admissions and retention					✓
4. Improvement to student experiences				✓	
5. Elevates the University's reputation			✓		
6. Financial considerations					
A. Costs	✓				
B. ROI	✓				

Welcome Center for Head of the Crow State Park	5	4	3	2	1
1. Strategic importance					
A. Connection to strategic plan					✓
B. Advances academic mission of the University					✓
2. Relation to risk management					✓
3. Improvement to student admissions and retention					✓
4. Improvement to student experiences					✓
5. Elevates the University's reputation					✓
6. Financial considerations					
A. Costs					
B. ROI					

Sale of Select Non-Domain Land Parcels	5	4	3	2	1
1. Strategic importance					
A. Connection to strategic plan		✓			
B. Advances academic mission of the University					✓
2. Relation to risk management					✓
3. Improvement to student admissions and retention					✓
4. Improvement to student experiences					✓
5. Elevates the University's reputation					✓
6. Financial considerations					
A. Costs	✓				
B. ROI	✓				

Initiative	Rubric Score
Sale of Select Rental Housing	24
Lease and Lease Transfer Policy Revisions	16
Creation of New Leaseholds	28
Non-employee Housing Initiatives	18
St. Mark's Heritage Trail, St. Mark's Memorial, Indigenous Monument	19
Acquisition of Strategic Commercial Property	24
New Hotel in the Village	19
Development of Employee Apartment Community	33
Development of Employee Townhomes	22
Welcome Center for Head of the Crow State Park	6
Sale of Select Non-Domain Land Parcels	19

Appendix D. Student Life Subcommittee Report

Report of the Student Life Subcommittee of the Ad Hoc Master Planning Committee

Executive Summary (written with assistance from Copilot)

The Student Life Subcommittee was charged with evaluating investments in residence halls, Greek and theme housing, McClurg Dining Hall, and All Saints' Chapel to enhance the student experience and support student recruitment and retention. The committee concluded that maintenance needs in these highly visible and heavily used spaces has become a significant challenge for Sewanee and that improvements are closely aligned with the University's 2024-2030 Strategic Plan. Through facility assessments and consultations with campus leaders, the subcommittee identified key maintenance needs and developed recommendations to ensure these facilities continue to support student life, community engagement, and the University's long-term competitiveness.

A major focus of the committee's work was residential housing, particularly residence halls and Greek housing. The committee endorsed a revised five-year, \$5 million residence hall improvement plan that prioritizes air conditioning, flooring replacement, painting, and structural repairs in aging dormitories. The review of Greek housing revealed significant sustainability challenges due to deteriorating facilities, low occupancy levels, and complex ownership structures. Because Greek life involves approximately 64% of Sewanee undergraduates and plays a central role in campus culture, the committee recommended establishing an ad hoc planning group to evaluate long-term solutions, including fundraising strategies, ownership models, renovations, and the potential development of a Greek Village. Theme houses were also identified as valuable contributors to Sewanee's distinctive residential experience, warranting further assessment and phased investments.

The subcommittee also identified major capital needs in key campus gathering spaces. At McClurg Dining Hall, recommendations include replacing aging equipment, improving food storage and service areas, repairing the roof, and modernizing dining spaces to maintain a high-quality dining experience that meets student expectations. At All Saints' Chapel, the committee highlighted an estimated \$16 million restoration effort, including roof replacement,

stonework repairs, plaster restoration, and stained-glass window rehabilitation. Because the chapel serves as the ceremonial and spiritual center of the University and is a prominent feature during prospective student visits, the committee considers its preservation a strategic investment in Sewanee's identity, heritage, and overall student experience.

A. Subcommittee Members

- Nicky Campbell, Vice President for Student Life and Dean of Students
- Elliott Harrigan, Regent
- Marquette Starkey, University General Counsel
- Jay Fisher, Special Assistant to the Vice-Chancellor
- Robert Benton, Assistant Vice President for Facilities Management

B. Subcommittee Charge

The Student Life subcommittee will review potential investments in the following spaces on campus and their effect on enhancing the student experience, particularly as it relates to retention and recruitment of students.:

- Residence Halls
- Greek and Theme Houses
- All Saints' Chapel
- McClurg Dining Hall

C. Rationale for the Subcommittee's Work

Maintenance has become one of the most pressing financial challenges facing Sewanee, as it does colleges and universities nationwide. The University's 2024-2030 Strategic Plan places the student experience at its center, and upgrading the University Buildings and Grounds is essential to that vision. Residence Halls, Greek and Theme Houses, All Saints' Chapel, and McClurg Dining Hall are where students spend most of their time outside of academic spaces for social connection and co-curricular engagement and community life. These spaces also host key University events and play a major role in creating a vibrant, inclusive community. The condition and quality of these spaces have an outsized influence on attracting and retaining students. Investment in these areas is therefore not simply a maintenance issue but a strategic priority.

D. Work Conducted

Facility Assessments

The committee reviewed the five-year plan to invest \$1 million per year to address maintenance in five residence halls, submitted to the Operations Committee of the Board of Regents in

January 2026. In light of recent maintenance issues in those halls, the subcommittee revised the prioritization of projects outlined in that plan.

An ad hoc group consisting of VP and Dean of Students, Nicky Campbell, Assistant VP of Facilities Management, Robert Benton, and Assistant Dean for Greek Life and Student Involvement, Nancy Seiters, met with representatives of each of the nine fraternity housing corporations to review building assessments conducted by an outside consulting firm and to discuss the long term strategy for Greek Life at Sewanee. Discussions focused particularly on the sustainability of house maintenance and its impact on the quality of the residential experience. Because the fraternity houses are not owned by the University, this raised broader questions about ownership models and funding structures, including the possibility of incorporating fundraising for fraternity houses into the next capital campaign; an approach that carries IRS implications under the current ownership model. The group also discussed a long-term goal of creating a Greek Village.

To inform this work, the subcommittee also met with an experienced Greek Life fundraising Consultant and Sewanee parent, Randy Peterson, to gather insight on Greek fundraising nationally. CFO Isabelle Love and Nancy Seiters also joined the call. The discussion concluded that local housing corporations offer no tax advantages for donors and lack capacity to run capital campaigns, which aligns with internal research into relevant IRS rules. At Washington and Lee University, which established a Greek Village, a minimum occupancy of 15 beds per house is required to remain financially viable.

Committee members met with Assistant VP for Dining, Brent Tent to review the facility needs of McClurg Dining Hall that will ensure it remains one of the finest dining halls in the country. His priority list is included in the report. Committee members also met with Dean of All Saints Chris Epperson to discuss the Chapel's maintenance needs.

Sorority housing assessments were also completed. Since the University owns those homes, the discussion and process will differ from that of fraternities, though it will still include alumnae and advisors of the sorority chapters. It is our hope that sororities may also be able to raise funds, but because of time constraints, the subcommittee did not have the opportunity to explore that subject further.

While the majority of the subcommittee's time was devoted to the fraternity housing corporation meeting and facility assessments, this commitment yielded insights into long-standing sustainability challenges facing Greek housing at Sewanee.

E. Projects Analyzed

1. Project: Residence Halls - Five Year Plan

a. Description

This project addresses a common set of maintenance and quality of life needs across several residence halls, with a priority scope of carpet removal and flooring replacement with LVP, interior painting, tuck-pointing, and installation of air conditioning in halls where it does not currently exist. The initial halls under review are Cleveland, Hunter, Elliott, Benedict, Hoffman, and Hodgson. Additional residence halls will be assessed using the same criteria as the work progresses. See assessment of Residence Hall here and linked five-year project plan here:

 [Five Year-Five Million Residential Hall SPending Proposal.xlsx](#)

b. Rationale

After the summer of 2026, two residence halls (McCrady and Clelevand) will be without air conditioning and several halls need upgrades to minimize the disparity in quality from recently built or refurbished halls. Worn carpet contributes to indoor air quality issues, allergen buildup and higher long-term maintenance costs compared to hard flooring. Outdated paint and furnishings further diminish the look and feel of otherwise well-located, historically significant buildings. Furthermore, Sewanee is at a disadvantage relative to peer institutions where air-conditioned halls are now a standard expectation. Because residence halls are where students spend the majority of their out-of-classroom time, the condition of these basic living amenities has an outsized effect on the daily student experience and satisfaction.

c. Prioritization

See updated five-year plan linked here:

 [Five Year-Five Million Residential Hall SPending Proposal.xlsx](#)

2. Project:

a. Greek Houses Project Description

The majority of Greek houses, which are distributed across campus, are in substandard condition and would benefit from significant renovation to address safety, accessibility, aesthetics, and residential quality. All sorority facilities are maintained and owned by the University, and all fraternity houses are owned by independent house corporations rather than the University, creating challenges for institutional investment and fundraising.

b. Rationale

Greek life is a defining component of the Sewanee student experience, with a majority of students participating during their time at the University. Greek houses serve not only as residences for members but also as important social venues that support the broader campus community, as most events are open to all students. Currently, approximately 64% of the student body participates in Greek Life, and participation is higher among females. See the table below for a detailed breakdown of membership, enrollment, and GPA information.

Alpha Delta Theta	107		Chi Psi	37
Alpha Tau Zeta	8		Delta Kappa Epsilon	22
Kappa Delta	93		Delta Tau Delta	65
Kappa Omega	39		Gamma Sigma Phi	11
Phi Kappa Epsilon	163		Kappa Alpha Order	47
Phi Sigma Theta	18		Lambda Chi Alpha	15
Theta Kappa Phi	90		Phi Gamma Delta	59
Theta Pi	151		Phi Society of 1883	56
Sorority Average	84		Sigma Alpha Epsilon	66
Sorority Total	669		Sigma Nu	55
			Fraternity Average	43
			Fraternity Total	433
Total affiliated	1,102	Females	Males	
Total undergraduate enrollment	1,735	902	833	
Greek Percentage	64%	74%	52%	
All Greek GPA	3.404			
All Non-Greek GPA	3.362			
All Sorority GPA	3.506			
All Fraternity GPA	3.244			

Please review [this link for information on the building assessments for each Greek House](#). Below are occupancy rates for Greek houses. With such low occupancy rates, house corporations cannot maintain their facilities with student room fees alone, estimated at \$4,470 per term, particularly for houses with only 1-2 occupants. House and Liability insurance are estimated at \$10,000 per year, meaning that most current expenses are being subsidized by alumni. Some house corporations question the benefit of remaining affiliated with their national organization, noting national dues, for example, often run about \$500 per student in the fall and \$350 per member in spring, plus a \$1500 initiation fee. The primary benefit cited for maintaining national affiliation is that the national chapter underwrites the insurance costs. It is less clear that members benefit from networking opportunities beyond what is already available through the Sewanee alumni network itself. That said, some house corporation members speculate that many alumni would be reluctant to break from their national organizations. These are all topics that need further

exploration and will be addressed in the proposed ad hoc committee outlined later in this document.

FRATERNITIES	<u>Capacity</u>	<u>Occupancy</u>	<u>Availability</u>	<u>Percent</u>	<u>Male</u>	<u>Female</u>	<u>Has AC</u>	<u>Gender</u>
Approved to Reside Off Campus	24	24	0	100%	11	13		
Chi Psi	3	3	0	100%	3	0		Male
Delta Kappa Epsilon	1	1	0	100%	1	0		Male
Delta Tau Delta	4	4	0	100%	4	0		Male
Gamma Sigma Phi House	3	3	0	100%	3	0	Yes	Male
Kappa Alpha	1	1	0	100%	1	0		Male
Lambda Chi Alpha	3	3	0	100%	2	1		Co-ed
Phi Gamma Delta	3	2	1	67%	2	0		Male
Phi Society of 1883	5	5	0	100%	5	0		Male
Sigma Alpha Epsilon	3	2	1	67%	2	0		Male
Sigma Nu	6	6	0	100%	6	0		Male
Totals in fraternity houses	32	30	2	93.75%	29	1		
SORORITIES	<u>Capacity</u>	<u>Occupancy</u>	<u>Availability</u>	<u>Percent</u>	<u>Male</u>	<u>Female</u>	<u>Has AC</u>	<u>Gender</u>
Bates House (TP)	6	6	0	100%	0	6	Yes	Female
McCrary House (PKE)	10	10	0	100%	0	10	Yes	Female
Mississippi Townhouse 1 (TKP)	9	9	0	100%	0	9	Yes	Female
Releford House (ADT)	6	6	0	100%	2	4	Yes	Co-ed
Mississippi Townhouse 2 (KO)	8	8	0	100%	0	8	Yes	Female
Georgia Townhouse 1 (KD)	13	13	0	100%	0	13	Yes	Female

Georgia Townhouse 2 (PST)	8	8	0	100%	0	8	Yes	Co-ed
Barnwell Apartment 2 (ATZ)	3	3	0	100%	0	3	Yes	Co-ed

Given the central role of Greek life at Sewanee, the condition of the existing facilities, and the complexities associated with their ownership, Greek housing should be a priority consideration within the Master Fundraising Plan. An ad hoc committee, including representatives from the University, the various house corporations and sorority advisors, should be established to evaluate long-term strategies and develop recommendations for Greek housing. Topics for consideration should include the current and future location of Greek housing (possible establishment of a Greek Row), ownership models, funding and fundraising strategies, renovation versus replacement, and opportunities for shared social and support spaces.

c. Prioritization

Year 1: An ad hoc committee, including representatives from the University, the various fraternity house corporations and sorority advisors, should be established to evaluate long-term strategies and develop recommendations for Greek housing. Topics for consideration should include the current and future location of Greek housing (possible establishment of a Greek Village), ownership models, funding and fundraising strategies, renovation versus replacement, and opportunities for shared social spaces.

Year 2-3: Fundraise

Year 3-5: Continue to fundraise and finalize plans for Greek Village

Theme Housing – University-owned theme houses also play an important role in Sewanee's residential, social, and academic life. However, many require repair, renovation, and modernization.

SPECIAL INTEREST HOUSING	<u>Capacity</u>	<u>Occupancy</u>	<u>Availability</u>	<u>Percent</u>	<u>Male</u>	<u>Female</u>	<u>Has AC</u>	<u>Gender</u>
Bairnwick Women's Center	11	10	1	90.91%	0	10	Yes	Co-ed
Barnwell Apartment 4 (Classics House)	5	5	0	100%		4	Yes	Co-ed
Chaplain's House (Greenhouse)	12	12	0	100%	2	10	Yes	Co-ed

Emery Hall (not special interest E26)								
French House	9	9	0	100%	0	9	Yes	Co-ed
Georgia Townhouse 3 (Global Home)	9	8	1	88.89%	3	5	Yes	Co-ed
Georgia Townhouse 4 (Queer & Ally)	11	9	2	81.82%	2	7	Yes	Co-ed
German House	8	8	0	100%	5	3	Yes	Co-ed
Mississippi Townhouse 3 (Interfaith)	8	8	0	100%	4	4	Yes	Co-ed
Mississippi Townhouse 4 (Peer Health)	11	11	0	100%	0	11	Yes	Female
Paschall House (Italian House)	5	5	0	100%	2	3	Yes	Co-ed
Phillips Hall (Oikos)	26	24	2	92.31%	12	12	Yes	Co-ed
Richardson House (CoHo)	8	8	0	100%	1	7	No	Co-ed
Russian House	5	5	0	100%	3	2	Yes	Co-ed
Spanish House	8	7	1	87.50%	2	5	Yes	Co-ed
UH11 (unused E26)								
UH94 (Fine Arts House)	10	10	0	100%	2	8	Yes	Co-ed
UH95 (Crafting Guild)	10	10	0	100%	3	7	Yes	Co-ed

Prioritization:

Year 1: A comprehensive evaluation of theme housing should be conducted, considering not only facility improvements but also the long-term location, programmatic role, and funding strategies necessary to ensure these residences continue to support the University's residential experience. Begin maintenance work that needs immediate attention through Capital Working Group and department funds available - for example, the German department has some funds that they are willing to use for refurbishment in preparation for their 50th celebration. While it is cumbersome for Facilities Management to maintain multiple smaller buildings, the ability to offer language and other affiliated theme houses adds to the unique and intentional residential experience of Sewanee. A first-round assessment on the condition and estimated cost of repair for current theme houses can be found [here](#).

Year 2-5: Fundraise and begin improvements based upon severity of assessment.

3. Project: McClurg Dining Hall

a. Description

Capital Projects Descriptions	
1	Dishwasher/Dishroom replacement – \$500,000 (McClurg Dining Hall)
	This project will replace the existing dishwashing system and tray carousel with updated, commercial-grade equipment to improve operational efficiency, sanitation, reliability, and overall service flow. The current equipment is aging and increasingly difficult to maintain, creating risk for service interruptions, higher repair costs, and reduced productivity during peak meal periods. Replacement of this equipment will support continued dining operations, improve dishroom throughput, and ensure the facility can meet current and future service demands.
2	Walk-In Cooler Remodel – \$200,000 (McClurg Dining Hall)
	This project will remodel the existing walk-in cooler to improve storage capacity, temperature reliability, food safety, and overall operational efficiency. Increasing cold storage capacity will allow Dining Services to purchase and store larger quantities of product, creating opportunities to receive better pricing through bulk purchasing and improved inventory management. The remodel will also reduce the risk of equipment failure, protect perishable inventory, improve workflow, and support continued compliance with food safety standards.
3	Sneeze Guard Replacement – \$125,000 (McClurg Dining Hall)
	This project will replace and upgrade sneeze guards across dining service areas to improve food safety, sanitation, and overall presentation. Updated sneeze guards will help protect food during service, support compliance with health and safety standards, and provide a cleaner, more professional appearance for guests.
4	Servery Refresh – \$365,000 (McClurg Dining Hall)
	This project will refresh the existing servery to improve appearance, functionality, guest flow, and overall dining experience. Updates may include finishes, service counters, equipment integration, signage, lighting, and other improvements that support a more efficient and welcoming service environment. The refresh will help modernize the space, improve operational flow during peak meal periods, and better align the facility with current student and campus expectations.
5	Flooring Update – \$125,000 (McClurg Dining Hall)
	This project will update flooring in key dining and service areas to improve safety,

	durability, sanitation, and overall appearance. The existing flooring experiences heavy daily traffic and requires replacement to better support long-term operational needs. Updated flooring will improve cleanability, reduce maintenance concerns, enhance slip resistance, and provide a more professional and welcoming environment for students, employees, and campus guests.
6	Roof Repair – \$160,000 (McClurg Dining Hall)
	This project will address necessary roof repairs to protect the facility, prevent water intrusion, and preserve the long-term condition of the building. Completing these repairs will reduce the risk of interior damage, equipment exposure, service disruptions, and higher future maintenance costs. This investment supports continued safe and reliable dining operations while helping extend the useful life of the facility.
7	Entrance Update – \$30,000 (McClurg Dining Hall)
	This project will update the dining facility entrance to improve appearance, accessibility, safety, and the overall guest experience. The entrance is one of the first points of contact for students, employees, and campus guests, and improvements will help create a more welcoming and functional arrival area. Updates may include finishes, doors, lighting, signage, or related improvements that support better traffic flow and a more professional campus-facing presentation.
8	Location Refresh – \$40,000 (Tiger Bay Pub)
	This project will refresh Tiger Bay Pub to improve the overall appearance, functionality, and guest experience of the space. Updates may include finishes, seating areas, lighting, signage, service flow improvements, and other cosmetic or operational enhancements that better support daily use. The refresh will help create a more welcoming and modern environment for students, employees, and campus guests while supporting continued retail dining operations.
9	New Flooring – \$40,000 (Tiger Bay Pub)
	This project will replace the existing flooring in Tiger Bay Pub to improve safety, durability, cleanability, and overall appearance. The current flooring experiences frequent use and requires updating to better support daily retail dining operations. New flooring will enhance slip resistance, reduce maintenance concerns, improve sanitation, and provide a cleaner, more professional environment for students, employees, and campus guests.

10	Walk-In Refrigeration Update – \$25,000 (Tiger Bay Pub)
	This project will update the existing walk-in refrigerator to improve temperature reliability, food safety, storage efficiency, and overall functionality. The update will help protect perishable inventory, reduce the risk of equipment failure, and support continued compliance with food safety standards. Improvements will also enhance daily workflow and ensure the space can continue to support Tiger Bay Pub's retail dining operations.
11	Walk-In Freezer Installation – \$70,000 (Stirling's Coffee House)
	This project will install a walk-in freezer to increase frozen storage capacity, improve inventory management, and better support daily dining operations. Additional freezer space will allow the location to store more product on-site, reduce the frequency of deliveries, and create opportunities for improved purchasing efficiency. The installation will also help protect frozen inventory, support food safety standards, and provide greater operational flexibility during high-volume service periods.
12	Patio Refresh – \$100,000 (Stirling's Coffee House)
	This project will refresh the patio area to improve comfort, functionality, appearance, and year-round usability. Improvements will include replacing the existing plastic side enclosures to better retain heat and protect guests from weather, repairing or upgrading outdoor heaters to improve temperature control during colder months, and adding new patio furniture to enhance comfort and seating capacity. These updates will create a more comfortable and inviting outdoor dining environment, extend the usable season of the patio, and better support student, employee, and guest use.
13	Rear Flooring Repair – \$20,000 (Stirling's Coffee House)
	This project will repair the rear flooring area at Stirling's Coffee House to improve safety, stability, and functionality. The existing floor is uneven and unstable, creating potential safety concerns for employees and impacting daily operational use of the space. Completing this repair will provide a more secure working surface, reduce the risk of slips, trips, or further deterioration, and support continued safe and efficient coffee house operations.
14	Rear Entryway Remodel – \$60,000 (The Cup & Gown Cafe)
	This project will remodel the rear entryway at The Cup and Gown Cafe to improve functionality, storage capacity, workflow, and overall operational efficiency. The remodel will allow for added storage space, improved receiving access, and greater flexibility for purchasing and inventory management. Additional usable space will better support daily operations, allow the location to store more product on-site, and create opportunities for improved purchasing efficiency. These updates will also improve traffic flow, reduce

	congestion in back-of-house areas, and support continued safe and efficient coffee house operations.
15	12-Foot Box Truck with Lift – \$60,000 (Catering)
	This project will purchase a 12-foot box truck with a lift gate to better support catering operations across campus. The truck will improve the safe and efficient transport of food, equipment, tables, supplies, and other event-related materials. The lift gate will reduce manual lifting, improve employee safety, and allow Catering to move larger or heavier items more effectively. This investment will support increased event volume, improve service reliability, and strengthen the department’s ability to meet campus catering needs.
16	Cart Replacement – \$5,000 (Catering)
	This project will replace existing catering carts used to transport food, beverages, equipment, and supplies for campus events. Updated carts will improve mobility, safety, and efficiency while reducing the risk of equipment failure during service. This replacement will help Catering better support daily event needs, protect transported items, and improve staff workflow across campus.
17	Shuttle Vehicle – \$25,000
	This project will purchase a shuttle vehicle to support the transportation of catering staff, supplies, and smaller event-related items across campus. The vehicle will improve response time, operational flexibility, and efficiency for events held in multiple campus locations. This investment will also help reduce reliance on larger vehicles for smaller deliveries, improve staff mobility, and support more timely and reliable catering service.

b. Rationale

c. Prioritization

Year 1: Dishwasher Replacement

Year 2-3: Roof Repair and Walk-in Cooler Remodel

Year 3- 4: Entrance Update and Served Refresh

Year 4+: Remainder of the projects with priority to Flooring and Sneeze Guard

4. Project: All Saints Chapel

a. Description

All Saints’ Chapel has not been renovated in over 20 years, and it is now in need of significant capital investment. Priority items include tuckpointing of the stone and plasterwork, repair of the stained glass windows, and replacement of the roof. The estimated cost of this work is approximately \$16 million. A more precise estimate will be available in the coming days and will be incorporated into this report once received.

b. Rationale

The University conducts several of its official events in All Saints' Chapel (ASC)—Lessons and Carols, Convocation, Baccalaureate and Commencement, Honor Code signing, weddings and other milestone events. All Saints' Chapel essentially functions as the ceremonial heart of the community. It is also a vital stop on prospective student campus tours, making its condition a direct reflection on the University's stewardship of its flagstone buildings. Restoring the chapel directly supports the "Heart" pillar of the 2024-2030 strategic plan, which calls for discerning anew how Sewanee Episcopal heritage and identity are manifest on campus. All Saints' Chapel is the physical embodiment of that heritage. The investment ensures that ASC continues to serve the Sewanee community and remains a compelling symbol of the University's identity for prospective students and families.

c. Prioritization

Years 0-2: Tuckpointing, plaster work, roof replacement, replacement of stained glass windows

Appendix E. Sustainability Subcommittee Report

Draft Report of the Sustainability and Accessibility Subcommittee of the Ad Hoc Master Planning Committee

Executive Summary:

The subcommittee examined facility needs and opportunities related to sustainability, accessibility, and security. The projects analyzed in the subcommittee report will achieve one or more of the following objectives:

- result in returns on investment by lowering utility costs or generating revenue,
- enhance belonging and reduce institutional risk by adhering to regulations on accessibility,
- reduce institutional risk by lowering the likelihood of flooding or erosion, and
- improving security by enhancing safety on campus.

The subcommittee reviewed 14 projects, some with multiple parts, and prioritized them by their degree of importance and timeline for undertaking the work associated with them. A unique aspect of several of the projects reviewed by the sustainability and accessibility subcommittee is the expected financial return on investments, in the form of reduced expenses, associated with sustainability projects. The subcommittee prioritized those projects that would enjoy a return on investment, essentially paying for themselves over time.

Based on the subcommittee's analysis of 18 potential capital projects related to sustainability, accessibility, and security, it offers the following set of recommendations and prioritization levels:

Years 0-2:

- Geothermal wells and improved HVAC systems at the Bishops Common, St. Luke's Chapel, St. Luke's Hall, and Hoffman Hall (high priority)
- Connection of Cleveland, Hunter, Tuckaway, and Elliott Halls to the central chiller (high priority)
- Improved lighting on University Ave. (other streets to be further analyzed) (high priority)
- Stormwater management system for the geothermal well project, if located under the Bishops Common parking lot (high priority)
- Extend the walkways of University with curb cuts and ramps (high priority)
- Extend the walkways on Georgia Avenue (medium priority)
- Create the Heritage Trail in the St. Mark's community (high priority)
- Make at least one bathroom in each building ADA compliant (high priority)
- Create a compost and recycling center (high priority)

- Connect all academic buildings to the remote lockdown system for external doors (high priority)
- Market carbon credits from approximately 9800 acres of forest on the Domain (high priority)
- Adopt sustainability and accessibility guidelines for construction on campus (high priority)
- Apply roof-top solar arrays to buildings with appropriate roofs (high priority)

Years 2-5:

- Stormwater management system for areas around Abbo's Alley (high priority)
- Stormwater management system for the Tennessee Williams parking lot (medium priority)
- Create a trail from South Caroline Ave. to Morgan's Steep (high priority)
- Create a trail from Louisiana Circle to Green's View (high priority)
- Install new EV charging station (high priority)

Years 5-10:

- Create a walkway on Mitchell Ave. (medium priority)

A. Subcommittee Members

- Sara McIntyre, Office of Environmental Stewardship and Sustainability
- Robert Benton, Facilities Management
- Nate Wilson, Office of Environmental Stewardship and Sustainability
- William Shealy, Economic Development
- Caroline Thompson, Facilities Management
- Scott Wilson, Provost (and Chair)

B. Subcommittee Charge

The subcommittee reviewed potential capital projects related to sustainability, accessibility/mobility, and basic aspects of building security. The subcommittee evaluated and ranked the various projects within its scope of work as well as developed a set of guidelines for new construction and renovation projects to focus on sustainability, accessibility, and security in future work.

C. Rationale for the Subcommittee's Work

The University of the South's "Elevating Mind, Heart, and Place: The Strategic Plan for the University of the South 2014-2030" and the University's "Sustainability Statement" call for reductions in carbon emissions and attention to improving the sustainability of its operations. Reducing utility expenses and waste as part of sustainable operations improves the University finances and contributes to reducing the University's carbon footprint. The University embraces

improved accessibility measures as part of its efforts to be an inclusive institution and seeks to enhance security measures to better protect its population from violence. The subcommittee's recommendations will advance the University's efforts to make its facilities sustainable, accessible, and secure.

The subcommittee also recommends that the University use three approaches to pay for the additional costs of sustainability investments that lower expenses. First, the University may dedicate a portion of the cash on hand that is available for use on building projects to invest in upgrades to buildings or sustainability projects that will have a pay-off period determined by the expected return on investment. Second, if the University markets carbon credits derived from improved forest management, the funds generated should be used to invest in future carbon and utility reduction projects. Third, a portion of the funds donated to support maintenance plans during the comprehensive campaign and/or as a gift to support a maintenance fund for particular projects be used to invest in sustainable construction that meets University standards, proposed in this report.

Investments in making Sewanee's infrastructure more accessible are crucial to advancing inclusion at the University of the South. The University is also compelled to comply with standards in the Americans with Disabilities Act when undertaking new construction or significant renovations to existing buildings.

Finally, security at institutions of higher education has become an increasing concern. In most cases, the University's buildings were designed and built prior to the emergence of such security concerns. Consequently, the University needs to address basic security measures in many of its academic and administrative buildings as part of its ongoing work to ensure that Sewanee remains a safe place to work and study.

D. Work Conducted

The subcommittee reviewed a number of existing documents related to sustainability and accessibility during the course of its work. In addition to sections of the draft report authored by Sasaki and Associates that focus on sustainability and mobility on campus, the subcommittee reviewed the University's stormwater treatment plan, materials related to the marketing of carbon credits compiled during the last four years, and project proposals for geothermal wells and other steps to reduce the University's consumption of electricity. The subcommittee drew from the sections of "Elevating Mind, Heart, and Place: The Strategic Plan of the University of the South, 2024-30" and the University's Sustainability Statement for guidance on projects that contribute to meeting strategic goals. The subcommittee used analyses provided by CMTA, a civil engineering firm that focuses on sustainable design, to identify projects that will help the University to reduce its utility expenses and reduce its carbon footprint.

The subcommittee engaged with the Sewanee Police Department to determine which academic and office buildings are currently not included in the network of remote external lockdown from the police station. The Sewanee Police Department also advised the committee on installation of emergency call buttons for select buildings that have a front desks where security can be monitored.

The subcommittee worked with Matt Brown, Director of ADA, to collect data from his study of bathrooms on campus that are ADA compliant and which buildings currently lack such facilities. In order to facilitate greater accessibility on sidewalks, the subcommittee identified intersections on University Avenue that require curb cuts and ramps installations.

E. Projects Analyzed

1. Project: Geothermal wells and HVAC upgrades for Bishops Common, St. Luke's Chapel, St. Luke's Hall, and Hoffman Hall

- a. Description:** In partnership with CMTA, Inc., a mechanical engineering company, the University would add a series of geothermal wells in the vicinity of Bishop's Common (likely under the current parking lot behind the building) to be connected to the HVAC systems in the four buildings. The project would modulate the air temperature used in the buildings by circulating water through the pipes in the geothermal wells, using the cooler temperatures (compared to outside air) below the surface during the summer months and warmer temperatures during the winter months. Completing the project would allow the University to discontinue use of the natural gas boiler used to heat the Bishops Common and greatly increase the efficiency of the air conditioning of the building. This project would also serve as a test case for larger scale geothermal transition across campus to increase climate control efficiency and reduce our heating dependence on natural gas.
- b. Rationale:** The project would help the University to reduce its utility expenses and its carbon footprint. The geothermal well project would be combined with a number of other energy-saving changes such as use of LED lights and commissioning of HVAC systems to improve energy efficiency in several buildings on campus. The total cost of the geothermal well and other energy-reduction projects is estimated to be \$8,614,151, but an expected tax credit of \$2,151,834, from the Inflation Reduction Act, would reduce the total cost of the project to \$6,462,317. Based on conservative estimates on the inflation of energy costs and savings derived from utility and maintenance costs for the HVAC systems, CMTA and the University calculate that the savings from the

infrastructural improvement would pay for the cost of the project in 17 years.
([Project budget](#))

In addition, completion of the geothermal wells/HVAC project, changing our lights, and commissioning our existing HVAC systems would result in a substantial reduction in our utility costs and carbon footprint. Reduction of our carbon footprint is a stated goal of our strategic plan and University sustainability statement, adopted by the Board of Regents.

- c. **Prioritization:** High, 0-2 year period, estimated cost \$8,614,151 (\$6,462,317, after incentives)

2. **Project: Connection of Hunter Hall, Tuckaway Hall, Cleveland Hall, and Elliott Hall to the University chiller system**

- a. **Description:** The project would lay pipes to connect the four residential halls to the University's central chiller system. Connecting Hunter, Tuckaway, and Elliott Halls to the chiller will lower the utility costs for the three dorms by using cold water that circulates through pipes from the chiller for air conditioning systems in the three residential halls. Cleveland Hall does not have an air conditioning system, but the University plans to add one in the near future. The project would take the chilled water pipes to Cleveland Hall in anticipation of an air conditioning system being added in the coming years.
- b. **Rationale:** The project helps to meet two goals. First, the University wants to add air conditioning units to all of its residential halls, including Cleveland Hall. In addition, using the chilled water system will reduce the University's utility costs and the carbon footprint. The cost of connecting the four residential halls to the chiller is estimated to be \$2.48 MM, including the cost of an air conditioning unit at Cleveland Hall. The return on investment in the form of lower utility costs will pay for the cost of the infrastructural improvement, including the added air condition unit at Cleveland Hall, in approximately 10 years.
- c. **Prioritization:** High, 0-2 year period, estimated cost \$2.48 MM

3. **Project: Improving Lighting along Walkways on Campus**

- a. **Description:** To encourage walking and improve pedestrian safety on campus, pedestrian-scale lighting should be added along existing sidewalks. Sidewalks along primary and secondary streets that connect residential halls, athletic facilities, and parking with the campus core should be prioritized (University Ave. from downtown to the hospital, Georgia Ave. from University Ave. to the Hospitality Shop, Texas Ave./Breakfield Road from the Fowler Center to the University Farm, South Carolina from University Ave. to Florida Ave., and Tennessee Avenues from Shoup Park to Puett Field). Pedestrian-scale, decorative

lamp posts should be used to limit light pollution and to maintain the current style of lighting found on campus. Additionally, street lighting may need to be improved near crosswalks and at intersections.

- b. Rationale:** In recent years, students have requested improvements to street lights on campus. The movement of additional parking to the periphery of campus has increased the desirability of lighting along walkways. Additional lighting addresses security concerns while encouraging an increase in pedestrian traffic and decrease in automobile traffic, helping the campus to lower its carbon footprint. The subcommittee recommends working with a consultant to identify areas in Sewanee that would benefit from additional lighting.

The subcommittee anticipates a need, at most, for 160 additional decorative lamp posts, at an installed cost of \$7,000 per lamp post including underground infrastructure, a total estimated cost of \$1.12 MM. This estimate provides a street lamp every 100' of sidewalk along one side of each prioritized street.

c. Prioritization -

University Ave.: High, 0-2 years

Georgia Ave.: Requires further study

Texas Ave.: Requires further study

South Carolina: Requires further study

4. Project: Storm Water Management Around the Fowler Center and Abbo's Alley

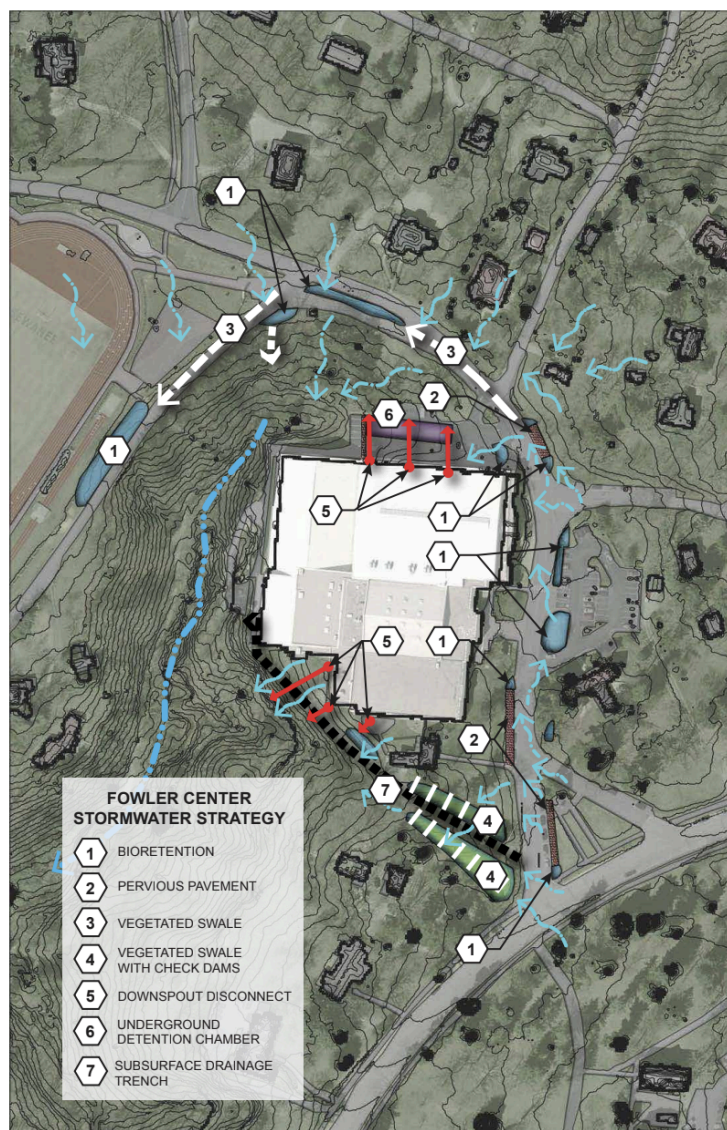
- a. Description:** Install a series of stormwater management facilities around the Fowler Center to effectively infiltrate stormwater runoff and mitigate negative impacts to the Abbo's Alley Watershed.
- b. Rationale:** The Fowler Center is situated in the headwaters of the Abbo's Alley watershed and represents an extensive impervious area with no existing stormwater management. Runoff from the approximately two-acre athletic facility roof and surrounding asphalt causes erosion within Abbo's Alley Creek as it rushes directly down the steep slopes to the stream. Within the stream channel, there are multiple areas of failing banks from the increase in flows.

The Abbo's Alley watershed is currently being equipped with instruments to measure runoff and infiltration as a paired watershed to the Split Creek Research Forest. This instrumentation will allow faculty and students to gather baseline data on stormwater impacts and monitor improvements over time. The proximity of the Fowler Center to the top of the watershed makes it difficult to install a single, large stormwater control facility in this area. Instead, mitigation measures should be custom fitted in the available areas, allowing for multiple solutions to be tracked over time. The most cost-effective runoff to intercept and infiltrate is

from the parking lot to the east of the building that contributes to the same drainage system. Swales and check dams above ground and potentially within a trench along the gravel drive to the south could slow flows before entering the valley. To the north of the building, there is potential to disconnect downspouts and install an underground detention chamber under the existing asphalt. This project has potential to be both a sustainability win and an academic one as stormwater improvements can be monitored in real time by students. The Campus Stormwater Master Plan suggested a \$700,000-\$1,300,000* planning budget for this project not including monitoring technology to be provided by Split Creek.

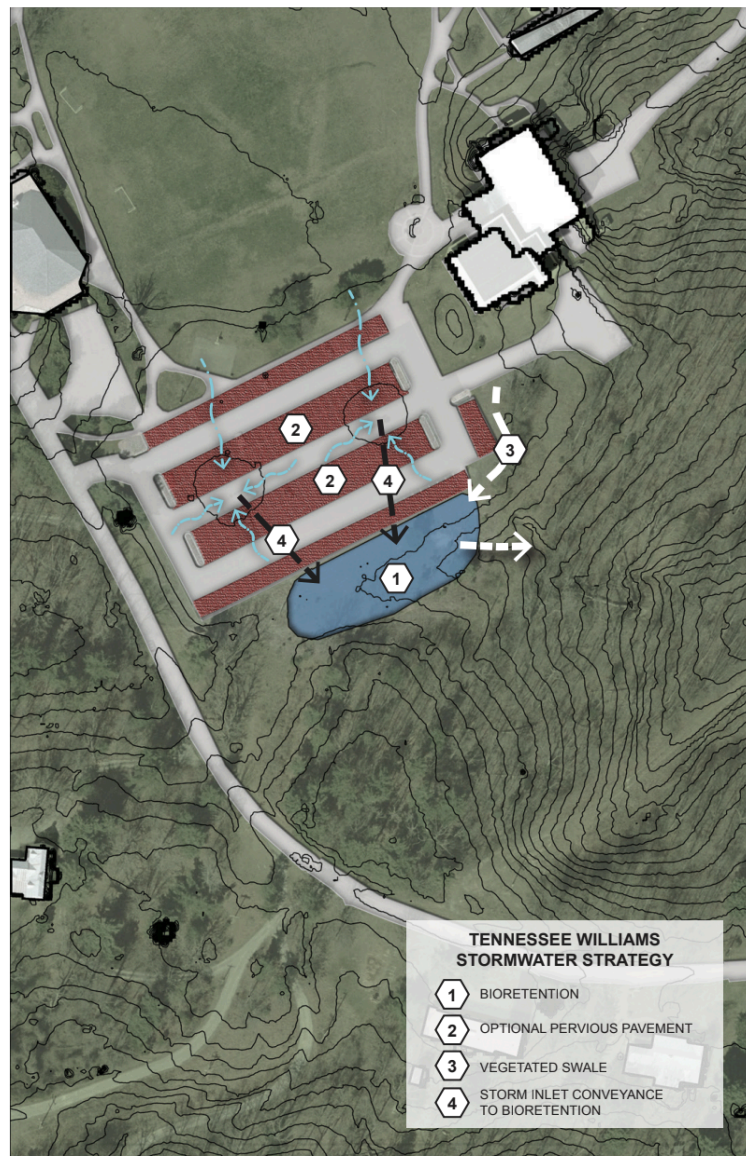
*The estimate is adjusted for inflation.

- c. **Prioritization:** High, 2-5 year period, estimated cost \$1.3 MM



5. Project: Storm Water Management at the Tennessee Williams Parking Lot

- a. **Description:** Add stormwater management via storm inlet conveyance and bioretention at the existing Tennessee Williams parking lot to generally improve water quality and stream health in the Depot Branch watershed, mitigate erosion and flooding in Parson's Green and on 41A, and create additional development opportunities within Sewanee Village.
- b. **Rationale:** Over the years there have been many issues in the Village resulting in flooding both roads and homes. Managing the stormwater from the Tennessee Williams Center parking lot presents a great opportunity for meaningful stormwater mitigation in an important and imperiled watershed. The expansive parking lot currently has no stormwater controls and has negatively impacted Depot Branch for decades. Located at the headwaters of this high-priority watershed (traveling behind Parson's Green, through Sewanee Village, and inevitably into Lost Cove) this project serves as a high value sustainability project. Due to ease of construction access and ample space, this project provides a cost-effective opportunity for a robust stormwater management facility that will allow for additional development within the watershed that has more difficult stormwater management options downstream. The Campus Stormwater Master Plan suggested a \$200,000-\$400,000* planning budget for this project. **Estimate is adjusted for inflation.*
- c. **Prioritization:** Medium, 2-5 year period, estimated cost \$400,000



6. Project: Storm Water Management incorporation with Geothermal project

- a. **Description:** The wells associated with geothermal opportunities laid out in project 1 are likely to be located under existing parking areas around the Bishops Common or duPont Library. This project would provide an ideal opportunity to improve the stormwater location from any impacted parking lot.
- b. **Rationale:** Because these lots will be reconfigured for the geothermal project, the costs of reconstruction can be applied to a stormwater project, lowering the total cost of stormwater mitigation.
- c. **Prioritization:** Coincident geothermal and parking stormwater presents an ideal way to combine projects and increase efficiencies. Absent geothermal, the

parking areas at the Bishops Common and Dupont are of moderate priority, with geothermal they become much higher. **Needs schematic design to estimate cost.*

7. Project: Expand and Enhance In-town Pedestrian Network

a. Description: Sewanee is blessed with an extensive network of sidewalks and trails that enhance community livability. The committee has identified several gaps in this infrastructure that, when filled, can further enhance the experience of visitors to Sewanee. These gaps fall into two main categories; connections within the community, and connections from the community to the Greater Domain.

1. Within the community:

- Complete parking and pedestrian infrastructure on University Ave to the Hospital. This addition of sidewalks, bike lanes, and on street parking will make both the hospital, Human Resources, and the Sewanee Inn more accessible. This project will also add parking in front of the Inn which is sorely needed. To make these sidewalks accessible, the project will require the cutting of nine curbs and the painting of detectable warning stripes between the Sewanee Inn and the Village.
- Extend sidewalks on Georgia Ave to the Hospitality Shop. This connection would increase safety for students and staff picking up vehicles at the motorpool and encourage pedestrian access to the Hospitality Shop.
- Add sidewalks to Mitchell Ave between Alabama Ave and University Ave, with upgrades to trail between Print Services and Gailor.
- add accessible ramps along Univ. Ave. where none exist — ~10 between The Sewanee Inn and the Village.

2. Connections from the community to the Greater Domain

- Trail connection from South Carolina Ave. to Morgan's Steep. This connection would provide the shortest connection between central campus and the Perimeter Trail and would improve access to an already popular sunset watching location at Morgan's Steep. It could be created with a new trail running parallel to Laurel Drive, or by reducing portions of Morgan's Steep road and Laurel Drive to one way using the second lane for bikes and pedestrians.
- Louisiana Circle to Green's View. There is an opportunity here to divert pedestrian traffic off of Green's View Road to a trail running parallel to and west of Green's View Road along an existing power line right-of-way.
- Complete Heritage trail (apartments to connect to 41A) potential to add spur to Univ. Ave. via Sartain (Facilities Management grant). This series of connections would reduce the need for automobile traffic from the new

apartments and provide another pedestrian connection between central campus and the village.

- Lake Cheston connection. There exists an informal connection between Phillips Hall and Lake Cheston. Upgrading and formalizing this trail would shorten the walk to the lake from central campus.
- b. **Rationale:** Provide safe and enjoyable pedestrian infrastructure between key locations and encourage pedestrian travel. Encourage exploration of the Greater Domain by students by providing improved pedestrian connections.
- c. **Prioritization:** The prioritization of these projects varies by project. Generally, the projects closest to central campus and University Ave have the highest priority, followed by the connections to the greater Domain.

University Ave.: High, 0-2 years

Georgia Ave.: Medium, 2-5 years

Mitchell: Medium, 5-10 years

Trail from South Carolina Ave. to Morgan's Steep: Medium, 2-5 years

Trail from Louisiana Circle to Green's View: Medium, 2-5 years

Heritage Trail: High, 0-2 years

8. Project: Make Accessible Bathrooms Available in All Academic Buildings and Residential Halls

- a. **Description:** The University will make at least one bathroom in each academic and residential hall on campus accessible to mobility-impaired users. The University will follow a schedule of work on any necessary revisions, including widening exterior doors, bathroom stall doors, lower hand-washing facilities, and signage to be completed over the three years. The University will use the [2010 Americans with Disabilities Act Accessibility Standards](#) as a sourcebook for regulations on bathroom design.

The effort to make a bathroom in each building on campus ADA compliant is only one step toward a more inclusive campus. Curb cuts on sidewalks (discussed above) and installing levers on doors to replace door knobs are further steps to increase accessibility. The University will want to explore pursuing those steps in the coming years.

- b. **Rationale:** As part of making the University a more inclusive institution and to comply with standards related to accessibility, the subcommittee recommends that the University ensure that at least one bathroom in each building is accessible to mobility-impaired users. The University will need to renovate bathrooms to ensure that passageways are wide enough for persons in wheelchairs, that showers are configured to allow easy entry, support bars are applied, as needed, in bathroom stalls, and handwashing facilities are accessible.

The subcommittee examined the bathrooms in each academic building to identify necessary steps to comply with the 2010 Americans with Disabilities Act Accessibility Standards. (See [spreadsheet](#).) For FY27-29, the following buildings are prioritized for improvements to bathrooms to make them ADA compliant:

FY27:

Bishop's Common (first floor)
 Gailor Hall (main floor)
 Walsh-Ellett Hall (first floor, near Dean of the College office)
 and Spencer Hall (first and second floors)

Approximate FY27 costs: \$4900

FY28:

duPont Library
 Fowler Center (basketball locker room, football shower)
 Walsh-Ellett Hall (second and third floors)
 Wellness Commons (main floor)
 Woods Lab (first and second floors)

Approximate FY28 costs: \$20,000

FY29:

Bishop's Common (lower floor)
 Fowler Center (main floor bathrooms, field house locker rooms)
 Gailor Hall (second floor, lower floor)
 Police (basement)
 Woods Lab (basement)

Approximate FY29 costs: \$6800

- c. Prioritization:** high, 0-2 year period, total estimated cost for bathrooms \$31,700

9. Project: Establishing a Site for Composting and Recycling University Materials

- a. Description:** The subcommittee proposes that the University create onsite composting and recycling facilities. The University should purchase a composting machine that could process the material inputs in 30 days, resulting in a rich soil product that could be used at the University farm, Facilities Management, and,

potentially, for sale to consumers. The mechanical composter would reduce labor inputs required for manual composting and speed the composting process.

To optimize its recycling program, the University should purchase a compactor to prepare recyclable materials to purchasers and several bins to store the compacted and baled materials. The compactor and bins will allow the University to internalize its recycling program and generate revenue from the sale of materials to recyclers. The machinery and storage bins will require an outbuilding to keep paper products dry and to reduce noise from the processing of materials.

The total cost for the mechanical composter, building, compactor, and bins is approximately \$270,000. The breakdown for the approximate costs are:

• Mechanical composter	\$100k
• Compactor and bins	\$50k
• Structure	\$120k

The enhanced composting and recycling programs will require approximately 1.5 additional FTE staff members to organize and run the two programs, but annual savings in waste disposal fees and revenues from recyclable materials sales may offset most or all of this additional cost.

- b. Rationale:** Composting requires a mixture of nitrogen-rich and carbon-rich materials to produce the rich soil product at the end of the process. The University generates a large amount of compostable materials (nitrogen-rich materials) through its dining operations. Sewanee Dining estimates that the amount of compostable food product generated per swipe (meal purchase) at McClurg Dining Hall is 0.37 lbs. Approximately 10-15 tons of food waste is currently composted through labor-intensive composting methods. To dispose of the additional food waste, the University pays Richardson Waste Removal approximately \$22,000 for hauling and \$20,000 for tipping fees per year. The Howell Equestrian Center uses 12 yards of wood chips (carbon-rich materials) per day as bedding in stalls. Currently the wood chips are being spread in wooded areas near the equestrian center. The combination of the food waste and wood chips would be composted to sharply reduce haulage and tipping fees and waste product.

University operations and consumption by members of the University community result in the accumulation of significant amounts of recyclable materials (paper, cardboard, aluminum, mixed metals, and glass). The University has hired a staff

member to collect data on the volume of various recyclable materials generated through University operations and consumption during FY27. Currently, the University hands over its recyclable aluminum, mixed metals, cardboard, and glass to Franklin County and Richardson Waste Management. Franklin County and Richardson Waste Management realize income through the sale of the materials to recyclers. Savings from reduced hauling and tipping fees along with revenue generated from sale of materials to recyclers should result in a return on investment of fewer than 10 years.

The University's Sustainability Statement calls for measurement of recycled and composted materials, and the University Sustainability Committee has organized such measurement during the fall of 2026 with the intention to determine the financial impact of internalizing recycling and composting. The creation of a recycling and composting center will allow the University to reduce its waste and improve the sustainability of its operations. While an internalized recycling program that handles its own recycling and sales of materials will likely not generate net revenue, the composting will reduce expenditures leading to a return on investment.

- c. **Prioritization-** High, 0-2 year period, estimated cost \$270,000

10. Project: Improve Security of Campus Buildings with Unified External Lockdown System and Emergency Alert Buttons

- a. **Description:** The subcommittee recommends that the University add centralized lockdown functions with pass-key locks on the outer doors of all academic and administrative buildings. The new pass-key system would require the swiping of an appropriate University-issued identification to enter the building during times when the building is locked. The centralized lockdown system, currently used for all residential halls, allows the exterior doors to be locked by the police with a single activation. Emergency alert buttons that directly contact the Sewanee Police Department should be considered for buildings with high traffic and front desks such as the Fowler Center and McClurg Dining Hall.
- b. **Rationale:** In light of a growing number of instances of mass violence on campuses in the U.S., the subcommittee recommends improvement in security on campus. One important step in improving security involves creating harder exteriors around University buildings to thwart intruders.

The University has established a central lockdown system and pass-key system, using identifications, for residential halls. Currently, the following academic and

administration buildings are not integrated into the lockdown and pass-key system:

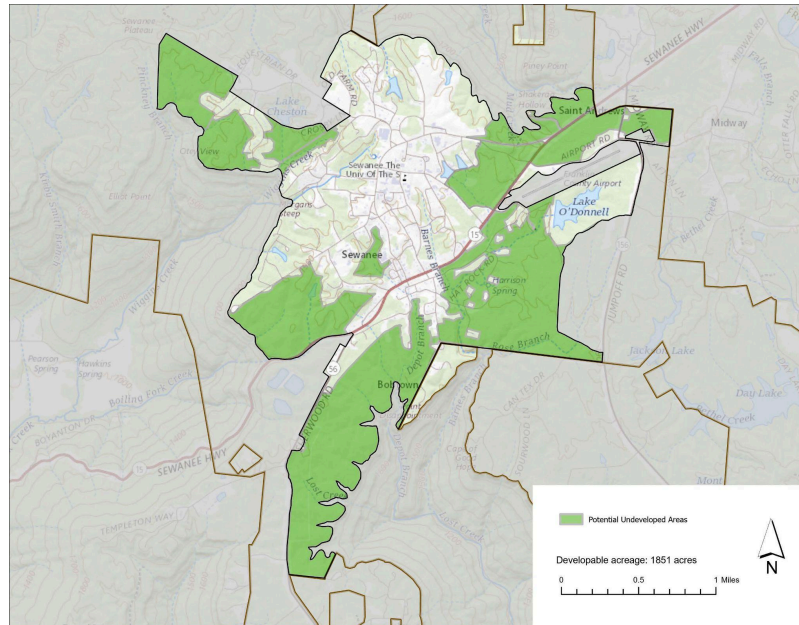
- Chen Hall
- McGriff Alumni House
- Treasurer's Office/Business Services
- Fire Department
- Police Department
- All Saints Chapel
- Chapel of the Apostles
- St. Luke's Hall
- Walsh-Ellett Hall

The subcommittee recommends that the University develop a schedule to integrate buildings that are not a part of the pass-key and lockdown system into the system.

c. Prioritization: High, 0-2 year period

11. Project: Market Carbon Credits from the Outer Domain

- a. Description:** The subcommittee recommends that the University commit approximately 10,000 acres of forested land for the purpose of generating improved forest management carbon credits to be sold through the Appalachian Carbon Exchange (ACE) on the American Carbon Registry (ACR). Following ACR rules on carbon credits, the University would be required to commit to maintain designated forest land as forest for a forty-year period, although there may be some options for buyout after 20 years. Preliminary estimates suggest that marketing carbon credits from the 10,000 acres would generate approximately \$125,000 per year without any change in our current harvest intensity. The funds generated by the marketing of the carbon credits would be deposited in the University's green revolving fund for the purpose of investments in infrastructure that reduce utility bills and carbon footprint.
- b. Rationale:** Studies of land slope, forest cover, and infrastructure on the Domain conducted during the last three years determined that the University has 1851 acres of readily developable land proximate to its current developed holding. Currently, the central Domain, which has been developed for residential and commercial purposes, accounts for approximately 1122 acres of the Domain's 13,000 acres. Designating approximately 10,000 acres as part of a regional cohort of forest lands aggregated by ACE would not impede further housing or commercial development in areas that are suitable.



Analysis of developable property with acceptable slope, access to utilities, and proximate to currently developed areas.

The University would not be utilizing any of the credits generated through this program, but would rather take the revenue generated from their sale and invest directly in emissions-reducing technology and infrastructure on campus. By investing the revenue in this manner, the University would leverage the carbon capturing capacity of the Domain forests to create new opportunities for demonstrable reductions in emissions on campus in a way that is unambiguous and transparent.

- c. **Prioritization:** High, 0-2 year period, no cost (generates revenue)

12. Project: Adoption of Sustainable Building Guidelines and Funding Mechanism

- a. **Description:** The subcommittee recommends that the University adopt a set of building practices to ensure that new construction and renovation projects adhere to sustainability standards. The sustainable building practices incorporate those aspects of LEED building standards that have a clear return on investment, either through reduced utility costs or longer use resulting in reduced maintenance, or reducing the University's carbon footprint.
- b. **Rationale:** Studies of sustainable design and construction estimate that adhering to such standards (such as LEED silver standards) increases the capital costs of projects by approximately 20 percent over business as usual design and construction. Following sustainable design and construction standards leads to savings on utilities and maintenance, which pay off the additional capital costs over time. The University has long aspired to follow sustainable construction

standards, but good intentions often are lost when construction costs exceed planned costs and “value engineering” occurs.

Following sustainable construction standards will largely pay for themselves over time by lowering utility costs. Sustainable design and construction has the additional benefits of reducing the University’s carbon footprint, a strategic goal, and burnishing the University’s sustainability credentials.

- c. **Prioritization:** High, 0-2 year period, no cost

13. Project: Solar Generation Expansion on Campus

- a. **Description:** To expand solar generation on campus and address rising utility costs, the University has asked CMTA, Inc., a mechanical engineering company, to evaluate sites for roof-mounted solar arrays with simple paybacks under 20 years. If the University installs solar arrays before December 31, 2027, it will qualify for Investment Tax Credits (ITC), a 50% IRA tax rebate, greatly lowering the period of return on investment. The ITCs are set to expire at the end of 2027. (See CMTA’s Solar Master Planning Evaluation [here](#)). As the University plans to replace roofs that require repair or are past the end of life, the subcommittee would like to add solar arrays to buildings identified by CMTA as having favorable conditions.
 - The Fowler Center has an immediate need for roof replacement and has very favorable conditions for adding solar generation, including high daytime energy use, appropriate roof slopes/aspects, and lack of shading from neighboring trees and buildings.
 - Other solar projects would be placed on recently replaced roofs: Hamilton Hall, and the University Wellness Commons.
- b. **Rationale:** The project would help the University to reduce its utility expenses and its carbon footprint. A 424 kW solar array at Fowler would produce 484k of kW per year and save \$41,646 per year (at current electricity prices) in reduced utilities costs. Based on conservative utility cost inflation (2.5%), the 424kW array would have an ROI of 13.5 years if we install before December 2027 and receive the ITC. A 50 kW array on Hamilton Hall would produce 62k kW of electricity in a year, reducing utility costs by \$5310 per year. The reduced utility costs would result in a ROI after 13.65 years. After the arrays pay for their initial investment, the savings from utilities can be used to fund other energy-saving efforts. Reduction of our carbon footprint is a stated goal of our strategic plan and University Sustainability Statement, adopted by the Board of Regents.
- c. **Prioritization:** High, 0-2 year period (to take advantage of investment tax credit) for roofs that are ready for solar arrays prior to December 31, 2027, which include Hamilton Hall and Fowler Center, if the roof is replaced. Other projects to be

considered in years 2-10, where updated estimates on ROI of investments make such investments feasible.

18. Project: Electric vehicle charging and EV fleet expansion

- a. Description:** As the demand for electric vehicle charging on campus has increased, the University has recently replaced the outdated dual-port Snowden EV charging station, added two dual-port charging stations at the Sewanee Inn, and an EV fleet charging station in the FM Motorpool parking lot in June 2026. Updating to ChargePoint charging stations allows the University to collect revenue to cover utility costs and infrastructure investments and view analytics on usage and demand.
 - Phase II of this project – adding EV charging stations to the duPont Library parking lot and to the Fulford parking lot (see duPont proposal [here](#)).
 - Phase III would include adding charging stations in the Sewanee Village, potentially at the Visitor's Center, and in student parking areas, such as the Alabama Avenue lot.
 - The subcommittee recommends expanding the electrical capabilities of the Snowden chargers to speed up charging times to accommodate more customers.
 - The subcommittee recommends budgeting for and adding electric vehicles to the motorpool fleet each year.
- b. Rationale:** As EV use has increased nationwide, providing charging on campus accommodates our students, faculty, staff, and visitors on campus. As part of the University Sustainability Statement adopted by the Board of Regents, the University has outlined the specific goal to increase the number of hybrid or electric fleet vehicles. While comprehensive revenue estimates for an expanding charger network are not yet available, early use data for the chargers installed in June of 2026 has been encouraging, with the Phase 1 chargers generating \$628 in its first month of operation. Using conservative industry-standard estimates, we expect less than a 4.5-year payback for the Phase I infrastructure investment. Utilizing the revenue from the charging stations creates a funding stream for expanded phases of this project.
- c. Prioritization:** High, 2-5 year period

Summary of Prioritization Scoring by Subcommittee

Project	Strat. Plan	Acad. Mission	Risk Mgmt	Admission/ Retention	Student Experience	Reputation	Financial Cost	ROI	Total Score	Prioritization Level	Time Frame
1 Geothermal	4.17	2.5	3.5	2.83	3	4.17	4.3	4.33	28.83	High	0-2 Years
2 Chiller	4.83	2.17	3.83	3.83	4.33	3.33	4.5	4.83	31.65	High	0-2 Years
3 Lighting											
3a Lighting University										High	0-2 Years
3b Lighting Georgia											
3c Lighting Texas											
3d Lighting South Carolina											
4 Storm (Fowler)	3.67	3.33	3.17	2.17	3.17	3.33	2.7	1.83	23.34	High	2-5 Years
5 Storm (TWC)	4	3	3.6	2	2.4	3.4	3.6	2.2	24.2	Medium	2-5 Years
6 Storm (Geothermal)	4.4	2.8	3.1	2.2	2.6	4	3.6	2.8	25.5	High	0-2 Years
7 In-town Walkways											
7a walkway University										High	0-2 Years
7b walkway Georgia										Medium	0-2 Years
7c walkway Mitchell										Medium	5-10 Years
7d trail SC-Morgan's Steep										High	2-5 Years
7e Trail LA Circle-Green's View										Medium	2-5 Years
7f Heritage Trail										High	0-2 Years
8 ADA Bathrooms	3.2	3.8	4.2	3.2	3.4	3.8	4.0	1.8	27.4	High	0-2 Years

9 Compost/Recycle	4.4	3.6	2.8	3.3	3.6	4.6	3.8	4.2	30.3	High	0-2 Years
10 Lock-down Bldgs	3	2.4	4.6	2.4	3.6	3	2.6	1.2	22.8	High	0-2 Years
11 Carbon Credits	4.6	3.8	2.6	3.2	3.6	4.2	4.8	4.6	31.4	High	0-2 Years
12 Sustainable Guidelines	5	3.4	4	3.8	4.2	4.8	3.4	4	32.6	High	0-2 Years
13 Solar	5	3.2	2.8	3.8	2.8	4.8	3.6	4	30	High	0-2 Years
14 EV Charging	4.75	2.75	2	2.75	3.5	4	4.0	4.25	28	High	2-5 Years

Appendix F: Master Planning Scoring Rubric

Draft Rubric for Master Planning Prioritization

As part of the prioritization process, the steering committee may wish to adopt a rubric with the following considerations for projects under review:

1. Strategic importance
 - a. Connection to the strategic plan – Does the project in question directly advance work on one or more elements of the strategic plan?
 - b. Advances the University’s academic mission – Does the project in question directly advance work on one or more elements of the academic mission?
2. Relation to risk management (operations failure, reputation, compliance violations, etc.) – Does the project help to address an existing or likely risk for the institution such as an operations failure or violation of compliance regulations?
3. Improvement to student admission and retention – will the project be expected to contribute to student admission and/or retention?
4. Improvement to student experiences – does the project contribute to improvement of the student experience?
5. Elevates the University’s reputation – does the project significantly raise the profile of the institution? (or protect it from damage?)
6. Financial
 - a. Cost – is the cost of the project reasonable and an effective use of resources (cost:expected impact)? Is the cost related to the University’s core mission and operation?
 - b. Return on investment (revenue enhancement or expense reduction) – does the project have a built-in direct return on investment?

Project Name:

	5 (highest)	4	3	2	1 (lowest)
1. Strategic importance					
A. connection to strategic plan					
B. advances academic mission of the University					

2. Relation to risk management					
3. Improvement to student admissions and retention					
4. Improvement to student experiences					
5. Elevates the University's reputation					
6. Financial considerations					
A. Costs					
B. ROI					

Appendix G. Sewanee Sustainable Construction and Design Guidelines

A. GENERAL

- a. This document establishes Sustainable Construction and Design Guidelines for The University of the South, intended to serve as the standard framework for all future major new construction and renovation projects. The guidelines are designed to support long-term environmental stewardship, operational efficiency, and equitable access for all while ensuring consistency across campus development. They align with the goals, principles, and priorities outlined in the 2026 Master Plan and are intended to guide project planning, design, construction, and decision-making for years to come.
- b. These Guidelines also work to establish expectations and standards for important accessibility goals. These goals include, but are not limited to, adhering to Americans with Disabilities Act standards, while also providing safe restroom access to all.
- c. These guidelines are intended to be used on construction of all new buildings greater than 5,000 gross square feet and/or renovations of a building greater than 5,000 gross square feet where the renovation exceeds 50 percent of the replacement value of the building.
- d. Sewanee recognizes that reaching its future carbon neutrality goal can't be accomplished just by designing energy-efficient buildings. Bigger changes to the campus's energy infrastructure will also be necessary. One of the most effective ways to reduce emissions is by shifting the University's electricity and mechanical supply to renewable sources like solar power and geothermal. These changes will play a major role in helping Sewanee move toward its carbon neutrality target.

B. REFERENCED DOCUMENTS

- a. 2026 Master Plan
- b. [Campus Stormwater Master Plan](#)

C. SUSTAINABLE DESIGN STANDARDS

- a. Energy
 - i. Overview
 1. As a campus, Sewanee continues to make strides to expand its central chilled water cooling system. This system has proven to be much more efficient than decentralized (building-side) systems. Central campus is conditioned using an efficient district cooling system that supplies chilled water, and we hope to maximize these efficiencies with future connections.
 2. All future building projects should be designed to connect to our central chiller plant or one of our planned geothermal systems. If the project does not plan to connect to one of these “district” systems, they need to provide justification and receive approval from the capital working group, which authorizes funding for projects over \$5000.
 - ii. Reduction Guidelines
 1. Projects must demonstrate a reduction in regulated building energy use from a baseline by 30%. Calculate the baseline building performance

with the Zero Tool by Architecture2030. (Please find the Zero Tool using the following link: <https://www.zerotool.org/>)

2. Regulated energy use includes building energy used for heating, cooling, ventilation, lighting, and domestic hot water, excluding receptacle loads and other building equipment.
- iii. MEP System Commissioning
 1. Building mechanical, electrical, and plumbing systems shall be commissioned in accordance with ASHRAE Guideline 0-2013. The CxA should be engaged no later than the Design Development phase to review design documents for compliance with the OPR.
 2. Documentation Requirements:
 - a. Commissioning report
 - b. Systems manual
- iv. Building Envelope Commissioning (BECx)
 1. All newly constructed facades are to undergo building envelope commissioning to verify the thermal, hygroscopic, and air infiltration performance of the façade. The BECx will follow the commissioning process activities in accordance with the latest version of ASTM E2813.
 2. Documentation Requirements:
 - a. BECx commissioning report
- v. Fault Detection & Continuous Cx
 1. Building HVAC and BMS systems shall include sensor points and programming required to connect to Sewanee's building analytics platform as mandated by the Sewanee Facility Management Department.
 2. New construction is required to connect to the building analytics program prior to building occupancy.
 3. Documentation Requirements:
 - a. Approved Energy Management continuous Cx. As-Builts
 - b. Documentation of sensor points and programming included within design
- vi. Use of Centralized Utilities
 1. Buildings shall be required to connect to University Central Utilities to utilize the source generation efficiencies of the central utility plants. If on-site systems are desired for a project, it must be demonstrated that the use of centralized utilities is not feasible.
- vii. Energy Metering
 1. Building-level energy meters are to be included in all projects to monitor the consumption of all incoming utilities, including but not limited to chilled water, natural gas, and electricity. Distribution panel-level sub-meters are to be provided to monitor electricity use attributed to equipment, plug loads, lighting, pumps, and fans. Metering devices must be capable of measuring energy consumption in intervals of one hour or less.
 2. Documentation Requirements:

- a. Electrical drawings depicting meter locations
 - b. Meter product cut-sheets
 - viii. Occupancy Monitoring HVAC Setbacks
 - 1. All regularly occupied spaces must be designed to setback the design heating and cooling temperatures to 65°F and 80°F, respectively, during scheduled unoccupied periods.
 - 2. During occupied periods, temperatures should be set back by $\pm 3^{\circ}\text{F}$ from the set point when a space has been vacant for longer than 15 minutes.
 - 3. Documentation Requirements:
 - a. Plans indicating regularly occupied spaces and vacancy sensor locations and direction.
 - b. HVAC control diagrams and schedules
 - ix. Occupancy-Based Lighting Controls
 - 1. Spaces with intermittent occupancy, including but not limited to: classrooms, laboratories, offices, conference rooms, restrooms, corridors, and study rooms, shall include occupancy-based lighting controls. Controls may be programmed to either dim or turn-off luminaires at the design teams' discretion.
 - 2. Documentation Requirements:
 - a. Lighting plans highlighting sensor locations
 - b. Lighting control diagram
- b. Appliances
 - i. Overview
 - 1. Energy Efficiency Ratings: New equipment must be [ENERGY STAR Certified](#). In the absence of an ENERGY STAR rating, units should fall within the top 25% of efficiency established by the Federal Energy Management Program.
- c. Water
 - i. Overview
 - 1. The University will continue to implement water reduction strategies, and Sewanee will build resilience against future water scarcities while reducing its indirect carbon footprint. Potable water is a resource that requires energy to treat and supply, and should be used with intention and care.
 - 2. Reducing water consumption at a campus scale will save considerable amounts of energy by alleviating the burden on municipal water treatment facilities. Additionally, by limiting excessive water use in domestic applications, we will reduce the energy attributed to water heating.
 - ii. Reduction Guidelines
 - 1. Fixture Water Use - All future domestic water fixtures must meet or exceed the flow-rate requirements established below:
 - a. Toilets 1.1gpf
 - b. Urinals 0.125gpf

- c. Public Lavatories .35gpm
 - d. Private Lavatories .50gpm
 - e. Kitchen Faucets 1.50gpm
 - f. Shower Heads 1.50gpm
 - 2. Appliance Water Use - All future appliances must meet or exceed the following ratings:
 - a. Residential Clothes Washer Energy Star
 - b. Commercial Clothes Washer CEE Tier 3A
- d. Stormwater
 - i. Overview
 - ii. Guidelines
 - 1. [Stormwater Management Master Plan, Sewanee: The University of the South](#)
 - a. Section 5, Stormwater Management Guidelines for Future Projects, page 52-61.
 - b.
 - 2. Review of stormwater management goals for campus, a best
 - 3. practices toolbox for Sewanee, and stormwater guideline
 - 4. recommendations for future development projects within the Domain
 - 5.
 - 6. Capture and infiltrate first inch of storm event on site
 - 7. Documentation Requirements:
 - a. Stormwater calculations from project civil engineer
- e. Native Landscape Plants
 - i. Overview
 - ii. Review and approval by Superintendent of Landscape Planning and Operations

Energy Efficiency Ratings: New equipment must be [ENERGY STAR Certified](#). In the absence of an ENERGY STAR rating, units should fall within the top 25% of efficiency established by the Federal Energy Management Program.