director of athletics and physical education
AGNES SCOTT COLLEGE

Decatur, Ga
the opportunity
Agnes Scott College is seeking a new director of athletics and physical education responsible for providing vision, leadership, and direction in the coordination of a comprehensive athletic program. The director sets goals and implements strategy for the department including the development of effective recruitment and retention goals and objectives as well as strategies to enhance the relationship between and among the academic experience of student athletes. The director fosters principles that encourage integrity, student well-being, diversity, and inclusiveness, while promoting an environment of excellence and success.

As a Division III institution, Agnes Scott is committed to encouraging all Agnes Scott students in the development of balance between intellectual engagement and an active lifestyle and to develop a life-long passion to live a well-balanced, healthy, and productive life. The Agnes Scott “Scotties” is a member of the USA South Atlantic Conference. Additionally, the director oversees a physical education program requiring all students to complete 2 credits for graduation.

Founded in 1889, Agnes Scott College (ASC) is a highly selective, independent, national liberal arts college for women, located in the City of Decatur, which lies six miles from the center of Atlanta. Over the past few decades, Agnes Scott has become one of the country’s most diverse liberal arts colleges. Fifty-eight percent are students of color, and no racial or ethnic group is in the majority. Members of the college community represent many different racial, ethnic, national, cultural, religious, gender identities, sexual orientations, political views and socioeconomic backgrounds.
The Position
ROLE OF THE ATHLETIC DIRECTOR FOR AGNES SCOTT COLLEGE

The director of athletics and physical education leads and manages an organization with an annual budget of over $1.2 million, 6 intercollegiate teams, approximately 75 scholar-athletes, and a combination of 17 full- and part-time positions throughout the department. Supervision includes the professional development and training of coaches/staff and the leadership training and development for scholar-athletes and captains across all teams. Scheduling, athletic equipment, and facilities oversight includes—Woodruff Athletics Center, Byers Tennis Courts, Gellerstedt Track and
Woodruff Swimming Pool. The director is responsible for the overall management, utilization, risk assessment, and evaluation of activities in athletic facilities for both student and community use. This includes athletic and physical education programming, College events, and rentals to external community organizations.

Reporting to the Vice President for Student Affairs/Dean of Students, the director of athletics and physical education is a senior member within the Division of Student Affairs and a member of the Student Affairs Leadership Council and will:

- develop, implement, and monitor policies and procedures that promote best practices and address personnel development, financial management, facility renovation and enhancement, alumni and community relations, and compliance and regulatory expectations, while advancing a high level of integration of athletics and physical education into the overall student experience;
- demonstrate an understanding of the components of well-being and the ability to leverage recreational activities and the physical education curriculum in the collaboration, development, and implementation of campus wide wellness strategies; and
- Collaborate with other offices within the division, and other key stakeholders such as Academic Affairs, Finance and Administration, Enrollment Management, College Communications and Marketing, and College Advancement.
HISTORY OF THE POSITION

Joeleen Akin served as Agnes Scott’s athletics director and physical education chair for 13 years (2003-2016), and was promoted to associate dean for athletics and student activities in February 2015. In addition to her duties as athletics director and physical education chair, Akin was Agnes Scott’s women’s basketball coach from 2003-2007 and was named the Great South Athletic Conference Coach of the Year in 2006. She also served as commissioner of the Great South Athletic Conference from 2011-2016.
Rosemary Davis is serving as the Interim Director of Athletics and Senior Women’s Administrator after being promoted to Associate Director of Athletics in August 2018 after serving as the Assistant Athletics Director for Compliance and Student-Athlete Success for the 2017-2018 academic year. A former head coach for Scottie soccer, Davis led the Scotties to a second place finish at the GSAC Championships in 2014.
As a top-ranked liberal arts institution, Agnes Scott College is committed to excellence across all dimensions of the College. The physical education, recreation, and athletics department contributes to the overall reputation of the College and there is a keen desire to see greater success across all of the intercollegiate teams.

Areas of focus for the new director include:
• **Strategic recruiting**: partnering with the office of admission to recruit and retain scholar athletes of distinguished academic capacity, representative of the campus wide diversity and inclusion goals.

• **Competitiveness**: define, illustrate and demonstrate internally and externally an understanding of competiveness at an elite, women’s institution that is reflective of the Agnes Scott mission and the goals of the NCAA.

• **Fundraising and friend raising champion**: strategic partnering with institutional advancement and community relations leadership, and the continued cultivation and stewardship of the Athletics Advisory Board. Thinking broadly and creatively around a strategic facilities rental calendar through enhanced partnerships agreements.

• **Defining a wellness and recreational agenda**: there is an opportunity to be a thought leader and strong campus partner with the student affairs leadership on a campus-wide wellness agenda. Athletics is uniquely positioned to support both the curricular and co-curricular life of all Agnes Scott students.

• **Leadership**: a strong supervisor, mentor, and leader who can build cohesion and culture for the athletics department through the establishment of clear expectations and open communication and give feedback effectively while navigating a multi-faced athletics operation with sound fiscal, supervisory, and operations management.

• **Strategic Planning**: short and long term planning on the role athletics, physical education, and recreation play in shaping the student experience. The next director will lead conversations around departmental structure, intercollegiate program expansion, sustained revenue generation, facility improvements, and community partnerships positioning Scottie Athletics for years to come.

In order to succeed in this important position, campus stakeholders indicated that the new director of athletics and physical education would be:

• able to quickly and critically assess the Athletics culture in the context of the institutional culture and respond with a compelling and inspirational vision for the future of Scottie Athletics;

• one who can help the College define the needs, goals, and priorities of athletics and physical education;

• a confident communicator who can speak about Agnes Scott, athletics, and physical education with various constituencies;

• one who understands the student experiences in an academically challenging academic setting and celebrates their achievements;
- one with an appreciation for and/or direct coaching experience;
- a collaborative, intentional, and highly relational partner who seeks to understand and collaborate with admissions, institutional advancement, facilities, dean of students, and counseling, among others;
- an athletics leader who understands dynamic scheduling and facility needs of athletics and physical education and can work collaboratively with facilities, buildings, and grounds staff to meet the needs of coaches and student athletes equitably;
- a champion of the student athlete experience;
- one who takes pride in creating a cohesive professional athletics staff;
- an educator who sees the opportunity to engage all Agnes Scott students in wellness either through athletics, physical education, recreation or intramural activities;
- a dynamic administrator who sees athletics as a means to advance the College’s mission;
MEASURES OF SUCCESS

The Agnes Scott director of athletics and physical education will be a strong partner and collaborator across the campus. The new director will be a strategic thinker, will work with others to develop and implement a vision, and will inspire the student athletes, campus community, and alumni to come together to accomplish shared goals for the future.

Additional measures, as shared by key institutional stakeholders, include the following:
• the director will continue to enhance and strengthen the opportunities found within the areas of athletics, physical education, and recreation for all students, creating a sense of school spirit and engagement that is felt campus wide;
• the director will be a visible and highly accessible advocate for the coaches, physical education faculty, staff, and programs;
• the new director will have established strong working relationships and partnerships within the student affairs’ leadership team, advancement, direct reports, athletes, faculty, and key institutional stakeholders;
• the director will demonstrate a leadership style that is credible and collegial while being highly effective;
• the director will have demonstrated the ability to manage short-term change and long-term development for the department including staffing, professional development, facilities management, and strategic capital planning;
• the director will actively engage with advancement and College leadership to support fundraising initiatives aligned with the College and athletics departmental and strategic plans.
QUALIFICATIONS AND CHARACTERISTICS

A master’s degree and significant, progressive professional experience leading a dynamic, and diverse athletics department is required. The successful candidate will possess a comprehensive understanding of NCAA Division III athletics administration, scholar-athlete development, compliance, and the role of fundraising in supporting strategic and operating objectives. The successful candidate will have facilities management experience including facility rentals, sports camps and community relations. Experience coaching; collaborative
management approach; superior communication and relationship-building skills; strong supervisory, planning and fiscal competencies; an understanding of the role of enrollment at a small, private college; a familiarity with strategic planning, program development and assessment; and demonstrated respect for diversity of identities and experiences, an orientation toward equity and inclusion, and cultural competency in all aspects of campus life will be important considerations in the selection of the next director of athletics and physical education.

Additionally, as articulated by Agnes Scott stakeholders, the successful candidate will ideally bring the following qualities and attributes (in no particular order):

- A high standard of honesty, integrity, and accountability.
- Excellent communication skills (written and verbal).
- A demonstrated collaborative personality and eagerness to extend self to others, including reaching out across campus with enrollment, advancement, student life, and within academic affairs.
- Strong advocacy for coaching staff and athletic programs.
- Experience leading, problem-solving, building a high functioning team, and serving as a visible, prominent ambassador with units and entities external to the department and the institution.
- Be a champion of the academic mission of the institution and for student-athletes, understanding the intersection of athletics and academics.
- Create an environment that supports and sustains a mantra of competitiveness and one where staff and coaches are responsible for developing competitive teams.
- Value professional development, continuing education, and training for all members of the department.
- Possess a passion for Agnes Scott College, women’s athletics, physical education, recreation, and leadership that is compelling and can translate into both fundraising and friend raising and understand the nuanced role of fundraising in supporting strategic and operating objectives.
- Value, support and celebrate the diversity of the College community as well as the richness of the educational and co-curricular experience, striving for, and helping to, define inclusive excellence.
- Partner across the College in building a wellness model that is supported by the work of the department.
- Provide leadership in the hiring, supervising, retention, and professional development of
coaches and athletics staff.  
- Collaborative and adaptable mindset, equipped to respond to changing dynamics as circumstances dictate.  
- Successful change management experience grounded in building trust and clear communication.  
- Ability to motivate and inspire others with respect and a passion for promoting student development and well-being.  
- Positive interpersonal skills of diplomacy, accessibility, empathy, and respect for the expertise and viewpoints of colleagues within and outside the department of athletics.  
- A strong sense of courage, confidence, and willingness to make difficult choices when need are abundant and resources are not.  
- Energy, passion, flexibility, and collegiality.
THE INSTITUTION DIVISION/DEPARTMENT: AN OVERVIEW
The Division of Student Affairs

**Mission:** to educate, engage, and empower students to lead in a global society.

**Vision:** to innovate and model excellence in global leadership, social justice, and high impact co-curricular experiences.

**Value Proposition:** cultivate inclusive communities designed to graduate honorable students who live, lead, and thrive in a global society.
Part of being a Scottie is immersing yourself in the customs, traditions and rites of passage that have defined the Agnes Scott experience for generations. Whether you are participating in your first Black Cat, getting your sophomore ring or ringing the bell to announce your acceptance of your first job offer or admittance to graduate school as a senior, each experience is a step along the way to becoming a lifetime Scottie.
Leadership of the Division of Student Affairs
Karen C. Goff assumed the position of vice president for student affairs and dean of students at Agnes Scott College in 2016. Previously, she served for eight years as the chief student affairs officer at Georgian Court University in New Jersey. A dynamic and inspirational leader, she is passionate about student success and excels in organizational strategy and talent development. As a member of the President’s Cabinet, she represents the broad needs of students, organizational, personnel, and risk management issues related to Student Affairs and Dean of Students.
Affairs to the President, Executive Leadership, and the Board of Trustees. In her role, she provides strategic direction and vision for the programs and services within Student Affairs, and the co-curricular aspects of SUMMIT- Agnes Scott’s signature core curriculum focused on global learning and leadership development. As the Vice President for Student Affairs and Dean of Students at Agnes Scott, she leads the Division of Student Affairs, which includes the Gué Pardue Hudson Center for Leadership and Service, the Center for Student Involvement, Religious and Spiritual Life, Residence Life, the Wellness Center, and Athletics. Vice President Goff also serves as the institution’s liaison for the POSSE Foundation, one of the most comprehensive and renowned college access and leadership development program for young people in the United States.

Vice President Goff is a transformational leader, with a combination of twenty (20) years of higher education, and non-profit management experience. In her first eighteen months at Agnes Scott, she successfully completed a much-needed restructuring of the division, fostered excellent relationships with key campus constituents, the Board of Trustees, and energized and professionalized the ASC athletics department. Known for her uncanny ability to develop high performing teams, she readily identifies talent around her, intentionally mentors and positions others for professional growth and success. A learner-centered and student focused practitioner, since arriving at Agnes Scott, she has worked hand-in-hand with the Student Government Association, to create a much stronger and more effective leadership and governance organization to represent the needs of the student population. As part of the President’s Cabinet, VP Goff collaborates with the Chief Academic Officer and other stakeholders to strengthen the integration of the co-curricular and curricular aspects of Agnes Scott’s signature experience- SUMMIT.

Prior to Agnes Scott, her accomplishments at Georgian Court University include creating an Emerging Leaders program, based upon the Social Change Model, as well as developing and growing the institution’s Women in Leadership Development program, which still remains the premier leadership development program for students at GCU. While at Georgian Court, she also served as the chief conduct officer and deputy Title IX coordinator. Viewing student learning as an integrated process, she was instrumental in the implementation of a faculty/student mentoring and academic coaching program for first year students.

In 2003, Karen founded InsideOut International, a nonprofit organization that offers leadership training and mentoring to emerging women leaders. She has conducted leadership development workshops in Croatia, Canada, and Russia, and participated in
many short-term immersion trips to her native Jamaica, West Indies, Guatemala, Mexico, and the Dominican Republic. As part of her commitment to civic engagement, she has also served on the boards of the Girls Scouts of the Jersey Shore, United Way, and the Morris & Sussex County Youth Advocate Program. In 2007, she received the Soroptomist International Women of Distinction Award.

Vice President Goff holds a Bachelor of Arts in psychology and history from Georgian Court, a Master of Divinity with a concentration in counseling from Nyack College, and completing her doctoral degree in higher education administration from Northeastern University. She also received a certificate in leadership development from the Center for Creative Leadership in Greensboro, North Carolina.
Organizational Chart for the Division of Student Affairs
The Agnes Scott College Scotties compete as members of the NCAA Division III and the USA South League in six sports - basketball, cross country, soccer, softball, tennis, and volleyball.
The USA South League

One of the oldest Division III conferences in the nation, the USA South was born as the Dixie Intercollegiate Athletic Conference in 1963 when six institutions with similar philosophies of academics and athletics joined as founding members. The original members were: Charlotte College (now UNC-Charlotte), College of Charleston (S.C.), Methodist University, North Carolina Wesleyan College, St. Andrews Presbyterian College, and Lynchburg College. The basis for the new athletic conference was that participation would be strictly amateur, and
thus no athletically awarded financial aid or athletic scholarships would be awarded. That philosophy still exists today.

In February 2003, it was announced that the Dixie Intercollegiate Athletic Conference would change its name to the USA South Athletic Conference. The name change was made official on July 1, 2003 and the first USA South Athletic Conference championships were awarded in the fall of 2003. The 2013-14 season served as the 50th for the USA South Athletic Conference.

The Conference was originally affiliated with the National Association of Intercollegiate Athletics (NAIA) and remained with that affiliation until 1973. At that time the NCAA divided into three legislative and competitive divisions, with Division III allowing membership for nonathletic scholarship institutions only. The Dixie joined the NCAA, and in so doing, became one of the first conferences accepted into Division III. Since the inception of Division III, the USA South has been a leader in many areas, and has gained an outstanding regional and national reputation in a number of sports.

The USA South sponsored athletic programs for men only until 1981. In that year, the NCAA expanded its sponsorship to include women’s sports, and the Dixie followed that lead by including women’s sports. The Conference now sponsors championships in men’s and women’s cross country, men’s and women’s soccer, women’s volleyball, football, men’s and women’s basketball, baseball, softball, men’s and women’s tennis, men’s golf and women’s lacrosse for a total of 14 sports.

The League not only recognizes the participants for outstanding athletic achievements each year, but academic excellence as well. Student athletes who maintain academic averages of 3.0 or better on a 4.0 scale in both academic semesters are named to the Academic All-Conference team. This group annually averages well over 1,450 students.

Each year, the President’s Cup is awarded to the school that accumulates the most points throughout the academic year in sports that are sponsored by the USA South. In 2004-05, the President’s Cup was changed to have one winner for men’s sports and one winner for women’s. In 2005-06, the Conference began awarding a men’s, a women’s and an overall President’s Cup.

Presently, the Conference features 18 institutions, eight in North Carolina, five in Georgia, two in Virginia, one in Alabama, one in Tennessee and one in Kentucky.
Institutional Background/History

Since 1889, Agnes Scott has inspired students to discover new opportunities, new challenges and new strengths through a liberal arts education in a setting dedicated to women. Our award-winning faculty helps students gain the tools—a well-rounded knowledge of the arts and sciences, critical thinking and leadership skills, and an appreciation of world cultures—that provide a lifetime of success and satisfaction.

Visit Agnes Scott today to discover why we’re one of the top liberal arts colleges and most
beautiful campuses in the nation. And see how we’re dedicated to helping our students grow as individuals, scholars, professionals and citizens of the world.

Agnes Scott sits on 100 acres shaded with some of the state’s oldest trees. Our hometown is Decatur, a city that lies six miles from the center of Atlanta. MARTA (Atlanta’s rapid transit) stops three blocks from campus.

The Collegiate Gothic and Victorian red brick-and-stone buildings have won national awards for design and resulted in Agnes Scott’s recognition for the second most-beautiful campus in the country by The Princeton Review’s *Best 361 Colleges* (2006). Our campus consists of 30 buildings and an apartment complex.

The college was founded in 1889 as Decatur Female Seminary by a group of Presbyterians under the leadership of their minister, Frank H. Gaines. In 1890, the name was changed to Agnes Scott Institute to honor the mother of the college’s primary benefactor, Col. George Washington Scott. The name was changed again to Agnes Scott College in 1906, and remains today a liberal arts college for women.

Agnes Scott currently enrolls 1040 students. The student to faculty ratio is 10:1 and 100% of the tenure-track faculty hold terminal degrees.

The college offers 34 undergraduate majors and 31 minors and is affiliated with numerous institutions, including Georgia Institute of Technology and Emory University School of Nursing. Students who graduate from Agnes Scott receive a Bachelor of Arts or a Bachelor of Science degree.

Agnes Scott is affiliated with the Presbyterian Church (USA). The College was established in 1889 with a distinctive mission: to educate women for the betterment of their families and the elevation of their region. Today, that mission has evolved into a commitment to educate students from around the world to “think deeply, live honorably and engage the intellectual and social challenges of their times.”

The college was named in honor of Agnes Irvine Scott, a Scots-Irish immigrant who upheld a strong sense of integrity and intellectual curiosity. Her son Col. George Washington Scott was the college’s primary benefactor, and the Rev. Frank Henry Gaines, minister of Decatur Presbyterian Church, was the founding president.

Initially named the Decatur Female Seminary in 1889 and renamed the Agnes Scott
Institute in 1890, the college was chartered as Agnes Scott College in 1906 and was the first institution of higher education in Georgia to receive regional accreditation.

**Academic and Moral Leadership**
Student self-government under an honor code has been a hallmark since 1906. A founding member of many national and regional educational associations, Agnes Scott has been a member of Phi Beta Kappa since 1926. Since the early 1920s, the college has ranked in the top 10 percent of American colleges whose graduates complete Ph.D. degrees.

**Presbyterian Origins**
Founded in the Presbyterian educational movement that started with Princeton University, Agnes Scott continues to be related to the Presbyterian Church (U.S.A.), and its Board of Trustees is an independent, self-perpetuating governing body.

**Diversity with Unity**
The Agnes Scott student body has expanded to include students who represent the diversity that is the United States and the world and adult learners who are returning to college to complete their degrees. The engagement of the Agnes Scott community in the intellectual, cultural and social issues of its times represents both the proud history and the bright future of the college.
Decatur is a city in, and the county seat of, DeKalb County, Georgia, which is part of the Atlanta metropolitan area. With a population of 20,148 in the 2013 census, the municipality is sometimes assumed to be larger since multiple ZIP Codes in unincorporated DeKalb County bear Decatur as the address. The city is served by three MARTA rail stations (Decatur, East Lake, and Avondale). The city is located approximately 5 miles northeast of downtown Atlanta and shares its western border with both the city of Atlanta (the Kirkwood
neighborhood) and unincorporated DeKalb County. The Druid Hills neighborhood is to the northwest of Decatur.
Mission, Foundations, and Values
Mission

AGNES SCOTT COLLEGE educates women to think deeply, live honorably and engage the intellectual and social challenges of their times.

- Agnes Scott College provides a dynamic liberal arts and sciences curriculum of the highest standards so that students and faculty can realize their full creative and intellectual potential.
- Agnes Scott College fosters an environment in which women can develop high
expectations for themselves as individuals, scholars, professionals and citizens of the world.

- Agnes Scott College strives to be a just and inclusive community that expects honorable behavior, encourages spiritual inquiry and promotes respectful dialogue across differences.

*Adopted by the Board of Trustees, August 2002; reaffirmed by the Board of Trustees, May 2012*

**Foundations**

Agnes Scott College honors in its name the integrity and intellectual curiosity of Agnes Irvine Scott, a Scots-Irish immigrant to the United States. Her son, Col. George Washington Scott, was the college’s primary benefactor, and The Rev. Frank Henry Gaines, minister of Decatur Presbyterian Church, was the founding president. While their leadership extended into the South the Presbyterian educational movement that began with Princeton University, Agnes Scott was established with a distinctive mission: to educate women for the betterment of their families and the elevation of their region. Initially named the Decatur Female Seminary in 1889 and renamed the Agnes Scott Institute in 1890, the college was chartered as Agnes Scott College in 1906.

The first institution of higher education in Georgia to receive regional accreditation, Agnes Scott College dedicated itself from the beginning to the highest level of “moral and intellectual training and education.” Its emphasis on academic excellence and a rigorous liberal arts curriculum “fully abreast of the best institutions of this country” has always encouraged independent thinking in an atmosphere for learning. The college’s residential campus, prized for its aesthetic distinction, has given all student generations a sense of place, purpose and responsibility. Student self-government under an honor code has been a hallmark since 1906. A founding member of many national and regional educational associations, Agnes Scott has been a member of Phi Beta Kappa since 1926. This tradition of educational leadership continues in the 21st century as the college models new forms of undergraduate education for women, including innovative science and international programs and linkages to Atlanta’s university, business and cultural communities.

The Reformed tradition in which the college was created helped shape the intellectual, spiritual and ethical values affirmed to this day: individual inquiry, commitment to the common good, the importance of character formation and engagement with the world.
These are reflected in its motto from II Peter 1:5, “Now add to your faith virtue; and to virtue knowledge.” The college’s charter commitment to provide “auspices distinctly favorable to the maintenance of the faith and practice of the Christian religion” has broadened into a commitment to ensure that students, faculty and staff of many faiths and secular persuasions are full participants in the life of the college. While Agnes Scott continues to be related to the Presbyterian Church (U.S.A.), its Board of Trustees is an independent, self-perpetuating governing body.

Widening the vision of its founders while remaining grounded in its original mission, Agnes Scott College continues to provide women with an edge for achievement. Alumnae distinguish themselves in medicine, science, education, ministry, the arts, law, politics, business and community service. Since the early 1920s, the college has ranked in the top 10 percent of American colleges whose graduates complete Ph.D. degrees. The Agnes Scott student body has expanded to include women who represent the diversity that is the United States and the world and women who are returning to college to complete their degrees. The engagement of the Agnes Scott community in the intellectual, cultural and social issues of its times represents both the proud history and the bright future of the college.

1 Charter, Decatur Female Seminary, Aug. 27, 1889
2 Agnes Scott Ideal, Frank H. Gaines, 1889

Adopted by the Board of Trustees, August 2002; revised by the Board of Trustees, May 2012
Values

A Commitment to Women

- To a holistic approach to education for women, acknowledging the primacy of intellectual development, with integrating opportunities for physical, social, cultural and spiritual development.
- To perspectives within the liberal arts tradition that are particularly significant for women.
A Commitment to Teaching and Learning

- To academic excellence, rigor and creativity that engender the joy of learning.
- To personal interaction between students and faculty with an emphasis on independent study and mentoring.
- To the utilization of wide ranging pedagogical techniques and technologies.
- To an emphasis on collaborative learning.

A Commitment to the Liberal Arts

- To the experience of a broad range of liberal studies disciplines, including the humanities, fine arts, natural and social sciences with significant depth in a disciplinary or interdisciplinary major.
- To the liberal arts as the indispensable foundation for professional life.

A Commitment to an Appreciation of Diverse Cultures

- To curricula reflecting a wide range of original sources and scholarly critiques.
- To a student body and a faculty who bring to Agnes Scott the diverse perspectives of their circumstances, cultures and backgrounds.
- To respectful engagement with divergent ideas, philosophies and perspectives from all members of the college community.
- To applied learning opportunities in local and international communities.

A Commitment to a Community that Values Justice, Courage and Integrity

- To encourage the development of a spiritual commitment and a set of values that can serve as sources of vitality, meaning and guidance in the lives of students.
- To support the development of leadership skills and community service experiences needed to become effective contributors to one’s family, profession and to society and world citizenship.

Endorsed by the faculty, April 1995; affirmed by the Board of Trustees, August 2002
During the 2014-2015 academic year, Agnes Scott College embarked on a yearlong strategic planning process to create a new strategic plan for 2020. The Strategic Planning Advisory Council was charged with developing a new plan to guide college decision-making over the next five years. Through a consultative process, the Strategic Planning Advisory Council solicited feedback on plan drafts from various college constituencies, including faculty, staff, students, trustees, alumnae and parents. The resulting plan for 2020, *Leading in a Global*
Society: *Agnes Scott Reinvents the Liberal Arts for the 21st Century*, builds on the previous plan, *Engaging a Wider World: The Agnes Scott Strategic Plan for 2014*, incorporates the college’s curricular and co-curricular initiative SUMMIT and integrates strategic and long-term financial planning. The plan was approved by the Board of Trustees in October 2015.

Leading in a Global Society:  
*Agnes Scott Reinvents the Liberal Arts for the 21st Century*

**Mission**

AGNES SCOTT COLLEGE educates women (*students*) to think deeply, live honorably and engage the intellectual and social challenges of their times.

**Vision**

AGNES SCOTT COLLEGE re-imagines a liberal arts education for the 21st century and becomes, and is recognized as, the best college for educating women to be ethical leaders in a global society.
For 125 years, Agnes Scott College has inspired and empowered women by providing a liberal education “abreast of the best institutions of the country.” Today, we renew that commitment, charting a course for institutional growth, strength and vitality through curricular innovation, programmatic expansion and sound management of resources.

At the heart of Leading in a Global Society is Agnes Scott’s unique initiative SUMMIT, which reinvents a liberal education for the 21st century by preparing every student to be an
effective change agent in a global society. SUMMIT provides every undergraduate with a core curriculum focused on global learning and leadership development. Students benefit from the guidance of a personal Board of Advisors and integrate their learning through a digital portfolio. SUMMIT’s combination of academic study and immersive experiences enables students to develop their leadership abilities and understanding of complex global dynamics.

Developed on the basis of a rigorous market study, SUMMIT is designed to make Agnes Scott a more compelling choice for today’s students. It renews and magnifies the college’s core mission, offering a distinctive college experience grounded in the liberal arts, which cultivates thoughtful global citizenship and inspires our graduates to become strong leaders helping to build a better world.

Agnes Scott also commits to Leading in a Global Society by expanding our educational programs to serve new student populations, leveraging the college’s intellectual, physical and technological resources and the opportunities provided by the dynamic global city on our doorstep to launch new graduate and extended programs and strategic alliances.

Through these efforts, we will attract new students, new resources and partnerships, and strengthen Agnes Scott’s reputation for educational excellence.
Goals
CREATE A DISTINCTIVE EDUCATIONAL EXPERIENCE THAT MEETS THE NEEDS OF 21ST CENTURY STUDENTS AND PREPARES THEM TO LEAD IN A GLOBAL SOCIETY

- Implement SUMMIT, Agnes Scott’s innovative curricular, experiential and co-curricular focus on global learning and leadership development for every student
- Offer a high-quality, dynamic, relevant and interdisciplinary liberal arts curriculum
- Prepare students for post-graduate success
- Strengthen the college’s commitment to diversity and inclusive excellence
- Create a vibrant campus that enhances and enlivens the student experience outside the
classroom and contributes to student success

• Expand the college’s footprint and enhance its reputation as a center for lifelong learning through Graduate and Extended Programs and Strategic Alliances
BUILD AGNES SCOTT’S REPUTATION WITH KEY AUDIENCES AS THE BEST COLLEGE FOR EDUCATING WOMEN TO LEAD IN A GLOBAL SOCIETY

• Launch a marketing and public relations campaign to build awareness of and support for SUMMIT
• Build Agnes Scott’s reputation with key local, national and global audiences
CREATE A SUSTAINABLE BUSINESS MODEL THAT ENSURES THE COLLEGE’S CONTINUED VITALITY

- Increase undergraduate enrollment and net revenue
- Diversify the college’s revenue streams through Graduate and Extended Programs
- Strengthen and expand the college’s philanthropic support
- Exercise strong financial resource management and stewardship
- Attract and retain an exceptional faculty and staff and support their well-being and professional development
• Become a regional and national model of climate leadership and environmental sustainability
• Enhance the quality of the college’s physical and technological infrastructure

To read the entire Agnes Scott College strategic plan:

https://www.agnesscott.edu/about/strategicplan/
Leadership
Leocadia “Lee” I. Zak became the ninth president of Agnes Scott College in July 2018. A Phi Beta Kappa graduate of Mount Holyoke College, which recognized her as a Woman of Influence in 2012, she holds a JD degree from Northeastern University School of Law.

A member of the Rotary Club of Atlanta, Zak serves as a trustee of Global Communities and as a member of the SunTrust Atlanta Advisory Council.
With an extensive background in international economic development and international project finance, in 2010 Zak was appointed by President Obama and confirmed by the U.S. Senate to serve as the director of the U.S. Trade and Development Agency. USTDA is an independent federal agency that advances economic development and U.S. commercial interests in developing and middle-income countries. She first joined the agency in 2000, and prior to her appointment as director, she served as general counsel, deputy director and acting director under the Bush and Obama administrations.

Zak’s accomplishments during her time at USTDA are many: she led the development of the Aviation Cooperation Programs in China, India and Brazil; the Energy Cooperation Programs in China and India; and the Smart Cities Initiative in India. She also created the worldwide Global Procurement Initiative. She testified before Congress on behalf of the Agency’s programs; served as principal in bilateral dialogues along with the Secretaries of State, Treasury, Commerce and Agriculture as well as accompanied President Obama on foreign trips, met with heads of state and other senior government officials and business leaders around the world and regularly served as a keynote speaker at domestic and international events. But, the accomplishment that means the most to her is the USTDA’s recognition, for five consecutive years, as one of the “Best Places to Work” in the federal government, as measured by the Federal Employee Viewpoint Survey.

Before joining the public sector, Zak spent 18 years at the Boston law firm Mintz, Levin, Cohn, Ferris, Glovsky and Popeo PC, which she joined as an associate in 1982. At the firm, she practiced in the area of international and domestic project finance, becoming a partner in 1990.

Zak has taught international project finance as an adjunct faculty member at the Georgetown University Law Center and the Boston University School of Law, including team-teaching with her husband, Kenneth Hansen, a partner in the Washington, D.C., office of the international law firm of Norton Rose Fulbright.
Christine S. Cozzens was named interim vice president for academic affairs and dean of the college in February 2019. Joining the Agnes Scott faculty in 1987, she is Charles A. Dana Professor of English and founding director of the Center for Writing and Speaking. She received her BA and M from Stanford University and her PhD in English from the University of California at Berkeley.
Academic Programs and Faculty

- Number of full-time faculty: 81
- Student/faculty ratio: 10:1
- Tenure-track faculty with PhD or terminal degree: 100 percent
- Average number of students per class: 16
- 34 undergraduate majors and 31 minors, as well as programs in pre-law and pre-medicine; dual-degree programs in computer science, engineering and nursing
• Post-baccalaureate program in pre-medicine
• Graduate programs in Writing and Digital Communication

Agnes Scott College is ranked No. 1 in the country among national liberal arts colleges on the Most Innovative Schools list in U.S. News & World Report’s 2019 edition of Best Colleges. Additionally, Agnes Scott is ranked second nationally for Best Undergraduate Teaching, and places No. 51 among national liberal arts colleges.

In 2018, Agnes Scott was awarded STARS GOLD rating in recognition of its sustainability achievements from the Association for the Advancement of Sustainability in Higher Education (AASHE)
The Student Body

- 1040 students
- Our undergraduate students represent 43 states and territories and 30 countries; about 85 percent of traditional students live on campus.
- Beginning with the class of 2019, all students participate in a global experience through SUMMIT.
• Class of 2022 total enrollment: 324
• 75 percent of the class of 2022 attended public schools.
• Mean High School GPA: 3.70
• Middle 50 percent range of SAT: 1110-1300
• Middle 50 percent range of ACT: 23-29
• Over three-fourths of incoming first-years qualify for and receive need-based financial aid.
• The average total institutional aid for all incoming first-years was $27,700.

Agnes Scott’s Honor System is one of the oldest in the country; our student self-government is more than 100 years old. Historically and presently, Agnes Scott students have earned academia’s most prestigious scholarships including the Marshall, Rhodes, Fulbright, Goldwater, the Pickering Fellowship and the Gates Millennium Scholarship.

In 2015, Agnes Scott completed a comprehensive, multiyear process to develop, test and launch a signature academic experience, SUMMIT. This initiative, a distinctive and groundbreaking approach to a liberal arts education, gives students the skills, knowledge and experience to prepare them to be global citizens and effective leaders. Unique features of SUMMIT include:

• A core curriculum focused on global learning and leadership development anchored by Journeys, a first year course with an embedded weeklong, faculty-led travel experience, the cost of which is included in tuition, making Agnes Scott the first institution in the country to take the first-year class abroad through a curriculum-integrated program.
• An innovative team-based advising model through which every student builds a personal Board of Advisors including a SUMMIT advisor, a peer advisor, a major advisor and the opportunity to develop a career ally among the college’s alumnae and community members.
• A digital portfolio created over all four years in which students collect and reflect upon their experiences and achievements, which are then curated into a showcase through a two-credit capstone course in the senior year.
• Signature co-curricular elements including Legacy, a two-day leadership immersion program following new student orientation, and Peak Week, a one-week mini-term for sophomore through senior students that provides career treks, graduate school boot camps, “Adulting 101” sessions and a Team Global Challenge.
• Advanced specializations in global learning and in leadership development, each a
combination of coursework, immersive experiences and practica, which students may complete to earn special notations on their transcript.

With the creation of SUMMIT, students thrive in an atmosphere of academic and intellectual challenge. The liberal arts curriculum emphasizes academic excellence, interdisciplinary learning initiatives and experiential learning through internships, collaborative research and study abroad.
Agnes Scott College offers a comprehensive benefits package, including:

- Health Insurance
- Dental and Vision
- Life Insurance
- Long-Term Disability Insurance
- Retirement Benefits
- Flexible Spending Accounts
- Long Term Care Insurance
Review of applications will begin immediately and continue until the position is filled. To apply for this position please click on the Apply button, complete the brief application process, and upload your resume and position-specific cover letter. Nominations for this position may be emailed to Dell D. Robinson at ddr@spelmanjohnson.com or Anne-Marie Kenney at amk@spelmanjohnson.com. Applicants needing reasonable accommodation to participate in the application process should contact Spelman Johnson at 413-529-2895.

Visit the Agnes Scott College website at https://www.agnesscott.edu/

An equal opportunity employer, Agnes Scott College does not discriminate on the basis of race, color, national origin, religion, sex, sexual orientation, age, veteran status, disability or genetic information, gender identity, gender expression or any other characteristic protected by law in its employment. Agnes Scott College has a strong commitment to
diversity and urges members of underrepresented groups to apply.