An Invitation to Apply for the Position of

Dean of the College and Vice President for Academic Affairs

KNOX COLLEGE

Galesburg, Illinois

A distinguished national liberal arts college located in the heart of the Midwest, Knox College is dedicated to the pursuit of academic excellence and social engagement. Founded by social reformers in 1837, it set out to improve society by educating young people for productive and conscientious citizenship, regardless of their race, gender, or financial condition.

Throughout its history, Knox has been dedicated to academic achievement. One indication of this is its notable success in preparing graduates for advanced study. A National Science Foundation (NSF) 2006 Survey of Earned Doctorates ranks Knox in the nation’s top 4% for its proportion of graduates who go on to earn a Ph.D. Out of 1,306 colleges and universities included in this NSF survey data, Knox ranks 57th. The medical school acceptance rate for Knox graduates for the last four years is close to 80%, against a national acceptance rate of just under 50%. Over the last several years, more than 90% of Knox students who work with the Pre-Law Advisor have been admitted to one or more law schools. These accomplishments are a tribute, of course, to Knox students, but above all to the intellectually engaged and dedicated teachers who make up its faculty.

Knox’s commitment to its ideals of academic innovation, diversity, and environmental sustainability is expressed through its actions. Dedicated from its earliest years to offering a college education to people of color and to women, Knox currently enjoys one of the most ethnically diverse student bodies and faculty for a college of its size in the country, with institutions and practices designed to promote ethnic, economic, gender and international diversity. From a generous financial aid policy, to student designed courses of study, to its strategic commitment to sustainability that includes a Student Sustainability Fund to assist students in creating their own green initiatives, the Knox community lives according to its principles.

The College’s 1,405 students are a highly accomplished and engaged group of young people. Drawn from different ethnic groups, from varied economic backgrounds, from the biggest cities as well as the smallest farming communities, from every part of the United States, and from more than 50 other nations around the world, an unusually high percentage of them are first generation college students. Like generations of Knox students before them, they describe their experience at Knox as “transformational.”

While pursuing a distinctive liberal arts education, they engage in an open and vigorous exchange of ideas both inside and outside the classroom. Students participate actively in

1 Attesting to the transformational nature of a Knox education is Knox’s inclusion in Lauren Pope’s *Colleges That Change Lives: 40 Schools That Will Change the Way You Think About College*.
every aspect of campus life, from research and creative projects with faculty to active involvement in governance, as well as student clubs and organizations. At Knox, students expand their horizons through high levels of participation in off-campus study programs. They put their ideas and principles to the test in the real world, volunteering in projects that range from harvesting the community garden on campus to helping young girls in India learn how to avoid exploitation and assert their human rights. In short, their Knox education provides them with the freedom to flourish both in and out of the classroom.

The Dean of the College and Vice President for Academic affairs reports to the President and serves as the chief academic officer of the College, working closely with department and program chairs, members of the President's cabinet, faculty, and staff. She or he will be responsible for enhancing the College’s intellectual climate, building an exemplary faculty, leading a student-centered administrative team, fostering curricular and program innovation, and promoting campus diversity and inclusivity. The successful candidate will be committed to the value of a liberal arts education and bring a distinguished record as a teacher, scholar, and administrator in a complex academic environment.

Knox College has designated a search committee and has retained Isaacson, Miller, (www.imsearch.com) a national search firm to assist the search committee in its efforts. Inquiries, nominations, and applications should be directed in confidence to the firm as indicated at the end of this document. The search committee will review candidates beginning immediately and continue until the position has been filled.

THE PEOPLE

The President

Knox’s President embodies the collegial spirit of the institution working with faculty, staff and students to advance the mission of the College. In July 2011, Teresa Amott became the 19th President of Knox College, succeeding Roger Taylor who retired after ten years of leading the College. Teresa Amott received her bachelor's degree in economics from Smith College and her Ph.D. in economics from Boston College. She began her professional career at a liberal arts college - Wellesley College - and experienced faculty life at larger institutions, including the University of Massachusetts, before returning to the liberal arts setting, accepting faculty and administrative positions at Bucknell University and Gettysburg College. Most recently, she served as provost and dean of the faculty of Hobart and William Smith Colleges in Geneva, New York.

In her inaugural address, President Amott outlined three themes that will be at the heart of her leadership in the coming years:

The New Culture of Learning

Over the next few years, I want us to explore more fully the possibilities of the new culture of learning – what might it mean for those of us who remain committed to learning in place, in an intentional residential community? What
could it mean for our curriculum, the way we structure credits and degrees, the boundaries of the academic year? Can we engage alumni in lifelong learning, can we invite into our learning people in other nations, other places? And how do we prepare our students to be active and critical participants in this new culture of learning for the rest of their lives?

Diversity and Inclusion in a Global Era

...What would it look like to move from a world of representation in which members of different groups are statistically represented to a more inclusive and participatory community in which none are marginal, all are central? What if we put these marvelous forms of human difference at the center of our lives together? What would it feel like, and look like, to internationalize the campus itself so that every appropriate topic was viewed through the emerging global lens? How can we teach our students, our faculty and staff to engage in difficult intergroup dialogue, on divisive topics, so that we can understand one another’s convictions even as we form from that dialogic process our own commitments? And acting locally, how can we build bridges to our local Galesburg community across differences of age, color, and socioeconomic class?

The Sustainability Imperative

I am excited to see the new green initiatives that sprout from our students on campus like spring flowers. But in the years to come, they will press us to ask hard questions about our consumption of the earth’s resources, and how we live together, many nations, many peoples, and one planet.

The Students

Knox enrolls roughly 1,400 undergraduate students, an increase of over 200 from a decade ago. More than 90% live on campus. It is a diverse student body, drawn from 47 states and 51 foreign countries. Fifty-eight percent are women, 29% are first generation college students, 34% are low income students, 25% are U.S. students of color, and 9% are international students.

Consistent with Knox’s commitment to first generation and low income students, roughly 75% of students receive some form of need-based financial aid. The average aid package in 2010-11 amounted to $27,341 from all sources. As efforts continue to maximize net tuition revenue in balance with enrollment, the discount rate is currently 47.3%.

In 2005, the same commitment to access and fairness led Knox to become test optional, no longer requiring students to submit ACT or SAT scores. The College’s goal was to lower barriers facing talented students from disadvantaged backgrounds. Today about 61% of students submit scores, and they compare favorably with those of earlier years when scores were required. Roughly one-third of entering students are in the top tenth of their high school class.
Although the quality and diversity of Knox students remains high, the admissions environment is extremely challenging, as Knox competes directly against larger and wealthier institutions. Three of its top 10 admissions overlap institutions are the University of Illinois at Champaign-Urbana, Grinnell College, and Beloit College. Over the past five years Knox’s admission rate has averaged about 70%. Yield has been about 20%.

Current students continue the venerable Knox tradition of participating in and creating groups and organizations. From political, cultural, and environmental organizations to fraternities and sororities, students learn and express themselves through an ever increasing variety of college-sanctioned organizations. Some of the oldest include ABLE (Allied Blacks for Liberty and Equality), SASS (Students Against Sexism in Society), Hillel, KARES (environmental sustainability), Lo Nuestro (Latino), and Common Ground (LGBT). Newer student-created organizations include IDEC (Initiative for Diversity-themed Events on Campus), Islamic Club, Women of Influence (club), Gentlemen of Quality (fraternity), and Allies for Sexual Assault Prevention (a coalition of human rights organizations and fraternities/sororities with membership from the student senate, faculty and staff.) The College reinforces many of these student initiatives through the support of various events and institutions.

Knox maintains five cultural centers - ABLE House (African American), the International House (International students), the Human Rights Center (LGBT), Casa Latina (Latino), the Asian House (Asian and Asian-American) - and is the long-time national headquarters for the Association for Black Cultural Centers (ABCC). All of these semi-residential centers represent a nexus between student groups, the college administration, and faculty. One of the college’s longest-running events is the International Fair (I-Fair), and Knox has presented a Martin Luther King Day Convocation since 2005. Recent commencement speakers include then Senator Barack Obama, former President Bill Clinton, satirist Steven Colbert, Director of the White House Office of Public Engagement Christina Tchen, and environmental justice activist Majora Carter.

Knox students and graduates are nationally recognized for their commitment to service. Last year, Knox students provided more than 16,000 hours of service in the Galesburg community. This record of service was recently recognized by the Corporation for National and Community Service, which included Knox in the 2012 President's Higher Education Community Service Honor Roll. In addition, many Knox graduates participate in post-graduate volunteer opportunities, such as the Peace Corps, Americorps/VISTA, and Teach for America. The Washington Monthly College Guide for 2011 ranks Knox in the top 10 among national liberal arts colleges in terms of the number of alumni who go on to serve in the Peace Corps relative to school size.

The Faculty

Knox has 104 full-time faculty members and 16 part-time faculty members. Knox’s academic distinction rests, above all, on a faculty of exceptionally dedicated teacher-
scholars; 97% of the full-time faculty have a Ph.D. (or the highest degree in their field) and most actively publish, perform, or practice in their field. In the classic tradition of liberal arts colleges, teaching is the highest calling. Knox faculty members typically teach a total of six courses a year, two courses per trimester. Almost all of these courses are small, intimate, and intensely interactive: two-thirds have fewer than 20 students, and more than 91% have 29 or fewer students. They are designed specifically to invite the testing of ideas and the critical exchange of intellectual perspectives. In recent NSSE and CIRP surveys, Knox students are significantly more likely to have participated in high-impact and enriching educational practices than their Carnegie class peers.

In addition, the faculty invest their time and energy in an unusually rich program of undergraduate research and independent study, sometimes culminating in the College Honors Program, cited by the Fund for the Improvement of Post-Secondary Education as a national model. Fully 85% of Knox students complete a faculty-supervised independent research or creative project by the time they graduate.

To be sustainable over time, intensive teaching of this sort must be rooted in the faculty’s own scholarly and artistic engagement. In the last three academic years, Knox’s 97 tenure track faculty have published eight books and over 100 articles in peer-reviewed journals; presented over 100 exhibits or public performances; and served as proposal reviewers for the NSF, NIH, NEH, and ACLS. Last year three Knox faculty members were Fulbright fellows. At Knox as at many other liberal arts colleges, moreover, faculty members’ scholarship and professional creative engagement often directly informs their teaching.

Despite financial pressures during the last decade, the Board of Trustees protected Knox’s 12:1 student/faculty ratio, a key decision that enabled the College to maintain the quality of its academic program even during trying times. The size of the faculty has grown in keeping with the increase in student population, making possible additional curricular enhancements and innovations. But faculty compensation suffered during the period of financial constraint, and currently lags behind other colleges within Knox’s peer group.

**The Staff**

An equally dedicated staff of almost 300 administrators, managers, professional, technical, clerical, craft, and maintenance people make Knox work. Their warmth, their high standards, and their commitment to Knox are immediately evident. They are respected and valued colleagues, core members of the Knox community. In 2012, 65% of Knox faculty and staff contributed to the College, a marker of their loyalty to Knox.

Strategic reductions in staff were made about a decade ago in response to the serious financial threat then confronting the College. Since then, while staff numbers have returned to their previous level they have not kept pace with the growth in the size of the College. The main academic buildings are each staffed by a single part-time secretary.
The Trustees

Members of the Knox College Board of Trustees serve as the ultimate fiduciaries in their oversight of institutional affairs in accordance with the College’s charter, bylaws, statements of mission and purpose, and institutional plans. The Board is comprised of up to 37 general Trustees. 86% of the 35 current general trustees are graduates of Knox College. The majority (71%) of the Board received their undergraduate degrees in the 1960s or 1970s. The pursuit and receipt of degrees beyond the undergraduate degree has been achieved by 77% of the Board members; 17% of the general Trustees have Ph.D. degrees. In addition to the general Trustees, there are 16 Life Trustees and 5 Honorary Trustees.

The Alumni

Knox alumni are an essential resource for the College. There are nearly 16,000 alumni of record demonstrating the value of a Knox education and carrying Knox’s banner across the country and around the world. The Alumni Council provides a means for the College to consult with representatives of the alumni body, and provides a way for alumni to maintain the commitment to and assist the College in its educational mission.

Alumni involvement has increased over the past decade. Attendance at Homecoming has doubled from about 500 ten years ago to more than 1,000 today. Regional alumni activity has also grown. The number of events at Knox clubs outside the immediate region has risen from 18 to 45, and attendance has increased from about 1,400 to over 2,500. Alumni giving is at high rates, and the College raised over $3 million for its Annual Fund in 2012, an amount that testifies to the depth of alumni loyalty.

The Galesburg Community

The Knox community merges with that of the City of Galesburg. Because Knox and Galesburg were established at the same time by the same people, the physical boundaries of campus and town tend to overlap. Downtown shops, municipal buildings, and arts venues are within easy walking distance from every part of the College. In Galesburg, moreover, one finds the same open-hearted Midwestern generosity that gives the Knox campus such an informal, friendly atmosphere. Galesburg, population 32,000, is a historic railroad center, where one can still board a direct train for Chicago or Denver. It is a classic prairie city of red brick streets and Victorian homes, yet it has many of the features usually associated with larger cities - such as the Knox-Galesburg Symphony, the Prairie Players Civic Theatre, the Discovery Depot Children's Museum, and the Galesburg Civic Art Center.

Nearly all Knox professors live within ten minutes of campus, and many of the students work at jobs or internships in town, attend its churches and temple, and frequent its restaurants, shops, and coffeehouses.

Knox students and professors are also active in community life as volunteers, pitching in at local organizations such as Big Brothers Big Sisters, Girl Scouts, Rotary, the Y, Special Olympics, United Way of Knox County, Knights of Columbus, Kiwanis Club,
Prairieland Animal Welfare Shelter, the Performing Arts Academy, Prairie Players Civic Theatre, Galesburg Civic Arts Center, and at several assisted living centers, faith congregations and schools. Knox faculty and administrators have historically supported and participated in many community events such as the annual scholarship dinner of the Support Group for African American Affairs (a local community group), alternately held at Knox and Carl Sandburg Community College.

President Amott, in partnership with the Galesburg Community Foundation (GCF), initiated an innovative community engagement initiative that connects Knox graduates and current students with Galesburg area non-profit agencies and entrepreneurial projects. According to President Amott, the goal of this program, titled KnoxCorps, “is to provide opportunities for Knox graduates to remain in Galesburg, which has been their home for four years, and to put their talents and skills to use in the local community.”

Like many Midwestern cities, Galesburg has suffered from the loss of manufacturing jobs and from the recession. The city and the College depend on each other and are invested in each other’s success. Knox is one of Galesburg’s largest employers, and a source of visitors and world-class talent; Galesburg is not only home to Knox’s people, but an educational asset to Knox’s academic program.

THE ACADEMIC ENVIRONMENT

Knox revised its curriculum in 2002. It reflected not only a desire to rethink the framing of the College’s approach to the liberal arts but also the need to relate Knox’s enduring commitment to the liberal arts to the findings of a recent market analysis highlighting the increasingly instrumental, results-oriented view of undergraduate education expressed by students and their families.

As described in the College’s 2009 Institutional Self-Study, the current curriculum has four guiding themes:

- **Preserving the essentials:** maintaining the proven strengths of a liberal education, including a structured introduction to the foundations of liberal learning, the acquisition of key competencies, and mastery of a major field of study.

- **Adapting to an interconnected world:** infusing both the curriculum and students’ residential experience with an awareness of the increasing interdependence of cultures, technologies, and forms of knowledge. Examples include the recently endowed Stellyes Center for Global Studies, the Center for Intercultural Life and other student cultural centers, interdisciplinary majors and minors, Knox long-term study-abroad programs in Buenos Aires, Argentina; Barcelona, Spain and Besancon, France as well as short-term course-linked programs such as London Arts Alive and Japan Term. Many Knox students also participate in study abroad programs through the Associated Colleges of the Midwest and other providers.
• **Connecting knowledge and experience:** integrating experiential forms of learning, including community engagement, throughout the educational program. Examples include Green Oaks term, Rep term, and Art in New York.

• **Personal ownership of one’s education:** giving students the ability to shape their educational path in ways that will help them achieve their personal and career goals; and leading them to take greater personal responsibility for their own educational choices.

To achieve these goals, the curriculum is organized around five building blocks:

• **Foundations:** at least one designated Foundations course in each of four broad areas of human knowledge and creativity (Arts, History and Social Sciences, Humanities, and Mathematics and Natural Sciences).

• **Specialization:** a major field of study, plus a second field of concentration (a second major, or a minor, or two minors).

• **Key Competencies:** writing, oral presentation, quantitative literacy, information literacy and informed use of technology relative to the student's chosen academic field(s), second language, and understanding diversity.

• **Experiential Learning:** an out-of-classroom hands-on learning experience.

• **Educational Plan:** developed in consultation with the pre-major advisor, by the end of the sophomore year.

The College offers 38 majors and 49 minors, as well as robust pre-professional programs in medicine, allied health fields, and law. Knox has an early admission program with George Washington University School of Medicine.

During the past decade, Knox has added several new programs and initiatives that emphasize the interdependence of practical aims with the well-grounded critical thinking of the traditional liberal arts. For example, neuroscience was introduced as a minor and then expanded to a major when a dedicated faculty position was added, initially funded through a grant from the Howard Hughes Medical Institute. Knox College's Environmental Studies program developed from a minor into an autonomous department, and offers a complete range of coursework in interdisciplinary environmental issues and science. Students can further their studies and research at the Green Oaks Biological Field Station and the Geographic Information Systems laboratory. They can also participate in the Green Oaks Term, a groundbreaking inter-disciplinary program that integrates ecology, sustainability, the arts, and social sciences. The College recently hired its first sustainability coordinator.

Three other minors were added in response to student desire for more explicit career pathways: Business and Management (with an early admission program with the Simon School of Business, University of Rochester), Journalism, and Social Service. More
recently minors in Dance, Film Studies, Earth Sciences, and Religious Studies have been created. Other programs are under consideration.

The hallmark of a Knox education is what the College’s mission statement calls “opportunities for sophisticated research and creative expression.” 85% of Knox graduates complete an independent research or creative project, and over 50% have worked on a research project with a faculty member outside of course or program requirements. Faculty supervise a senior honors program which allows selected seniors to complete a substantial thesis or original work under the mentorship of a committee of Knox professors. Science faculty and students have a tradition of co-authoring articles in professional scholarly journals, and students from all areas of the curriculum present papers, poster sessions, and performances at regional and national conferences. The new Vovis Center for Research and Advanced Study, funded by a grant from the Mellon Foundation and two generous alumni donors, aims to consolidate and deepen support for such activity.

Knox’s academic strengths are distributed across the curriculum. The creative and performing arts are deeply integrated into the campus. The student journal Catch is the longest-running continuously published college literary magazine in the country and regularly wins top national honors. The college choir has tours annually, either in the U.S. or abroad, while the Knox Jazz ensemble has won recognition in national competitions. Art students’ works are regularly exhibited on campus and in the local community, while the dance program has sponsored its Knox dancers in performances in the region and internationally. Knox scientist-educators were pioneers in the establishment of student research and faculty-student collaborations regularly lead to co-authored publications. A strong history of pre-medical education has now broadened as science students pursue graduate training and careers in allied health professions. Increasingly interdisciplinary projects have begun to integrate teaching and learning in biology, psychology and neuroscience, in chemistry, physics and earth sciences, in mathematics and computer science, and in environmental studies. The social sciences collectively offer multiple perspectives on human history and behavior, fostering student understanding of government, business and finance, social services, international affairs, and intercultural issues—and of factors that underlie both continuity and change in those areas. The humanities offer robust programs in philosophy, languages, literature, theatre and art history; many students see these areas as central to their understanding of the human condition; regardless of their career aspirations, many Knox students see study in the humanities as necessary preparation for futures that will make a difference in the lives of others.

Much of the College’s academic program does not confine student learning to the classroom. For example, the College offers a Social Service Internship Course where students complete an 80 hour internship within a non-profit organization in the community. College sponsored art exhibits and music recitals attract members of the local community and are complemented by community-based student-initiated dance projects. The Knox Rootabaga Jazz Festival has brought national and international arts to Galesburg for over thirty years. Offered every three years, Knox’s “Rep Term” is the
only undergraduate theatre program in the United States that combines academic study in theatre with all of the business that is vital to operating a professional repertory theatre company—its culminating productions attract a broad community audience. Classroom projects and student research in the sciences and social sciences are often community-based, often designed to assist local government, business, or social agencies. Students have researched Galesburg’s history and mounted several public exhibits of their work. Journalism students and an interdisciplinary faculty team have documented and published award-winning articles about the effects of a major closing. Computer science students have been focused on designing data management systems for the local health department and other agencies. Language students offer enrichment after-school classes and regularly tutor elementary students from the Galesburg schools. In these ways, the Knox academic program takes seriously its common history and integration with the Galesburg community.

While the revised general education program and the enriched roster of majors and minors have appeared to serve the College well, only in recent years has the faculty begun a systematic program of formal assessment. Led by the Associate Dean of the College, coordinated by a Faculty Assessment Advisory Group, and supported by a Director of Academic Assessment, most departments have adopted annual assessment projects and the College is entering its fourth year of successfully implementing formal department and program reviews. Assessment efforts are now moving into the areas within general education, where there is some faculty skepticism about the value and effectiveness of certain requirements. The new Dean will be expected to provide leadership for the full implementation of academic assessment.

THE FINANCES

Like many small liberal arts colleges, Knox’s business model is heavily dependent on tuition. Knox must continue to ensure that it attracts a strong student body through a talented faculty, innovative programming, attractive facilities, and a rigorous curriculum that prepares students for life after college.

In the current economic climate, it is also necessary to have a financial aid program that can enable talented students of limited means to attend Knox. Enrollment has increased to 1,405, while the financial aid discount is currently about 47.3%.

For FY 2011-2012, Knox College had an operating budget of $42 million. The endowment currently stands at about $86 million. Undergraduate full-time tuition, required fees, room and board for 2011-2012 total $41,952.

For over a decade, the College has been working to eliminate a structural budget deficit. Throughout that period, the Board of Trustees has approved budgets that are in a deficit position with the understanding that the College would eliminate the projected deficits by the end of each fiscal year. In six of the last twelve years, the College’s budget was balanced through a combination of ad hoc expense reductions and favorable revenue outcomes, particularly in regard to net tuition revenue. In the other six years, balancing the budget required the use of unrestricted bequests. The College had made significant
progress in reducing the structural deficit until the collapse of the financial markets in 2008 and the onset of the worst recession since the Great Depression. Since then the deficit began to burgeon. In FY12, the College used approximately $1 million of unrestricted bequests to balance the budget, and it appears that a similar amount will be needed in FY13.

Like other campuses with constrained resources, Knox suffers from deferred maintenance and facilities needs. (For instance, while incremental interior renovations have been made over the years, the newest academic building on the campus was built in 1972.) The capital campaign will address campus space needs with new residence halls, academic, athletic and administrative facilities, renovate outdated buildings and facilities, especially in the sciences, and provide resources for contemporary technologically-enhanced teaching/learning and research spaces. Until the campaign is underway, the new Dean will need to be creative in addressing space and facilities issues. The Dean will be at the center of all future discussions on campus space planning, renovation and new construction, and is expected to bring an understanding of 21st century residential college needs to this discussion.

The College’s future ability to balance the budget will be dependent on its ability to increase its revenue from student charges, which supports approximately 80% of the operating budget. Many small liberal arts colleges are also highly dependent on student generated revenue. Unlike many of its sister institutions, however, Knox enrolls an extremely high number of needy students, which reflects its historical commitment to access regardless of financial need, and its commitment to providing opportunity for first-generation college students. Approximately 75% of Knox students qualify for need-based financial aid and over 25% are the first in their families to attend college. In addition, because of the highly competitive higher education market, Knox offers merit scholarships to most students without demonstrated financial need. As a result, nearly 95% of Knox students receive some form of grant aid. Significantly increasing revenue from student charges will require improving the College’s position in the higher education marketplace, which will enable the College to enroll more students who are willing (and able) to pay a higher portion of educational costs, or simply, to enroll more students.

The College understands that its operating needs cannot be adequately addressed unless it increases its revenue from student charges, and its capital needs cannot be adequately addressed unless it raises a significant amount of capital gifts. Knox has taken the first steps on both fronts: it has retained a respected market research firm to better understand and to improve its position in the higher education marketplace; and it is in the early stages of planning for a comprehensive capital campaign.

The College also understands that supporting market research findings and conducting capital campaigns require short-term expenditures in exchange for longer-term returns. The College is beginning to develop strategic initiatives that will help secure the financial resources required for the long term while being fiscally responsible in the short term.
The new Dean will play a critical role in developing and implementing these strategic initiatives.

THE POSITION

Dean of the College and Vice President for Academic Affairs, Lawrence Breitborde, is stepping down from the position after a successful seventeen-year tenure. Under Dean Breitborde’s leadership, Knox has made significant progress in all aspects of the academic life of the College: a new curriculum created in 2002; engaged research and creative activity among faculty and students; increased Fulbright scholarships; expanded diversity among faculty and students; created innovative programs that prepare students for life after college and an increased focus on assessment.

Currently reporting to the Dean are: two Associate Deans, the Dean of Students’ Office, the Athletics Department, the Ronald E. McNair Program, the Green Oaks Biological Field Station, the Eleanor Stellyes Center for Global Studies, the College Libraries, the Registrar’s Office, the Gerald and Carol Klail Vovis Center for Research & Advanced Study, the Office of Academic Assessment and the Office of Instructional Technology Support. Dean Breitborde has been extraordinarily supportive of faculty initiative in creating new courses, programs or offerings. In a constrained environment, the faculty treasures the ability to interact directly with the Dean and to have his support for exciting initiatives. He has encouraged faculty to develop new areas of expertise, understanding the changing interests of faculty over the course of an academic career. At the same time, the faculty recognizes the need to balance individual interests with college cohesion and will expect the next Dean to maintain that careful balance.

President Amott is conferring with Dean Breitborde, faculty, and other administrators to determine whether the current configuration of the Dean’s office optimizes the Dean’s ability to focus on strengthening all aspects of the academic life at Knox. The new Dean will have an opportunity to play a critical role in this discussion.

THE LEADERSHIP CHALLENGE

The next Dean of the College and Vice President for Academic Affairs will join the administration of an exciting and dynamic new President. She or he will be a strong partner with President Amott and will be engaged in all aspects of ensuring a strong, sustainable future for Knox.

The Dean will be expected to facilitate ongoing discussions about the liberal arts in the 21st Century. Every small college is facing this question as it strives for support in economically challenging times. Given its financial challenges, Knox must be aggressive in its efforts to create a framework that is compelling to future students and their parents, and that ensures an environment that attracts and retains a diverse and exceptional student body.

Overall the Dean’s responsibility is to ensure that Knox remain an exceptional liberal arts college with a talented faculty of teacher-scholars that provides rigorous intellectual
opportunities relevant to students of the future, contributing to civic culture and transforming lives of students who come from a diversity of backgrounds.
Specific challenges include:

**Lead, inspire, and develop faculty**

The Dean will be an energetic and imaginative leader who brings a deep commitment to the liberal arts and to Knox’s distinctive history of inclusiveness and intellectual rigor, and who is able to foster a sense of pride in the special place that Knox occupies in higher education. Working closely with the department and program chairs, the Dean will build on the excellent foundation built over the last seventeen years and provide collaborative leadership to the faculty to advance academic excellence. Key areas of immediate focus will include promoting faculty diversity; facilitating faculty initiatives for continuous development of the curriculum; ensuring that academic offerings cohere to create a unified program; and enhancing professional development opportunities for all faculty. The Dean will help develop a clear plan for new academic offerings with an overall view to the cogency and coherency of the liberal arts program at Knox, a clear understanding of emerging developments within the academy, and a clear grasp of changing student interest consistent with the historic commitments of Knox as a liberal arts college.

**Provide administrative leadership**

The new Dean must lead a student-centered administrative team focused on learning in and beyond the classroom. She or he will be a critical leader in the Knox community and will oversee the college’s largest personnel group, with some 104 full-time faculty, 16 part-time faculty, and numerous staff. She or he must ensure that, with a minimum of bureaucracy, the office provides efficient and effective support for faculty and staff and promotes open communication and trust in decision making. In addition, the Dean must support a highly collaborative governance and committee structure that enlists the faculty in addressing issues and gains their confidence. Reviewing, with faculty, existing committee charges will be important for ensuring future efficiency and effectiveness. The Dean must also recognize and address the needs of staff across the many components of the academic program.

**Recruit and retain a strong faculty**

The next Dean will play a critical role in identifying Knox’s faculty of the future by leading efforts to recruit and retain excellent teacher-scholars who are also committed to institutional service. The Dean will work closely with the department chairs in planning, recruiting, and finalizing hires. Building a faculty that embraces the liberal arts mission and high standards of research and creative practice will constitute a core task for the new Dean. She or he will seek out opportunities to build connections with under-represented communities in the United States and to enrich the student, staff, and faculty populations. One of the priorities of the College that the next Dean will be expected to build on is the active recruitment, hiring, and retention of faculty from historically underrepresented groups. All faculty will look to the Dean for continued support and as someone who will serve as an advocate on their behalf; particularly on issues of faculty participation in faculty governance, resources for faculty research and creative work, and faculty compensation.
Further strengthen the Knox student experience

Knox’s curriculum, centers, and programs advance the educational experience in and beyond the classroom. At Knox, student research and creative work can take on many forms, including field experiences, creative composition and production, independent study, lab-based research, and collaborative research with faculty. Eighty-five percent of students engage in some independent study before they graduate and 37% of Knox students participate in study abroad programs. Knox attracts exceptional students who flourish in this academic environment that offers so many experiential opportunities and that places emphasis on learning that enhances students’ work at Knox and in their first steps beyond college. The diversity of the Knox student body makes the residential student experience a particularly rich experience. The next Dean will catalyze and develop initiatives to strengthen the student experience inside and outside the classroom.

Secure and manage resources

Like many Colleges, Knox is in a strained financial position and the Dean must work creatively to maximize resources. Ensuring the fair, transparent, and efficient use of limited resources is critical. Additionally, she or he must work with the President and other officers to enhance revenues, and successfully pursue external grants and funding. She or he must collaborate with faculty and guide them in identifying and attracting outside funding for their scholarship.

THE SUCCESSFUL CANDIDATE

Knox seeks as its Dean of the College and Vice President for Academic Affairs a collegial and engaging leader who will effectively and efficiently manage an administrative enterprise; champion and embody academic excellence; inspire and lead the faculty; collaborate effectively with other senior leaders; and represent Knox, its academic programs, and educational mission to external and internal constituencies. The successful candidate will possess most, if not all, of the following qualities or experience:

*Intelligence and integrity of the first order:* The Dean must exemplify the qualities Knox seeks to develop in its students and to demonstrate in its institutional life.

*Academic accomplishment and a deep commitment to the liberal arts:* The Dean must have an outstanding record of accomplishment as a scholar and teacher, and an academic vision compatible with Knox's history, values, and aspirations as well as a clear understanding of the structure, ethos, and goals of liberal arts colleges.

*The ability to provide engaged leadership for all elements of the Knox community:* Knox values leadership that is accessible, trustworthy, collegial, and visibly engaged in the life of the campus. The Dean should be a leader with a strong vision and a personal touch, who can draw the best from people by establishing priorities and standards of
accountability, while respecting others’ professionalism and allowing them scope for judgment as well as action.

*Strong management, planning, and financial skills:* The Dean will be the chief planning officer and the chief operating officer of the college’s academic enterprise. She or he must have the capacity to help set and implement the President’s vision and the academic program’s needs, be an informed partner for the Vice President for Finance and Administrative Services and other senior administrators, and a judicious delegator of appropriate tasks.

*A global and interdisciplinary thinker:* The Dean must be an expansive thinker who is committed to facilitating collaborative activities across institutional and disciplinary boundaries, and who possesses intellectual curiosity and a global orientation.

*Outstanding listening and communication skills:* The Dean will be the hub of communication among faculty, students, trustees, staff, and the President. She or he needs to be equally effective in learning from others, translating her or his thoughts for broader consideration, managing by influence, and explaining her or his own views both formally and informally.

*Demonstrated belief in the value of diversity and successful experience fostering it:* Diversity is central to Knox. The College needs a Dean with a deep passion for and successful experience in fostering faculty, staff, and student diversity.

*A commitment to Knox’s long-held social justice values:* In keeping with long-held Knox values, the Dean will exhibit a deep commitment to academic freedom, to expanding opportunity and inclusivity, to equity and justice, and to advancing the civic culture on campus and off.

*Personal qualities that match Knox’s culture and needs:* The Dean must have sophisticated interpersonal skills and diplomacy; be firm but fair. The Dean must have the energy, agility, and flexibility to work side-by-side with an ambitious and dynamic President. She or he must have the ability to listen to faculty in a way that makes them know they have been heard and supported and in turn garners their support and respect. She or he must have a personal style that will thrive in the small community of Galesburg.

**Application and Nomination Procedures**

Applicants must submit a curriculum vitae to be considered for the position. Review of applications and nominations for the position will begin immediately and continue until the position is filled. Submission of materials via email is strongly encouraged. Nomination letters should include the name, position, email address, and telephone number of the nominee. All nominations and applications will be handled in strict confidence.
TO APPLY:
Please send CV with cover letter, or contact, preferably by email, in strict confidence:

Jane Gruenebaum or Sean Farrell
Isaacson, Miller
Email: 4575@IMsearch.com
1300 19th Street, NW Suite 700
Washington, DC 20036
Phone: (202) 216-2273
Fax: (202) 296-7271

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, gender identity or expression, race, color, creed, national or ethnic origin, sexual orientation or affectional preference, age, marital status, disability or other irrelevant factors in admission, financial aid, employment, athletics or any of its educational policies and programs.