



“The world has never needed the liberal arts and liberally educated leaders more than it does today. Individuals who are able to deal with complexity; individuals who are able to analyze, to speak persuasively, to understand multiple points of view, to be committed to social justice, to understand the human condition.”

— Roger L. Taylor '63, Installation Address



KNOX
COLLEGE

STRATEGIC PLAN

BE IT RESOLVED THAT:

In order to advance the mission of Knox College to provide a program of liberal learning to students of varied backgrounds, races, and conditions regardless of their financial means, the Board of Trustees of Knox College adopts the following strategic plan on October 19, 2007.



I. NURTURE ACADEMIC EXCELLENCE

- Stabilize the faculty by (a) maintaining a 12:1 student faculty ratio, (b) restoring the number of tenure line positions to levels commensurate with student enrollments, (c) implementing the Compensation Initiative for faculty and staff, and (d) maintaining faculty salary enrichment as a Priority 1 Institutional Fundraising Priority.
- Determine by June 30, 2008, the appropriate enrollment for the College, given its current, and reasonably anticipated, financial resources and the implications of the size of the student body for the appropriate faculty size, staff, and facilities.
- Determine by June 30, 2009, the organizational structure, staff, infrastructure, and financial resources needed to support instructional and administrative technology for the next decade.
- Continue to support the science and mathematics faculty in developing a vision for the teaching of science and mathematics and in completing a concept paper for the potential use of space by June 30, 2008, so that the planning and design of appropriate science facilities can begin.
- Maintain a student body that reflects Knox's historic commitment to access for students of varied backgrounds, races and conditions, regardless of financial means, while achieving and maintaining a first-to-second year retention rate of at least 90%, a 4-year graduation rate of at least 75%, and a 6-year graduation rate of at least 80%.
- Maintain a commitment to a student culture that continues to value an appreciation of difference, creativity, academic integrity, a shared sense of space and trust, a close relationship with faculty and staff, and participation in the affairs of the College.

COMPLETED



II. STRENGTHEN INSTITUTIONAL SELF-CONFIDENCE

COMPLETED

- Assure that by October 19, 2007, the Board of Trustees reviews the College's Statement of Mission and either endorses it or requests that it be revised.
- Develop techniques that will enable more systematic collection and publicizing of student, faculty, staff, and alumni achievements, and exploit every opportunity to publicize Knox's continuing academic excellence and current upward trajectory — to alumni, other prospective donors, prospective students, and the public.
- Complete and pay for the renovation of Alumni Hall as a Priority I fundraising priority.
- Engage more alumni in meaningful work of the College in order to enhance both friendraising and fundraising.
- Bring the intercollegiate athletics and recreational sports components of the residential campus experience to a level of excellence commensurate with the academic and co-curricular programs.
- Continue to nurture relationships with the local community that strengthen both Knox and the City of Galesburg.



III. CHART A COURSE TOWARD FINANCIAL IMPREGNABILITY

COMPLETED

- Reduce the endowment spending rate to 5% by 2012.
- Establish and fund an institutional research function by June 30, 2008, that can support continued strategic and operational planning.
- Integrate the Board of Trustees more effectively into strategic planning.
- Develop a broader sense of philanthropy among Knox alumni and friends of the College, as well as among faculty, staff and students.
- Continue to implement energy conservation and other measures that contribute to environmental sustainability.
- Secure re-accreditation from the Higher Learning Commission by January 2010, through an institutional self-study, which will serve as the basis for the next stages of strategic planning.



KNOX
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OFFICE OF THE PRESIDENT

2 East South Street
Galesburg, Illinois 61401-4999

309-341-7211 Phone

309-341-7856 Fax

www.knox.edu