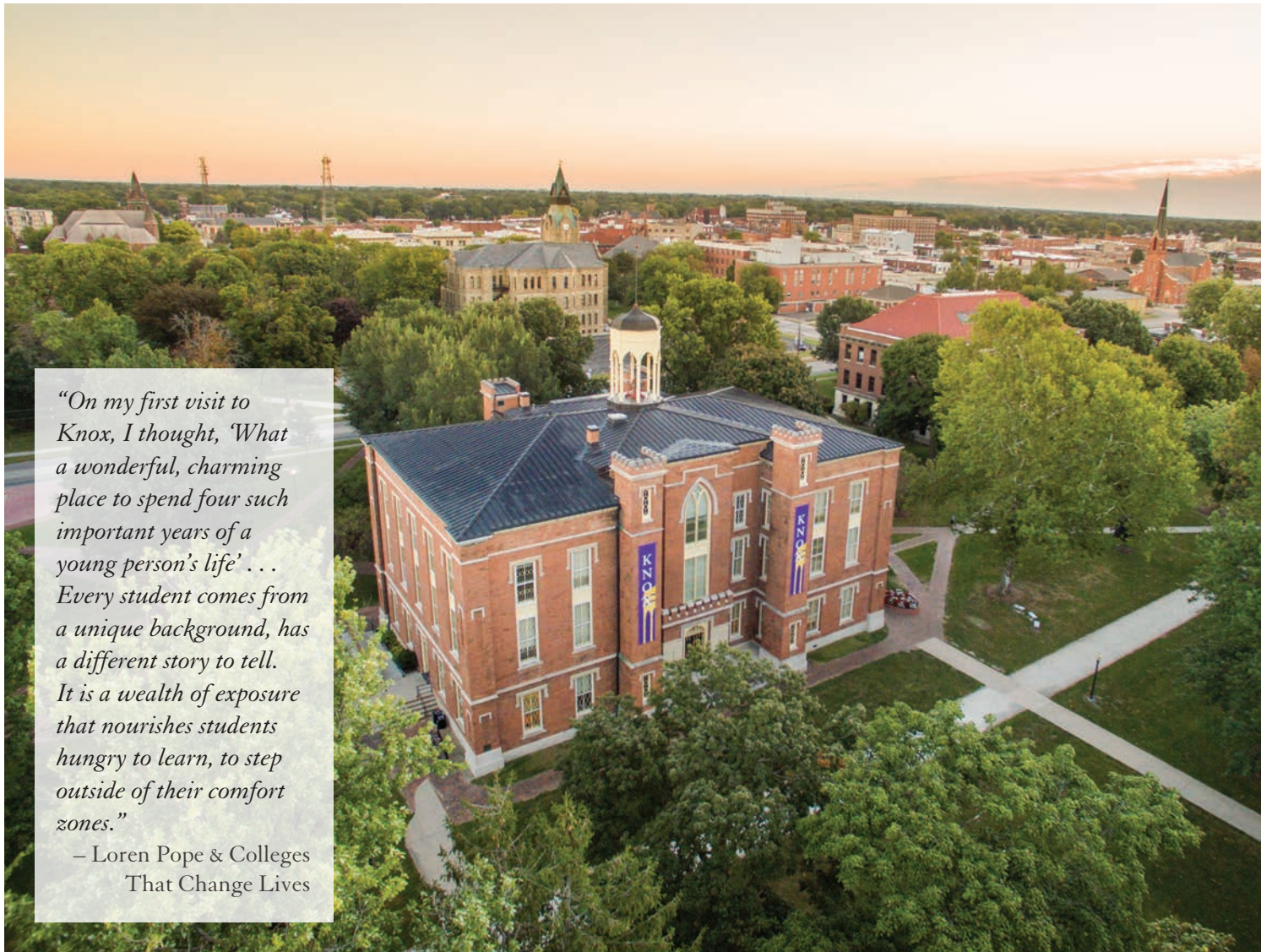




PRESIDENT SEARCH SPECIFICATION



“On my first visit to Knox, I thought, ‘What a wonderful, charming place to spend four such important years of a young person’s life’ . . . Every student comes from a unique background, has a different story to tell. It is a wealth of exposure that nourishes students hungry to learn, to step outside of their comfort zones.”

– Loren Pope & Colleges
That Change Lives

GALESBURG, ILLINOIS
KNOX.EDU

Overview

Knox College, academically the most distinguished national liberal arts college in Illinois and a paradigmatic *College That Changes Lives*, seeks a new President, with a target appointment date of July 1, 2021.

An independent, four-year, residential baccalaureate institution of approximately 1,200 students (from 45 states and 49 countries), Knox currently offers 60 courses of study with a student-faculty ratio of 11-1. As the Prairie Fire, Knox fields 18 varsity sports in the Division III Midwest Conference, with particular recent success in women's and men's soccer. The College's enduring hallmarks, dating from its founding in 1837 by abolitionists, are academic rigor; student access without regard

to gender, race or financial circumstances; a social justice ethos and a supportive, richly elaborated student culture that inspires high affinity and loyal, active alumni devotion. The word alumni use most often in describing their Knox experience is "transformational." For an aspiring, sitting or former president committed to extending a premier liberal arts and sciences education beyond typical elite-college matriculants, Knox offers a platform for national leadership.

Knox touts itself as "human-powered." Its location, midway between Chicago and St. Louis, affords both urban proximity and a small-town setting conducive to a close-knit campus and local community engagement. Its academic attractions include strengths in creative writing, history and the sciences. Experiential education and immersion terms across disciplines are well established. The College has a strong commitment to internationalism, including its piloting of a Peace Corps Preparatory Program that is now a model for other American institutions. Knox is a broad-minded campus notable for its passionate student activism, but also for its kindness and warmth. Accolades from the *New York Times* and *Washington Monthly* cite Knox's effectiveness



in launching engaged graduates, encouraging public service and promoting social mobility. Knox has the most diverse enrollment among Associated Colleges of the Midwest institutions: some 40% are domestic students of color and almost 30% identify as LGBTQ+. A member of the American Talent Initiative, Knox is among the most successful colleges in retaining and graduating students who are first-generation. The College ranks in the top four percent of liberal-arts-college producers of Ph.D.s.

As Knox takes up its post-COVID future, it can draw upon a history of managing successfully with constrained resources, while always staying true to its mission. The new President will build on the 10-year tenures of Knox's retiring incumbent president and her predecessor. Their leadership, together with exemplary trustee stewardship and faculty and staff resourcefulness, have strengthened the College's situation and enhanced its sense of place. The past decade has seen notable gains in both the College's endowment (which nearly tripled in value to \$176 million) and annual fund raising. The *Knox 2018* strategic plan, launched in 2013, nudged the College towards greater curricular differentiation in the

admissions marketplace—including the addition of a Bachelor of Science degree, new majors in business and data science and the creation of five new minors linking arts-and-sciences study to career paths. Recent years also saw the renovation of historic Alumni Hall (1890) as a new gateway to the campus, the construction of the Whitcomb Art Center (for art and art history) and the re-imagined core of the Umbeck Science-Mathematics Center. With the redevelopment of Seminary Street as an independent shopping district, the campus is now more deeply integrated into the life of Galesburg, IL (population 30,197), the seat of Knox County, a railroad hub three hours from Chicago and “home to the largest number of historic houses in Illinois.”

Knox seeks a new President who can freshly tell and extend the College’s story. The position demands enthusiasm for Knox’s particular access mission, location, history and traditions. Knox needs its new President to be an enterprising ambassador for the College in pursuing new admissions pipelines and securing financial support—promoting its excellence and distinctions not only to prospective parents and students but to secondary schools, admissions counselors and potential benefactors and trustees outside the Knox community. Faculty and staff members typically outperform the resources at their disposal—they hope for an advocate and champion. The new President needs to be visibly present on campus and a booster for the city of Galesburg as the College anchors downtown renewal.



The College and Galesburg

The paired foundations of Knox College and Galesburg, IL had their origin in the Oneida Institute that Presbyterian minister George Washington Gale organized in Whitesboro, NY in 1827. The Institute was “a short-lived but highly influential school that was a national leader in the [then] emerging anti-slavery movement,” leading the struggle for immediate emancipation in the United States. It enrolled black and white male students on an equal basis, the first American college to do so. Oneida would plant the seeds not only for Knox but also for Bates College, Case Western University and Oberlin College.

In 1836, Gale’s attention turned to the west. He released his “Circular & Plan,” formally announcing the incorporation of a “Prairie College,” as Knox was first known. www.knox.edu/about-knox/our-history/circular-and-plan. Gale stated his intention to open the college to women, which he would do with the construction of a coordinate Female Seminary in 1844. The Plan’s subscribers, who became Galesburg’s first settlers, organized the town around Gale’s philosophy and vision for the college—town and gown grew up together rather than in tandem. The College’s 1837 chartering launched classes in a cabin, even as Galesburg’s new residents organized the state’s first anti-slavery society and the proto-feminist Female Moral Reform Society, all undeterred by the Panic of 1837. Not only did residents believe that slavery was wrong, but many were willing to put themselves on the line by breaking the laws of the time: Gale was indicted in 1843 for harboring runaway slaves. Knox’s first president traveled to Britain to raise money from rich anti-slavery evangelicals. His successor sought financial support and students from Congregational and Presbyterian abolitionists in New England and New York. Galesburg became a hub for the commercial railroad that arrived in 1854 and a haven for the Underground Railroad. A national, and soon, international enrollment gave Knox and Galesburg a cosmopolitanism that persists to this day. By 1857, Knox had the wherewithal to hire a Swedish-born, New York-trained architect to design the present-day “Old Main” as its signature campus

landmark. Its distinctive synthesis of the Classical and Gothic Revival styles then competing for American college campuses made it a fit setting for the fifth Lincoln-Douglas debate. When Knox awarded its first honorary doctorate to presidential candidate Abraham Lincoln in 1860, it was the first academic honor of any kind for the self-educated Lincoln, who reportedly said on climbing through a window in Old Main to reach the debate platform, “At last I have gone through college.” Fast-forwarding to 2005, Knox was the site of the first college commencement address that then-Senator Barack Obama ever gave, remarks that were later included in an anthology of greatest speeches by African-Americans.

In the latter half of the nineteenth century, a succession of nationally celebrated faculty members established Knox’s reputation for academic excellence. But it was student initiative—and occasionally rebellion—that lay the groundwork for the ethos of undergraduate activism, creative expression and self-determination that still define Knox today. The co-founder of *The Knox Student* newspaper, S. S. McClure ’82, headed to New York after graduation. There he enlisted Knox classmates to publish *McClure’s Magazine*, which inaugurated investigative journalism and ushered in the Progressive Era. *Missionaries and Muckrakers* is accordingly the title of the College’s standard history. Knox students staged the first U. S. intercollegiate debating contest in 1872. Their rival Gnothauti and Adelphi literary societies acquired splendid new quarters and an auditorium for their lecture series with the 1891 construction of Alumni Hall, among the first student unions. Baseball arrived by 1861, and Knox played its first reported intercollegiate football game against Monmouth in 1885, a contest that continues. National fraternities and sororities reasserted their public identities in the 1880s. Meanwhile, Galesburg would produce the poets Eugene Field, Carl Sandburg and Edgar Lee Masters (an alumnus of Knox Academy),



whose *Spoon River Anthology* found its inspiration nearby. Ellen Browning Scripps, founder of Scripps College and the Scripps Institution of Oceanography, graduated in 1859. Dorothea Tanning, Surrealist painter and wife of Max Ernst, was a Galesburg native in the class of 1934.

Twentieth- and 21st-century Knox benefited from several long-serving presidents with professional experience at pre-eminent colleges and universities. President Carter Davidson arrived from Carleton College in time for Knox and the town’s joint centenary in 1937, updating the curriculum and improving faculty salaries. The 24-year presidency (1949-73) of Sharvy Umbeck, previously Dean at William & Mary, brought significant national recognition and improvements to the campus. His successor, Inman Fox (1974-82), previously Dean at Vassar College, tripled Knox’s endowment. John McCall, a Princeton-trained, Guggenheim-fellow Chaucer scholar, completed the \$24 million Sesquicentennial Capital Development Program and brokered Knox’s 1993 decision to drop the College’s longtime athletics nickname, Siwash, in favor of the current Prairie Fire moniker. (While Knox didn’t use the old nickname in a pejorative way, evidence showed that it had been used as an ethnic slur against Native Americans since the 1800s.)

Two presidents from non-traditional backgrounds proved highly impactful. Rick Nahm was the University of Pennsylvania's chief advancement officer when he came to Knox as president in 1993. He grew Knox's endowment and enrollment and collaborated with the local Carl Sandburg College and the Galesburg school district to establish the George Washington Gale Scholars Program, which supports academically promising first-generation and low-income youth through mentoring, community service and college scholarships. Roger Taylor '63 returned to Knox as president in 2002 after practicing law in Chicago at Kirkland & Ellis for 30 years. During his ten-year appointment, enrollment increased from 1,000 to more than 1,400; athletic and residential facilities were expanded and renovated; and the curriculum was revised to meet the needs of contemporary students.

Teresa L. Amott, Provost at Hobart and William Smith Colleges, began her appointment as Knox's first woman president in 2011. Amott's prior faculty experience at Wellesley, the University of Massachusetts, Bucknell and Gettysburg informed her decade of leadership. In helping to set the terms of Knox's strategic plan, in renewing the College's physical plant, as a fundraiser for Knox and sustainer of a diverse, inclusive community that allows each Knox student to pursue an individual path, she will leave a presidential legacy that is manifest on campus and herein.

The Faculty

Knox's 123 full-time and 13 part-time faculty members are dedicated teacher-scholars. Ninety-six percent hold the terminal degree in their academic discipline, and the other four percent have significant professional experience. Faculty members typically teach a total of six courses a year, spread over three trimesters, with an average class size of 16. An unusually rich program of faculty-led undergraduate research, scholarship, creative work and independent study complement the highly personalized classroom experience at Knox. At the same time, Knox faculty members are exceptional among their liberal-arts-college peers in their scholarly productivity. Over the last four academic years, Knox's 97 tenure-line faculty have garnered major grants from the NSF, ACLS, NEH, Fulbright and other foundations. Prominent faculty members include poet Monica Berlin, economist Steve Cohn, noted expert on 20th-century American art Gregory Gilbert, political scientist Karen Kampwirth, evolutionary psychologist [Frank McAndrew](#), leading authority on Quechua poetry Julio Noriega and Lincoln scholar Douglas L. Wilson (now emeritus), a cofounder of Knox's Lincoln Studies Center. Knox also is home to the Bright Institute in American History, a professional development program for professors of American history before 1848 at liberal arts colleges from across the United States directed by History Department Chair Catherine Denial.



Faculty members are actively engaged in the College's governance structure, serving on 14 standing committees. They also exercise key responsibilities in the hiring process for new faculty, including serving on search committees. The recent introduction of a phased retirement program for faculty and a first-ever early retirement plan for staff are steps the College has recently taken to create flexibility and better align staffing with enrollment patterns.

The Academic Program

Knox offers educational programs leading to the Bachelor of Arts and Bachelor of Science degrees, with majors in 41 areas of study. The College recently revised its general education program after a three-year process of research and discussion in connection with the Knox Strategic Plan 2018, which included the goal to "Advance Knox's Distinct Approach to Liberal Learning." www.knox.edu/about-knox/our-leadership/knox-2018. The program's strengths, articulated by faculty and staff in an open forum, include clear and assessable learning outcomes, alignment with the College's mission and values, an emphasis on community building and curricular and financial support for experiential learning.

The resulting "Framework of a Knox Education" identifies "three guiding and interrelated principles" that provide a foundation for the curriculum: Creativity, Innovation and Critical Thinking; Immersive Learning Experiences/Active Inquiry; and Civic Engagement. The curriculum engages students in developing both breadth and depth of knowledge and reflects the College's commitment to active and engaged learning.

The General Education Program at Knox includes 1) "The First-Year Experience," including the First-Year Preceptorial course that help students to make the transition to College and understand the nature of a liberal arts education; 2) "The Elements," which comprises seven areas of study that cultivate the skills of liberal learning; 3) "Civic Engagement," which seeks to cultivate in students an understanding of the local and global contexts in which they study and apply what they have learned; and 4) "Immersion/Active Learning,"

which may be fulfilled through Knox's extensive opportunities for study abroad, special intensive academic programs focused on a discipline, independent research, and service activities that benefit the local community. Unlike the first two components, which are fulfilled through completion of required courses or course options, the Civic Engagement and Immersion/Active Learning components of the General Education Program are embedded throughout the undergraduate experience in disciplinary, interdisciplinary, and co-curricular programs.

Experiential education is an integral part of the Knox curriculum. Students receive a Power of Experience Grant of \$2,000 during their junior or senior year to support experiences such as research or creative work, internships, community-based service, or study abroad. Fifty percent of Knox students pursue off-campus study, and approximately 60 percent complete an internship or other work experience related to their fields of study. "Immersive Terms," unique to Knox, provide a focused, hands-on exploration of a single field of study over the course of an entire term. Ongoing terms include StartUp Term, a collaboration between the Business and Computer Science Departments, Clinical Psychology Term where students take two psychology courses while concurrently completing an internship at a local agency; Green Oaks Term, where students live and work at Knox's 700-acre biological station, 20 miles from campus; and Rep Term where students research, design, construct, rehearse and perform two full-length plays. In addition,

Knox promotes undergraduate research, annually awarding students more than \$300,000 in Power of Experience grants to support research and creative projects.

Knox is a place where writing matters. Knox has offered creative writing since the 1920s, when Proctor Sherwin taught courses and launched an undergraduate magazine, now entitled *Catch*, which has published continuously since 1926. (Other student literary publications include *Cellar Door*, *The Common Room*, a journal of literary criticism, and *Quiver*, which showcases children's literature, humor and speculative

fiction.) The creative writing major began in 1967 under the guidance of Robin Metz and the poet Samuel Moon. *Catch*, now a student-produced, cross-disciplinary, undergraduate publication containing only the work of Knox undergraduates, has won a record number of National Collegiate Championships for literary magazines—three awards, in 1983, 1985, and 2003—this, in competition with the undergraduate-produced magazines of Ivy League schools, and powerhouses like the University of Iowa and Stanford. Knox also won the 2004 Pacemaker Award for Best Collegiate Magazine from the Associated Collegiate Press in international competition. And Knox has dominated the Nick Adams Short Story Contest, sponsored annually by the Associated Colleges of the Midwest. Knox has had 30 finalists in 32 years, including eight winners. *The Knox Student* newspaper has also won many awards and other recognition: www.theknoxstudent.com/about/awards/. The Prairie Moon Press is Knox’s letterpress studio. www.knoxenglishdepartment.com/the-letterpress-studio.

Beyond the BA that remains its signature course of study, Knox began to offer the BS degree in Fall 2018 in order to enhance students’ preparation for certain graduate and professional schools and to increase Knox’s appeal to prospective applicants, especially international



students, many of whom consider the BS a more desirable credential. Knox programs offering a BS degree require at least four credits beyond the requirements for the BA degree, with at least one of the credits in the sciences, mathematics, or computer science taken from a department outside the primary major.

Materials from Knox’s recent Higher Learning Commission reaccreditation may be found at: www.knox.edu/documents/AcademicAffairs/KnoxHLCAssuranceArgument2019.pdf and www.knox.edu/documents/AcademicAffairs/KnoxCollegeFinalReport2019.pdf

The Undergraduates

Knox has the most diverse enrollment among Associated Colleges of the Midwest institutions, yet is also among the most successful in retaining and graduating students from historically underrepresented groups. Moreover, with 29% of enrolled students first generation, 40% identifying as persons of color, 40% participating in intercollegiate athletics and nearly 30% who identify as LGBTQ+, Knox is modeling an intersectional academic community that achieves a high degree of *esprit de corps*, as measured by student satisfaction. Knox became test-optional in 2005, no longer requiring students to submit ACT or SAT scores,



aiming to lower barriers facing talented students from disadvantaged backgrounds. Today, about 85% of students submit scores, and they compare favorably with those of earlier years when scores were required. Roughly 33% of entering students are in the top tenth of their high school class.

The *New York Times* recently ranked Knox among the top colleges “Doing the Most for the American Dream.” Based on data from more than 170 colleges and universities, the newspaper ranked Knox #16 in its 2017 College Access Index. Among other schools in the top 20 were Amherst, Harvard, Yale, Vassar, the University of Florida, the University of North Carolina and six campuses of the University of California system, including UC Berkeley and UCLA. The College Access Index is based on three factors: the share of first-year students receiving Pell grants, which most often go to students from households with annual incomes less than \$70,000; the graduation rate of students; and the net price (after financial aid) of college for lower- and middle-income students.

Diversity and Inclusion

Knox student activism—on issues such as racial justice, LGBTQ+ rights and Title IX—has often preceded and been in the vanguard of national movements. Consistent with its history and mission, Knox College values cultural diversity and seeks to prepare its students for living and working in a diverse society. At least two Elements in the College’s General Education Program—communicate in a second language and critically examine questions of power and inequality—promote learning outcomes directly related to diversity.

The College offers several majors and minors that focus on world diversity, including International Relations, International Studies, Africana Studies, Asian Studies, Gender and Women’s Studies, German, Latin American Studies and Spanish. Co-curricular opportunities further reinforce engagement with cultural diversity. Examples include exercises and activities in the First-Year Experience orientation program; a Day of Dialogue sponsored by the Multicultural Student Advisory Council; a broad range of options for study abroad

offered through the Stellyes Center for Global Studies; and offices and organizations that provide support for underrepresented groups (e.g. Asian, Black, Latinx and LGBTQ+ students). A Campus Diversity Committee comprising faculty, staff and students promotes opportunities for understanding and commitment to a diverse community. National Survey of Student Engagement (“NSSE”) results show that both first year and senior students report having discussions with people of a race or ethnicity other than one’s own (+8 percent), and report that the College encourages contact among students from different backgrounds (+19 percent) at levels higher than students at peer institutions.

The Campus

Knox College has 45 academic and residential buildings on its 82-acre campus. A virtual tour of the central campus can be accessed at www.youvisit.com/tour/knox?pl=v The College also maintains a 700-acre natural prairie reserve, the Green Oaks Field Station. Two of the College’s buildings are LEED certified: the renovated Alumni Hall that houses Admissions, Student Financial Services and four experiential centers (for career services, community service, global education and research and



advanced study) and the award-winning Whitcomb Art Center. In 2018, a phased plan to renovate the Umbeck Science-Mathematics Center was announced with classes being taught in the renovated space beginning with the winter term of 2020, with additional phases of renovations to follow. In 2006, the new E. & L. Andrew Fitness Center was dedicated. This 13,000-square-foot facility features state-of-the-art equipment. Students established the Knox College Community Garden in 2007 as an independent study project, and today there is a working Knox Farm tended by student volunteers, that produces a variety of annual and perennial vegetables.

The Seymour Library, built in 1928, was ranked #3 “Best Library” in the nation by the *Princeton Review*. With leaded glass windows and oak-paneled reading rooms, the Library houses 350,000 books and more than 14,000 periodicals. Its special collections include the Finley Collection of Midwest History, the Strong Collection of 18th- and 19th-century maps and photographs, the Hughes Collection of manuscripts and first editions of Faulkner, Hemingway and his “Lost Generation” contemporaries, and an original *Diderot Encyclopédie*. The Amott Science Commons is a contemporary learning commons for the College’s science and mathematics collections. The Music Library houses collections of compact discs, vinyl record albums, printed music scores and a core reference collection.

Campus Life

More than 95% of Knox students live on campus, with the remaining living in rental apartments and houses nearby. The College is committed to residential living and residential learning as important parts of a student’s education.

Pumphandle is an annual tradition dating back to 1885 during which new members of the community are welcomed to Knox. On the afternoon before the start of the academic year, all members of the Knox community gather on the south lawn outside Old Main. The president of the College leads the welcoming line, shaking each person’s hand in turn. Everyone shakes the hands of those who have gone before, and the line grows, snaking around the campus. (The resourceful Knox community devised a COVID-era accommodation for the fall of 2020.)

Flunk Day is an annual spring carnival that allows students, faculty and staff to mingle and have fun. Classes are canceled for the day as the campus turns its attention to a joke issue of the student newspaper, live music, inflatable bounce rooms, food and a student vs. faculty softball game. The date of Flunk Day changes every year and is a secret until the entire student body is awakened at around 5 am on the day.

The annual spring Prairie Burn brings together students from all disciplines in a prairie restoration project that



inspired the name for the College’s “Prairie Fire” athletic teams. The Prairie Burns, first conducted in the 1950s by Knox professor Paul Shepard, protect prairie grasses from intrusions of woodland scrub and competition with “exotic” species that have been introduced to Illinois from other regions or countries—to the detriment of organisms that have evolved over millions of years in delicate balance with the environment and each other.

Students maintain more than 100 organizations. Some focus on academic disciplines such as chemistry or physics. Others, such as Students for Sustainability and Allied Blacks for Liberty and Equality focus on identity, culture and politics. Music, dance and performance ensembles are well established. Knox shelters nine Greek-letter organizations, the oldest of which has been on campus since 1855; 20% percent of undergraduate men and 10% of undergraduate women affiliate. Common Ground is an LGBTQ+ activism club that offers a safe environment for students to express their identity freely and to make positive change through open dialogue. The Queer and Trans People of Color Collective or QTPOCC — pronounced “cutie-pock”—describes itself as a “space curated for queer and trans people of color, specifically.”



Athletics

Intercollegiate athletics at Knox date to the late nineteenth century and are an important attraction for matriculating students, with some 40 percent of undergraduates participating. Knox adopted its current mascot, the Prairie Fire, in 1993 at student instigation. The “Prairie Fire” refers to the annual spring burning of the prairie lands at Green Oaks.

Knox is a member of the Midwest Conference of NCAA Division III. The College offers 18 men’s and women’s varsity sports, as well as 11 club sports, including water polo, fencing and ultimate frisbee. Recent athletic highlights include the 2016, 2017, & 2018 Conference Champion women’s soccer teams that participated in the NCAA Division III National Tournament and the 2018 men’s soccer team that did the same. Knox’s Department of Athletics provides all students with opportunities to pursue mental and physical development and obtain life skills through competition and teamwork. Student-athletes are well integrated with non-athletes on campus and contribute leadership, participation and service in other areas of extracurricular and residential life.

The Knox mascot is a fox named Blaze, and the College colors are purple and gold. Knox and Monmouth College have the sixth-oldest college football rivalry in the United States. The Bronze Turkey trophy, awarded annually to the victor of their game, was created in 1928 and has the distinction of being ESPN’s fifth “most bizarre college football rivalry trophy.”

Alumni Affairs and Advancement

Knox has some 16,000 living alumni throughout the world, many finding success in all dimensions of their lives. Knox alumni teach at the nation’s—and world’s—leading educational institutions; lead international corporations; write for the world’s leading media outlets; make new discoveries every day; and contribute to the well-being of local, national and international communities. Knox alumni clubs organized around affinity (such as the Black Alumni Network and the LGBTQ+ alumni club) and city and regional residence. Homecoming has been formally celebrated in October since 1920 around home athletic contests; the weekend

also draws Reunion classes for a special program of social events and dinners.

The College's most recent capital campaign completed in 2019 took the theme "Above and Beyond." It focused on endowments to improve faculty compensation and enhance research and travel support for scholarship; the renewal of the Umbeck Science-Mathematics Center; and constructing a new facility for studio art and art history, realized in the construction of the Dick and Joan Whitcomb Art Center. The campaign also raised \$13.5 million in new endowed scholarships, making available \$675,000 in new scholarship monies each year for Knox students. Above & Beyond Phase II successfully concluded on June 30, 2019. During that phase, donors gave \$97.2 million or 114% of the Phase II goal of \$85.3 million. When combined with Above & Beyond Phase I (Alumni Hall), donors gave \$110 million to the campaign.

The campaign also saw a significant uptick in annual giving. In 2019, the Knox Fund raised nearly \$3.7 million in annual gifts to the College from more than 6,000 donors. This past June on the College's annual day of giving, nearly 2,700 individuals gave to Knox, raising over \$1.4 million, including over half a million dollars in challenge gifts. Each gift was also matched with \$250 from an anonymous challenger. Altogether, #KnoxProud Day giving in 2020 exceeded the 2019 event by more than 1,000 participating donors and \$1 million in new monies raised.

Finance

Knox derives its operating revenues primarily from three sources: student fees (including tuition, room and board, and other fees, net of financial aid), annual giving to the Knox Fund and an annual endowment draw authorized by the Board of Trustees. For the fiscal year ended June 30, 2019, student fees accounted for roughly 75% of operating revenues, with annual giving and the total endowment support contributing 6% and 15%, respectively. The College's operating budget runs from July 1 through June 30.

Knox has deployed its current financial resources to support the mission and maintain and adapt the

educational program to be relevant today and into the future. The governance, leadership and administrative structures are transparent and seek to be inclusive of all constituencies of the Knox community. However, annual operating budget deficits have been increasing, resulting in a growing reliance on the endowment to close the deficit each year. The College has systematically developed and executed strategies to increase revenues, improve retention, and control costs to reverse this trend. The current COVID-19 pandemic has disrupted these strategies in a number of ways, described herein.

The College's endowment market value has increased significantly since 2009, from \$57.5 million in FY09 to \$176 million in FY20. The growth has been the result of significant donor contributions through the Above & Beyond Initiatives fundraising campaign, coupled with investment performance. Due to its growth, the dollars coming from the endowment have increased even as the budgeted percentage draw (6.5%) has remained relatively constant.

The majority of the endowment investments are professionally managed by T. Rowe Price. The Investment Subcommittee of the Finance Committee has quarterly calls with the adviser. Market outlooks, performance against benchmarks and asset allocation reporting are the typical agenda items for discussion. The annual budget support provided by the endowment is based on a twelve-quarter market value average. This calculation is presented to the Board at each February meeting for approval. The resultant dollar calculation is then incorporated into the budget planning model.

For some years now, the Board has approved an annual budget that, at the front end, presents an operating deficit. In this approved budget, the budgeted endowment support (described in the preceding paragraph) is included. The administration is then expected to reduce the deficit to zero by a combination of cost adjustments, application of unrestricted bequests (technically a form of quasi-endowment utilization), or an additional endowment draw. Currently the support coming from the endowment is higher than the reasonable assumptions that can be made concerning long-term market returns on the endowment

investments, and the College is therefore accelerating its efforts to lower the effective draw.

Since 2012, the College's banker has been PNC. PNC currently provides Knox with the following: a letter of credit on two bond issues (Series 1996 and Series 1999); a term loan that has helped finance the recently-completed A-core renovation of the Umbeck Science-Mathematics Center; and an operating line of credit for cyclical cash flow needs. While the operating line of credit is renewed annually, the letter of credit does not expire until November 2021. At June 30, 2020, total debt for the College stood at \$38.5 million. Given the size of the endowment, the debt load is considered reasonable, and no issues have occurred with meeting the debt covenants in place.

The Higher Learning Commission's 2019 visit found signs of significant improvement in the financial situation at Knox since the last comprehensive visit, including much-improved Composite Financial Index (CFI) data and notable gains in both the College endowment and fund raising. During the past three years, evidence filed showed that the CFI, The Department of Education Financial Responsibility Ratio, the liquidity ratio, and the debt service coverage ratio have all been well above required threshold levels. While the financial challenges noted above are significant at Knox, the visit revealed both a healthy sense of urgency in dealing with those challenges and a sense of confidence that the College will find a way to adapt to the rapidly changing landscape in higher education.

Galesburg and its Region

Knox is the anchor institution of its hometown of Galesburg in Northwest Illinois. Galesburg, the seat of Knox County, is 45 miles northwest of Peoria, IL and 55 miles southeast of Davenport, IA and the Quad Cities, with their combined population of 474,937. The city is approximately 50 miles east of the Mississippi River. Galesburg's economic prosperity grew with the railroads, which arrived in 1854. Today, Amtrak provides service from Chicago on four trains daily, a journey as short as 2 hours, 38 minutes, and with a one-way fare as little as \$21.



The Knox-Galesburg Symphony brings metropolitan-level performance standards, world-class artists and a plentiful spectrum of educational programs for all ages to Galesburg. The Prairie Players Civic Theatre, founded in 1915, continues to create quality productions and enrich the community through educational and entertainment opportunities. The Galesburg Civic Arts Center and the Galesburg Railroad Museum offer both permanent and special exhibits, as well as educational programming. The Orpheum Theatre celebrated its centennial in 2016. Built as a vaudeville theatre and later a movie house, the Orpheum is now a not-for profit venue for the performing arts. The Galesburg Farmers Market operates May to October. Galesburg has an extensive public park system, including the Hawthorne Center Recreational Complex, the Bunker Links Golf Course, Lake Storey Beach and its Pavilion. The Soangetaha Country Club was founded in 1895; its USGA Championship, Tom Bendelow-designed 18-hole golf course is the finest in the region. The Club has

hosted 10 state championships and 2 national tournaments over the years. Neighboring academic institutions—including Bradley University in Peoria, Carl Sandburg College in Galesburg, Illinois Wesleyan University in Bloomington and Monmouth College in Monmouth, provide collegiality and opportunities for collaboration for Knox faculty and staff.

Adjacent to the Knox campus, the Galesburg Historic District includes 1049 contributing buildings and contains the town's original plat as well as several older neighborhoods. The section of the district south of North Street encompasses Galesburg's historic city center and its most significant landmarks, such as the Knox County Courthouse, the Knox County Jail, the Burlington Depot and Main Street's commercial buildings. Knox and its historic Old Main are also located in the southern half of the district. The residential area above North Street has a notable inventory of Queen Ann and Classical Revival houses. Eight walking tours of the District may be found at: www.ci.galesburg.il.us/assets/1/12/Walking_tour_brochure_rev_10_20_2015.pdf

The Seminary Street Historic Commercial District is just three blocks in length, but it has had a significant impact on western Illinois, earning national recognition as the original Main Street pilot project of the National Trust for Historic Preservation. www.seminarystreet.com. In May 2020, the Galesburg Chamber of Commerce launched its first "Grow Greater Galesburg" podcast episode. This ongoing podcast will feature influential stories of positivity and growth from the communities in and around Galesburg, Illinois. Grow Greater Galesburg podcasts are available: <https://bit.ly/3emBfZv>.

Knox and COVID-19

COVID-19 and the subsequent economic downturn have affected every institution of higher education both by imposing unexpected costs and by compressing almost every source of student revenue. Degree seeking enrollment for the upcoming fall 2020 term at Knox is currently projected to be 1,050 students (compared to 1,318 and 1,229 for the same terms in 2018 and 2019 respectively).

The COVID-related economic downturn is likely to increase financial need for many Knox families, creating additional financial pressure on the College. Total student revenue for FY21 is expected to come in at roughly \$23.2 million (a decline of \$3.5 million from the FY20 pre-audit figure of \$26.7 million). In response, Knox has taken the following steps:

- Furloughs of seasonal food service workers (40) and other campus administrative staff (6);
- The elimination of 17 staff positions;
- A freeze on hiring new positions and a careful scrutiny of backfilling any position vacancies; many vacancies became permanent;
- Suspension of the 6% match contribution by Knox to the 403(b) program;
- Cuts in discretionary budgets of almost \$1.1 million; some of these reductions would not be sustainable into FY22;
- Elimination of the salary and wage increases budgeted for FY21

Additional position reductions and/or salary and wage cuts are also receiving serious consideration to get the projected budget deficit for FY21 to below \$4 million. Updates on Knox's response to COVID-19 and the Fall 2020 semester may be found at: www.knox.edu/knoxtogether.



Opportunities and Challenges

Knox will call upon its new President to provide confident, persuasive, poised leadership as the College manages its operations during the COVID-19 pandemic and seeks to enhance its prestige and secure its future as a premier national liberal arts college. A high priority for the new President will be sustaining Knox's success in providing a rigorous, highly personalized arts-and-sciences education to an unusually diverse student body, including undergraduates who would not otherwise have access to such an education. More specifically, the new President will be called upon to:

- Elicit from the Knox faculty, working with the Provost, a renewed curriculum drawing from and prioritizing current strengths while sharpening Knox's programmatic distinctions and differentiation in the admissions marketplace.
- Sustain and enhance Knox's inclusive campus culture, including its support for first-generation and international students and students from historically underrepresented and marginalized groups.
- Enhance a campus culture of appreciation and recognition for hard-working faculty and staff.
- Promote Knox to external audiences, including prospective students and parents, secondary schools and independent admissions counselors.
- Secure new sources of charitable support for Knox.
- Identify and recruit to the Board of Trustees members from outside the Knox community.
- Work with the Board, faculty and staff to eliminate Knox's structural deficit over a five-year horizon.
- Reduce Knox's tuition discount to sustainable levels more in line with peer institutions.

The Ideal Candidate

Knox will give full consideration to both traditional and non-traditional candidates. The ideal candidate—regardless of professional background—will be an educator at heart who relishes working with teacher-scholars and engaging undergraduates in an academic community whose diversity is a microcosm of the emerging 21st-century United States. Candidates must possess sophistication in budgeting and financial modeling; the new President will assist the Board in returning the College to a balanced budget while reducing its tuition discount rate to a sustainable level. An informed understanding of the evolving higher education landscape and readiness to engage faculty in prioritizing and renewing academic programs consistent with both arts-and-sciences study and marketplace demands are essential.

All Knox constituencies express a strong preference for candidates with first-hand personal experience of a national liberal arts college, whether as an undergraduate, administrator, faculty member, trustee or parent. The ideal candidate will be an entrepreneurial thinker with the aptitude to chart and facilitate institutional change and to assess and improve organizational performance. Candidates must demonstrate intercultural competence and an inclusive disposition. A record of support and advocacy for individuals from diverse identities, histories, backgrounds and experiences, as well as the ability to build the capacity of colleagues in this work, is essential. The ideal candidate will possess candor and confidence, pragmatism and a lack of pretension conducive to relationship building within the College and across the communities it serves. Exceptional communication and interpersonal skills, including a high degree of diplomacy, discretion, empathy and forbearance, are essential. Candidates should manifest strong collaborative energy, integrity, sound judgment and the ability to make and explain difficult decisions credibly and expeditiously.

Mission Statement

Knox College is a community of individuals from diverse backgrounds challenging each other to explore, understand and improve ourselves, our society and our world. The commitment to put learning to use to accomplish both personal and social goals dates back to the founding of the College in 1837. We take particular pride in the College's early commitment to increase access to all qualified students of varied backgrounds, races and conditions, regardless of financial means.

Today, we continue to expand both the historic mission and the tradition of active liberal arts learning. We provide an environment where students and faculty work closely together and where teaching is characterized by inviting and expecting students to pursue fundamental questions in order to reach their own reflective but independent judgments. The mission is carried out through:

Our curriculum: Combining inquiry in traditional as well as newer disciplines with the integrative perspective of interdisciplinary work; building from basic skills of writing, reading, calculating and critical analysis to opportunities for sophisticated student research and creative expression.

The character of our learning environment: Encouraging the critical exchange of ideas, challenging our students with high expectations and persistent demands for rigorous thinking within a supportive and egalitarian environment, characterized by the informality and openness that mirrors our Midwestern surroundings.

Our residential campus: Encouraging the personal, cultural and intellectual growth of our students in a reflective, inclusive and engaged campus community through supportive residential opportunities, numerous

student organizations, a wide array of creative activities and cultural programming and opportunities for intercollegiate and recreational sports.

Our community: Reaffirming and extending our ongoing commitment to a diverse community of students, faculty and staff with each new hiring and admission.

Our aims throughout are to foster a lifelong love of learning and a sense of competence, confidence and proportion that will enable us to live with purpose and to contribute to the well-being of others.

Affirmative Action Statement

Knox College is committed to hiring and retaining a diverse staff at all levels of the College who not only reflect the demographics of our students, but also fully embrace the ideals of inclusivity. Our campus is committed to the ongoing work of creating an equitable and inclusive community. We encourage applications from those individuals who are enthusiastic about and dedicated to exceeding the expectations of our diverse student population.

Procedure for Candidacy

Review of candidate materials will begin immediately and continue until the appointment. A complete application will include a letter of interest, a curriculum vitae or résumé and contact information for five professional references who can speak about the candidate's qualifications for this appointment. Named referees will not be contacted without the candidate's prior consent. Expressions of interest, nominations and inquiries should be directed to Knox's search consultant, Mr. Chuck O'Boyle of C. V. O'Boyle, Jr, LLC, at chuck@cvoboye.com.

Notice of Non-Discrimination

In keeping with its commitment to equal rights since it was founded in 1837, Knox College particularly welcomes applications from members of underrepresented groups. Knox College does not discriminate on the basis of sex, pregnancy, gender identity or expression, race, color, creed, national or ethnic origin, religion or religious affiliation, sexual orientation or preference, age, marital or family status, disability, veteran status, or other status protected by applicable federal, state, or local law in admission, financial aid, employment, athletics, or any other aspect of its educational programs or activities. In addition, Knox College is prohibited by Title IX of the Education Amendments of 1972 and its accompanying regulations from so discriminating on the basis of sex.

The College official responsible for coordinating compliance with this Notice of Non-Discrimination is Kimberly K. Schrader, Title IX Coordinator. Any inquiries regarding Title IX or the College's policies that prohibit discrimination and harassment should be directed to the Title IX Coordinator identified below. The Coordinator will be available to meet with or talk to students, staff, and faculty regarding issues relating to this Notice of Non-Discrimination and the College's policies and procedures.

Title IX Coordinator
Kimberly K. Schrader
Old Jail 12 | Campus Box K-209
337 South Cherry Street
Galesburg, IL 61401
Phone: 309-341-7751
Email: kschrade@knox.edu

Inquiries about the application of Title IX to Knox may be referred to the Title IX Coordinator, the United States Department of Education's Assistant Secretary for Civil Rights, or both. Individuals may also contact the U.S. Department of Education's Office of Civil Rights for additional information.

Office for Civil Rights
U.S. Department of Education-Chicago Office
500 W Madison St., Suite 1475
Chicago, IL 60661-4544
Phone: 312-730-1560
Email: ocr@ed.gov

Inquiries regarding the College's policies regarding the Americans with Disabilities Act of 1990 ("ADA"), or Section 504 of the Rehabilitation Act of 1973 ("Section 504") should be directed to either the Assistant Vice President of Human Resources or Director of Disability Support Services identified below.

For Employees:

Assistant Vice President of Human Resources
Amy Chambers
Administrative Services Center 109
Campus Box K-200
368 South Prairie Street
Galesburg, IL 61401
Phone: 309-341-7200
Email: adchambers@knox.edu

For Students:

Director of Disability Support Services
Stephanie Grimes
Umbeck Science-Mathematics Center E111
Campus Box K183
340 South West Street
Phone: 309-341-7478
Email: sgrimes@knox.edu