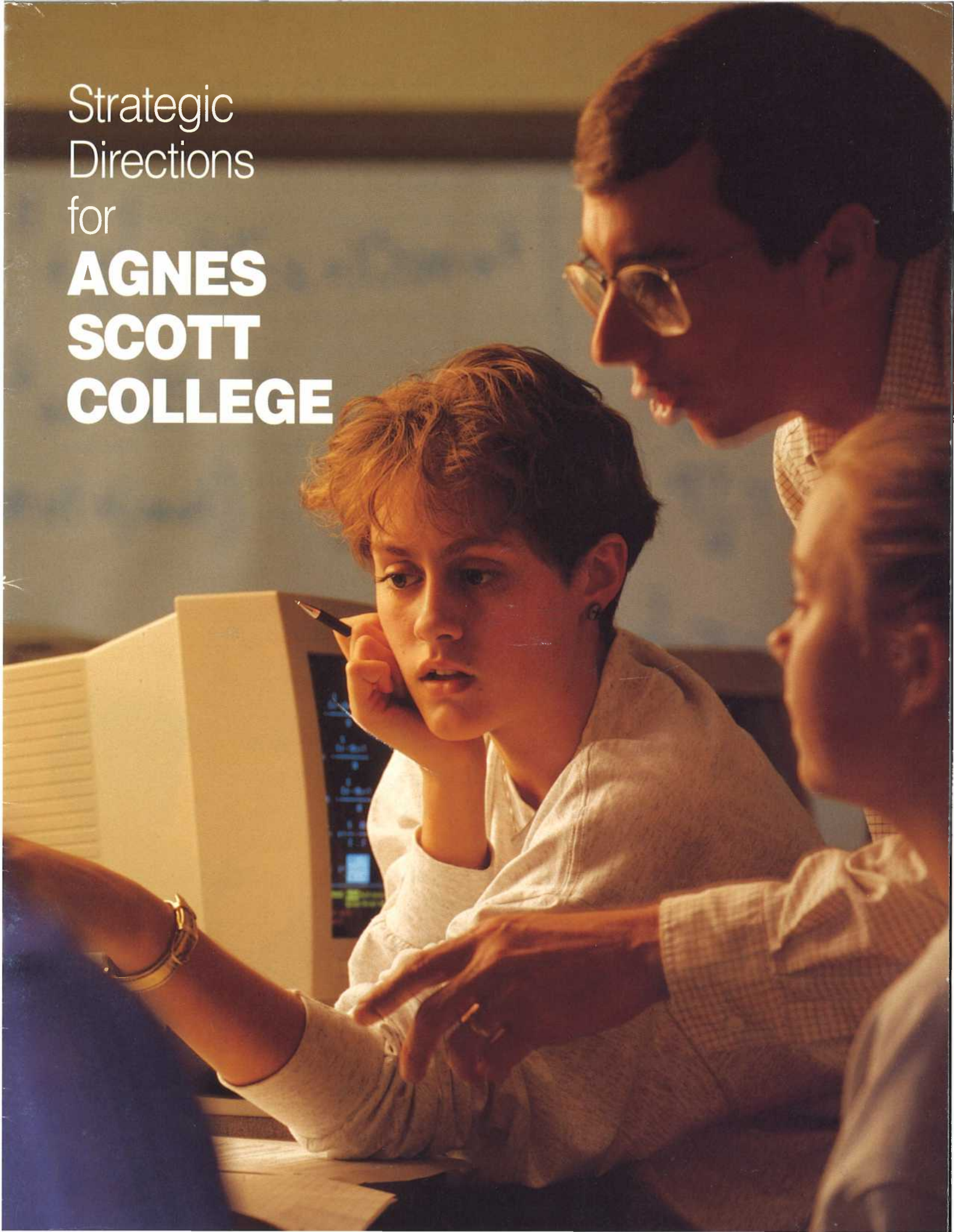


Strategic
Directions
for
**AGNES
SCOTT
COLLEGE**



“**A**s society changes, the pressures on institutions of higher education to adapt not only continue—they increase. Yet, we are convinced that the need for **high quality liberal arts education** in general—and especially for the women who will assume the leadership of the next generation—has never been greater.”

Joseph R. Gladden, Jr.

Chair, Board of Trustees
Agnes Scott College

A Foundation of Excellence

Educating women has always been a radical venture. Consider the boldness of The Reverend Frank Henry Gaines and Colonel George Washington Scott when they established the Decatur Female Seminary in 1889. From the start Agnes Scott was conceived as an institution of highest national standards, even though it began in the small Southern community of Decatur, just outside of Atlanta, Ga.

The moral and ethical foundations were to be “of a Christian character”—the highest calling known to the founders. The curricular goal was to be of sufficient academic excellence to be granted a Phi Beta Kappa chapter.

A little more than one hundred years later, Agnes Scott College is poised on the brink of a new era. Educating women is still a challenging venture, but the context is far more auspicious than the post-Civil War reconstruction era. Atlanta is the first major Southern city to become nationally known as a center for research and higher education. With enviable assets, Agnes Scott has the potential to become known internationally for its institutional excellence, as a premier liberal arts college for women.

“**W**e must prepare,

as our founders did, for a new century.

*Will we build as well for the 21st century
as they did for the 20th? Is our vision bold enough? ...*

*I believe that Agnes Scott has a
destiny not yet fulfilled.*

*First, we reaffirm our founding
legacy—a liberal arts college for
women with the highest standards.*

*And then we move on to tackle the
educational issues of our era.*

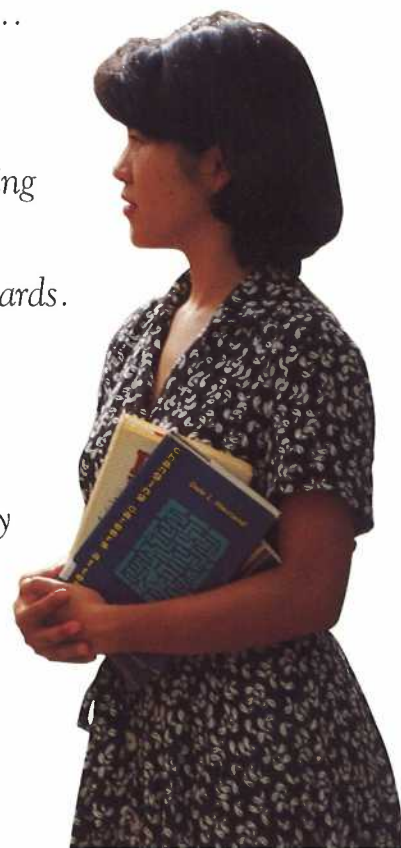
*We must be more global and
more local, more interdisciplinary
and more faithful to our founding values.”*

Inaugural Address

Mary Brown Bullock '66

President

Agnes Scott College, April 19, 1996



Strategic Directions for the Future

The Strategic Directions that are summarized on the following pages emerge from previous Agnes Scott planning efforts, including the 1991 Strategic Plan and the 1995 Academic Review. They also include themes emphasized by President Mary Brown Bullock, most notably international studies, interdisciplinary learning, the sciences and the need for significant institutional growth to ensure continued excellence.

These ideas have been discussed with the Agnes Scott community at a series of forums organized by the College's Strategic Planning and Policy Committee and at a series of faculty meetings. The Strategic Directions are designed to provide the College with a clear direction for the future, but with the flexibility necessary during a period of anticipated growth and change. The Strategic Directions were developed in the context of the following values endorsed by the faculty in April 1995.

- ❖ **A Commitment to Women**
- ❖ **A Commitment to Teaching and Learning**
- ❖ **A Commitment to the Liberal Arts**
- ❖ **A Commitment to an Appreciation of Diverse Cultures**
- ❖ **A Commitment to a Community that Values Justice, Courage and Integrity**



Academic Excellence

Strategic Direction 1

To enhance Agnes Scott's liberal arts curriculum for the 21st century.

Agnes Scott's location in the international, metropolitan area of Atlanta provides it with an unsurpassed opportunity to *develop a 21st century curriculum that emphasizes academic excellence through liberal learning enhanced by experiential learning*. This is important for an institution committed to educating women who achieve in their professions, contribute to their communities, engage the social, technological and global issues of their times and live personally and spiritually purposeful lives.

An excellent academic environment requires a *vigorous and well-supported faculty of outstanding teacher-scholars, a firm institutional commitment to liberal learning and a liberal arts and sciences curriculum*. Liberal learning benefits from disciplinary depth as well as interdisciplinary studies. During the next years of significant institutional change, the curriculum will require comprehensive review—what is to be taught, who is to teach it and what the requirements will be.

Agnes Scott brings significant curricular strength and existing initiatives to these challenges. The key is full and vigorous implementation.

Agnes Scott will revise, enhance and develop academic programs in the context of the College's strategic location in Atlanta and its strategic position as a college for women.

- ❖ Further develop the Atlanta Semester: Program in Women, Leadership and Social Change, with appropriate relationship to other departments and programs;
- ❖ Expand and increase funding of the Atlanta Science Center for Women.

Agnes Scott will expand experiential learning, including internships, collaborative research, independent study and study abroad, providing for:

- ❖ Experiential learning opportunities for all students, integrated into the academic curriculum;
- ❖ Access to multiple international study and internship opportunities, reducing costs through exchange agreements and scholarships.

Agnes Scott will prepare for College growth with a revised curriculum that enhances the quality of learning and the intellectual excitement of academic life.

Curricular change will include but will not be limited to:

- ❖ Review of the curriculum from new perspectives, including interdisciplinary learning and "Atlanta: A Laboratory for the Liberal Arts";
- ❖ Implementation of the connected learning initiatives (language, communication, technology and quantitative thinking across the curriculum);
- ❖ A significantly enhanced program of visiting scholars, artists and public figures.

“A liberal arts education demands great rigor. It also demands extraordinary intellectual patience.

Students must learn to take the long view—to trust that studying ancient Chinese history or short stories about turn-of-the-century New Englanders or the structure of a foreign language will enrich their lives. As I like to tell my students, our aim is not to change your opinions about anything but to **enlarge the context** in which you hold them.”

Peggy Thompson
Associate Professor
of English
Agnes Scott College

“**C**onnected Learning—interdisciplinary cooperation to enhance learning. We believe that connected learning offers **change in the curriculum** that can improve pedagogy and the quality of both academic and non-academic life at Agnes Scott.”

Report of
The Academic Review Committee
to the Board of Trustees
Agnes Scott College
April 11, 1995

Agnes Scott will encourage global learning inside and outside the classroom, at home and abroad by:

- ❖ Strengthening of Language Across the Curriculum;
- ❖ Enhancing student and faculty exchange programs;
- ❖ Expanding Global Awareness and Global Connections programs;
- ❖ Establishing a regular program of visiting faculty from abroad;
- ❖ Facilitating international internships from all disciplines.

Agnes Scott will ensure sufficient strength in the fields in which the College currently offers majors and minors.

Agnes Scott will consider new disciplinary connections and/or joint degree programs with Atlanta area colleges and universities.

Agnes Scott will encourage teaching and scholarly excellence by:

- ❖ Providing competitive salaries, benefits, support services and professional development opportunities for faculty, with start-up funds for new faculty;
- ❖ Supporting scholarship as a value in its own right and as a powerful enhancement of teaching;
- ❖ Supporting scholarship by moving toward a teaching assignment system which allows time for scholarship;
- ❖ Addressing changing needs for academic support personnel.

The Atlanta Science Center for Women

Since its original articulation in the 1990-91 Strategic Plan to its latest validation in April 1996 in the sciences program review, the Atlanta Science Center for Women has put many features in place:

- Post-baccalaureate pre-health professions program;
- SHARP!Women summer research program;
- Pre-health professions advising;
- Innovative undergraduate curricula;
- Internships in the Atlanta scientific community, including the Centers for Disease Control and Prevention and Yerkes Center;
- Research scholars.

New directions for the Science Center may include:

- Expanded undergraduate research opportunities;
- Interdisciplinary courses for non-science majors;
- Expanded internships;
- Workshops for middle school and high school teachers;
- Outreach to students in Decatur and Atlanta;
- Incorporation of global perspectives into science education;
- Joint programs with other colleges and universities;
- Symposia on scientific topics of interest to women.



Student Achievement

Strategic Direction 2

To enrich student life by recognizing achievement and enhancing programs and facilities.

Agnes Scott is committed to providing a curricular and co-curricular atmosphere that encourages student learning, achievement and personal growth for women of all ages. Providing students access to Atlanta's cultural and professional opportunities goes hand in hand with developing a campus environment that develops self-confidence, self-reliance and service. The College's promise is to be a multi-cultural community of honor, trust, diversity and civility. Student life at Agnes Scott promotes achievements and prepares students for fulfilling lives and careers.

To enrich student life, Agnes Scott will strengthen the vitality of the residential community.

- ❖ Expanding social, athletic, recreational, counseling and religious programs;
- ❖ Increasing social programming with other colleges and universities;
- ❖ Providing adequate support for multicultural activities;
- ❖ Providing residential facilities for up to 85 percent of Agnes Scott's projected expanded student enrollment.

Agnes Scott will enhance the Return-to-College Program, to be designated "The Irene K. Woodruff Return-to-College Program," by:

- ❖ Strengthening recruitment;
- ❖ Strengthening academic and personal counseling;
- ❖ Enhancing on-campus facilities for the Return-to-College student;
- ❖ Providing new alternative residential opportunities.

Agnes Scott will support career services and leadership training opportunities by:

- ❖ Increasing financial support for national student leadership conferences;
- ❖ Developing a four-year comprehensive plan for career development;
- ❖ Increasing utilization of alumnae as resources for mentoring and career services.

Agnes Scott will celebrate student achievements by:

- ❖ Increasing Stukes and Dana scholarships;
- ❖ Recognizing achievements in a timely and appropriate manner;
- ❖ Increasing student nominations for prestigious awards (Rhodes, Fulbright);
- ❖ Enhancing commencement exercises.

"Being a member of a **diverse community** has given me the opportunity to explore ideas and beliefs I had not explored before. **My education is no longer confined** or limited to the classroom, and I have learned more about others and now better understand myself."

Tara Hogan '97
President
Student Government
Association



Institutional Growth

Strategic Direction 3

To increase student enrollment to 1,000 by the year 2001.

“I’m excited about the growth of the College. Compared with other colleges, Agnes Scott is **the cutting edge.**”
Alexa Wood '98

Agnes Scott is positioned to grow from approximately 700 students to 1,000 students by the year 2001. This growth is necessary to *achieve the minimum critical size of students, faculty and infrastructure for a premier liberal arts college.*

Faculty growth will be necessary to support student growth. The student/faculty ratio will rise from a current 8 to 1 to a still enviable 11 to 1 or 12 to 1, *preserving the close student/faculty relationships* for which Agnes Scott is nationally known.

Agnes Scott will recruit, enroll and retain a student body of 1,000 that reflects the highest standards of academic achievement and demonstrates the College's commitment to ethnic, geographic and religious diversity.

- ❖ Increasing the number of outstanding academically qualified students;
- ❖ Broadening geographical representation while maintaining a strong regional base in Georgia and the Southeast;
- ❖ Strengthening racial, ethnic and religious diversity through continued recruitment and support of students from underrepresented backgrounds;
- ❖ Increasing enrollment of international students;
- ❖ Enhancing the Return-to-College program to increase the enrollment of non-traditional students;
- ❖ Increasing the student population through improved retention.





While the College is focused on growth, it remains committed to preserving a low student/faculty ratio.

New faculty positions will make possible new levels of excellence in fields of particular relevance to the College's mission and traditional strengths.

New senior faculty positions will provide leadership for strategic academic priorities including science, international relations and the humanities. Faculty growth will also address changing boundaries between liberal and professional learning.

Consideration of additional faculty will be based on a comprehensive review of curriculum needs which will include:

- ❖ A possible faculty position in women's studies or the Program in Women, Leadership and Social Change;
- ❖ The curricular needs of a student population of 1,000 by the year 2001;
- ❖ Fields in which the College currently offers majors and minors.

Agnes Scott will also take advantage of its Atlanta location by considering the appropriate mix of future faculty appointments, including visiting professors, contractual non-tenure-track positions and tenure-track positions.

To attract and maintain faculty of academic excellence, Agnes Scott will support scholarship, collaborative research and reflective, scholarly teaching and curricular innovations.

Institutional Support

Strategic Direction 4

To ensure that the infrastructure of the College is equipped with the human resources, facilities, technology, equipment and other resources required by a premier liberal arts college.

“**T**he teaching potential of technology is enormous, and the challenge is to the institution to keep up with it. Computers are rapidly becoming the new blackboard.”

Linda Hodges

Kenan Professor
of Chemistry
Agnes Scott College

As it grows into the 21st century, Agnes Scott requires a cost-effective institutional infrastructure with adequate human resources and effective technology. All functional areas—ranging from library services to student services to public relations to custodial services—contribute to the quality and vitality of an institution, and all require periodic review and evaluation.

Effective use of ever-changing technology requires continuing training, re-training and review of administrative structures. The technology itself requires ongoing surveillance and upgrading. Institutional support must be service-oriented yet as economically efficient as possible.

Agnes Scott will provide competitive salaries, benefits, support services, career mentoring and professional development opportunities for all staff.

Agnes Scott will review personnel benefits with a view to “family friendly” policies.

Agnes Scott will strengthen the functional areas of student services, alumnae affairs, public relations and development.

Agnes Scott will enhance its technology infrastructure and institutional technology.

Agnes Scott will upgrade scientific equipment and continue enhancement of the library’s collections and computer resources.





“Active scholarship is necessary for effective teaching. **Agnes Scott’s support of scholarship** includes: independent or collaborative research and publications ... creative activities involving works of art ... collaborative work with students not necessarily leading to publication ... incorporation of new disciplinary developments into courses... presentations at professional meetings.”

Agnes Scott College Faculty Handbook, 1996

Community Leadership

Strategic Direction 5

To broaden College relations and strengthen Agnes Scott's leadership in metropolitan Atlanta and Decatur.

“As the Atlanta region continues to experience phenomenal growth, so will Agnes Scott. Opportunities will increase for the College to **extend its leadership** throughout the metropolitan area, brightening the intellectual, cultural and political landscape of this dynamic and vibrant city.”

Clair Muller '67

Councilmember,
Atlanta City Council
Board Member, Atlanta
Regional Commission

Agnes Scott's location in the metropolitan community of Atlanta and the residential community of Decatur is an invaluable resource of the College. The educational and professional linkages greatly extend and amplify Agnes Scott's intellectual and cultural base. As a growing international media center, Atlanta also provides the starting point from which Agnes Scott can become better known nationally and internationally. Agnes Scott's alumnae provide leadership and extend the influence of the College to all 50 states and many nations.

Agnes Scott will enhance the College's visibility in Atlanta and beyond by:

- ▶ Developing a new verbal and visual identity;
- ▶ Expanding media and advertising coverage;
- ▶ Highlighting alumnae contacts in the larger community.

Agnes Scott will strengthen its leadership in the University Center in Georgia.

Agnes Scott will promote strong community ties with Decatur.

- ❖ Exploring new opportunities for jointly sponsored cultural events;
- ❖ Joint planning with the Decatur Downtown Development Authority for the corridor between the College and the MARTA rapid transit station;
- ❖ Supporting a strong social fabric through involvement of students, staff, faculty and alumnae as volunteers in the schools and other institutions serving Decatur and DeKalb County.

The College will encourage greater use of the Agnes Scott campus for academic and professional conferences and seminars.

- ❖ Exploring sponsorship with the Alumnae Association of seminars for professional women, not limited to alumnae;
- ❖ Supporting faculty-initiated academic conferences.

Agnes Scott will strengthen its ties with its alumnae, nationally and internationally by:

- ❖ Appointing alumnae to various working and planning groups on the campus;
- ❖ Highlighting alumnae as the successful “product” of the College;
- ❖ Supporting the work of the Alumnae Association and the implementation of its strategic plan.



Physical Modernization

Strategic Direction 6

To provide and maintain a physical plant that reflects the quality and size of the College.

Agnes Scott's campus with its distinctive architecture is on the National Register of Historic Places. Several of the individual buildings—Agnes Scott Hall, McCain Library and Dana Fine Arts Building—are noted examples of American collegiate architecture.

During the last thirty years, the College has built one new building, the Woodruff Physical Activities Building, and taken down one building, the “Hub,” a student meeting place. Some renovation of academic facilities took place during the late 1970s and early 1980s and the older residence halls were extensively and beautifully renovated for the College's Centennial Celebration. The academic facilities and the campus center now require significant renovation, expansion and upgrading.

Agnes Scott will identify current and future physical plant needs to support College growth and academic plans. The College will engage campus planners to:

- ❖ Assess needs as Agnes Scott grows to a community of 1,000 students, including a residential capacity for 850;
- ❖ Assess the physical potential for additional growth to 1,500 at a later time.

Agnes Scott will acquire property to complete the campus core.

Agnes Scott will commit to renovation, expansion or new construction of those projects essential to support College growth and academic plans, including consideration of:

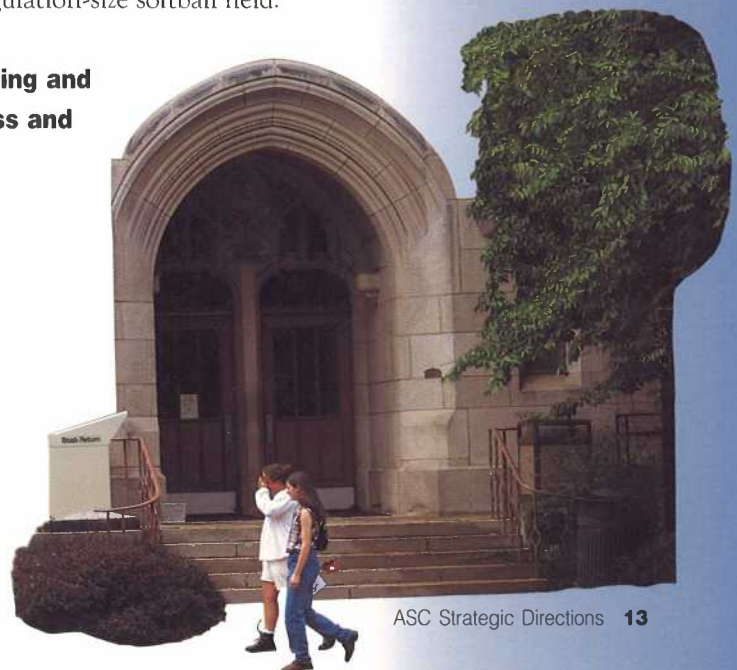
- ❖ Library expansion and renovation;
- ❖ New campus center;
- ❖ Parking facilities;
- ❖ Academic facilities;
- ❖ Residential options;
- ❖ Conference facilities;
- ❖ Alumnae House;
- ❖ Athletic field, including a regulation-size softball field.

Agnes Scott will support teaching and learning by continuing to assess and provide an appropriate environment in technology, classrooms, library, laboratories, offices and other facilities.

“**T**he **Master Plan** must be comprehensive; must respect the historical context and unique sense of place that exists on the Agnes Scott campus; must embody the vision of **a dynamic and growing institution**; must involve the College and off-campus community to build a consensus for action.”

Wallace Roberts & Todd

“A Comprehensive Campus Master Plan for Agnes Scott College”



Implementation of Strategic Directions

These six strategic directions represent an ambitious plan for the Agnes Scott College. Successful implementation will require that they become a touchstone for all management and budgetary decisions. Planning is a dynamic process—a continuing discourse. These strategic directions, while outlining a general course for the College, must remain flexible enough to accommodate both internal and external changes. The College welcomes dialogue with the broader Agnes Scott community and with its neighbors.

Implementation of a number of these strategic directions is under way, including:

- ❖ **Open searches to fill three new faculty positions;**
- ❖ **Improved recruitment strategies, resulting in a first-year class of 232 students, the largest entering class since 1969;**
- ❖ **Engagement of *Wallace Roberts & Todd* to prepare a campus master plan and *Mindpower* to develop a new verbal and visual identity.**

The 1996-97 Strategic Planning and Policy Committee would like to thank all members of the Agnes Scott community—students, faculty, staff, alumnae, trustees, friends—for sharing their visions for Agnes Scott College with the Committee during this phase of the planning process.





1996-97 Strategic Planning and Policy Committee

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Edmund J. Sheehey
Hal and Julia T. Smith Chair of
Free Enterprise

Alexa Wood '98

“**E**xperiential learning is an umbrella term for a rich variety of educational practices including cooperative education, study abroad, service learning and data gathering and analysis. Thus, in a broad sense, undergraduate research is experiential education, as is the student as teacher.”

Sarah R. Blanshei
Dean of the College
Agnes Scott College

Left: Students enjoy a collegial relationship with professors and are offered a host of “shadow,” externship and internship experiences in Metro Atlanta (above).

“T
o be global

is not an option;

it is a requirement.

Knowing something of the humanistic traditions
of both Western and non-Western traditions
is as important as economics in
today's business world.

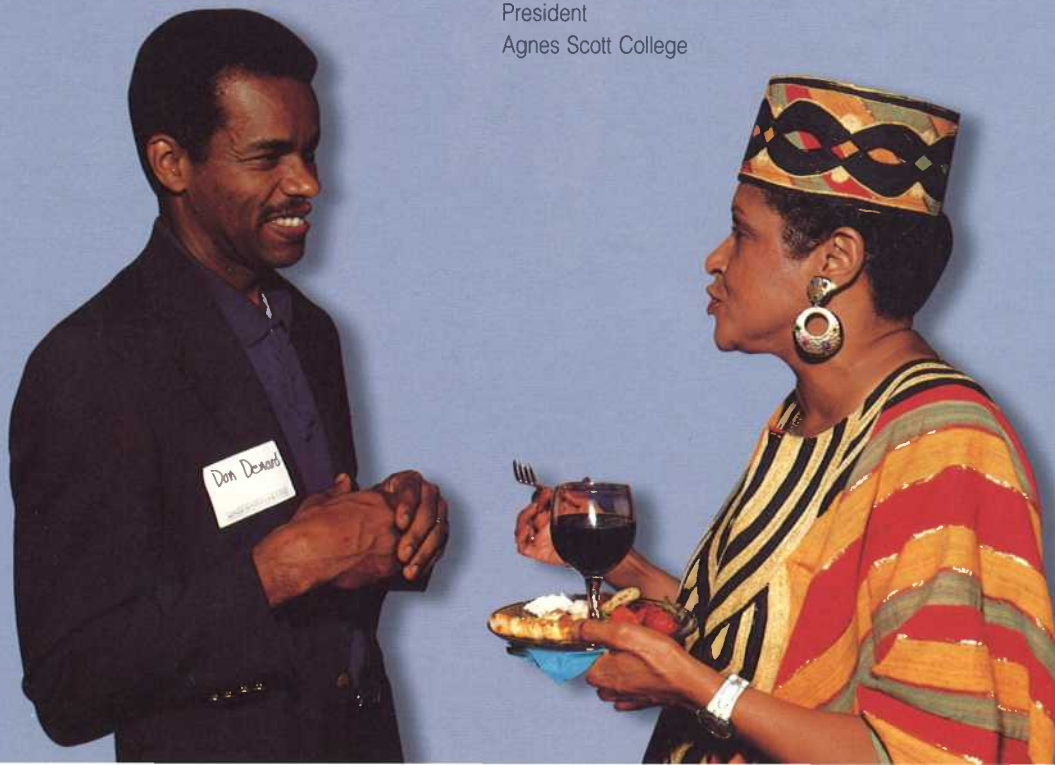
To be more global is to **integrate the world**

into the curriculum,

not to assign it a separate place.”

Mary Brown Bullock '66

President
Agnes Scott College



**Agnes Scott and
Decatur host a
reception for the
Olympic team
from Burkina Faso**