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## Lindenwood College Strategic Plan, 1995

Lindenwood College

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***"Every morning in Africa, a Gazelle wakes up. It knows it must run faster than the fastest lion or it will be killed... Every morning a Lion wakes up. It knows it must outrun the slowest Gazelle or it will starve to death. It doesn't matter whether you are a Lion or a Gazelle...when the sun comes up, you'd better be running."***

# **LINDENWOOD COLLEGE**

***...the Leader in Success***

## **STRATEGIC PLAN**

**Adopted 8-25-95**

**With Supplemental Information for Board Retreat, 7/25/97**

Lindenwood College  
Strategic Plan  
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# LINDENWOOD COLLEGE STRATEGIC PLAN

## I. INTRODUCTION

Lindenwood College is an energetic and efficient institution dedicated to its future and the future of its students. In order to chart that future and to maintain control of our destiny, one year ago working groups at the administration, faculty and board of director's levels formulated this basic document. This edition is the first annual up-date based on participation throughout the Lindenwood community.

There is an assumption within the planning process that many aspects of planning can be foreseen and planned with reasonable accuracy for a period of five years. Beyond that time, from five to ten years into the future, planning necessarily is less predictable and precise.

## II. MISSION STATEMENT

Lindenwood College is an independent, liberal arts college with an historic relationship with the Presbyterian Church. Its programs are value-centered and intend to create a genuine community of learning, uniting all involved in a common enterprise.

Lindenwood College seeks to offer undergraduate and graduate programs of high quality that will:

- + provide educational experiences that will unite the liberal arts with professional and pre-professional studies in an atmosphere of academic freedom distinguished by personal attention of faculty to students;
- + foster awareness of social issues, environmental problems, political processes, community service, and those value and ethical ideas inherent in the Judeo-Christian tradition and compatible values of other major world cultures; belief in an ordered, purposeful universe; belief in the dignity of work; belief in the worth and integrity of the individual; belief in the obligations and privileges of citizenship; belief in the value of unrestricted search for truth;
- + encourage a pursuit of knowledge and understanding through the rigorous study of a core curriculum of general education and an area of major learning that will provide graduates with the tools and flexibility necessary to cope with future needs and changes; and
- + build a deliberately diverse learning community structured around a residential population joined by commuter students of all ages, graduate and undergraduate, in St. Charles and other sites, a community without economic barriers limiting access, in which students with different goals may join together in intellectual, social, spiritual, creative, and physical activities.

Lindenwood College's educational programs liberate individuals from limitations, enabling them to pursue rewarding and fulfilling lives.

## IMPLICATIONS OF THE MISSION STATEMENT

**We are** a teaching institution offering both undergraduate and graduate programs.

**We serve** motivated students from diverse backgrounds with diverse goals who have exhibited talent in at least one area of their Lindenwood interests.

**We help** develop skills and self-esteem, joining our students together in a learning community structured around a residential population joined by commuter students, all pursuing knowledge and understanding in their degree programs.

**We offer** the breadth of disciplines emanating from a core liberal arts curriculum, emphasizing Judeo-Christian values, creating a strong foundation for and facilitating life-long learning as a basis for a strong and meaningful life.

### III. GENERAL ASSUMPTIONS

#### Students

1. The size of the student body of the core undergraduate college will stabilize in the near future with about 1300 residential students and 1000 commuters. The size of evening, weekend, and off-campus programs, aimed primarily at adults, will continue to rise.
2. Lindenwood College will remain a teaching institution offering both undergraduate and graduate programs in St. Charles and other sites. New, interactive technologies may enlarge the teaching mission and area served in the future.
3. The College will continue to provide opportunities for physical, intellectual, spiritual, and social experiences for all students.
4. The number of adult and graduate students attending on the quarter and trimester calendars will grow at a 10% annual rate.
5. Retention levels will stabilize so that the number of new freshman and transfer students needed to sustain continuing levels will provide balanced undergraduate classes.
6. Sufficient permanent housing for 1300 resident students will become available, replacing the temporary facilities currently in use.
7. The composition of the student body will be diverse, and represent the following geographical areas:
  - a. St. Charles/ St. Louis Metropolitan Area: 60%
  - b. From Missouri: 70%
  - c. From other U. S. states: 20%
  - d. International students: 10%
8. Investigate expanded electronic information access from campus residences.

#### Facilities

9. The College will continue to make renovation and repairs of existing facilities a high priority.

10. Repairs, renovations, and new structures will continue to exhibit the high quality standards present in the architecture of the Lindenwood College campus.
11. The College will maintain an aggressive approach to land development in the area east of the campus and in the redevelopment area of West Clay and First Capitol Drive.
12. The College will continue to be a responsible citizen of our community, including and ensuring a safe, well-maintained campus.

### **Personnel**

13. The present administration will remain in place for not less than five years.
14. The College will increase support staff only when need is clearly established.
15. The shared administrative model currently used will continue, eliminating the need for any significant administrative additions in the foreseeable future.
16. Faculty levels serving the traditional, primarily residential base, will experience limited growth in proportion to undergraduate student enrollment growth.
17. The College will remain committed to its entrepreneurial roots, building an outstanding faculty who thrive in a goal oriented, merit based environment.

### **Partnerships**

18. The College will continue to open, expand, and nurture channels of communication between Lindenwood College and its important publics.
19. The College will continue to seek leading-edge partnerships in support of its educational, business, corporate, environmental, and other programs consistent with the College's mission and values.
20. Partnering with community-based organizations, governments, foundations, and businesses, Lindenwood College will emphasize its role to stimulate civic health and revitalization, and to create a community of opportunity.



**Community Involvement**

21. The College will remain committed to the idea that students should broaden their educational and experiential horizons through a community service opportunity that develops within the student the virtues of work, the demonstration of leadership through serving others, and the necessity of caring beyond one's self.
22. Lindenwood College will not wall off and stand apart from its surroundings, but will display and encourage a commitment to the well-being of the community.
23. As a center of service and scholarship, Lindenwood College will focus academic energies to address some of the community problems that lie beyond the front gates.

**Academic Programs**

24. The College will continue its efforts to create a comprehensive instructional technology program that serves the needs of students, faculty, and staff.
25. The College will maintain improvements in the academic quality of the student body while recruiting students with a variety of socio-economic, religious, and ethnic backgrounds.
26. Lindenwood College will remain committed to the values of an independent liberal arts college; excellent teaching; student success, and development of the whole person.
27. Lindenwood College will continue to develop:
  - a. corporate teaching opportunities, using on-site facilities
  - b. partnership arrangements with other agencies and entities to supply educational services
  - c. inter- and multi-disciplinary programs that support a wide range of academic majors.
28. Assessment procedures will allow performance judgements to be made on the effectiveness of the programs.

29. The College will secure approval from NCA to broaden its geographical and program service area to respond to new opportunities throughout the bi-state region.

**Student Support Services**

30. The College will continue a varied program of intercollegiate and intramural sports programs involving a significant part of the student body.
31. Develop a plan to provide and expand Library electronic information access to students and faculty.

**Administrative Services**

32. The financial stability that has been achieved in recent years will be maintained, so that no deficits will be incurred, endowment will continue to increase, substantial amounts will be invested in plant maintenance, salaries will remain competitive, and financial aid, both governmental and institutional, will enable qualified students to attend.
33. Fund-raising activities will continue to be a major activity of the institution and vital to its well-being.

## IV. STUDENTS

Lindenwood College currently serves a capable student body of over 5,000 students. Approximately 1,000 are full time residential students. Representation comes from 27 foreign cultures and 27 states. Average ACT scores and grade point averages of entering students compare favorably with most four year colleges in Missouri.

Most students who transfer to Lindenwood College come from area community colleges. The most recent CBHE (Coordinating Board for Higher Education) report indicates that of the 271 students who transferred to Lindenwood College, 160 came from community colleges. Of the 113 students that transferred out of Lindenwood College, 59 went to community colleges and 54 to other four year institutions.

Projected enrollments for the next five years by type are shown on the following page.

## IV. STUDENTS, cont.

**ENROLLMENT BY TYPE  
UNDUPLICATED HEAD COUNT**

	<u>94-95</u>	<u>95-96</u>	<u>96-97</u>	<u>97-98</u>	<u>98-99</u>	<u>99-2000</u>
Undergrad Resident (FT)	1068	1175	1250	1275	1300	1325
Undergrad Commuter (FT)	587	625	710	850	950	1050
Undergrad Day (PT)	80	85	110	140	150	185
Undergrad Evening	31	30	30	30	30	30
Undergrad (LCIE)	881	970	1050	1125	1250	1400
Grad (LCIE)	627	690	770	860	950	1050
Undergrad (Off campus)	-0-	-0-	-0-	-0-	-0-	-0-
MBA/MSA	249	275	300	330	365	400
Grad (Ed/FA)	310	345	390	435	480	550
Other (ECS/ Spec Undergrad)	287	325	355	390	435	475
Special Grad (Inc. CC)	986	1100	1210	1325	1425	1550
<b>TOTAL</b>	<b>5106</b>	<b>5620</b>	<b>6175</b>	<b>6760</b>	<b>7335</b>	<b>8015</b>

## V. FACILITIES

The Lindenwood College campus is comprised of 194 acres, 25 structures, and 54 mobile homes as follows:

### **Administration and classroom buildings**

Roemer Hall, administration and classrooms  
 Butler Hall, student services  
 Harmon Hall, fine arts  
 Butler Library, library and study areas  
 Young Science Hall, science labs and classrooms  
 Memorial Arts Building, management faculty and classes  
 Teahole, undergraduate day admissions offices  
 Gables, faculty offices  
 Studio East, warehouse style art facility, off campus  
 Lindenwood Club, country club facility for college related activities

### **Dormitories:**

Sibley, Niccolls, Ayres, Parker, McCluer, Cobbs, Irwin, Watson,  
 Gamble, Eastlick, Stumberg, LindenVillage

### **Athletic facilities:**

Stadium, Fitness Center, Field House

### **Maintenance facilities:**

Green shed

Lindenwood College anticipates housing needs for 1175 students in the years 1995-1996, and increase to 1300 residential students by 1999.

The College budgets an annual expenditure of \$1,000,000 for renovation and repairs of existing facilities. All facility improvements and new construction exhibit the high-quality standards present in the architecture of the Lindenwood College campus.

The College maintains an aggressive approach to land acquisition in the area east of the campus (across Kingshighway) and in the redevelopment area of West Clay and First Capitol Drive.

### **Completed or Abandoned Goals:**

Presbyterian Church acquisition abandoned.  
 Phase II computer system installed as projected.  
 Track surface completed ahead of projections.  
 Began construction of sports complex as projected.

## V. Facilities, cont.

One Year Action Plan

<b>1995/96</b>		
	\$2,136,000	Property acquisition of mobile home court, including 9.5 acres contiguous to Lindenwood College property.
	\$ 250,000	Phase III, computer system installation
	\$ 200,000	Laboratory renovation, Young Science Hall
	\$1,000,000	Campus renovation and repair
	<u>\$4,500,000</u>	Gymnasium/sports complex
	<b>\$7,086,000</b>	<b>Total 1995/96</b>

Five Year Action Plan

<b>1996/97</b>		
	\$1,000,000	Campus renovation and repair
	\$ 200,000	Arboretum
	\$2,000,000	Property acquisition
	\$ 20,000	Tennis Courts
	<u>\$3,220,000</u>	<b>Total 1996/97</b>
<b>1997-1999</b>		
	\$3,000,000	Renovation and repair
	\$4,000,000	Construct two dormitories
	<u>\$5,000,000</u>	Construct student center/ cafeteria
	<b>\$12,000,000</b>	<b>Total 1997, 1998, 1999</b>

Long Term Goals

<b>2000-2004</b>		
	\$4,000,000	Renovation and repair
	<u>\$5,000,000</u>	Performing arts center
	<b>\$9,000,000</b>	<b>Total 2000, 2001, 2002, 2003, 2004</b>
	<b>\$31,306,000</b>	<b>Total 10 year projection</b>

## VI. PERSONNEL

**A. Instructional:** The academic program of Lindenwood College is taught by 82 full-time faculty members and 27 staff members with faculty rank. Of the full-time faculty members, 48 possess a Doctorate and the remaining hold at least a Masters degree and special expertise in their subject area.

The academic program is directed by the President and Vice President (both also teach periodically) and five Division Deans (each carry almost full-time teaching loads).

The distribution of rank among employees that hold faculty rank is as follows:

Professor	15
Associate Professor	29
Assistant Professor	65

**B. Support:** Administrative and support services are provided by 73 regular employees. The distribution of classified employees (excluding faculty) is as follows:

Executive Offices	10
Business Office/Bookstore	11
Admissions	11
Financial Aid	3
Student Life Programs	4
Academic Support Programs	9
Registrar	4
Maintenance/Housekeeping	21

### **One Year Action Plan**

Review the physical locations/offices of personnel to ensure effectiveness of communications and supervision of functions.

Establish training programs for personnel to promote high levels of performance and sensitivity to student needs.

Deploy existing faculty and staff efficiently and effectively to maintain current levels of employment.

**VI. Personnel, cont.**

Secure excellent replacements for faculty members leaving the service of Lindenwood College.

**Five Year Program Goals**

Recruit faculty and staff members who:

- possess flexible skills adaptable to a variety of teaching and/or support assignments,
- demonstrate satisfaction and self confidence in a merit based environment,
- are deeply committed to meeting student needs and the success of the individual students.

Secure optimum efficiency in the deployment of College personnel.

**Ten Year Vision**

Provide growth and professional development opportunities for faculty members who exhibit leadership in achieving goals of the College.



## VII. PARTNERSHIPS

Lindenwood College will continue to seek **leading-edge partnerships** in support of its educational, business, corporate, environmental, and other programs consistent with the College's mission and values.

The decision-making apparatus of the College will allow reasoned, but rapid decisions on opportunities. An open mind-set will encourage the recognition of opportunities, and actions taken by the College will be mindful to the **preservation and creation of future options.**

### One Year Action Plan

1995/96 As recognized previously, the College continues to seek a **partnership with local and state botanical and natural resource agencies**, making Lindenwood the statewide leader in natural resources-teacher education. Negotiations with local government have delayed this project, but also expanded its eventual scope, making the delay worthwhile.

By the end of 1995, the College will have a plan for the addition of a **performing arts center** located next to the current campus area. In addition, the College will have researched potential partnerships in this development area with local government and private business.

By the end of 1995, the College will have developed a program for educational opportunities of local government interests. In addition, as part of the College's mission and values, the **scholarship program for local officials, employees, and their families** will be expanded and promoted.

Lindenwood College will continue a partnership with the Economic Development Commission of St. Charles County. In addition, the College will develop **training programs, seminars, workshops, roundtable discussion groups, distance learning programs** to improve the management performance of regional business efforts.

## VII. Partnerships, cont.

Long Term Program Goals

1996/97 Lindenwood College will continue to plan for the **development of an older adult living and education center**. The academic program will be significantly enhanced by a "think tank" environment, including lectures, workshops, and seminars.

Lindenwood College will seek **partnerships in education** in order to better provide opportunities to students of all ages and geographic locations.

2000/04 Lindenwood College will build a **performing arts center**, expanding the campus, and forging a partnership with other potential users of the facility.

## VIII. COMMUNITY INVOLVEMENT

**Partnering with community-based organizations, governments, foundations, and businesses,** Lindenwood College will emphasize its roll to stimulate civic health and revitalization, and to create a community of opportunity.

For moral reasons, as well as enlightened self-interest, Lindenwood College will not wall off and stand apart from its surroundings, but will display and encourage a **commitment to the well-being of the community.**

### **One Year Action Plan**

As a catalyst for community improvement, Lindenwood College will join other interested parties in leading the way to **improved long-range planning and road infrastructure within the community.**

Lindenwood College will create **community advisory committees** that will assist specialized areas of the College's degree programs. These committees will also continue to forge strong community linkages for recruiting and funding opportunities.

As a center of service and scholarship, Lindenwood College will **focus academic energies to address some of the community problems** that lie beyond the front gates.

### **Five Year Program Goals**

Lindenwood College will become a catalyst for the formation of solutions to civic and community challenges, as well as a cultural center for the enhancement of the quality of life in the region.

## IX. ACADEMIC PROGRAMS

### A. Education

**Course Offerings:** The undergraduate Teacher Education program consists of 15 certification areas, and includes 61 different course offerings. In the 1994-95 school year, there were 450 majors.

A total of 62 courses (32 activity and 30 professional) are offered in Physical Education. Physical Education majors can secure an area of emphasis in teacher education, sports management, athletic training, or dance.

Eight courses are offered in the Human Service Agency Management (HSAM) field. HSAM majors can secure an area of emphasis in five areas. Graduate level opportunities in HSAM are available through the Management/LCIE Division. Four focus areas are available.

The Graduate Education program continues to grow. Presently, 44 courses are offered. The degrees include a Master of Arts in Educational Administration, and a Master of Arts in Education with additional certification in five areas.

A Master of Arts in Elementary or Secondary Counseling is available through the trimester format. Sixteen courses are required. Students can also earn the School Psychological Examiner certificate.

**Student Enrollment:** This year, almost 700 students were enrolled in 7940 credit hours of education coursework. There are a total of 450 students majoring in education at the undergraduate level. At the graduate level, 250 students are enrolled in courses on campus, and an additional 1151 students enrolled in 1647 credit hours through the Cooperative Credit program.

A total of 210 students were enrolled in 883 credit hours in physical education. There are currently 105 physical education majors, including 50 that are seeking teacher certification.

There are 45 students enrolled in 140 credit hours in Human Service Agency Management. Sixty students are either majoring in HSAM or will secure a major in conjunction with another area of study.

**Faculty:** Ten professors teach full-time in the Education program. All of those faculty members have at least some assignment in the graduate program as well. A total of 9 adjunct instructors were utilized to teach 16 sections this year.

### **IX. Academic Programs; Education, cont.**

Ten faculty members or staff members with faculty rank teach in the Physical Education program.

Three faculty members teach in the Human Service Agency Management program. All are part-time or have other responsibilities within the College.

**Facilities:** The majority of the classwork involved in teacher education is taught in Roemer Hall. The teacher education program uses off-campus sites extensively for practicum, field experiences, and student teaching assignments. Over 50 area schools are utilized for various field assignments.

Most physical education classes are taught in the field house. Activity classes are taught on the playing field, the field house, or the Bridgeton complex.

HSAM courses are taught in Roemer Hall. A variety of field experiences are utilized throughout the community. Over 20 HSAM sites are used for field based experiences.

#### **One Year Action Plan**

Selected undergraduate courses will be offered in the quarter format to attract adult students.

Selected graduate education courses will be offered at the Fox and Rockwood School District sites.

The Sports Management program will be reviewed and practicum experiences strengthened.

Credit hours taught are expected to increase about 12% in all programs:

Teacher education	8800
Physical education	1000
Human Service Agency Management	160

Majors enrolled are expected to increase at the same rate:

Teacher education	770
Physical education	115
Human Service Agency Management	70

**IX. Academic Programs; Education, cont.**

Expand the Cooperative Credit program with a goal of serving over 1200 teachers for a total of 1800 credit hours.

Expand the Early College Start program to serve 225 students in 12 high schools.

Establish a Physical Therapy program within the physical education major.

Expand formalized agreements with other educational agencies (school districts- faculty development providers- government services) that support graduate teacher education.

**Five Year Program Goals**

Delivery of existing courses to a broader number of students in a format and location convenient to them.

Consideration of several new certification areas:

Industrial Technology

School Librarian

Director of Special Education

Certification in Additional Handicapped Areas

M.A. with subject area teaching emphasis

Majors in physical education should strengthen their programs with areas of emphasis. The Sports Management program should be expanded and strengthened.

As the HSAM program continues to grow, a full-time coordinator would further strengthen the program.

Based on the anticipated enrollments in the education division, five additional faculty members are projected to be needed in the five-year period. Actual faculty needs are dependant upon the accuracy of anticipated enrollment growth.

The physical education program will receive a big boost from the gymnasium/performance arena under construction. This, and the recent improvements on the outdoor activity areas should provide needed physical education instructional space for years to come.

## IX. Academic Programs; Education, cont.

### Education Division - Projected Enrollment Growth

<u>Year</u>	<u>Teacher Education</u>	<u>Human Service Agency Management</u>	<u>Physical Education</u>	<u>Total Enroll</u>
1995-96	770	80	105	955
1996-97	840	95	140	1075
1997-98	905	110	175	1190
1998-99	1005	130	220	1355
1999-00	1115	145	260	1520

### Ten Year Vision

The Education Division expects to continue its significant growth well into the 21st Century. Our goal is to be recognized as the premier professional teacher and HSAM preparation program in the Midwest. We intend to achieve this goal by:

- practical educational opportunities well grounded in field based experiences for prospective teachers,
- extensive services to practicing teachers who desire continuing education and graduate program opportunities, and
- continuous relationships with school district administrators and HSAM leaders to identify and create desired programs.

At the time when society is demanding higher quality teachers properly prepared in basic skills as well as teaching methodology, Lindenwood College stands ready to address the need.

## IX. ACADEMIC PROGRAMS

### B. Fine and Performing Arts

**Course Offerings:** Undergraduate students majoring in **Art** earn one of the following degrees: BA in Studio Art, Art History or Art Education, and the BFA in Studio Art. In the 1994-95 academic year, there were 54 different course offerings and 57 majors.

**Dance** is only offered as a minor area of study. The program has 9 students working toward the minor and the courses are also the source of popular elective classes. In 1994-95, there were 12 courses offered in Dance.

Undergraduate students majoring in **Music** earn a BA in Music Performance or Music Education. Several courses within the total number of 60 courses offered in 1994-95 also serve as popular free elective classes for non-majors with a background or skill in music. These classes are: Choir, Contemporary Choir, Showcase Band, Jazz Band, Jazz Combo, various chamber ensembles, and private lessons in instrumental and/or vocal music. There are 31 students majoring in Music Performance or Education.

While **Performing Arts** is a separate degree program, the students take the majority of courses in Theatre. They are, therefore, included in the sections headed "Theatre".

Contract or specialized degree programs are available in Art, Music, and Theatre. Two contract degrees were approved in 1994-95. Coursework was taken in the regular disciplines.

The graduate program in Art provides a concentration in Studio Art. There are six areas of focus. In 1994-95, there were 6 graduate students and 21 courses offered.

There is no actual graduate program in Music, however two students matriculated to Lindenwood in the graduate program in Education with an emphasis in Music Education. They took courses in the regular curriculum and four "Topics" courses in Music.

There were 22 graduate students in the Theatre program in the 1994-95 academic year. Four areas of emphasis are available. A total of 26 courses were offered.



## IX. Academic Programs; Fine and Performing Arts, cont.

### **Student Enrollment:**

**Art:** This year, 712 students were enrolled in 1436 credit hours of art classes. There are a total of 60 undergraduate and graduate students in the department.

**Dance:** The Dance program served 120 students who were enrolled in 268 credit hours. There are 9 students minoring in dance.

**Music:** A total of 375 students were enrolled in 722 hours of music classes. There are currently 33 Music Performance and Music Education majors.

**Theatre:** In 1994-95, 456 students were enrolled in 1362 credit hours. There are 97 undergraduate and graduate majors in the department.

### **Faculty:**

**Art:** A total of four full-time faculty members teach in the Art program. One of those faculty members also has teaching responsibilities in Communications. All Art faculty members have undergraduate and graduate assignments. Two adjunct faculty members were used in 1994-95.

**Dance:** The Dance program has one full-time faculty member. No adjuncts were used in 1994-95. The Dance professor also teaches a theatre class in stage movement each Spring.

**Music:** There are two full-time faculty members in Music. Nine adjunct faculty members are used to teach private music lessons and certain specialty classes required for teacher certification. Faculty members in Music also serve students majoring in Performing Arts. Music faculty also teach graduate students in Music Education.

**Theatre:** In theatre, there are 3 full-time faculty members who teach the theatre and performing arts majors. The Dean of the Division also teaches several classes each semester. There were no adjunct faculty members employed in theatre or performing arts.

### **Facilities:**

**Art:** While more than half of the courses are taught in Harmon Hall on campus, all the sculpture, drawing, and fiber classes are taught in the recently acquired warehouse-style Studio East, located one block east of campus. The Computer Art classes are taught in the MacIntosh Lab in Young Hall. Art classes occasionally take field trips to galleries, museums, and other sites as part of their coursework.

**Dance:** Most classes in dance are taught in the Dance Studio in Harmon Hall. Occasionally, courses such as Dance and Art may convene in a traditional classroom. Performances that might comprise a final project for a class may be held in the Dance Studio, Jelkyl Theatre, or the Lindenwood College Club.

**Music:** All music classes are taught in traditional classrooms, a small studio (private lessons), or the Band room.

**Theatre:** The Theatre Department uses classrooms, a small studio theatre, and the scene shop in Harmon Hall. Classes are also taught in the dressing rooms and costume shop in Roemer Hall.

**IX. Academic Programs; Fine and Performing Arts, cont.****One Year Action Plan**

Utilization of one or two visiting artists each semester to augment the curriculum with workshops and lecture-demonstrations.

Adjust core curriculum to include printmaking.

Review course offerings and area of concentration in photography.

Enhance dance movement courses so that they appeal more to the physical education majors, student athletes, and general student population.

Review the addition of aural training to the music curriculum.

Consider increasing the credit hours for Showcase Band and Jazz Band.

Expand the performance practicum course to Music.

Expand theatre curriculum to include an "Acting for the Camera" course and an advanced video production course.

Create a "Acting for the Radio" course and an advanced radio production course.

Increase student enrollment of credit hours by 5% in all programs.

Complete renovations at Studio East, including a bay door, a new facade, and signage on the building.

Utilize the Lindenwood College Club and the new performance gym for the dance program.

Expansion of community outreach efforts by:

- Producing a children's show to tour area schools,
- Touring area schools with Lion Line, Jazz Band, and ensembles,
- Creating traveling art exhibit for local hospitals and senior centers,
- Employing a part time choral music director,
- Directing a local high school production with theatre majors, and
- Providing additional internship opportunities for students.

## IX. Academic Programs; Fine and Performing Arts, cont.

### Five Year Program Goals

Create cooperative coursework in computer, photography, and video. These areas that focus on electronic and/or mechanical imaging provide exciting opportunities for sharing teachers, equipment, and classrooms.

Expand the curriculum in advanced sculpture classes in stone and bronze.

Explore a focus in Arts Administration with the Management Division.

Consider expanding the Dance curriculum, including periodic classes in ballet and tap, and the implementation of a major in Dance.

Consider the addition of a full-time choral music instructor.

Expand the graduate program in both Art and Music Education.

Expand the Theatre and Performing Arts curricula to include required coursework in Mass Communication. Some classes will be designed for students with an emphasis in acting. Other coursework will be cooperative and provide opportunities for student writers, directors, actors, and technicians to work together.

Explore the creation of a "performing arts network" of other private colleges in the state to provide visiting artist programs for our MFA candidates.

Work with facilities department to help design the potential performing arts center to be built sometime during the period 2000-2004.

Increase student enrollment as shown in the following chart. With the exception of Dance, projections do not include all the individuals from the general student population who are minoring in Art, Music, or Theatre, or the many who participate in activities sponsored by divisional programs:

<u>Year</u>	<u>Art</u>	<u>Dance</u>	<u>Music</u>	<u>Theatre</u>
1995-96	75	15	45	110
1996-97	85	25	60	120
1997-98	100	35	70	130
1998-99	110	40	80	140
1999-2000	120	50	95	150

**IX. Academic Programs; Fine and Performing Arts, cont.****Ten Year Vision**

Lindenwood College has a rich cultural heritage and continues to affirm the role of fine and performing arts as an integral part of its liberal arts tradition. Unlike many other colleges and universities, Lindenwood continues to expand programs in Music, Art, Theatre and Dance to enrich, not only campus life, but the quality of life in the community. The goal is to make Lindenwood the hub for cultural arts in the region and provide a venue for professional and student artists. In pursuit of this goal, the College is part of a community action team planning a cultural and lifelong learning center to be located in St. Charles. This state-of-the-art facility will serve as the core of the fine and performing arts programs at Lindenwood as well as the cultural and community learning center for the region.

## IX. ACADEMIC PROGRAMS

### C. Humanities

**Course Offerings:** The undergraduate **Communications** program offers two majors, Mass Communication and Corporate Communication, and a minor in Communication for Business. In the 1994-95 school year there were 196 majors.

The undergraduate **English** program offers two majors, English and Writing, and four minors. In the 1994-95 school year there were 40 majors.

Majors and minors are available in **Spanish** and **French**. In the 1994-95 school year there were 6 foreign language majors.

A major and a minor are available in **History**. In the 1994-95 school year there were 30 majors.

The coursework in **Religion** satisfies the "philosophy or religion" requirement for general education. A Religion minor was added to the curriculum last year.

**Student Enrollment:**

<u>Program</u>	<u>Students Enrolled</u>	<u>Credit Hours</u>	<u>Majors</u>
Communications	1014	2965	196
English	1715	5160	40
Foreign Language	556	1663	6
History/Geography	1129	3502	30
Religion	274	822	—

**Faculty:** During the 1994-95 school year, there was an equivalent of six full-time faculty positions, two faculty/staff positions, and two adjunct faculty members in Communications.

In the English program, there are currently six full-time faculty members, three adjunct faculty members and one person shared with the tutoring program.

Three full-time faculty members taught in History, Cross-Cultural Studies, and Geography. One adjunct faculty member was employed to teach during the fall semester 1994.

**IX. Academic Programs; Humanities, cont.**

One full-time faculty member and the College Chaplain taught the Religion classes.

**Facilities:** The majority of the Communication classes are taught in Roemer Hall, Young Hall, and the Memorial Arts Building. The television studio is housed in Young Hall. Programming facilities of KCLC Radio are located in the basement of the Memorial Arts Building and the transmitter facility is located in the "penthouse" of Young Hall. Communications faculty members office in MAB and Young Hall. In addition, off-campus facilities are utilized by placing 45 students participated in off-campus internships during the 1994-95 academic year.

The majority of the Humanities courses are taught in Roemer Hall and Young Hall. Individual class sessions in English are held in the computer labs and Butler Library.

**One Year Action Plan**

Conduct a comprehensive review of the Communications program to insure relevency of coursework to industry needs.

Explore the offering of a new major in "Communications Technologies".

Review the Communications program to ascertain industry trends and appropriate student preparation.

Increase credit hours taught in all programs of the Humanities Division by 9% this year.

Relocate English faculty offices to a more secure location.

Increase majors in all programs of the Humanities Division by 10% this year.

Explore possibilities for a new site for the radio and television stations.

Begin phased replacement of classroom maps.

Increase credit hours taught in the Humanities Division in the 1995-96 school year to 15,100.

## IX. Academic Programs; Humanities, cont.

### Five Year Program Goals

Develop a major in "Communications Technologies" in cooperation with the Management program and the English program.

Coordinate with the LCIE program to develop a multi-format graduate program.

Add new foreign language courses if required by changes in state requirements for high school graduation.

Student Enrollment is projected as follows:

<u>Term</u>	<u>Comm.</u>	<u>English</u>	<u>Language</u>	<u>History</u>
1995-96	220	45	5	30
1996-97	260	50	10	35
1997-98	300	55	15	40
1998-99	350	60	20	45
1999-00	400	65	25	50

Relocate and expand the video, radio and desktop publishing areas of the Communications program.

Expand computer facilities to provide for word processing and desktop publishing needs of student writing.

Complete satellite downlinks and expand CD-ROM computer facilities.

Replace classroom maps and add computer geography programs to enhance student learning.

### Ten Year Vision

The Humanities Division is the primary provider of "general education" coursework for Lindenwood College undergraduates. In that role, the College strives to ensure its graduates hone sufficient basic skills (written and oral communications, historical perspective, critical thinking) to enable them to excel in their chosen career. The next ten years will produce monumental changes in the technology related to the Communications field. We intend to adapt and adjust our program to remain on the cutting edge of training in the Communications industry.

## IX. ACADEMIC PROGRAMS

### D. LCIE/ Management Division

**Course Offerings:** The undergraduate LCIE program includes 160 different course offerings taught in a cluster structure. During the 1994-95 school year there were 881 students enrolled in the undergraduate LCIE program.

A total of 87 courses are offered in the undergraduate Business/Management program. Approximately 300 students are currently enrolled in Business Administration coursework.

The graduate LCIE program includes over 150 courses and serves 627 students.

The graduate MS/MBA program includes 70 courses and serves 249 students.

**Student Enrollment:** At our peak time of year, over 1600 students are enrolled in LCIE/Management Division coursework.

**Faculty:** Currently, seven professors teach full-time in the LCIE program. All of those faculty members have at least some assignment in the graduate program as well. Approximately 100 adjunct instructors are utilized to teach 700 clusters annually.

Eleven faculty members or staff members with faculty rank teach in the Management/MBA program.

**Facilities:** The majority of the classwork involved in the LCIE and MBA programs is taught in Roemer Hall. Some coursework is taught at the Westport and Synergy Center locations.

Most Management classes are taught at Roemer or MAB.

#### **One Year Action Plan**

Create areas of concentration within the MBA from our existing programs in our division and in collaboration with other divisions.

Initiate an MA in Management and a BA in Liberal Arts.

Expand the "For Adults Only" daytime LCIE program.

Investigate the Executive MBA program.



**IX. Academic Programs; LCIE / Management, cont.**

Create a small business management and entrepreneurial studies program.

Expand the combined MBA from 230 students to 350 students.

Continue to integrate computerization into accounting courses.

Effectively market the 150 credit accounting BA/MBA to incoming students.

Investigate a minor in philosophy.

Develop a business/health care ethics cluster.

Prepare corporate sales/customer service seminar and distribute among prospective corporate clients.

Implement the 2/3 or 4+1 BA/MS in Marketing for traditional students.

Create an area of concentration in public management in the traditional MBA program.

Create a catalog of CEU offerings, beginning with coursework in professional counseling.

Secure three contracts to teach at business locations.

Establish advisory committees for several programs in the division.

Create a more informative assessment tool and begin to apply it for the whole division.

Pursue the establishment of a South St. Louis County location.

Organize a twentieth birthday for LCIE to serve both as a recruiting and development event.

Institute a regular quarterly newsletter for evening students.

Continue campaign to contact any student who is eligible to return, but who has not completed a degree.

Increase student enrollment by 6% in all programs.

**IX. Academic Programs; LCIE/ Management, cont.****Five Year Program Goals**

Continue to closely monitor student progress and program efficiency through a strengthened advising system in all of our programs similar to the socratic design system employed in our LCIE format.

Investigate Program directors and Opportunity Center managers to assist in recruiting community and program-relevant industry leaders to form advisory boards.

Seek alliances with other divisions to create collaborative programming such as an MA in Arts Management, an MA in Theatre Management, and an MA in Dance or Art Therapy.

Increase corporate connections, expanding our existent Olin Corporation contract and our newly won Mastercard International association.

Seek approval to extend the counseling program to reach prospective student and agency requests in Hannibal and Southern Illinois.

Strive to lead in innovative education directed toward the working adult by integrating technology and pedagogy for distance learning and library linkages.

Recruit 1500 new LCIE students per year.

Expand the international student enrollment in the traditional MBA program.

Create a small business and entrepreneurial center with a range of activities designed to educate students of all ages, assist young businesses, provide enterprise zones, and assist in career placement.

Based on the anticipated enrollments in the LCIE/Management division identified below, five additional faculty members are projected to be needed in the five year period. Of course, actual needs are dependant upon the accuracy of projections. Adjunct needs will also relate directly to student growth.

## IX. Academic Programs; LCIE/ Management, cont.

Census Projection  
Semester Students

	<u>95-96</u>	<u>96-97</u>	<u>97-98</u>	<u>98-99</u>	<u>99-00</u>
PolSci/					
PubMgt	35	45	50	55	60
HRM	5	15	25	35	40
BusAdm	311	342	360	377	400

Census Projection  
Quarter Students - Fall Term

	<u>95-96</u>	<u>96-97</u>	<u>97-98</u>	<u>98-99</u>	<u>99-00</u>
LCIE/UG	770	800	880	925	1000
LCIE/Grad	210	230	260	300	350
Eve Coll	34	50	65	75	100
MBA	250	300	350	400	430

Census Projection  
Quarter Students - Winter Term

	<u>95-96</u>	<u>96-97</u>	<u>97-98</u>	<u>98-99</u>	<u>99-00</u>
LCIE/UG	780	815	900	950	1100
LCIE/Grad	280	300	330	360	400
Eve Coll	30	55	70	80	110
MBA	255	310	360	410	450

Census Projection  
Quarter Students - Spring Term

	<u>95-96</u>	<u>96-97</u>	<u>97-98</u>	<u>98-99</u>	<u>99-00</u>
LCIE/UG	700	715	730	750	775
LCIE/Grad	250	270	295	315	330
Eve Coll	24	50	65	70	100
MBA	225	270	300	350	400

**IX. Academic Programs; LCIE/Management, cont.**

**Census Projection  
Quarter Students - Summer Term**

	<u>95-96</u>	<u>96-97</u>	<u>97-98</u>	<u>98-99</u>	<u>99-00</u>
LCIE/UG	475	515	530	550	575
LCIE/Grad	150	170	185	205	225
Eve Coll	15	25	40	60	75
MBA	150	200	250	300	350

**Census Projection  
Trimester Students**

	<u>95-96</u>	<u>96-97</u>	<u>97-98</u>	<u>98-99</u>	<u>99-00</u>
Fall	200	225	250	270	290
Spring	200	225	245	260	280
Summer	168	200	210	225	230

**Ten Year Vision**

The LCIE/Management Division has an unparalleled opportunity to grow by meeting the needs of area businesses and their employees. Our flexibility and rapid response to corporate and individual needs is unique among higher education institutions. We want to be the first choice of business and industry in addressing its educational and training requirements in our region.

## IX. ACADEMIC PROGRAMS

### E. Sciences

**Course Offerings:** The Science Division includes 103 different course offerings distributed in the following fields:

Anthropology	2	Earth Science	3
Biology	22	Mathematics	16
Chemistry	14	Physics	2
Criminal Justice	9	Psychology	16
Computer Science	10	Sociology	9

**Student Enrollment:** This year, students were enrolled in 13,632 credit hours of Science Division coursework. There are a total of 326 Science Division student majors:

Anthropology	-	Earth Science	-
Biology	99	Mathematics	12
Chemistry	16	Pre-Medicine	6
Criminal Justice	57	Psychology	86
Computer Science	42	Sociology	8

**Faculty:** The current Science Division faculty consists of:

	Full-Time	Adjunct
Biology/Med Tech	3	1
Chemistry/Physics	3	1
Computer Science	1.5	0
Criminal Justice	1	1
Earth Science	1	0
Mathematics	4.5	0
Psychology	3	0
Sociology/Anthropology	2	1

**Facilities:** The Science Division is housed in Young Hall. Young Hall is a four story brick building with faculty offices, classrooms, an animal room, a greenhouse, four biology laboratories, a chemical storage/dish wash/ prep room, a tissue culture student-assistant work room, a sound deadened room for psychology student labs, three chemistry laboratories, and a computer room.

**IX. Academic Programs; Science, cont.**

Recently the Physical Plant office installed several safety enhancements in Young Hall, including wall switches to shut off natural gas in the event of an emergency. The classroom space in Young Hall is shared with other divisions, creating a high demand and utilization rate for space in Young Hall.

**One Year Action Plan**

Consider the addition of an Environmental Science emphasis.

Continue to look for internship opportunities in the Criminal Justice program.

Investigate an Earth Science major, including several proposals for new courses.

Offer sections of two new courses: Oceanography and Environmental Geology.

Propose a new course in the history and philosophy of Mathematics.

Incorporate Scheme Programming Language into the Computer Science freshman courses.

Propose a health psychology course to be developed in the Spring of 1996 for Fall scheduling.

Add laboratory components to several psychology courses to fully utilize the laboratory and enhance course material.

Begin major renovation of laboratories in conjunction with the renovation of Young Hall.

Complete the addition of safety equipment to laboratories in Young Hall.

Begin a phased addition of equipment for the physics laboratory.

Update the DEC system 5100 to OSF/1.

Upgrade software, including compilers and operating systems, to new versions.

Upgrade faculty workstations to support work in Mathematics and Computer Science.

**IX. Academic Programs; Science, cont.**

Acquire necessary equipment for the Earth Science laboratories.

Install computer network line drops in the Psychology Teaching Laboratory, and install at least three systems in the lab.

Increase student enrollment for the 1995-96 school year from 13632 credit hours to 14050 credit hours. Increase majors enrolled to the following:

Bio/Med Tech	95	Mathematics	15
Chem/Physics	20	Psychology	90
Computer Science	45	Sociol/Anthro	12
Criminal Justice	60		

**Five Year Program Goals**

Update courses with new trends and material.

Continue to expand the new Environmental Science emphasis.

Offer more "unique" criminal justice topics under "Special Topics in Criminal Justice".

Propose, develop, and start the anticipated Earth Science bachelors degree program.

Explore the possibility of developing an Environmental Science emphasis within three areas: Biology, Chemistry, and Earth Science. The Earth Science version of this program could be focused toward public school teachers.

Update mathematics courses on a regular basis, particularly Computer Science, as this field evolves.

Propose a Health Psychology course in 1995-96, with possible implementation in 1996-97.

Evaluate, on an annual basis, all courses for currency, relevance, and centrality to Lindenwood's mission, and make updates and replacements when and where needed.

**IX. Academic Programs; Science, cont.**

Work with the Facilities Office to coordinate the renovation of laboratories in Young Hall.

Isolate instrumentation from radio interference.

Develop procedures for storage and disposal of chemicals, and reorganize the chemical storage room.

Acquire core instrumentation by working closely with local corporations for donations of equipment, as well as purchase selective pieces of new equipment.

Add fourth floor computer lab for the use of course-related software.

Install computer lines and facilities in the Psychology teaching laboratory.

Construct an astronomical/meteorological observation deck on the roof of Young Hall.

Continue to increase student enrollment as shown below:

**Annual Credit Hour Projections**

	<u>95-96</u>	<u>96-97</u>	<u>97-98</u>	<u>98-99</u>	<u>99-00</u>
Biol/Med Tech	2300	2392	2464	2513	2538
Chem/Physics	2000	2080	2142	2185	2207
Computer Sci	600	660	726	762	800
Crim Justice	900	990	1089	1143	1201
Earth Science	550	633	727	800	840
Mathematics	3800	3952	4071	4152	4193
Psychology	2200	2288	2357	2404	2428
Socio/Anthro	<u>1700</u>	<u>1768</u>	<u>1821</u>	<u>1857</u>	<u>1876</u>
TOTAL	14050	14763	15397	15816	16083

**Major Enrollment Projections**

	<u>95-96</u>	<u>96-97</u>	<u>97-98</u>	<u>98-99</u>	<u>99-00</u>
Biol/Med Tech	95	99	102	104	105
Chem/Physics	20	24	29	35	41
Computer Sci	45	50	54	57	60
Crim Justice	60	66	73	76	80
Earth Science	-	15	30	38	47
Mathematics	15	16	16	16	17
Psychology	90	94	96	98	99
Socio/Anthro	<u>12</u>	<u>12</u>	<u>13</u>	<u>13</u>	<u>13</u>
TOTAL	337	376	413	437	462



**IX. Academic Programs; Science, cont.****Ten Year Vision**

Through the academic years 2000-01 to 2004-05, the Science curriculum will become increasingly applied and technological, as the marketplace for new graduates increases its demand for immediately applicable skills that are relevant to addressing global economic, social, and environmental challenges. Most of our majors will incorporate larger computer skills components. We will progressively shift the emphasis of our courses from classical theory to a more balanced mix of basic theory and contemporary applications of the classical concepts. Relatedly, we see internships increasingly becoming a regular part of each student's curriculum.

We anticipate that the greatest student growth will be in the areas of Computer Science and Environmental Science. Our Criminal Justice and Psychology programs should also continue to draw substantial numbers of students through this period. Additionally, we will be interested in exploring possibilities for new programs that combine social physical sciences with the health care fields. In general, we anticipate that division-wide enrollments will gradually level off and then remain healthy and stable. We should need to add only a few adjunct faculty members -- and no full time instructors-- between 2000 and 2005.

By the year 2000, the renovation of Young Hall will be complete in every detail. We envision a "science hall" that is the envy of every college in the region. With ultra-modern classrooms, plentiful multimedia and distance-learning capabilities, and state-of-the-art equipment available in all disciplines, Lindenwood's Science programs will produce graduates who are among the best educated in the country and among the best prepared to meet the complex challenges posed by the 21st century.

## X. STUDENT SUPPORT SERVICES

### A. Admissions

#### Undergraduate/Day Admissions

The purpose of the **Undergraduate/Day Admissions Office** is to recruit students into the traditional undergraduate program. This includes the undergraduate resident students, as well as the full-time and part-time undergraduate commuting students.

The office is currently staffed by a Director, an Assistant Director, three Counselors, a part-time International Student Advisor, and an Office Manager. All athletic coaches also have responsibilities to the undergraduate admissions office in the recruitment of athletic team members.

The undergraduate/day admissions is housed in the "Teahole", a modern looking structure in the center of the campus.

#### One Year Action Plan

Meet the College recruitment goals for the Fall 1995 and Spring 1996 semesters.

Develop a tracking program to maintain continuing contact with students from inquiry through term start.

Host a "Campus Information Day" for high school guidance counselors.

Investigate the feasibility of using alumni to support recruiting efforts.

Establish more effective office procedures that will maximize efficiency and establish a system for processing inquiries, applications, and financial aid.

Improve the physical appearance of the Teahole facility.

Increase the average GPA and ACT scores of incoming freshmen from the previous year.

#### Five Year Program Goals

Meet and exceed the recruitment goals established by the College.

**X. Student Support Services; Admissions, cont.**

Develop and improve tracking programs of students from the time of inquiry to the time of matriculation.

Expand recruitment of commuter student population.

Integrate the Admissions Office information system with other elements of the College.

Develop a comprehensive professional growth development program for admissions representatives.

Focus recruitment efforts on students demonstrating higher high school grade point averages and ACT scores.

**Graduate and Adult Professional Admissions**

The purpose of the **Graduate and Adult Professional Admissions Office** is to recruit students into the quarter, trimester, and semester terms. The students include LCIE undergraduates, LCIE graduate, graduate education, professional counseling and MBA programs. During the 1994-95 school year, this office recruited a total of approximately 1300 new students.

The office is staffed by a Director, Associate Director, three Counselors at the main campus, and one Counselor at the Westport site. Two graduate assistants also work in the office.

This function is located in the first floor of Roemer Hall.

**One Year Action Plan**

Increase the number of prospective inquiries by establishing a more aggressive referral plan.

Secure a higher percentage of inquiries into matriculated applicants (goal of 50%).

Develop a more detailed tracking system to identify the demographics of the students recruited.

Expand recruitment efforts directed at the MBA program, the MFA program, and business related programs.

**X. Student Support Services; Admissions, cont.**

Expand sponsorship of effective marketing and recruitment activities, and build a master calendar of activities to coincide with various start dates.

Expand corporate visibility with systematic courtesy calls to area businesses.

Implement updated promotional materials designed for the potential adult student.

Develop a recruitment plan to support the adult weekend and adult daytime program.

Expand Admissions staff development in student activities related to the adult student.

**Five Year Program Goals**

Meet the recruitment goals established by the College.

Assist in the establishment of off-site teaching in the corporate setting.

## X. STUDENT SUPPORT SERVICES

### B. Financial Aid

The primary service of the **Financial Aid Office** is to collect and process all data necessary to provide Lindenwood College Grants and Scholarships and Federal Title IV Aid to all students requesting assistance.

The Financial Aid office assisted with 2,800 applications for financial aid this year. The office is staffed with four full time employees.

#### **One Year Action Plan**

With the current growth in enrollment, the Financial Aid department will serve approximately 3,500 students in the 95-96 academic year. The majority of this anticipated growth is in the LCIE (Lindenwood College Individualized Education) Program. To meet the demands of this growing enrollment, the Financial Aid office goals for the current year include:

Investigate networking the F.A. computer with the business office computer, with "view only" privileges to certain fields of information on each student.

Send two staff members to a seminar update on financial aid regulations of the Department of Education.

Update the facilities, including paint and increased lighting.

Research electronic receipt of Missouri Grant checks.

Study ways to improve the quality of service at minimal cost.

#### **Five Year Program Goals**

The Financial Aid office will continue to search for new automation to enhance and expedite our operations.

## X. STUDENT SUPPORT SERVICES

### C. Butler Library

The **Butler Library** provides acquisition, cataloging and maintenance of library materials, reference service, **library instruction, compact disk databases,** government documents, internet access, curriculum library, circulation of materials, interlibrary loan, INFOPASS, reserve, and library guides.

The library is open 86.5 hours per week during the academic year, and serves all students at all levels from incoming freshmen to graduate students, faculty, staff, and administration.

The current staffing is 2 full-time librarians, responsible for administration, reference, cataloging, library instruction, government documents; and 2 full-time support staff responsible for acquisitions, circulation, periodicals, and collection management.

The facilities include:

- Card catalog, Manual circulation system
- 4 computers with CD-ROM drives loaded with databases such as PROQUEST, ABI-INFORM, ERIC, AND MCAT
- 1 work station devoted to OCLC cataloging and interlibrary loan access
- 4 computers devoted to Internet access
- Listening room
- Curriculum Library
- Video collection (570 titles)
- Government documents collection (39,331)
- Book collection (110,347 volumes)
- Thesis collection (1197 volumes)
- Periodical collection (10,142 bound volumes, 3754 microform reels)
- Audiovisual software (4037 items)

#### **One Year Action Plan**

Better serve the student by having a professional librarian present at all times the library is open.

Work toward meeting the American Library Association standards for college libraries.

Research security systems to protect the collection and prevent loss.

Expand databases to provide greater reference service.

**X. student Support Services; Library, cont.****Five Year Program Goals**

Provide an integrated reference environment with a common interface.

Make electronic information increasingly available via electronics and telecommunications.

Move from just-in-case periodicals collection to just-in-time information delivery. Emphasis will be on access to certain information resources rather than ownership.

Automated library information system accessible to students from onsite and remote locations at all times via computers and telecommunications.

- Online public access catalog

- Automated circulation

- CD LAN access

- Internet resources

- Online databases with document delivery options

- Automated interlibrary loan

- Automated acquisitions, serials control, inventory

## X. STUDENT SUPPORT SERVICES

### D. Housing

The **Housing Department** of the College provides housing assignments, furniture, telephone, mailbox, keys, communication of housing policies, and foodservice program administration. There are currently 1051 students living on campus, and housing needs for the 1995-96 year are anticipated to exceed 1150 students.

The Housing Department staff consists of a Dean of Students, a Director of Housing, 8 Resident Directors, and 58 Resident Advisors. The housing facilities for the 1995-96 school year consist of:

<u>Men</u>		<u>Women</u>		<u>Non-Traditional</u>	
Ayres	88	Irwin	147	Gamble	8
Cobbs	116	McCluer	120	LindenVillage	<u>20</u>
LindenVillage	84	Niccolls	130		28
LindenVillage	146	Sibley	100		
Parker	<u>152</u>	Watson	11		
	586	Stumberg	19		
		Eastlick	<u>15</u>		
			542		

Each year a residence hall is targeted to be renovated. Furniture, TV's, games, vending machines, laundry facilities, and lounges are provided as available.

#### One Year Action Plan

Renovate Sibley and Niccolls, by painting and replacing some carpeting and furniture.

Identify and serve non-traditional housing needs, i.e. single mother residence, and apartment style housing.

#### Five Year Program Goals

Work with Facilities Management to help design 2 new dormitories for construction during the period 1997-1999.



## X. STUDENT SUPPORT SERVICES

### E. Student Life

#### 1. Student Activities Program

The **Student Activities Program** provides extracurricular experiences to broaden the college experience through participation in clubs, organizations, intramural programs, social events and school spirit functions. While some non-traditional students are currently served, the program is essentially directed toward the more traditional, full-time, residential student.

The program is staffed with a full-time Director of Student Activities. In addition, there are thirteen Work and Learn students assigned to activities.

The Annual Christmas Walk is an a student activity event held in December. It is a program unique to Lindenwood College, and a time when the entire campus is on display to the community.

#### **One Year Action Plan**

The addition of several new student activities, including a freshman mixer, a welcome back dance, and movies during the semester.

The printing and distribution of weekly activity calendars to residential and commuter students.

The encouragement of staff and faculty to serve as advisors to student organizations.

#### **Five Year Program Goals**

To coordinate with Facilities Management in the development of a new student center in the period 1997-1999.

Expand the program to provide a greater variety of activities, reaching more students, including commuter and non-traditional students.

## X. STUDENT SUPPORT SERVICES

### E. Student Life

#### 2. Campus Life Management

The objective of **Campus Life** is to serve as the communications hub for the students, faculty, and staff of Lindenwood College. The three main communication components are telephone, mail, and written publications.

The Campus Life office is responsible for the operation of the College switchboard to help facilitate in a professional manner, communication between internal (students, faculty, staff) and the external (business, community, alumni) dealings of the College.

The Campus Life office is responsible for the daily operation of distributing incoming and campus mail in a timely and efficient manner.

The Campus Life office assists the administration and campus organizations in publicizing important events effecting our students.

#### **One Year Action Plan**

To organize the existing facility to create a welcome center for visitors, alumni, and prospective college recruits.

To increase efficiency of service provided by our student workers through employee training and performance evaluation programs.

#### **Five Year Program Goals**

To coordinate with Facilities Management in the development of a new student center in the period 1997-1999, in order to ensure the communication needs of the College's internal and external environments are met.

To research potential new communication forums, i.e. the internet, a local area network, or campus computer system.

## X. STUDENT SUPPORT SERVICES

### E. Student Life

#### 3. TAP Advising Program

All semester-based undergraduates are assigned an academic advisor. The purpose of the academic advisor is to assist the student in course scheduling each semester relative to the student's field of study. In addition, the advisor offers consultation on careers that pertain to the student's degree program. Finally, the advisor addresses interests, potentials, and weaknesses of each student to promote academic success.

The TAP (Talent Accomplishment Program) Advising System is designed to maximize student success through the use of intellectual, social, spiritual, creative, and physical activities prescribed by the Lindenwood College Mission Statement. Each semester, every student catalogs vocational and service experiences, significant accomplishments and awards earned, extra-curricular social involvement, and long term goals. A "running resume" is developed for advising purposes and eventual placement usage. Upon the student's senior year, the file and the student is transferred to the Office of Career Development for final packaging of the "running resume" in the form of a *Talent Transcript*.

Each semester, the Advising Office conducts "Choosing a Career" seminars in the College Community Living course designed for freshmen. The seminars are designed to educate students on the multitude of career options. Secondly, the seminars attempt to match student aptitudes, talents, and interests to suitable careers and majors through a battery of assessment instruments.

The "GOGET'EM" Advising program attempts to identify students who may potentially encounter difficulty in certain subject matter and who have a history of experiencing academic difficulty. The "GOGET'EM" program assigns a mentor, in addition to the advisor, who assists the student in ensuring all measures are taken to improve academic performance.

#### One Year Action Plan

Educate faculty on usage of TAP Advising information through faculty workshops.

**X. Student Support Services; TAP Advising Program, cont.**

Educate faculty on usage of the on-line advising system through faculty workshops.

Increase the retention rate by two percent.

**Five Year Program Goals**

Obtain 100% support and usage by the faculty and staff for the TAP Advising Program.

Reach 100% utilization of the computerized advising system by the advisors.

Offer our services and advertise the TAP Advising Model to LCIE students.

Increase retention rates by two percent per year.

Use computer technology to make the TAP Advising information readily available for any student.

## X. STUDENT SUPPORT SERVICES

### E. Student Life

#### 4. Career Development Program

There are five steps centered around the Career Development plan for each student. First, an assessment and recognition of one's talents and interests is conducted. Second, the multitude of career options are explored through a battery of tests. Third, career development assists the student in experiencing and researching options and areas of interest through community service and internship placement. Fourth, the accumulation of positive experiences are cataloged in the "running resume" or *Talent Transcript*. Finally, the office assists in career placement, or the utilization of life skills, community values, and talents.

**Countdown Senior Seminar:** This seminar is designed to cover last minute details in career preparation prior to entering the pool of job-hunting candidates and pull together a smooth closure of all other programs in which the individual has been involved. This program works at assuring academic standards are met, social interaction skills are polished, and occupational expectations are established. The seminar focuses on resume writing, networking, job-hunting, and interviewing. Following the seminar, "fifteen minute interviews" are role played in which individual plans are developed.

**LIONetwork Book - The Talent Transcript:** Lindenwood helps each student construct a *Talent Transcript* based on the student's experiences while attending Lindenwood College. All seniors completing the *Talent Transcript* are included in the *LIONetwork Placement Catalog* which is distributed to over 400 key leaders in the community through Lindenwood's administrative staff, board of directors, alumni office, faculty, and employer members of the *LIONetwork*. Every person in the 1993 and 1994 editions were placed in full time employment or graduate school within six months of graduation.

**LIONetwork Opportunity Bank:** The *LIONetwork* computer system is a job bank comprised of current openings for full-time, part-time, summer, and internship openings. The job bank is available to any Lindenwood student or alumni. Over 1000 employment opportunities are listed in the job bank per semester. Openings are posted in the Career Development Center and selected openings are referred to the Division Deans according to the field of study.

**Career Testing:** Various tests and indicators are used as guides in educating the students on the multitude of career opportunities. These indicators assist in matching student talents, interests, competencies, and aptitudes to these career opportunities.

## **X. Student Support Services; Career Development, cont.**

**Internship Coordination:** Internship opportunities help students grow through practical experience. Lindenwood offers students the opportunity to intern for college credit in most departments of study. Lindenwood offers assistance in coordinating these internships not-for-credit as well.

**Career Day:** Each year, Career Development sponsors a Career Day. This year 50 employers and 190 students participated. Career Day is designed to assist students in making initial contacts with employers and to release the *LIONetwork Catalog*. This year, over 300 interviews were generated as a result of the Career Day.

**Gateway Placement Association:** Lindenwood College is a member of the Gateway Placement Association. Gateway Placement Association offers the latest in Career Planning techniques and strategies. GPA offers its own career fair in the spring of each year.

### **One Year Action Plan**

Expand contact base of LIONetwork to 600 influential community leaders.

Assess the demand of a second career day.

Expand the target market from residential students to include LCIE and other non-traditional students.

### **Five Year Program Goals**

Become nationally recognized as an advising and career development model through the *Talent Accomplishment Program Advising Model*.

Expand the mailer of the *LIONetwork Catalog* to 1000 influential community members.

Offer one Career Day each semester, two per year.

Improve placement tracking system of graduates and alumni.

Attract more guest lecturers to present seminars on careers, interviewing, resume writing, and presentation.

Increase participation in the *LIONetwork Catalog* by 20% each year.

Actively advertise our services to LCIE students through faculty contacts, phone calls, and correspondence.

## X. STUDENT SUPPORT SERVICES

### E. Student Life

#### 5. Work and Learn Program

**The Work and Learn Program** offers residential students the opportunity to work in an on-campus student position to defray the cost of schooling. The main objective of the program is to provide practical growth experiences to the undergraduates through meaningful work assignments on campus. All residential students are allowed to participate and 99% chose to take advantage of this option.

The Work and Learn package allows the student to work 10 hours per week, 150 hours per semester, 300 hours per year for a maximum of \$1,500 award to their account. Several work and learn positions are available under six major areas of assignment. The six major areas are: Campus Life, Athletics, Academics, Facilities, Food Service and Performing Arts.

The participation in the program varies with enrollment. Each semester, students are appraised and the top 10 - 15% performers are honored as LindenLeaders.

##### **One Year Action Plan**

Increase the percentage of student completion of work hours by 5%.

Integrate student leadership into the plan.

Provide more opportunities for community work service through the Work and Learn program.

##### **Five Year Program Goals**

Serve as a model for other schools across the country that demonstrates the value of work and learn and community service as it relates to recruitment, student development, and placement

Continue to increase the percentage of student work completion in the program by 5% each year.

## X. STUDENT SUPPORT SERVICES

### E. Student Life

#### 6. TAP Learning Center

The **TAP Learning Center** provides assigned tutoring, study groups, special needs tutoring, student athlete support, refresher courses, and basic skills testing. During the current school year, the TAP Learning Center has tutored over 1000 undergraduate students in nearly all general education courses. Moreover, the facilities provided by TAP have been used nearly 6000 times this academic year.

The TAP Learning Center is staffed with one full time director, one part time education advisor, and two part time assistants. In addition there are 30 students working as undergraduate tutors.

#### **One Year Action Plan**

Increase faculty support and involvement, and encourage volunteer tutoring.

#### **Five Year Program Goals**

Provide diagnostic testing in reading and math for all incoming freshman and transfer students identified as "at risk" by a course professor.

Continue to evaluate student needs and enhance, change, or add programs accordingly.



## X. STUDENT SUPPORT SERVICES

### E. Student Life

#### 7. Chaplain Services

**The Chaplain's Office** provides counseling and support of students. Services provided include:

- A place to ask questions and voice concerns
- Short term crisis intervention
- Crisis and counseling referral
- Workshops and training for religious life
- Bible study
- Contact and referral to local churches and synagogues
- Student religious organizations
- College community living course
- Annual mission/service trip
- Resident Director/Resident Assistant training and support

#### **One Year Action Plan**

Set up a contact system for reaching local and Presbyterian Churches in an effort to identify students both for recruitment and for interaction with the Chaplain's office.

Increase student participation in campus religious organizations.

Involve representatives of local churches in planning processes.

Increase uses for Sibley Chapel.

#### **Five Year Action Plan**

Investigate possible areas for student interaction/fellowship.

Expand community service opportunities.

Expand course possibilities in religious service, theology, religion.

Develop Ecumenical worship services on campus.

Increase the number of Presbyterian students on campus.

## X. STUDENT SUPPORT SERVICES

### E. Student Life

#### 8. Community Services Program

The **Community Services Program** places students in community volunteer positions, as a means of providing students with valuable experience in the workplace, and as a means to support service to the community by the College.

Students fulfill work and learn obligations by working in the Community Services Program. The program is available to all students in their junior and senior years. Performance evaluation and/or letters of recommendation are provided by the student's supervisor, and are kept in the students permanent file.

##### **One Year Action Plan**

Increase program to involve more students.

Involve representatives of local organizations in planning process.

##### **Five Year Action Program Goals**

Expanded community service opportunities.

Possible course work in service, volunteerism, social responsibility.

## X. STUDENT SUPPORT SERVICES

### F. Athletics

The purpose of the **Interscholastic Athletic Program** is to provide a variety of extra-curricular activities for Lindenwood students.

The present components of the program are 17 varsity sports, including Football, men and women's Soccer, men and women's Cross Country, men and women's Basketball, men and women's Golf, men and women's Outdoor Track, men and women's Baseball, Softball, Volleyball, and Wrestling. In addition, the Cheerleader program and Athletic Training program supports the Athletic Program.

Last year a total of 472 student athletes participated in 17 sports, 23 students participated in the cheerleading program, and 35 students participated in the Athletic Training program.

**Faculty:** The Athletic program is currently staffed by an Athletic Director and sixteen staff members. Fifteen are full-time employees of the College. All work in numerous teaching and staff activities, in addition to their coaching responsibilities. Eleven graduate assistants are involved in the Athletic program.

**Facilities:** Athletics is currently housed in the following facilities:

Hunter Stadium - astro-turf soccer/football field, with 6,000 seating capacity.

Field House - classrooms, locker rooms, coaches offices and athletic training facility.

Fitness Center - includes 3-lane indoor running track, weight machines and aerobic machines. The center is used by the Wrestling, Track and Field, Cheerleaders and Dance line participants.

Sports Complex - this rented facility in Bridgeton is utilized by the volleyball, men and women's Basketball programs.

Baseball and Softball fields

Outdoor Track - 6 lane all-weather track

Practice Field - located inside the track, this field is used for JV Soccer matches.

**X. Student Support Services; Athletics, cont.****One Year Action Plan**

Continue the sponsorship of 17 varsity sports and initiate Swimming as a club activity.

Increase the number of student athletes certified for athletic eligibility to 500 student athletes, and secure additional growth in the support activities (Cheerleaders, Athletic Trainers, Managers, Dance Line, and Band).

Coordinate with Facilities Department in the design and completion of the gymnasium/sports performing center.

Complete the fencing at the Baseball and Softball fields.

Replace the press box at Hunter Stadium.

Conduct an analysis of the repairs and renovations needed for Hunter Stadium.

Complete roofs at the baseball dugouts.

Purchase portable bleachers for Baseball, Softball, and Track.

Strengthen student participation in the athletic study hall in the TAP Center.

Develop a Booster Club and implement a season ticket program.

Improve the Student Ambassador program.

Implement at least two programs within the community and school systems to promote the College and Athletic programs.

**Five Year Program Goals**

Continue expansion of student participation in the Athletic program.

Strive for high academic performance by the student athletes.

Implement a Swimming/Diving program.

**X. Student Support Services, Athletics, cont.**

Continue awareness and compliance with gender equity issues.

Maintain current coach-player ratio in the Athletic program by greater use of graduate assistants in the developmental levels of the program.

Initiate renovations of Hunter Stadium.

Create a Cross Country course and Nature Fitness course on campus.

Broaden the Athletic program participation in the community and in the local school systems.

## XI. ADMINISTRATIVE SERVICES

### A. Personnel Services

The function of the Personnel Services Office is to maintain personnel records, administer the payroll and benefits program, supply staff and faculty manuals and health plan literature to employees, maintain and post required government notices, and coordinate Worker's Compensation benefits.

Staff: The Office is staffed by a Director of Personnel.

Facilities: The Personnel Services office is located on the first floor of Roemer Hall.

#### **One Year Action Plan**

Investigate computer program to enable easier access of personnel data.

Prepare new employee orientation material in a package form, including a welcoming cover letter.

#### **Five Year Program Goals**

Investigate a computer system to track employees vacation, sick, and personal days off.

Initiate a system for historical personnel data.

Continue to be responsive to the needs of employees.

## XI. ADMINISTRATIVE SERVICES

### B. Operations/Facility Care

The purpose of the Operations/Facility care function is to:

- Manage the business operations of the College.
- Maintain facilities and grounds.
- Respond to students, faculty and staff when repair and maintenance services are needed.
- Proactively service buildings and equipment to increase useful service life.
- Provide security services for students, faculty, staff, and facilities.

**Staff:** The Operations/Facility care function is staffed by a Business Manager, a Director of Facilities and Security, a Communications Coordinator, 6 tradesmen skilled in various trades, 1 groundsperson, and 9 housekeepers.

**Facilities:** The Communications office for the Operations/Facility care function is located in the lower level of Roemer Hall. This is the central clearing location for job assignments, supplies, requests, and complaints.

Storage for large maintenance equipment and a maintenance work area is located in the Green Shed.

#### **One Year Action Plan**

- Aid maintenance employees in making the most efficient use of their workday to meet the needs of our growing student population.
- Develop effective work and learn programs whereby a team of students is responsible for the upkeep of a zone under the direction of a maintenance employee.
- Empower employees to proactively assess the needs and potential difficulties in their zones and supervise the completion of the improvements.
- Actively seek ways to continually raise the standards of the upkeep of the grounds and buildings of the College.
- Make continuous strides to comply with ADA regulations.

**XI. Administrative Services; Operations/Facility Care, cont.**

Maintain accurate manuals recording the general servicing and repairs of all physical plant equipment and machinery.

Educate employees on cleaning techniques that will allow them to do efficient, high quality work.

**Five Year Program Goals**

Implement campus wide energy savings program.



## XI. ADMINISTRATIVE SERVICES

### C. Public Relations

The purpose of the **Public Relations** office is to present, in a positive light, Lindenwood College programs to the external media, as well as internal publics.

The office is currently staffed by a Public Relations Director, a graduate student, and 4 work and learn students. The function is housed in Room 102 of Roemer Hall.

The present components of the program include media contact and news releases with external media, creation of publications for internal relations, writing, design, and bidding and distribution of College publications, preparation of advertising and marketing plans, and teaching in the public relations environment.

#### *One Year Action Plan*

Redesign the LINDENWORLD to better meet the academic needs of the Art Design and Communications student majors.

Increase recognition of faculty members through articles and publications within the COMMUNIQUE.

Implement a Communications Master Plan.

Secure additional print-related computer equipment to expand design opportunities.

Include the Public Relations office in the College information network.

Increase the visibility of Lindenwood College in the local news media.

Propose a basic advertising program to be used throughout the school year.

Study space and staffing needs required to meet expanding office expectations.

**XI. Administrative Services; Public Relations, cont.****Five Year Program Goals**

Develop a Public Relations Advisory Committee.

Establish a crisis response plan.

Establish a Speakers Bureau of College employees.

Expand the physical space available for the Public Relations function.

Develop a better designed, more cohesive admissions materials packet.

## XI. ADMINISTRATIVE SERVICES

### D. Institutional Development

The **Institutional Development** Office engages in fund raising and development activities that support the mission of the College in general and specific funding needs in particular.

The office is staffed by a Director of Institutional Advancement, a major funds development officer, a part-time office manager, and 4 work and learn students. The function is currently housed in the executive wing of Roemer Hall. It consists of three offices and a common area.

The present components of the program include an annual funds campaign, a capital campaign for the gymnasium/performance arena, endowment and deferred giving activities, and the publication of quarterly newsletter.

#### **One Year Action Plan**

Establish two Key Giver donor recognition clubs.

Conduct a fall phone-a-thon focused on recent graduates.

Develop a program to convert non-donor alumni to alumni donors.

Secure higher giving participation by the faculty and staff.

Achieve an annual fund raising goal of \$900,000.

Implement the Endowed Scholarship program of \$75,000.

Complete the Capitol Campaign for the Performance Center.

#### **Five Year Program Goals**

Increase annual fund raising by 5% annually.

Increase corporate gifts by 5% annually.

Communicate the merits of a Butler Society, the key recognition society for current givers.

**XI. Administrative Services; Institutional Development, cont.**

Develop new annual giving level clubs, including the President's Circle for \$5,000 annual gifts, and the Second Century Circle for \$1,000 annual gifts.

Implement an endowed scholarship program in conjunction with the Honors Convocation with a goal of \$290,000.

Develop and implement programs that **create** support for deferred giving.

## IX. ADMINISTRATIVE SERVICES

### E. Alumni Relations

The purpose of the **Alumni Relations** Office is to maintain updated records and continued contact with the graduates of Lindenwood College, and support the fund raising activities of the Institutional Development Office. The office is staffed by a Director of Alumni Relations. This function is currently housed in the Executive Wing of Roemer Hall.

The present components of the program are the maintenance of updated records of all alumni, the publication of the Connection, the implementation of an annual Career Symposium using the alumni from across the country, participation in the annual Career Fair, and implementation of various alumni meetings, including the Butler/Sibley Society Dinner, the alumni receptions, and various alumni meetings and functions.

#### **One Year Action Plan**

Publish four issues of Connection, the alumni newsletter.

Increase alumni student recruitment efforts by 5%.

Increase the number of alumni contributing to the College by 5%.

Upgrade the Career Symposium and coordinate with the Job Fair sponsored by the Career Development Office.

Improve accuracy of the alumni database.

#### **Five Year Program Goals**

Increase number of alumni contributing to the College.

Build a volunteer network that provides support to all College divisions.

Increase alumni sponsored events.

Increase alumni recruitment efforts.

Maintain regular contact with 11,500 alums of Lindenwood College.

## XI. ADMINISTRATIVE SERVICES

### F. Registrar

The Office of the Registrar provides registration services of student populations, evaluates transfer credits, oversees articulation agreements with area colleges, completes enrollment verifications and deferments, records grades and maintains transcript information, performs degree audits and graduation certificates, certifies athletic eligibility, fills transcript requests, facilitates classroom scheduling, identifies students for academic difficulties and honors, complies with government reporting requirements, and coordinates commencement.

The Office of the Registrar is dedicated to the service of the student as a customer, providing support to the administration, staff, and faculty and fostering communication between academic and student services. Located in the lower level of Roemer Hall, the office is staffed with a Registrar, Assistant Registrar, Technical Support Coordinator, and two Data Coordinators.

#### **One Year Action Plan**

Implement a degree audit during the junior year for all current students.

Reduce the bureaucratic elements of people processing by increasing clarity about academic policies and procedures and decreasing the turnaround time on transcripts, deferments and other requests.

Enhance system management of the registration information system by incorporating more computer applications to meet the challenges of adult learners, strategic planning, assessment, tracking, and administrative access.

Increase coordination between internal College offices serving students.

Initiate transfer articulation agreements with 20 area colleges.

#### **Five Year Program Goals**

Expand the Academic Advisement/Degree Audit System to include all degree-seeking students.

Have transfer articulation agreements for 100 colleges in the area.

**XI. ADMINISTRATIVE SERVICES, Registrar, cont.**

Consider a second commencement ceremony in December to accommodate the non-traditional learners academic cycle.

Prepare a degree audit transcript for each degree-seeking student to assist the student and advisor in scheduling.

## XI. ADMINISTRATIVE SERVICES

### G. Business Office

The Business Office is responsible for the financial record keeping of the College. This includes management of all student billing and collection, processing of Perkins loans, weekly accounts payable processing, monthly payroll and payroll benefits management, cash management and investment, financial statements, and annual reports.

The Business Office is located in the first floor and lower floor of Roemer Hall, and is staffed by the Controller, Business Office Manager, and 9 full-time employees.

#### **One Year Action Plan**

Upgrade of current software and hardware to better serve the growing student population.

Reduce the current percentage of accounts receivable.

#### **Five Year Program Goals**

To upgrade the computer system to allow integration with other internal departments on campus.

To encourage the staff to improve upon their current abilities and responsibility to make the office more effective as a whole.



# XI. ADMINISTRATIVE SERVICES

## H. Bookstore

The **Bookstore** operates in the lower level of Roemer Hall, and serves all students from all teaching locations. The Bookstore prepares books for sale for the following semester, quarter, and trimester schedules. Logo merchandise, office supplies, and various sundry items are also available at the bookstore.

In addition, the Bookstore management oversees the reservation and distribution of graduation caps and gowns, the scheduling of graduation photos, the ordering of class rings, the facilitation of campus purchase orders, the acquisition of vending equipment and supplies, the metering of postage on all outgoing mail, and the shipping and receiving of all college goods.

### **One Year Action Plan**

Increase Lindenwood spirit merchandise available for sale.

Increase accuracy of textbook ordering by coordinating with the Registrar's Office regarding class enrollment information.

Coordinate with the Athletic department for planning of the concession area in the new gymnasium/sports performance center.

### **Five Year Program Goals**

As space becomes available through acquisition of property, the bookstore plans to expand in order to better meet the ever growing demand for books, class materials, and spirit merchandise.

## XII. EXECUTIVE SUMMARY

During the next decade Lindenwood College will continue its development toward a fiscally stable, high quality academic institution that provides educational opportunities to a broad range of students with various needs. Student enrollment growth is expected to increase from 5100 students to 8100 students, programs are expected to be expanded to various off-campus sites, and program offerings are expected to be modified to meet the changing needs of our student body. Each component of Lindenwood College is committed to continued growth and development of the institution.

With the opportunities come challenges. Increasing competition brought on by tax supported institutions and a growing resistance to additional tuition increases by students will challenge our ability to accomplish the goals outlined in the Strategic Plan. Constant review of the effectiveness of educational programs and services must occur in order to ensure the viability of our institution in the 21st century.

**LINDENWOOD COLLEGE**  
**STRATEGIC PLAN**  
Supplemental Update, 7/25/97

**Introduction**

Now the fastest growing established four year higher education institution in Missouri, Lindenwood's Strategic Plan must deal with the complexities of expanding it's learning community to accommodate a rapidly growing student body, maintaining the excellence of it's faculty and support staff, and continuing improvements and extensions of its physical facilities.

### III. GENERAL ASSUMPTIONS (changes only)

#### **Students**

1. The size of the student body of the core undergraduate college will stabilize in the near future with about 1400 (previously 1300) residential students and 1200 (previously 1000) commuters. The size of evening, weekend, and off-campus programs, aimed primarily at adults, will continue to rise.
6. Sufficient permanent housing for 1400 (previously 1300) residential students will become available, replacing the temporary facilities currently in use.

#### **Facilities**

10. (Addition) The College will also maintain an aggressive approach to housing acquisition in the area known as Linden Terrace for use as residential student housing.

#### **Academic Programs**

(New) The College will adjust its programs, structure and delivery systems to accommodate potential significant growth in the graduate and adult markets at both local and extended sites in all Divisions.

**THREE YEAR BUDGET PROJECTION**  
**JULY 1997**

<b>REVENUE</b>	<b>UNAUDITED ACTUAL 1996 - 1997</b>	<b>BUDGET 1997 - 1998</b>	<b>PRELIMINARY BUDGET 1998 - 1999</b>	<b>PRELIMINARY BUDGET 1999 - 2000</b>
Tuition, Room, Board	35,498,903	35,200,000	36,400,000	38,650,000
Fees	716,780	650,000	700,000	750,000
Auxiliary - Net	478,210	450,000	500,000	550,000
Gifts	618,205	1,000,000	1,000,000	1,000,000
Investment Income	845,235	650,000	850,000	1,000,000
Miscellaneous	76,175	50,000	50,000	50,000
<b>Total Revenue</b>	<b>38,233,508</b>	<b>38,000,000</b>	<b>39,500,000</b>	<b>42,000,000</b>

**EXPENDITURES**

Personnel	9,342,468	10,000,000	11,000,000	12,000,000
Financial Aid	14,941,147	14,280,000	14,600,000	15,500,000
Academic Services	490,908	500,000	625,000	650,000
Student Services	295,243	250,000	325,000	350,000
Food Service	1,287,597	1,300,000	1,400,000	1,500,000
Plant Operations	631,169	700,000	750,000	800,000
Utilities	922,651	900,000	950,000	1,000,000
Insurance	148,321	170,000	200,000	200,000
Rent	113,411	150,000	150,000	160,000
Advertising	182,872	200,000	200,000	200,000
Athletics	318,142	350,000	400,000	400,000
Institutional Support	532,925	600,000	700,000	740,000
Debt Service - DOE	751,018	0	0	0
Capital Outlay	6,621,715	6,600,000	7,200,000	7,500,000
Contingency	1,653,921	2,000,000	1,000,000	1,000,000
<b>Total Expenditures</b>	<b>38,233,508</b>	<b>38,000,000</b>	<b>39,500,000</b>	<b>42,000,000</b>

## Notes to Financial Projections:

### INCOME

1. Student enrollment continues to rise, and is on target with the ten year goal of 800 students in 1989 to 8,000 students in 1999. (See enrollment by type included in this report.)
2. The Endowment Fund has grown steadily from \$600,000 in 1988 to \$11,000,000 today. Projections call for \$20,000,000 by the year 2000.

### EXPENSES

3. Lindenwood College continues to offer competitive salaries and wages. Faculty salaries are among the top regional averages for colleges of similar size.
4. Financial aid offered to incoming and continuing students remains a constant percentage of total tuition, and allows Lindenwood to provide financial assistance to qualified students.
5. A new College Division, Academic Services, was created to provide better service to an increasing number of students.
6. Student Services offers social opportunities in the form of dances, mixers, clubs, and other outside activities, designed to involve the student in the campus environment.
7. Lindenwood College has used an independent food service provider since 1989. Due to the economies of an increased number of students, food service costs per student have decreased from \$4.24 per student per day in 1989 to \$4.17 per student per day in 1997.
8. An energy study, performed in 1996, outlined several areas that the College could save electrical costs by investing in physical plant improvements. Approximately one half of these suggestions have been approved and implemented.
9. As off-campus programs increase, rent expense is expected to rise.
10. Athletic programs have grown to 19 sports, with more than 600 participating students.

**STUDENT ENROLLMENT BY TYPE  
UNDUPLICATED HEAD COUNT**

(Projections from original Strategic Plan are shown below. Actual figures are also shown where available. Student representation comes from 19 foreign cultures and 32 states. )

	<u>95-96</u>	<u>(Actual)</u>	<u>96-97</u>	<u>(Actual)</u>	<u>97-98</u>	<u>98-99</u>	<u>99-2000</u>		
Undergrad Resident (FT)	1175	(1236)	1250	(1250)	1275	1300	1325		
Undergrad Commuter (FT)	625	(625)	710	(837)	850	950	1050		
Undergrad Day (PT)	85	(96)	110	(142)	140	150	185		
Undergrad Evening	30	(43)	30	(21)	30	30	30		
Undergrad (LCIE)	970	(902)	1050	(1045)	1125	1250	1400		
Grad (LCIE)	690	(631)	770	(795)	860	950	1050		
MBA/MSA	275	(263)	300	(268)	330	365	400		
Grad (Ed/FA)	345	(862)	390	(880)	435	480	550		
Other (Early College Start Special Undergrad)	325	(315)	355	(452)	390	435	475		
Special Graduate	1100	(1063)	1210	(1165)	1325	1425	1550		
<b>TOTAL</b>	<b>5106</b>		<b>5620</b>	<b>(6036)</b>	<b>6175</b>	<b>(6855)</b>	<b>6760</b>	<b>7335</b>	<b>8015</b>

## V. FACILITIES

The Lindenwood College campus is comprised of 235 acres, 51 structures, and 92 mobile homes. Construction and acquisitions since the 1995 Strategic Plan include:

***Administration and classroom buildings:***

***Lindenwood College Cultural and Community Center***

***Dormitories:***

***Linden Terrace houses (20), Kingshighway houses (2)***

***Athletic facilities:***

***Robert F. Hyland Performance Arena***

***Maintenance facilities:***

***West Clay Maintenance Building (previously Norm's)***

***Other:***

***Alumni House***

***Drive-in property***

***Skating Rink***

***70' frontage on First Capitol Drive***

**Highlights for 1996-97**

\$ 200,000	Phase III, computer system installation
\$1,000,000	Campus renovation and repair
\$2,000,000	Property acquisition
<u>\$2,800,000</u>	Hyland Performance Arena
\$6,000,000	Total for 1996-97

**Projection for 1997-98**

\$1,000,000	Campus renovation and repair
\$2,570,000	Property acquisition
\$ 500,000	Computer/telecommunications improvements
\$ 500,000	Architectural drawings/site prep. for dormitory and/or student center
\$2,000,000	Reserve for new construction
<u>\$ 30,000</u>	Improvements to brick water tower
\$6,600,000	Total for 1997-98

**Projection for 1998-00**

\$2,000,000	Campus renovation and repair
\$ 200,000	Arboretum
\$2,500,000	Property acquisition
?	Construct dormitory
?	Construct student Center/Cafeteria



## Housing

To accommodate increasing numbers of residential students, all of the remaining privately owned mobile homes in Lindenwood Village were purchased for senior male housing. Four mobile homes were moved from LV1 to LV2, and four mobile homes were retired and demolished this year, continuing with the goal of making space for the new dormitory building.

Twenty-two homes were purchased over the last two years for use as senior women housing. Nineteen of the houses are in LindenTerrace, a four block area adjoining the campus property off of Droste Road. One house adjoins the College on Duchesne Drive, and two houses are on Kingshighway.

Current housing capacity is 1,421. Student enrollment for fall is currently 1,415.

### Women

Eastlick	14
Irwin Hall	149
McCluer Hall	120
Niccolls Hall	139
Sibley Hall	108
LindenTerrace	116
First Cap/Carriage	15
Kingshighway (2)	10
Stumberg	18
Watson	<u>11</u>
	<b>700</b>

### Men

Ayres Hall	87
Cobbs Hall	115
Parker Hall	152
LindenVillage #1	72
LindenVillage #2	<u>284</u>
	<b>700</b>

### Non-traditional housing:

#### Women

Resident Directors	4
Married Students	5
Single Parents	<u>4</u>
	<b>13</b>

#### Men

Resident Directors	3
Married Students	<u>5</u>
Single Parents	<b>8</b>
<b>Total Housing</b>	<b>713</b>

**708**

# Environmental Management

*Environmental Management is a newly established Department of the College. The responsibilities of this Department include:*

- ✖ *Maintenance of the grounds, streets, and parking lots.*
- ✖ *Landscaping and beautification of the campus.*
- ✖ *Coordination with the Sciences Division for curriculum programs associated with Environmental Management.*
- ✖ *Oversite of construction of parking lots, sidewalks., and athletic fields.*
- ✖ *Care, pruning, and planting of trees.*

## **Highlights of 1996-97**

- Initiated pruning/removal program to improve the health and appearance of trees on the campus.
- Redesigned focal point flower beds in key areas.
- Initiated program to control weeds and reduce labor required for mowing and maintenance of turf in main campus areas.
- Excavated new football/soccer practice field and hammer throw field in area above baseball field.
- Sealed and re-stripped Harmon parking lot. Resurfaced road between boiler room and bridge. Applied chip and seal to main drive.
- Construction of new 80-space parking lot at the Performance Arena.

## **Projections for 1997-98**

- o Construct and landscape patio and entertainment area at Lindenwood College Club.
- o Complete landscaping (tree planting and turf installation) around Hyland Performance Arena and new parking lot.
- o Add new parking spaces at Eastlick and behind the new houses on Kingshighway.
- o Develop and implement plan to upgrade turf on sports fields.

## **Projections for 1998-00**

- o Redesign and coordinate flower/ shrub beds and signs at key campus locations to make them attractive focal points, as well as easy to maintain.
- o Submit plan to develop Nature Trail with native Missouri trees, grasses and wildflowers in field areas west of the Hyland Performance Arena.
- o Continue to improve the health and appearance, and reduce the maintenance requirements of all campus plantings.
- o Develop and execute plan to maintain/ repair/ replace campus streets, sidewalks, and parking areas as needed for improvements in safety and appearance.

# INFORMATION TECHNOLOGY

## **Projections for 1997-98**

- Wire the first floor of Butler Library for data, and additional access to the internet. Add 5 computers, 6 data drops, and 1 network printer.
- Add 20 computers to Latzer Hall computer lab with new Pentium 166 multimedia machines and move existing machines to other faculty and staff offices as needed.
- Add a computer lab to LCCC by moving Macintosh computers from AV workroom to new laboratory in LCCC, upgrade memory.
- Install 30 new Pentium 166 multimedia computers in AV workroom.
- Install 40 new Pentium 166 multimedia machines in New Butler Library open computer laboratory.
- Connect LCCC to our existing network.
- Begin initial planning for the automation of the library.
- Staff for opening the Butler computer laboratory 86.5 hours per week by using 5 graduate students and work study workers where possible.

## **Benefits for our students**

- ◆ Create an attractive work and social environment for prospective and current students.
- ◆ Develop new and improved courses using modern information technology.
- ◆ Access information in books and journals, both physically and electronically.
- ◆ Further enhance tools to write and edit research reports for all academic courses.

LINDENWOOD LANE

DROSTE RD.

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314 316	
	319
326 328	

ANNERIC ST.

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KAREN ST.

320
324
338
416

PATMA

DROSTE RD.

2304 2306	2302

ANNERIC ST.

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2207	
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CHARBO

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LINDEN TERRACE

AUTO ZONE

LION'S DEN

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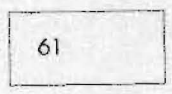
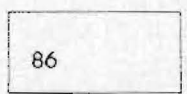
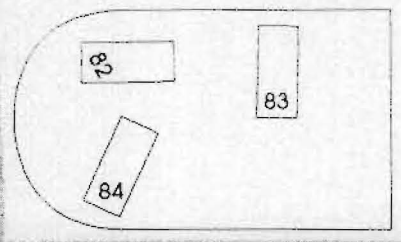
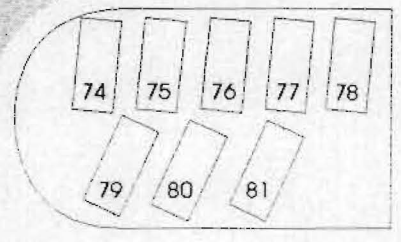
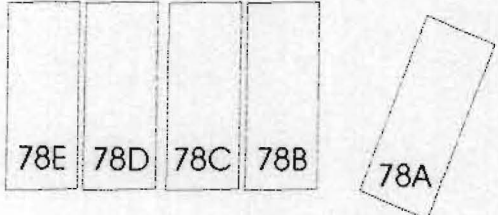
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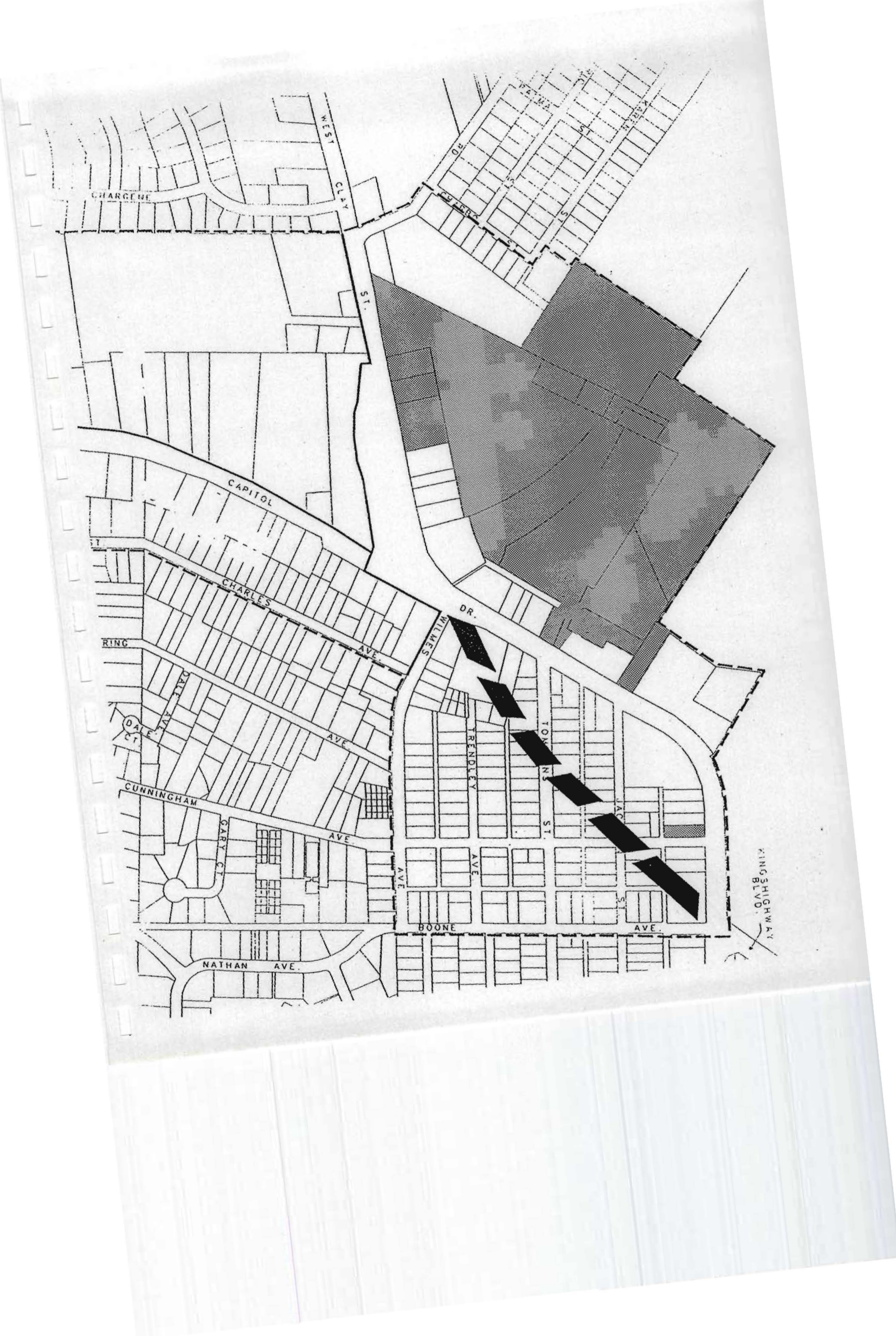
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## ACADEMIC SERVICES

The Academic Services Division is a newly organized component of the College. The responsibilities of Academic Services include:

- ✘ Timely publication of course schedules, catalogs and other publications.
- ✘ Coordination of retention efforts.
- ✘ Oversight of Mentoring Program.
- ✘ Coordination of International recruitment efforts and campus internationalization.
- ✘ Increased clarity about academic policies and procedures, reducing the bureaucratic elements of "people processing".
- ✘ Timely turnaround of transcripts, deferments, and other requests.

### Highlights for 1996-97

- Improved retention for full-time undergraduate students.
- Developed program for better utilization of classroom and lab facilities.
- Increased number of students on Dean's List and Academic/Athletic Honor Lists.
- Improved communication and participation in Opening Academic Convocation to "standing room only".
- Managed Honor's Convocation, Baccalaureate and Commencement with increased number of students and guests.

### Projections for 1997-98

- Improve retention rates for semester, quarter, and trimester students.
- Improve and expand the customer service orientation through innovations in mail-in and e-mail registration.
- Refine institutional research tools in order to support and better understand the growth in size and quality of the student body.
- Examine scheduling needs in order to facilitate the best deployment of faculty.
- Integrate book orders into the planning and scheduling process.

### Projections for 1998-00

- Maintain a high level of service to increased population of over 8,000 students.
- Provide quality academic support to the students at off-site locations.
- Continue to improve the retention rates for all students.
- Expand the international recruitment efforts and support of internationalization.
- Further refinement of the mentoring program to improve student success.
- Integrate technical advances in the registration, transcript, and degree audit systems to further enhance our competitive edge.



## IX. ACADEMIC PROGRAMS

### A. Education and Physical Education Division

#### Highlights for 1996-97

- Added a State Certification for Health.
- Added a State Certification for Middle School.
- Developed a proposal for a Certification in Unified Science in Biology.
- Explored a program in Unified Science in Chemistry.
- Continued to offer Missouri State Grant classes for Middle School Teachers.
- Established twelve sites for the graduate program.
- Developed a requirement for teachers in training to complete a professional portfolio during their undergraduate program.
- Submitted folios to NCATE.
- Modified the Physical Education Teacher Program to better meet the needs of the students.
- Developed a proposal for a Certification in Cross Catagorical Special Education.
- Explored cooperative program with the Archdiocese for graduate program.

#### Projections for 1997-98

- Implement professional portfolio requirement.
- Continue to establish additional off-campus sites.
- Investigate a program for non-traditional students in education.
- Continue to search for faculty members for Early Childhood/Elementary.
- Investigate needed changes to continue accredited Athletic Training Program.
- Prepare for NCATE visit.
- Investigate more intensive recruiting methods for the Physical Education Program and the Athletic Training Program.
- Continue to investigate opportunities for additional certification through use of existing classes.
- Implement the Unified Science-Biology Program, the Unified Science-Chemistry Program, and the Health Program.
- Explore options for a graduate program for the area Christian Schools.

#### Projections for 1998-00

- Continue to establish off-campus sites.
- Establish a program for evening non-traditional students in Education.
- Continue to systematically improve student recruitment and retention strategies.
- Explore the establishment of a graduate program in Athletic Training.
- Explore the establishment of a graduate program in Health.
- Investigate and implement the incorporation of technology into the education courses.

IX. ACADEMIC PROGRAMS  
B. Fine and Performing Arts Division

Highlights for 1996-97

- Establishment of the Sacred Music Institute with undergraduate, graduate degrees and certificate programs.
- Completed Articulation Agreement with the Paul VI Institute of Catechetical and Pastoral Studies of the Archdiocese of St. Louis.
- Dance major approved by the Coordinating Board for Higher Education.
- Fashion Design major approved by the Coordinating Board for Higher Education.
- Summer Theatre program reestablished at Lindenwood College.
- Major concerts/exhibits held at Lindenwood: Ensemble Orientalia of Taipei, Emile Pandolfi Concert, National Oil and Acrylic Painters Society Exhibit.

Projections for 1997-98

- Complete Articulation Agreement and Master of Arts in Sacred Music cooperative degree program with the Aquinas Institute.
- Institute BFA in Music.
- Complete first Sacred Music Certificate programs sequences and evaluate programs with input from "graduates".
- Heighten recruitment efforts: Music--minimum goal 20% increase; Graduate Art--minimum goal 20% increase; Dance--minimum goal 18 majors; and Fashion Design--minimum goal 18 majors.
- Create a Marketing the Arts Action Plan in conjunction with the Marketing faculty.
- Support the effort to deliver teacher certification in art and possibly in speech/theatre via the evening and weekend college format.
- Participate in planning and implementing our divisional components of the Daniel Boone project.
- Participate in exploring partnership with any governmental and/or private agencies with regard to a cultural/performing arts center in St. Charles County.

Projections for 1998-00

- Institute the 2-3 Bachelor-to-Masters Program in Art and Theatre.
- Establish new emphasis within majors: acting--multi-media; art--computer and video design; dance--therapeutic applications; and, music--composition.
- Continue to explore team-taught courses in arts and complementary disciplines.
- Propose a student/faculty exchange with international institutions such as the National Taiwanese Academy of Arts and the Paris Institute of Design.
- Participate in planning and implementation of Lindenwood Cultural and Performing Arts Center.

## IX. ACADEMIC PROGRAMS

### C. Humanities Division

#### Highlights for 1996-97

- Enrolled 497 new students in College Community Living classes, leading to increased student success and higher retention rates for incoming Freshmen.
- Assisted in bringing forty-five Panamanian students onto campus.
- Provided E.S.L. classes, counseling, and tutoring to foreign students.
- Added new courses in French, Religion, and English.
- Retired two professors with long and distinguished careers to Emeritus Status.
- Hired full-time faculty in History and English to fill the Division.
- Began a process of creating a Certificate In Writing and began a review process for upgrading courses in technical, business, and creative writing.

#### Projections for 1997-98

- Begin a revision of the writing program to include: Standardized evaluations, incorporation of recent computer developments and advances in technical writing, and integration with other departments.
- Promote more double majors incorporating Writing and Literature.
- Rebuild a Literary Society to publish student works, create networks with possible future employers, and recruit new students to the program.
- Examine opportunities for students to spend a Semester in overseas language study.
- Finalize development of a Proficiency Placement Exam for incoming students and a standardized exam to be administered after the second year, in compliance with Assessment Guidelines.
- Finalize proposal for a major in Religious Studies.
- Develop a measurement tool that reflects the goals of the College to instill values, morals and social concern in graduating students.
- Revise European History offerings to reflect current events and provide thorough training for secondary teaching students.
- Examine the possibilities of creating majors in Historic Site Management, Archival History, and Historical Science in conjunction with Business, American Humanities, and the Library.

#### Projections for 1998-00

- Investigate further programs for serving and recruiting students from foreign countries.
- Examine opportunities for study overseas.
- Develop and refine a curriculum that incorporates community and social values in the teaching of each department within the Division.

IX. ACADEMIC PROGRAMS  
D. Management/LCIE Division

Highlights for 1996-97

- Added a MA in Public Management, and in Human Resource Management.
- Added a BA in Retail Merchandising.
- Established on-site graduate and undergraduate programs at five corporate locations.
- Developed a proposal for an international graduate day program.
- Implemented a graduate program in Human Service Agency Management.
- Hired three new faculty members.

Projections for 1997-98

- o Integrate Management Division faculty and course offerings with LCIE program delivery.
- o Develop and implement a graduate and undergraduate program on-site with St. Anthony's/Unity Health Care.
- o Increase the graduate business program enrollment by 20%.
- o Develop cooperative scholarship programs with local municipalities.
- o Double enrollment in graduate Human Service Agency Management.
- o Double enrollment in MA Sales and Marketing.
- o Implement and further develop the programs in Public Management and Human Resource Management.

Projections for 1998-00

- o Examine opportunities for a small business and entrepreneurial center.
- o Increase corporate relationships, centered on students, placement, advisory opportunities, and adjunct instructors and speakers.
- o Expand the number of students in the Day Masters programs (MA, MS, MBA) for international students by 50%.
- o Continue to integrate computerization into our business courses so to keep our students on the cutting edge.
- o Develop a proposal for an Executive MBA program.

## IX. ACADEMIC PROGRAMS

### E. Sciences Division

#### Highlights for 1996-97

- Added B.S. degree options in both Mathematics and Psychology.
- Completed plans for a B.A. degree in Social Work.
- Began exploring Pre-Engineering articulation agreements with several universities.
- Launched two new student organizations: Pre-Health Club, Pi Gamma Mu Honor Society.
- Planned Wetlands Project.
- Developed a proposal for an Environmental Biology Emphasis for Chemistry Majors.
- Completed work on state-of-the-art Geology lab in Young Hall.

#### Projections for 1997-98

- Matriculate first group of students in our new Social Work program.
- Matriculate first group of students in new Environmental Biology emphasis.
- Finalize Pre-Engineering Articulation Agreements with UM-SL and UM-Columbia and expand recruiting efforts in the Pre-Engineering curriculum.
- Continue our work on Wetlands Project and integrate this project with several Biology Courses.
- Investigate the expansion of our Environmental Science curriculum.
- Establish articulation agreements between our Criminal Justice program and various community colleges and public and private agencies.
- Implement several new emphases within the undergraduate Psychology program.
- Investigate the feasibility of offering some curricula in the evening and off-campus programs.

#### Projections for 1998-00

- Submit proposal for further improvement of Young Hall laboratories and progressively increase the efficiency of their use.
- Investigate and plan the incorporation of telecommunications technology into all Science courses.
- Continue to explore hands-on environmental studies opportunities for our students.
- Establish graduate- and adult-student programs in the context of Lindenwood's evening and extension initiatives.
- Continually investigate innovative means of promoting both existing and new academic programs offered by the Sciences Division.
- Continue to assess and improve our recruitment and retention strategies.

## IX. ACADEMIC PROGRAMS

### Communications Division

#### Highlights for 1996-97

- Redesigned the traditional Communication program so that communication majors now have seven career paths rather than three.
- Conducted internet workshops with all communications faculty members.
- Received \$14,000 in grant money to produce corporate videos.
- Added a video editing suite and several cameras for student usage.
- Increased student usage of video facilities by more than 100%.
- Increased total number of majors in the Division by 20%.
- Began design of new graduate program to complement the current LCIE masters' degree.
- Added digital audio editing stations to KCLC and incorporated instruction into existing classes.
- Set-up a Lindenwood home page on the World Wide Web.

#### Projections for 1997-98

- Investigate expansion of graduate program with focus on Corporate Communication skills, electronic resources and a desktop video.
- Develop corporate contacts for recruiting, placement, and financial support.
- Expand offerings of Electronic Resources course for area teachers.
- Explore, and possibly develop courses to be delivered through distant learning technology over the internet.
- Establish formal working partnerships with at least two professional media organizations.
- Begin a phase-in of conversion to digital video editing and continue the conversion to digital audio.
- Increase enrollment in communications classes by 10%.
- Develop additional contracts to produce corporate videos to provide our students with experience while generating income for the College.

#### Projections for 1998-00

- Explore opportunities to move the radio and video facilities to a permanent site.
- Assist other divisions with the incorporation of telecommunications technology into their classes.
- Adapt our course offering and teaching to fit the rapidly changing technology in the communications field.
- Continue the transition from analog to digital technology for audio and video production classes.
- Develop new avenues of promotion for the communications program as part of the student recruiting process.

**The ability of colleges and universities in America to see their students through from admission to graduation.**

***At Lindenwood College, our mission is not merely to admit students, expose them to higher learning, and let them sink or swim on their own. Rather, our mission is to admit students and see them through to graduation, encouraging and assisting them throughout the educational process. We seek to teach, inspire, challenge, counsel, and educate the whole person--mentally, physically, socially, morally and spiritually.***

***A critically important part of our mission is to guide and nurture as many students through to graduation as possible. In short, we aim for a high institutional graduation rate. And we are hitting where we aim according to the Mortenson Research Seminar on Public Policy Analysis on Opportunity in Postsecondary Education, a leading higher education public policy think tank in Iowa.***

***In their April 1997 issue of "Postsecondary Education Opportunity", the Mortenson Group ranked Lindenwood College 8th in the nation out of 1105 four year U.S. colleges and universities, using a ratio of the institution's actual graduation rate versus its predicted graduation rate.***

***Of course, an institutions actual graduation rate is objectively measurable, but the predicted graduation rate is a derived composite score consisting of: 1. the entering academic aptitude of students (average SAT/ACT scores), 2. the percent of freshmen living on campus, and 3. the percent of freshmen who were enrolled part time.***

***Lindenwood is an institution considered to be moderately selective to selective in the students it admits, while some other institutions are less selective than Lindenwood, and some others are more selective.***

***The more selective, and the more academically able the students are as entering freshmen (higher SAT scores, higher grade point average, etc.), the higher an institution's predicted graduation will be.***

***Students admitted to Lindenwood range from top scholars, to the academically talented, to students whose academic skills are yet to be fully developed. Thus, in order to insure a higher graduation rate, the faculty, administration and staff all must work together to counsel, assist, encourage, challenge, nurture, and inspire students from their entry as freshmen through their graduation. Apparently, Lindenwood does it very well. The Mortenson Research Group in naming Lindenwood College 8th in the nation on its performance in graduation rate have said, "mission accomplished".***

## XII. EXECUTIVE SUMMARY

In the modern age perceptions about the quality and prestige of higher education institutions have centered more heavily on the institution's name than in decades past. With the explosive growth of community colleges, technical colleges and other career oriented colleges, the name college itself, to most people connotes a shorter course of study, or a more basic and rudimentary education than the name university.

For several years now, Lindenwood has been a university calling itself a college. Lindenwood should change its name to Lindenwood University because within our walls we have the equivalent of a college of arts and sciences, a college of education, and a college of business and management. Lindenwood University is a more accurate description of what we really are.



## Lindenwood College Year in Review

**Hyland Performance Arena--**One of the year's highlights was the completion of our Performance Arena last fall and the \$500,000 gift from St. Anthony's Medical Center. The arena project will of course culminate this fall with a fundraiser November 7 to be emceed by Bob Costas. This will finish off the arena campaign, and we will declare our beautiful building "paid for."

**Note-burning--**In the fall, we also declared Lindenwood free and clear when it comes to federal government debt. The board of directors paid off a \$740,000 government note and celebrated with an old-fashioned note-burning ceremony in the Performance Arena.

**Endowment--**This was also the year that saw our endowment leap from \$8.5 million to over \$11 million.

**NOAPS--**In mid December, Lindenwood hosted the National Oil and Acrylic Painters Society annual show at the Cultural Center. Thirty-six of the finest paintings in the country were on display and for sale.

**Lindenwood Moving Day--**We completed the move of our LCIE division into the new Cultural Center in the fall and received very positive feedback from faculty and students, especially in regards to the additional parking. We plan to be teaching 40 LCIE classes there this fall (plus Graduate Education).

**Sacred Music Institute--**In a special seminar February 26 in Sibley Chapel, we unveiled plans for a Sacred Music Institute at Lindenwood. The seminar acquainted the public and local music ministers with the institute's educational opportunities and programs. The institute was created to help fulfill the growing need for music professionals and volunteers to sustain existing church programs.

**Major Growth--**A Coordinating Board for Higher Education report, based on our September enrollment numbers, listed Lindenwood as the fastest-growing four-year college or university in the state with a 17.3 percent increase. We are still heading toward the goal of Tenfold in Ten Years...from 800 to 8,000. This past year, we totaled 6,855 in unduplicated headcount.

**Educational Partnerships**--Our community partnerships are thriving. Our partnership with the AAIM Management Association is moving forward as well as our partnership with St. Louis Christian College. We have over 100 students attending through the Bi-State Development Agency, and just recently we established classes at GTE in Wentzville. We will soon be announcing the start of classes at St. Anthony's Medical Center in South County.

**Panamanian Night**--To help raise money for our Panamanian Scholarship Fund and promote international friendship, we held a Panamanian Night at the Country Club in March, featuring authentic food and dance performances by our Panamanian students. We also had a successful auction, and some very special guests from the Panamanian Society of St. Louis.

**Ensemble Orientalia**--On April 1, we played host to Ensemble Orientalia, an internationally-known Chinese folk opera troupe. We had over 400 in attendance at the Cultural Center for this absolutely unique gong and drum performance. It was a significant cultural experience for the entire St. Louis region.

**First Fraternity**--We welcomed our first chartered fraternity to the Lindenwood campus, Alpha Sigma Phi, with a ceremony April 5 at the Country Club. There were 38 founding members of the fraternity, among them honorary members Dennis Spellmann and Jim Reid Jr. We previously chartered two sororities, Delta Zeta and Alpha Sigma Alpha.

**Breakfast with Commerce**--President Spellmann shared the podium with John McGuire of the Community College on April 15 at the Columns for the annual Breakfast with Commerce. The topic was the financial and social impact of higher education in St. Charles County. It was a great opportunity to showcase Lindenwood to the business community.

**Sports**--In the spring, we hired Dale Ribble, a Charlie Spoonhour protege, as our new basketball coach. And this summer, we announced that Lindenwood was beginning a men's and women's tennis program. Our tennis complex adjacent to the Performance Arena was completed last week, and we've already recruited the best high school tennis player in St. Charles County. The tennis program gives Lindenwood 19 intercollegiate sports. Over 600 students will participate in an intercollegiate sport this coming year.

**Major purchases--**You may have read in the *Journal* last week about Lindenwood's purchase of the old drive-in theatre property, and interest in the roller rink property. These two recent purchases total over \$1.7 million, and fit in well with our expansion plans in the First Capitol/West Clay area. Our campus has now surpassed 235 acres.

**Commencement--**Our commencement in May went smoothly, and attendance hit the 6,000 mark. We had a record 998 graduates. It was a memorable experience for us all, with tremendous speeches by Ozzie Smith and the First Lady of Panama.

**Commencement II--**In late May, our Performance Arena was the site of high school commencement exercises for both Fort Zumwalt North and Fort Zumwalt South. Superintendent Bernard DuBray was pleased with how things went for his 1,000-plus graduates.

**New majors--**Lindenwood has picked up the Fashion Program that was dropped by Columbia College and it already is paying dividends, thanks to the hiring of Fashion Design professor Teri Jones and Retail Merchandising Professor Stephanie Taylor. They already are out on the recruiting trail. Other new majors this fall include Dance and Social Work.

**Construction--**In addition to the new tennis complex, you might see our new parking lot being built on the opposite side of the Performance Arena. For the football and soccer programs, new practice fields were recently graded and soon will be in use. We also have a project under way to improve the baseball and softball fields, and the maintenance department is expanding into what was Norm's Wheelhorse Barn on West Clay.

**Information Technology--**We are in the process of a half-million dollar investment that includes access to 2,000 Online Journals, 71 new Pentium computers that will go into labs at Butler Library, moving a Macintosh computer lab to the Cultural Center, and many other changes. The new information technology center in the library will be an attractive work and social environment for current and prospective students.

