



**SEARCH FOR THE
ASSOCIATE PROVOST FOR DIVERSITY, EQUITY, AND INCLUSION**

WASHINGTON AND LEE UNIVERSITY
Lexington, Virginia

Washington and Lee University (W&L), a top ten nationally ranked private liberal arts college and ninth oldest institution for higher learning, seeks a passionate, dedicated, and visionary educator to serve as its inaugural Associate Provost for Diversity, Equity, and Inclusion. The Associate Provost will join the institution at a transformative time as W&L assesses its identity and strengthens its commitment to excellence by making diversity, equity, and inclusion an institutional priority. Under the leadership of W&L's newly appointed provost, Dr. Lena Hill, the successful candidate will be a steadfast diversity champion, trusted partner, exemplary academic, and scholarly practitioner who values a liberal arts education and has demonstrated experience as a skilled administrator and strategic leader. Working closely with the Provost and other key campus leaders, the Associate Provost will lead and inform the strategic discussion advancing diversity, equity, and inclusion, as well as build, guide, and assess such policies and practices in academic affairs as a means of improving the university's cultural climate and identity.

Among its many accolades, W&L is ranked ninth in national liberal arts colleges and 16th in best value schools by the *US News and World Report*. W&L is composed of two undergraduate divisions, the College and the Williams School of Commerce, Economics, and Politics; and a graduate School of Law. W&L's central and steadfast mission is to teach. In this small community, *relationships* are powerful mechanisms for educating the next generation. W&L currently enrolls 1,822 undergraduate and 361 law students. It has 215 full-time faculty members in the two undergraduate divisions and 28 in the School of Law. The undergraduate student-faculty ratio for the 2020-2021 academic year is 8:1, and the School of Law has a student-faculty ratio of 7:1. Nearly 77% of the student population is White, 6.4% are Hispanic/Latino, 3.4% are Black or African American, 3.7% are Asian, 4.1% are Multiple Races, 4.3% are foreign nationals and the ethnic identities of the remaining over 0.7% are unknown.

In 2020, of the 251 tenure and non-tenure rank faculty, 0.4% are American Indian/Alaskan Native, 5.2% Asian, 4.4% Black/African American, 4.4% Hispanic, 3.6% foreign national, 80.5% White, and 1.6% of unknown race/ethnicity. In light of such statistics, W&L is committed to increasing the diversity of the University community and building an inclusive environment based on their core values of honor, intellectual engagement, civility, and commitment to the community. This ideal is pursued with unrelenting effort and broad funding.

The appointment of the inaugural Associate Provost for Diversity, Equity, and Inclusion comes at a moment of unique opportunity highlighted by the support of a new Provost, as well as a faculty eager and excited to engage with the new Associate Provost on campus. Moreover, these unprecedented times consumed by a

global pandemic and movement for racial and social justice and equity provide additional motivation for innovative, institutional change in this small and tight-knit institution that is high-touch in every way. The current moment, together with W&L's long, complex history, emphasizes calls for a colleague who can gain the trust and credibility of marginalized populations within the W&L community. As a member of the Provost's Office, the Associate Provost will build consensus amongst faculty and staff and champion transparency and accountability of diversity initiatives as a shared priority at the highest levels of leadership and governance. The Associate Provost will develop significant cross-collaborative partnerships with senior administration, faculty, staff, students, alumni, trustees, and community members to strengthen the fabric of diverse cultures and equity throughout W&L.

Washington and Lee University has retained Isaacson, Miller, a national executive search firm, to assist in the recruitment of this important position. All inquiries, nominations, and applications should be directed in confidence as noted at the end of this document.

THE CURRENT CONTEXT

At W&L, the community has enhanced its approach to racial injustice since the Charlottesville incident in 2017. Since then, the community has taken a close look at its history, the name of the institution, and references to the Confederacy on campus. In 2018, a commission appointed by the President to examine how the presentation of the university's history shapes the present-day W&L community suggested numerous changes but did not recommend renaming the school. The Board of Trustees did rename two campus buildings in honor of the first Black graduate and the first female tenured professor. Last summer, faculty and students petitioned the Board of Trustees to change the name of the University. Students have orchestrated two protests to reiterate their support for changing the name, and the community is committed to sustainable improvements to the campus climate and systemic change.

W&L has prioritized making its community more diverse and inclusive. The incoming undergraduate class, which includes 20% domestic students of color, is the most diverse in W&L history. This year, they have increased by 33% the number of first-year students in the Questbridge program, a nonprofit that matches high achieving, low-income students with top colleges. Recent gifts such as the one-million-dollar endowment reunion gift from the class of '94 and the \$100,000 George Floyd Endowment raised by board of trustee members will support programming in the office of inclusion and engagement.

In an email sent to students, faculty, and alumni in June 2020, President Dudley acknowledged the unique challenges W&L faces due to its institutional history and outlined recent actions and ongoing commitments to advancing diversity and inclusion. He has continued to lead a campus committed to this work and consistently [updates the W&L community](#). Under his leadership, W&L became an inaugural member institution of LACRELA, the Liberal Arts Colleges Racial Equity Leadership Alliance, a signal that antiracist practices will be woven into ongoing DEI work. In August, the faculty approved the formation of an [antiracist plan of action](#) and has elected an ad-hoc committee who will prioritize goals and set strategies for accomplishing them.

[Click here to read the Board of Trustee's update on the name change consideration.](#)

LEADERSHIP

Lena Hill, dean of the College and professor of English and Africana studies at W&L, was appointed as W&L's next provost, beginning July 1, 2021. She succeeds Elizabeth Oliver, who is serving as interim provost since July 2020, and will return to her role as associate dean of W&L's Williams School of Commerce, Economics, and Politics at the end of the academic year.

Hill has served as dean of the College since July 2018. In that role, she has prioritized faculty development, the recruitment and retention of diverse faculty, and the support and growth of interdisciplinary programs. In collaboration with other academic leaders, she led the development of a university-wide mentoring program for tenure track and non-tenure-track faculty. To support College faculty research, she established new summer research collaboration grants, manuscript completion grants, and opportunities for faculty to participate in programming offered by the National Center for Faculty Development and Diversity.

She has been instrumental in W&L's ongoing efforts to create a more diverse and inclusive community. Her partnership with colleagues in Human Resources to improve faculty hiring strategies, including implicit bias training for search committees, has contributed to the growth of faculty from underrepresented groups. Under her leadership, W&L joined the national Consortium for Faculty Diversity; every College department and interdisciplinary program is developing meaningful and measurable diversity and inclusion initiatives; and the College instituted the Ted DeLaney postdoctoral program, which has now been expanded to the Williams School. She also helped to shape the professionals of color group for diverse faculty and staff.

During Hill's tenure, two new interdisciplinary programs—the Law, Justice, and Society Program and the Data Science Program—have been added to the curriculum. She is a passionate advocate of liberal arts education, and she serves on national boards and consortia including the National Humanities Alliance, the Modern Language Publications Committee, the *Modernism/modernity* Editorial Board, and the Consortium for Faculty Diversity Steering Committee. She is dedicated to working with faculty to deliver an academic experience to students that prepares them to flourish after graduating from W&L.

Prior to joining W&L, Hill was senior associate to the president and associate vice president and interim chief diversity officer at the University of Iowa, leading three major units of the university — the Center for Diversity and Enrichment, the Office of Equal Opportunity and Diversity, and the Diversity Resources Team.

She holds a B.A. from Howard University with additional study at Williams College and at Richmond College in Florence, Italy, and a Ph.D. in English from Yale University.

The Provost sits on the President's Cabinet that includes the Treasurer/Vice President for Finance and Administration, the Vice President for University Advancement, the Vice President for Student Affairs and Dean of Students, the Vice President for Admissions and Financial Aid, the Director of Institutional History, the Chief Communications Officer, as well as the General Counsel and two Senior Assistants to the President.

[Click here to learn more about the Office of the Provost.](#)

THE ROLE OF THE ASSOCIATE PROVOST FOR DIVERSITY, EQUITY, AND INCLUSION

In collaboration with the Provost's Office and Dean for Diversity, Inclusion, and Student Engagement, the Associate Provost for Diversity, Equity, and Inclusion will advise the Provost, senior administration, faculty, staff, and student leaders on policies and actions that reflect the core values of the university. The Associate Provost will work to systemically embed diversity, equity, and inclusion in all academic programs and initiatives, and will sit on the President's Council that includes 25 senior-level deans and directors. The new Associate Provost will co-chair the [University Committee on Inclusiveness and Campus Climate](#), the committee that reports to the President on issues related to diversity and campus climate. The Associate Provost will also oversee the [Center for International Education](#), the [Roger Mudd Center for Ethics](#), and the [Office of Community Based Learning](#) and encourage cross-collaboration amongst these entities that support the strategic goals and values of diversity, inclusion, and institutional equity.

Modeling a constructive and creative approach, the Associate Provost will lead and facilitate diversity initiatives in academic affairs programs including, but not limited to, faculty training and development; recruitment and retention of faculty; and curricular initiatives. These initiatives will advance an inclusive campus climate, foster the development of a sophisticated multicultural perspective, and cultivate within the campus community the knowledge, understanding, and skills to uphold the values of diversity, equity and inclusion, and effectively engage across differences. As a member of the Office of the Provost and President's Council, the Associate Provost is vested with the authority to advocate in the community and beyond, proactively generate ideas, lead thoughtful, intellectual conversations, transparently assess the campus climate, and maintain accountability necessary to effect substantive, systemic progress and change.

OPPORTUNITIES AND CHALLENGES

A culture that embraces and nurtures its diversity is not just a demographic goal; it is a shared mindset and strategic priority that is fundamental to long-term improvements to the campus climate that demand resources, leadership, and accountability in a visible platform of influence at W&L. The key challenges and opportunities for the Associate Provost include:

Lead W&L's diversity, equity, and inclusion strategic planning and advocacy efforts in academic affairs

With clarity and passion, the Associate Provost will define what diversity, equity, and inclusion means at W&L with an eye on race, ethnicity, gender, intellectual diversity, religion, physical ability, and socioeconomic status. The ideal candidate will possess the intellect, energy, and diplomacy necessary to mobilize and guide their colleagues. As an advisor and strategist within the Provost's office, and working with the faculty, staff, and the student body as an institutional change agent, the Associate Provost will lead, build, coordinate, enhance, and supervise W&L's diversity efforts within academic affairs. The Associate Provost will be the face of diversity, equity, and inclusion in a position of true influence with transparency among W&L faculty and staff and the surrounding communities. The Associate Provost will assist in the establishment and articulation of new initiatives, procedures, policies, and outcomes and will ensure adequate resources are allocated to support diversity, equity, and inclusion initiatives focused on faculty that influence the academic structures of the institution from the classroom and beyond. The Associate Provost will provide vision and accountability as a participatory leader and will empower others to carry out their responsibilities through collaborative oversight and support.

Partner with offices, entities, and groups throughout campus to support the recruitment, development, and retention of a diverse faculty

In partnership with the academic deans and faculty, the Associate Provost will help coordinate the institutional effort to recruit, retain, and develop a diverse faculty in line with diversification plans for the student body and promote greater access and inclusion through systemic and structural change that improves the overall campus climate. To bolster this effort, the Associate Provost will be charged with supporting the ongoing development of guidelines and training to reflect best practices and current research in recruiting and hiring. W&L aims to put strategies in place that change the profile of the institution to reflect that of Virginia and the United States.

Serve as a trusted, boundary-spanning, collaborative, and communicative campus partner

It is critically important that the Associate Provost be an entrepreneurial thinker as well as a knowledgeable, genuine, and willing partner of the faculty. The Associate Provost is expected to think deeply about ways to further build philosophical and practical engagement with diversity, equity, and inclusion amongst the faculty and to guide the impact they have and will continue to have on W&L's campus culture and climate within an intellectually rigorous context. A skilled and effective communicator, the new Associate Provost must develop strong working relationships with faculty, administrators, and colleagues that will bring together individuals working on multicultural, anti-racist, and interdisciplinary pedagogy to further educational equity. Bringing a proven track record of successfully influencing the creation of diversity initiatives and implementation across a broad range of constituencies, the Associate Provost will collaborate and build alliances across academic units. As a central resource, the Associate Provost will develop programming and initiatives and increase awareness of current and future opportunities throughout the campus.

Promote and create space for courageous and constructive conversations

The Associate Provost must possess a deep understanding of the academy and stimulate important institutional discussions in the face of occasional opposition, silence, and indifference, posing challenging questions and developing insightful, collaborative solutions on difficult topics that will guide nuanced thinking by and thoughtful interactions with W&L leadership. With a thoughtful and creative approach, the Associate Provost will identify ways to engage more faculty members in these conversations. The position of Associate Provost offers an accomplished academic and administrator the ability to create opportunities to meaningfully engage the W&L community in knowledgeable dialogue, critical self-reflection, and transformative action to ensure that all faculty, staff, and students reach their fullest potential individually and collectively.

Establish and enhance diverse curricular and co-curricular content and pedagogy

The Associate Provost will have the responsibility for ensuring that diversity, equity, and inclusion are integrated into W&L culture and curricula. As an accomplished leader and academic, the Associate Provost will have command of the research, language, and literature on inclusion and diversity and an appreciation of how these issues intersect with the core academic mission. The University distributed data to faculty and staff that reflected microaggressions are most often experienced in the classroom. With this in mind, the Associate Provost will oversee initiatives to equitably integrate diversity, inclusion, and related issues into the curriculum. The Associate Provost will implement and support programs, including those in the School of Law in partnership with [the Law School Diversity and Inclusion Committee](#), that promote the continual development of culturally competent leadership skills among W&L's administration, supervisors, administrative teams, and faculty.

Assess the campus climate and determine needs related to diversity, equity, and inclusive excellence

The Associate Provost will oversee the establishment of systems of accountability that promote the evaluation and continuous improvement of institutional and unit-level diversity and inclusion short- and long-term goals using data-driven metrics to measure success and disseminate information. This includes overseeing the creation of metrics for assessment, such as implementing consistent, regular climate surveys to benchmark and monitor progress. The Associate Provost will identify annual priorities for the campus by planning collaboratively with each unit to support and sustain a campus culture of inclusive excellence.

PROFESSIONAL AND PERSONAL QUALIFICATIONS

The successful candidate will be an inspirational, innovative, and collaborative leader with proven experience in strategically leading diversity and inclusion efforts in higher education, or comparable settings, and have a successful record of advancing implementation strategies that demonstrate the university's vision for a welcoming and inclusive environment for all students, faculty, staff, and visitors. The successful candidate will be a scholar, eligible for tenure at the rank of Associate or Full professor at W&L. While no candidate will embody every quality, the ideal candidate will bring many of the following professional qualifications, skills, and experiences:

- Ph.D., Ed.D., or terminal degree
- Demonstrated executive leadership skills including strategic planning, visionary innovation, administrative execution, and budgetary management;
- Demonstrated experience in translating vision to strategic implementation to achieve improved outcomes in an institution of higher education, along with the experience to assess such outcomes;
- Demonstrated experience mentoring and supporting junior and senior faculty members, staff, and students; experience with faculty recruitment;
- A community builder who thrives in a collaborative environment, has a collegial and consultative orientation, listens well and is open to various points of view, develops consensus, and is well-versed in change management;
- A strong, detail-oriented leader with a demonstrated ability to manage complex and sensitive matters in a timely manner;
- Experience working cross-culturally with strong written and verbal communication skills; persistent and decisive with a collaborative style, and an ability to listen, inspire, and influence others when articulating the benefits of diversity, equity, and inclusion;
- Ability to build consensus and community around issues of diversity, equity, and inclusion and reconcile competing interests;
- Cultural awareness, agility, and emotional intelligence; ability to build trust and credibility, collaborate with a wide variety of stakeholders, and provide leadership to a vibrant environment;
- Exceptional organizational skills with the ability to attend to and prioritize projects while adapting as necessary.

TO APPLY

All correspondence, including applications, nominations, and general inquiries can be submitted electronically. Applications should include a letter of interest and CV or resume. All correspondence will be held in strict confidence.

Keight Tucker Kennedy, Partner
Tiffany Weber, Senior Associate
Isaacson, Miller
1300 19th Street, NW, Suite 700
Washington, DC 20036

Apply at the website: www.imsearch.com/7931

Electronic transfer of materials is strongly encouraged.

Washington and Lee is an Equal Opportunity Employer. As such, we are interested in candidates who are committed to high standards of scholarship, performance and professionalism and to the development of a campus climate that supports equality and diversity in our faculty, staff and student body. Job description requirements are representative, but not all-inclusive of the knowledge, skill, and abilities needed to successfully perform this job. Reasonable accommodations may be made to enable qualified individuals with disabilities to perform essential functions.

APPENDIX

About W&L

Washington and Lee University is a top-ranked, private institution in Lexington, Virginia where rigorous inquiry and critical thinking in a liberal arts setting are integrated with nationally accredited undergraduate programs in business and journalism, and a graduate School of Law. Graduates, mentored by a faculty of teacher-scholars, are ready to make a meaningful impact wherever they go in the world.

W&L is the ninth oldest institution of higher education in America and the historic campus, situated in the beautiful Shenandoah Valley, is home to a vibrant community distinguished by an entirely student-run Honor System that requires students to take responsibility and realize their potential as citizens, peers, and leaders.

With an undergraduate enrollment of approximately 1,860, the small size enables students to find mentors and develop personal relationships across campus. W&L offers incredible opportunity for those with incredible potential. Every voice matters at W&L because its core values of honor, integrity, and civility are fundamental to its culture and influence the thoughtful ways students and faculty approach every conversation.

History of the Name

The University's name recognizes the pivotal roles of George Washington and Robert E. Lee in the institution's history — Washington for his gift that rescued the struggling school in the 18th century and Lee for his transformative presidency of Washington College from 1865 to 1870.

The University's name was changed on several occasions during its early history. Founded in 1749, the tiny school was initially known as Augusta Academy and was in Augusta County, Virginia. After relocating several times during the ensuing decades, Augusta Academy was operating in Timber Ridge, about 10 miles from Lexington, when it was renamed Liberty Hall Academy in 1776, in response to the patriotic fervor then sweeping the Colonies. In 1782 the academy moved into a small frame building on the edge of what is now the W&L campus.

Liberty Hall Academy was in dire financial straits in 1796 when U.S. President George Washington chose the school as the beneficiary of 100 shares of James River Canal Company stock. He had received the stock as a gift from the Virginia General Assembly in recognition of his service to the commonwealth. The stock was one of the largest donations to any educational institution at the time. It remains part of the institution's endowment to this day, contributing to the University's operating budget.

Explaining the purpose of his gift, Washington wrote that the time had come “when a plan of universal education ought to be adopted in the United States.” Education, Washington further asserted, not only prepares us for personal success and public service but also unifies diverse communities of students and teaches them to live in harmony.

To express their gratitude, the trustees changed the school's name to Washington Academy, prompting Washington to respond: “To promote Literature in this rising Empire, and to encourage the Arts, have ever been among the warmest wishes of my heart.”

Seventeen years later, in 1813, the name was again changed, this time from Washington Academy to Washington College.

Washington College was one of the few southern colleges to remain open throughout the Civil War. Fewer than 50 students were enrolled in 1865 when the college awarded only one degree.

On Aug. 4, 1865, four months after Robert E. Lee surrendered to Ulysses S. Grant at Appomattox, the Washington College board of trustees invited Lee to become president of the college. The trustees believed that his dedication to principle and duty, as defined by the era, would inspire students and faculty. In addition, they hoped his reputation as the leader of the Confederate army could help attract students and funding from both the north and the south, thereby allowing the school to recover from its perilous situation.

For his part, Lee described his motivation for accepting the presidency in an 1865 letter to his wife: “Life is indeed gliding away and I have nothing good to show for mine that is past. I pray I may be spared to accomplish something for the benefit of mankind and the honour of God.” He elaborated in another letter the following spring: “So greatly have [educational] interests been disturbed [in] the South, and so much does its future condition depend upon the rising generation, that I consider the proper education of its youth one of the most important objects now to be attained, and one from which the greatest benefits may be expected.”

Prior to the Civil War, Lee had been superintendent of the United States Military Academy at West Point. During his five years at Washington College, he proved to be a creative educator whose curricular innovations transformed the classical college into a modern university. He incorporated the local law school; instituted undergraduate courses in business and journalism; introduced modern languages and applied mathematics; and expanded offerings in the natural sciences.

Lee also endorsed a lasting tradition of student self-governance, putting the students in charge of the honor system that the faculty had previously overseen. “As a general principle you should not force young men to do their duty,” Lee said, “but let them do it voluntarily and thereby develop their characters.” That principle remains part of the foundation for a campus culture that fosters honor, integrity, and civility.

When Lee died on Oct. 12, 1870, the college had regained its financial footing and enrollment had grown to more than 400 students. Upon his death, the faculty requested that the trustees rename the college in Lee’s honor. The trustees agreed, changing the name to Washington and Lee University.

Once an all-male institution, W&L first admitted women to its law school in 1972. The first undergraduate women matriculated in 1985. Today, W&L is nationally recognized as one of the top liberal arts colleges in the United States.

[Click here to learn more about W&L’s story.](#)

Academics

In multiple contexts, the University pursues the goals of liberal education in a distinctive fashion, most notably, the inclusion of an accredited business program and a graduate program in law. W&L houses programs in two undergraduate divisions: the College and the Williams School of Commerce, Economics, and Politics with degrees in 36 majors and 37 minors offered. Fifteen percent of students double major and 15% of students have a minor.

Regardless of major, undergraduates of the Williams School and the College share common academic expectations that include foundational courses in writing, foreign language, mathematics, and physical education, and distribution requirements in fine arts, literature and humanities, social sciences, and natural sciences.

Similarly, the School of Law's intensive instructional program is designed to equip students with a legal education in the fullest sense; it provides not only the technical tools needed for the practice of law but a deep understanding of how law operates in our society and a sensitivity to the ethical imperatives of the profession.

[Click here to learn more about W&L academics.](#)

Faculty

The University is known for the quality of its teaching and the rigorous standards for its research and scholarship. By hiring more undergraduate faculty, W&L reduced the undergraduate teaching load to an average of 5.5 courses a year in the unique context of its 12-12-4 (weeks) academic calendar. W&L now has 214 full-time faculty members in undergraduate programs and an 8:1 student-faculty ratio and 100% of courses are taught by faculty, not teaching assistants. The average class size is 15, with 22% of classes containing less than 10 students. Ninety-three percent of all faculty hold a Ph.D. or other terminal degree.

Faculty scholarship is supported by eligibility for sabbatical leaves to tenured faculty once every five years. Tenure-track faculty members are also eligible for a one-semester, pre-tenure research leave in their third, fourth, or fifth year of teaching. Undergraduate professors are eligible for summer research grants and support for travel to conferences.

Many W&L faculty are nationally and internationally known experts in their fields. In the University's strategic plan, support for faculty salaries and professional development is one of the four overarching goals and implementation of that plan is well underway. The new Associate Provost will be expected to be an effective and strategic participant in faculty recruitment and retention decisions.

Financial Resources and Business Operations

At the end of the 2019-20 fiscal year, the university's endowment market value was \$1.63 billion, and the annual operating budget for 2020-21 is \$153 million; 40% of W&L's operating budget is derived from the endowment and eight percent is derived from annual giving. Alumni have traditionally provided generous support each year. The overall alumni participation rate is impressive. About half of parents make a gift each year.

The Office of the Vice President for Finance and Treasurer oversees W&L's more than \$150 million annual operating budget. The office manages business affairs, investment, and budgeting, and the Provost works closely with this group in helping to set funding priorities and develop policies.

Board of Trustees

The University's Board consists of 28 members, including the President. Trustees are elected by the Board. The Board is chaired by a Rector and elected from among the Trustees for a four-year term. Except for the President, each trustee serves a term of five years and is eligible for re-election to a second term.

Staff and Administration

W&L's capable and experienced staff provides faculty and senior administrators with the support required to meet their extensive internal and external demands. Support staff members are unusually dedicated and hardworking. Many are drawn from the surrounding community of Lexington and Rockbridge County, and they wholeheartedly join the faculty and administration in serving the educational mission of the University and cultivating the character of its students. Continuing to value the contributions of staff members at all levels of the University is essential to maintaining a sense of common purpose, civility, and respect within the community.

Location

W&L is in Lexington, VA, a historic city of 7,000 residents. Situated between the Allegheny and Blue Ridge Mountains in the Shenandoah Valley of Virginia, Lexington is the county seat of Rockbridge County, home to an additional 21,000. Lexington is a 2-hour drive to the state capital in Richmond and a 3-hour drive to Washington, DC. The area features strong public schools, a variety of cultural events, and, within close proximity to the Blue Ridge Mountains and the Maury River, rich opportunities for outdoor activities. Lexington is also the site of the Virginia Military Institute, and 13 four-year colleges and universities are located within approximately 75 miles of the city. The W&L campus, renowned for its beauty and historical significance, has been designated a National Historic Landmark and is a frequent site of interest to those studying American, African American, and Civil War history and culture.