

WAYS TO THINK About this book

1. A PRACTICAL GUIDE TO KNOX College, organized entirely In lists.

2. A GATHERING OF PEOPLE WITH BIG DREAMS AND THE POWER TO MAKE THEM REAL.

3. AN EPIC POEM THAT LOOKS UNCANNILY LIKE A LOT OF LISTS.

4. A HARD-TO-CLASSIFY, STRANGELY Compelling Experience. Much Like Knox.

5. A MAP OF THE UNKNOWN UNIVERSE CALLED THE FUTURE.





A SHORT LIST OF JUSTIFICATIONS FOR PUTTING EVERYTHING IN LISTS

1. LISTS FEEL PRODUCTIVE!

We like being productive.

2. LISTS FEEL ORGANIZED AND PURPOSEFUL

As if you know what you want and you know how to get it. We like that, too.

3. THERE'S ALWAYS ROOM For Improvisation

No list is ever complete. Every life stretches the boundaries of any list.

4. EVERY LIST TELLS A STORY

The story we're telling here is this: In a small city in the heart of the country, we do dazzling, unexpected, uncommonly productive work. We're not simply an education; we're an experience. And when you take that experience out into the so-called real world, you discover that it works for you. And for the people you're working and living with.

5. LISTS ADD UP TO SOMETHING

Something valuable, and practical, and purposeful. They're like generators of new ideas, new possibilities. We like that most of all.







1. THE WAY WE WORK

Namely: We put our ideas to work in the real world. One example: When you study Spanish here, you can also intern in a health clinic, or a school, or an immigrant detention center, serving native Spanish speakers. Another: Even though we're about 1,000 miles from the nearest ocean, students got the opportunity to restore and reconstruct a 55-foot-long fin whale skeleton.

2. KNOXCORPS

The next generation of civic engagement. Current students and recent graduates work with local nonprofits, doing everything from running food pantries to advocating for foster kids in the courts.

3. THE POWER OF EXPERIENCE GRANT

Every Knox student receives up to \$2,000 they can use during their junior or senior year to cover costs associated with study abroad, an internship, independent research or creative work, or a community service project. As a result, you'll graduate with tangible proof that you can put your ideas to work.

4. GREEN OAKS

Green Oaks is our biological field station. It's the second-oldest prairie restoration site in the country, 20 miles from campus, on 700 acres of land that comprise multiple habitats: lakes and streams, tallgrass prairie and old-growth oaks. Take class there during the week, then come back for camping and canoeing on the weekend.

5. IMMERSION TERMS

Intensive programs that last a full term and tend to be described as "life-changing." A few examples: In Clinical Psychology Term, students intern at a local clinic or care facility. Students in Japan Term take courses in Japanese language, culture, and history, then spend two weeks exploring Tokyo and beyond. Students in Repertory Theatre Term put on two full-length productions - the most comprehensive undergraduate theatre experience in the country. And prospective entrepreneurs can develop a product and pitch it to investors in StartUp Term.



TRADITIONS THAT PERFECTION CAPTURE THE SPIRIT OF KADY

List 2



1. PUMPHANDLE

On the day before the first day of fall term, everyone at Knox stands in a long, twisty line on the south lawn of Old Main. And one by one, you go down the line and shake everyone's hand. Some people wear costumes; some people get creative with their greetings; the spirit is, shall we say, giddy. And in the end you come to know everyone at Knox, face to face, hand to hand. Democratic, humanizing, time-consuming and totally worth it.

2. BRONZE TURKEY

The Knox-Monmouth football game is one of the oldest college rivalries in the country (first game: 1888). The winner receives a trophy that is, yes, bronze and turkey-shaped. And the trophy is the object of many high jinks; at one point it was buried under our running track. The point being: We're serious about athletic competition. But we're also serious about not taking ourselves too seriously.

3. THE PRAIRIE BURN

An annual controlled burn at our Green Oaks field station, which is set on one of the oldest prairie restoration sites in America. Conducted by a professor and students from all over the map, from every discipline. A smart, necessary ecological practice. And a communal approach to joining the local ecosystem. Namesake of our athletic teams, The Prairie Fire.

4. FLUNK DAY

A (secret!) day in spring on which classes are cancelled, bells are rung, and the campus turns into a giant festival of nuttiness. Organized and run by a small, anonymous group of students.



5. I-FAIR

Formally known as the International Fair. Food, music, dancing, and singing

from around the world, courtesy of our many cultural groups and students from nearly 50 countries. Proud, crowded, and happily chaotic. Sample menu: fried plantains (Ghana), bulgogi (Korea), arepas (Venezuela), mango lassi (India).



1. PERFORMING CORONARY BYPASS SURGERY

During two weeks at the Jump Trading and Simulation Center in Peoria, Michaela Kowaleski learned how to suture, to perform physical exams and communicate with patients, to read electrocardiograms, and, yes, performed bypass surgery on a pig's heart. "I had so many amazing hands-on experiences."

2. FORECASTING THE ECONOMIC FUTURE

Elliott Bainbridge interned with the Economist Intelligence Unit's global forecasting division in London, where he explored using types of data that aren't typically included in economic models. He also helped build prototype models that were presented to the Bank of England and the Federal Reserve Bank of New York.

3. LIVING IN THE MOMENT (AND IN SOUTH AFRICA)

Sam Beem spent six weeks in South Africa giving piano lessons to high school and college students. "It's a very different work culture. I never really knew what I would be doing or who I'd be working with on a given day." He says working and playing with people whose approach to music (and life) is so different has made him a better musician.



4. TURNING HISTORY INTO POETRY

Brianna Perry's family migrated from Mississippi to Chicago in the 1940s. In an interdisciplinary poetry workshop in Hudson, New York, she set about transforming that story, and the physical objects they left behind, into drawings and verse. She says that working with multiple writers during the workshop gave her a fresh perspective. "Each instructor brought out new insights."

5. GETTING A HANDS-ON History Lesson

Lola Stam spent the summer in Jordan at an archaeological dig in Tell Dhiban, excavating a house that dates back to the 6th century. "I found bones, pottery shards, pieces of lamps and bowls. I was able to hold history in my hands."

"I WAS ABLE TO HOLD HISTORY IN MY HANDS."





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1. THE GLOBAL STRATEGIST

John Lawler '88: Vice President, Strategy, for Ford Motor Company. Formerly Ford's chief financial officer for global markets and chairman and CEO of Ford Motor China. Majored in economics at Knox; got an MBA at the University of Iowa; worked in the U.S., Japan, and Germany.

2. THE CHIEF PEOPLE OFFICER

Dan Spaulding '99: Chief People Officer for the Zillow Group. Majored in political science and history at Knox; earned a master's degree in human resources and industrial relations at University of Illinois. At Zillow, he has formalized HR practices for a startup that has grown exponentially.

3. THE VISIONARY

Matt Berg '00: Co-founder and CEO of Ona, using data to drive social change. Developed ChildCount+, an open-source mobile health system. Created the Last Mile Initiative, which brings basic information and communication technologies to rural African villages. One of *Time's* "most influential people in the world."

4. THE PIONEER

Lara Moritz '90: Anchors the evening newscasts at KMBC in Kansas City. Investigated animal abuse. Won two Emmys and two Edward R. Murrow Awards. Won the Amelia Earhart Pioneering Achievement Award.

5. THE WORLD-FAMOUS COMEDIAN

Vir Das '02: Star of many Netflix comedy specials, Bollywood movies, and the television drama *Whiskey Cavalier*. Majored in economics and theatre.

6. THE AQUATIC ADVOCATE

Bridget Coughlin '94: President and CEO of Chicago's Shedd Aquarium. A passionate advocate for aquatic animals and the rivers, lakes, and oceans where they live.

7. A FEW EARLY TRAILBLAZERS

Thomas Kurtz '50 co-created BASIC, the foundational language of computing. Susan Deller Ross '64 is a leading figure in women's rights; she's the director of the International Women's Human Rights Clinic at Georgetown University. Ismat Kittani '51 came to Knox from Iraq, helped establish our Honor Code, and went on to become president of the United Nations General Assembly. Samuel S. McClure, Class of 1882, started McClure's, a groundbreaking magazine of investigative journalism, with friends from Knox. Hiram Revels, Class of 1857, was the first African American man elected to the U.S. Senate and a lifelong advocate for desegregation. History matters.

8. THE INSIDER

John Podesta '71: Chair of the 2016 Hillary Clinton presidential campaign, former Advisor to President Obama, former White House Chief of Staff for President Clinton.

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1. A PLACE WITH ROOTS

Carl Sandburg (a plainspoken, Pulitzer Prize-winning American poet) was born here. One of the Lincoln-Douglas Debates—the country's benchmark for political argument—was held here (at Old Main!). Generations of immigrants have built lives here. If you know your past, you can build your future.

2. THE HOME OF THE PB&J TRUFFLE

At Innkeepers Coffee, where their menu of handmade chocolates changes with the seasons.

3. A PLACE THAT IS CONNECTED TO OTHER PLACES

Like Chicago, which is accessible by train or car, and which has deep connections to Knox. Galesburg has one of the country's largest rail yards. There's an Amtrak station a few blocks from campus. Quietly, modestly, we're at the center of a national network.



4. AN OPPORTUNITY Everyone matters here. You come, you get involved—and suddenly you're home.



5. A CITY OF 33,000 PEOPLE NEAR The Illinois-Iowa Border

Which is just true. But which means something more: It means we're deeply Midwestern, which means we value kindness, hard work, and community.

SMALLISH GROUPS OF PEOPLE WHO DO BIG THINGS

1. HARAMBEE

The African cultural organization. Its annual Africa Week celebration includes lectures, cooking demonstrations, and a dance workshop that culminates in an evening performance featuring student dancers, singers, and poets.

2. CATCH

The oldest continuously published literary journal in the country. Winner of many national and international awards. One of a long list of student-run media outlets, in print and online (other examples: *The Knox Student* newspaper, *Cellar Door* literary magazine, and journals dedicated to visual arts, theology, literary criticism, and science fiction and fantasy).

3. FOOD RECOVERY NETWORK

A dozen or so volunteers who meet every day to collect food from Knox's cafeteria that was prepared but not served, then distribute it to local social service agencies. Regular winners of RecycleMania, a national competition to reduce waste on college campuses.

4. SORORITIES/FRATERNITIES

Four sororities, six fraternities, no stereotypes. Our Greek organizations are proudly unclassifiable, engaged in service, and capable of organizing events where people tend to dance in unique ways.

"NO EXPERIENCE NECESSARY; NEW AUDITIONS EVERY TERM"

5. TERP

Short for the Terpsichore Dance Collective. No experience necessary; new auditions every term; constantly in danger of violating the fire code because they attract such huge crowds.

6. ULTIMATE FRISBEE

They wear impractical costumes during matches, they choose self-consciously absurd names for the team, they throw a disc down a field. They are very popular.

7. UNION BOARD

They organize and run major and minor events on campus—concerts, comedians, game nights, and so on. Well-funded, highly visible, well-nigh unstoppable.







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1. NEAR

Karen Armendariz has a Mellon fellowship to study public transportation in Chicago. Swapnil Mishra works as a research associate at Tronc in Chicago. Harry Carpenter is a software consultant for LIDP Consulting Services in Woodridge, Illinois. This is one of the excellent things that happen when you have a powerful local and regional network of alumni.

2. FAR

Koshuke Nishitani is an analyst at BlackRock in Tokyo. Shashank Neelagiri is working as a production coordinator in Hyderabad, India. Lindsey Smith won a Fulbright fellowship to teach in Malang, Indonesia. Domanique Rahman is serving in the Peace Corps in Botswana. This is one of the excellent things that happen when you come from a global campus with a longtime commitment to international experience.

3. GOING DEEPER

After a NASA internship, Jack Dechow is pursuing a Ph.D. in earth science at The Ohio State University. Ojashwi Sapkota was accepted into the highly competitive master's program in social science at the University of Chicago. Claire Cody is pursuing a Ph.D. in chemistry at Yale. We send an unusually high percentage of alumni to top graduate and professional schools. (An excellent thing.)

4. OUT FRONT

Monica Weller is a policy research fellow at the Reischauer Center for East Asian Studies in Washington, D.C. Jonathan Schrag is the legislative associate for the Jewish United Fund of Metropolitan Chicago. Olivia Keneipp was named one of "25 Under 25" technology innovators. This is what happens when you come from a campus where everyone feels empowered to push themselves, to stand up for something, to lead. You can call it excellent. We call it Knox.

THINGS THAT TEND TO HAPPEN IN YOUR EIRST YEAR



2. YOU BECOME A REGULAR

At The Beanhive (coffee), or Baked (adventurously topped pizza), or Cornucopia (natural foods). People around town know your name, you know theirs, you say hello and share a little news when you see each other.

3. YOU PAINT YOUR FACE AND YELL A LOT

Because you've got a friend on one of our Division III athletic teams, or you're on one of those teams, or you just like the thrill of competitive sports, or you just like . . . painting your face and yelling a lot.

4. YOU TAKE A SMALL CLASS About big ideas

Namely, our First-Year Preceptorial. You choose a theme (justice, the American Dream, magic, sustainability, science fiction and human identity, etc.), and together with a few students and a professor you talk about it, write about it, analyze it, explore it. You become, in other words, a working member of an intellectual community.

1. YOU LIVE WITH A LOT OF PEOPLE WHO ARE FABULOUSLY NOT YOU

In your first year, you live in a suite of about a dozen or so students—smart, unclassifiable people from around the world who think and act in new and (happily) surprising ways. Two of the many good things about this arrangement: You start your life here as part of a small community of friends. And your friends look a lot like the world.



5. YOU GET INVOLVED

You join maybe a few too many studentrun organizations, then land on a couple that really speak to you. You find a project in Galesburg that matters to you. You become, to use the official term, a neighbor.

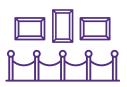
CLASSES THAT ARE NOT HELD IN CLASSROOMS

1. SOFTWARE DEVELOPMENT AND PROFESSIONAL PRACTICE

In computer science. Students work in teams on a software development project for a local organization.

2. KNOX IN NEW YORK

In studio art. A course in the heart of the art world. Includes visits to major museums and galleries and talks with upcoming and established artists, many of whom happen to be alumni.



5. MUSEUMS, MONUMENTS, AND MEMORY

In history. Students consider how history is packaged for public consumption, from museums to musicals. They visit historical sites, choose a theme to explore, then create and build an exhibition.

3. URBAN AGRICULTURE

In environmental science. Year-round experiments in planting, permaculture, local food systems, and more. Much time is spent in the course's own garden.

4. OPTICS

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In physics. Like many of our science courses, involves regular use of professional-grade equipment and instrumentation. Will feel nothing like a typical "class" and everything like "what people do when they're trying to advance their field."



6. THE NAVAJO RESERVATION

In educational studies. Culminates in two weeks of historically aware, culturally engaged hands-on teaching at a Navajo reservation in the Southwest.

7. JERUSALEM

In archaeology. An exploration of the history of one of the world's most contested cities, built around a two-week visit to Israel, Gaza, and the West Bank, exploring ancient structures and talking with Israelis, Palestinians, and others living there right now.





List 10 FAVORITE PLACES ON CAMPUS

1. THE HOPE CENTER

Where faith-based and cultural student organizations meet. Whatever your race, ethnicity, sexual orientation, religion, disability status, or gender, you belong there.



2. THE GIZMO

The unofficial center of campus the chaos, the calm, the deep-fried. Attached to Seymour Union. Chicken strips, pizza bagels, smoothies. Everyone meeting everyone else.

3. THE COMMON ROOM IN OLD MAIN

Warm, glowing, pine-panelled meeting room on the second floor. Everything you do in here feels special.

4. THE STEPS INSIDE OLD MAIN

Lovingly worn down by generations of students. We keep our history close.



5. MANY PLACES IN THE LIBRARY

Like, say, the Finley Map Room. Or the Red Room. Or among the stacks, near a window, in the spring.



6. THE STUDIO THEATRE

The black box theatre in the Ford Center for the Fine Arts. One hundred seats, endless possibilities. All student-run.

EVENTS DURING A TYPICAL WEEK IN THE SPRING

1. EVENTS WHERE MUCH IS LEARNED

Such as: A roundtable conversation with violinist Mariela Shaker on her experiences seeking asylum from the Syrian Civil War and living as a refugee. The "Cinnamon Rolls Not Gender Roles" gathering to celebrate trans identities. The New Plays Festival, featuring, yes, brand-new plays written and performed by Knox students and alumni.

2. EVENTS AT WHIGH SPIRITS Are lifted

Such as: The Knox-Rootabaga Jazz Festival, with leading jazz artists, plus shows from Knox alumni and students, all free, all week long. Creative writing majors reading their work at Milk Route. The annual PrairieFire Fest, with carnival games and prizes.

3. EVENTS AT WHICH PEOPLE SWEAT

Baseball, golf, track and field, cricket, softball (senior day!), water polo practice, and more.

4. EVENTS THAT DO NOT FIT Neatly into a category

Such as: Anime Game Day, Open Mike at the Beanhive, Music Jeopardy, a Smash Club tournament. Open Hours at the Career Closet, where students can get interviewready outfits for free.

5. EVENTS ABOUT THE FUTURE

Such as: An information session for creative writers looking to study abroad. An information session for City Year Chicago. A discussion of "The Landscape of Law for Knox Students," hosted by George Pearce '76 and featuring Professor (and Supreme Court Fellow) Lane Sunderland. A Green Jobs Workshop featuring leaders in biofuels, entrepreneurship, and sustainability.

6. EVENTS THAT HAPPEN Regularly

Such as: The Students for Sustainability meeting. The weekly French language table, at lunch in the Oak Room. Zen Buddhist meditation practice. The pop-up Share Shop, where students can donate or choose gently used clothing.





ESSONS LEARNED IN PROFESSOR NICK GIDMARK'S COMPARATIVE ANATOMY CLASS

list 12





Professor Nick Gidmark is fascinated by how the physiological properties of muscles relate to whole-organism performance. In practice: "How wide must a predator open its mouth to eat a given prey?"



Megan Koluch, a biology major with a minor in anthropologysociology. Her project: Reconstruct the skeleton of a dolphin.

1. START SIMPLE

Megan: "We started drawing the different respiratory systems of a shark, a bird, a mammal. We drew their skin and scales. Our class notes are just pictures, basically. It doesn't feel like you're learning as much when you're just drawing, but then it's really like, *Oh! I know this.*"

2. THE WHOLE IS MORE THAN THE SUM OF ITS PARTS

Nick: "I want students to think not only about which bone is the leg bone connected to, but where and how does that animal move in real life. We're integrating stuff about animal locomotion, animal behavior, and animal posture, as well as just the raw anatomy."

3. YOU CAN'T GOOGLE "HOW TO PUT TOGETHER A DOLPHIN"

Megan: "I don't know if you've ever seen dolphin teeth? They're literally all the exact same size and shape. And there are probably a couple hundred of them. You don't realize how intricate everything is and how important a role each part plays until you figure out where it goes and put it back in."

4. KNOWLEDGE IS POWER

Nick: "Sometimes in class, you turn in an assignment, the professor gives it back and says here's what you did wrong. In an assignment like this, even without the expertise of a professor, you can tell if it doesn't look right."

A FEW EXCEEDINGLY AMBITIOUS PROJECTS

1. REIMAGINING THE CANON

Aidan Murphy first read Henrik Ibsen's *A Doll's House* as a first-year. After a friend mentioned the final scene would work well as a musical number, Aidan created *Torvald: The Musical*, 13 original songs riffing on 19th century theatre. "Since I was able to earn academic credit for my work, I had the time I needed to finish writing the script and the music throughout the year."

2. SPEAKING UP FOR IMMIGRANT STUDENTS

Ravie Boungou was born in Congo but moved to the United States as a child—so she was already familiar with the challenges new immigrants face in American public schools. She worked with area high school students to identify how their domestic commitments and cultural differences can interfere with their education and what teachers can do to help. She hopes to establish some practical guidelines to help teachers and schools serve minority student populations.

3. MAKING INDUSTRIAL PROCESSES GREENER

Manufacturing products like adhesives generally requires the use of precious metals like platinum and rhodium as catalysts, but in addition to the expense, they can produce toxic byproducts. Biology major Diego Morones worked with Professor Helen Hoyt to see if he could create the same catalytic effect using copper. "If I can help move the world to a more sustainable way of living, it would be great," he says.

4. EXPLORING THE SCIENCE OF PUNK ROCK

"There's no good way to describe punk rock," says physics major Bill Tate. "Historically, it's viewed as a cultural movement as much as a musical genre." To discover whether there are certain sonic rules common to punk songs, he worked with physics professor Nathalie Haurberg (who coincidentally plays in an all-faculty punk band) to isolate sound wave patterns.







NOMENTS WHEN PEOPLE REALIZED THEY HAD TO GOME TO KNOX





1. THE MEAL WITH A FEW STUDENTS

At which your host was someone from the other side of the world, with a story very different from your story (and not, say, someone who was perfectly "matched" to you)—and you understood that this was a community where every story belongs, where you're not expected to be like everyone else. You're expected to be yourself.

2. THE VISIT TO THE CLASS

At which everyone treated you like you had something to say, and wanted to hear it. After which the professor asked you about your interests, your plans, your experience.

3. THE TOUR

On which you asked the tour guide if she thought you might be a good fit for Knox, and she thought about it, and then she said, kindly and openly and simply: "Well—are you a compelling human being?"

SURPRISING LESSONS FROM STARTUP TERM

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1. YOU DON'T NEED A Business degree

Launching a viable business requires a breadth of skills, and previous participants have included students from physics, design, psychology, and more. You attend "mixers" to share ideas for new businesses, form teams, and start thinking about your business plans. You then pitch your idea to StartUp Term faculty to be accepted into the program.

2. IT'S OKAY TO MAKE MISTAKES

During StartUp Term, you don't take traditional classes. Instead, you work full-time to build your product, develop your marketing and business plans, and prepare to go to market. Teams get their own office in downtown Galesburg, and you can go in and work any time of day or night. (People tend to pull a lot of all-nighters.) You set your own schedule. You decide how to accomplish your goals. One participant said, "We had such freedom to make mistakes and, also, to flourish."

3. THE STAKES ARE HIGHER THAN MERE GRADES

Each StartUp Term culminates in a pitch meeting with alumni and business executives serving as "judges" and potential investors (Think *Shark Tank!*). Several startups have gone into business afterward. Chart Air, an aviation services provider, was invited to be part of Elmspring Accelerator, a technology incubator in Chicago. Bluebrick Collective, which provides free arts education, has partnered with the Galesburg Civic Art Center.

4. YOU CAN BE AN Entrepreneur Right Now

Olivia Keneipp, who participated in the second StartUp Term, was recently named one of "25 Under 25" technology innovators in Chicago (making the list with a couple of years to spare). Alyssa Main owns a thriving bakery just a year after graduation. Sam Hart works as an engineer in Silicon Valley for companies whose products you probably own and use.

THINGS EVERYONE WANTS TO KNOW



32% students of color
19% international
45 states
49 countries
84% of students receive financial aid
18 NCAA Division III teams

\$2,000 Power of Experience Grant to every incoming student

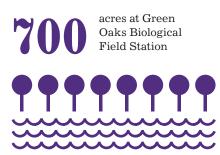


50% of students participate in off-campus study



180+ Knox alumni have served in the Peace Corps







Student to faculty ratio: **11 to 1** Average class size: **14**

DIVISION III ATHLETIC TEAMS

Baseball	m
Basketball	m, w
Cross-Country	m, w
Football	m
Golf	m, w
Indoor Track and Field	m, w
Outdoor Track and Field	m, w
Soccer	m, w
Softball	w
Swimming and Diving	m, w
Volleyball	w

PRE-PROFESSIONAL & OTHER PROGRAMS

Business Engineering Environmental Management Forestry Law Medicine Nursing Occupational Therapy Optometry

College Honors First Year Preceptorial Peace Corps Preparatory Program Sports Studies (courses) Teacher Certification



100+ student-run organizations

Top



most diverse liberal arts colleges

MAJORS & MINORS

Africana Studies American Studies Anthropology & Sociology Archaeology Art Design Art History Arts Administration Asian Studies Astronomy Biochemistry* Biology* **Business & Management** Chemistrv* Chinese Classical Languages Classics & Ancient Mediterranean Studies Computer Science* Creative Writing Dance Earth Science Economics

Educational Studies Elementary Secondary Special Content Areas English Literature Environmental Science* Environmental Studies Film Studies **Financial Mathematics** French Gender & Women's Studies German Health Studies History International Relations International Studies Japanese Journalism Latin American Studies Mathematics* Modern Languages Music

Neuroscience* Peace & Justice Studies Philosophy Physics* Political Science Psychology* Religious Studies Self-Designed Studies Social Service Spanish Statistics Theatre • Design and Technology • Directing • Dramatic Literature & Utietore

- History
- Performance
- Playwriting

*These programs offer both Bachelor of Arts and Bachelor of Science degrees.



100% of students pursue experiential learning



Top 4% of national liberal arts colleges producing successful Ph.D. candidates







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