

Lindenwood University

Digital Commons@Lindenwood University

Strategic Plans

Lindenwood Documents, Booklets,
Miscellaneous

1999

Lindenwood University Strategic Plan, 1999-2004

Lindenwood University

Follow this and additional works at: https://digitalcommons.lindenwood.edu/strategic_plans



Part of the Education Commons



STRATEGIC PLAN
1999-2004

*Lindenwood
University*

The Leader in Success!

**Lindenwood University
Strategic Plan
CONTENTS**

I. INTRODUCTION	2
II. MISSION STATEMENT	3
III. GENERAL ASSUMPTIONS	4
IV. STUDENTS	6
V. FACILITIES	7
VI. PERSONNEL	9
VII. PARTNERSHIPS	11
VIII. COMMUNITY INVOLVEMENT	13
IX. ACADEMIC PROGRAMS	14
A. Communications	14
B. Education	19
C. Fine and Performing Arts	23
D. Humanities	33
E. Management	38
F. Sciences	43
X. STUDENT SUPPORT SERVICES	50
A. Admissions	50
1. Undergraduate Day	50
2. Adult and Graduate	52
B. Financial Aid	54
C. Library	55
D. Campus Life	58
1. Office of Work and Learn	58
2. Leadership Center	59
3. Office of Career and Development	60
4. Housing	61
5. Student Activities	62
E. Athletics	63
XI. ADMINISTRATIVE SERVICES	65
A. Environmental Management	65
B. Public Relations	66
C. Institutional Advancement	67
D. Academic Services	69
E. Business Office	72
F. Bookstore	74
XII. EXECUTIVE SUMMARY	75

Lindenwood University
Strategic Plan
CONTENTS

3	I. INTRODUCTION
3	A. MISSION STATEMENT
4	B. VISION STATEMENT
4	C. STUDENTS
7	D. FACULTY
8	E. LEARNING
11	F. RESEARCH
13	G. COMMUNITY INVOLVEMENT
14	H. ACADEMIC PROGRAMS
14	1. Undergraduate
19	2. Graduate
20	3. Continuing Education
23	4. Professional
24	5. Extension
24	6. Other
29	I. STUDENT SUPPORT SERVICES
29	A. Academic
31	1. University Day
31	2. Night and Weekend
32	B. Financial Aid
33	C. Library
33	D. Career Center
33	E. Center of Faith and Learning
33	F. Student Center
33	G. Office of Career and Development
33	H. Student Activities
33	I. Student Housing
33	J. Other
36	K. ADMINISTRATIVE SERVICES
36	1. Administration
36	2. Information Technology
36	3. Facilities
36	4. Purchasing
36	5. Safety
36	6. Other
36	L. EXECUTIVE SUPPORT

I. INTRODUCTION

Lindenwood University strives to be the preeminent representative of a new category in higher education – the teaching university. The teaching university doesn't aspire to be the bureaucratic, fragmented research university that populates the mainstream of higher education. It stands for teaching excellence and fiscal responsibility, and seeks foremost to be accessible and affordable to students.

The teaching university is dedicated to producing and continually improving a learning-oriented campus culture. At Lindenwood that culture includes a commitment to a campus-wide general education program that draws from the full range of the university's curriculum; education of the whole person; development of critical thinking skills and a problem-solving orientation; character education and the encouragement of social responsibility.

The teaching university supports scholarship, but believes that scholarship should complement, illuminate, and enhance the processes of learning and student development. Lindenwood accomplishes this by rewarding scholarship that is incorporated into class activities and course material; by encouraging students to work alongside their professors in scholarly pursuits; by promoting a vigorous honors program; and by continuously collecting, analyzing, and interpreting data on student achievement and program assessment.

The teaching university supports a results-oriented approach to accreditation and validation of programs and shuns wasteful bureaucratic processes unrelated to outcomes. Lindenwood's commitment to this philosophy is shown by our goal of being "failure free in the context of high standards"; by the extremely strong placement rate of our graduates; and by the distinctively high success rate of our teacher education students on the NTE exams and in the job market. As an active member of the Council of Independent Colleges, we constantly work to establish an evidential basis for our programs.

We honor our identity and fulfill our mission by planning prudently and continually evaluating advancement toward our major objectives. We designed this document to help us do that as effectively as possible. Since any strategic plan is only as good as the assumptions on which it is based, we have identified the chief assumptions that flow from our mission in its modern context and stated them herein. We believe that these assumptions will have sufficient stability across a five-year period, beyond which the ability to forecast becomes less precise. Periodically we will update this guide based on an assessment of progress relative to the original plan and a consideration of new opportunities and evolving conditions.

There are several ways in which we ensure that this plan is carried out as completely as possible. First, each division and office of the university participates directly in the development of the plan and, therefore, has a stake in its realization. Second, the deans, managers, and directors of the various sectors of the university perform an annual review of progress in plan execution; relatedly the academic deans deliver progress reports at the faculty workshops. Third, the President meets with whole divisions or offices to review the master blueprint, examine accomplishments to date, and discuss ways to enhance and further implement the plan.

II. MISSION STATEMENT

Lindenwood University offers values-centered programs leading to the development of the whole person – an educated, responsible citizen of a global community.

Lindenwood is committed to

- providing an integrative liberal arts curriculum,
- offering professional and pre-professional degree programs,
- focusing on the talents, interests, and future of the student,
- supporting academic freedom and the unrestricted search for truth,
- affording cultural enrichment to the surrounding community,
- promoting ethical lifestyles,
- developing adaptive thinking and problem-solving skills,
- furthering lifelong learning.

Lindenwood is an independent, liberal arts university that has a historical relationship with the Presbyterian Church and is firmly rooted in Judeo-Christian values. These values include belief in an ordered, purposeful universe, the dignity of work, the worth and integrity of the individual, the obligations and privileges of citizenship, and the primacy of the truth.

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 lifelong learning as a basis for a strong and meaningful life.

III. GENERAL ASSUMPTIONS

Students

1. Size of core undergraduate student body is stabilizing, but the adult and graduate populations will continue growing at a moderate pace for the next several years.
2. The undergraduate population will stabilize at about 2000 residential students and 2000 commuter students.
3. The student body will continue to be of high quality and diverse along the dimensions of socioeconomic class, religion, ethnic identity, and national origin.
4. Although Lindenwood will remain a teaching institution offering both graduate and undergraduate programs, new interactive technologies will enlarge the teaching mission in the upcoming years.
5. The University will continue to provide opportunities for physical, intellectual, spiritual, and social experiences for all students.
6. The student retention rate will continue to be very high.
7. Student body will have a diverse composition: 60% from St. L. Metro area, 70% from Missouri, 20% from other U.S. states, 10% international.
8. The University will implement expanded electronic information access from campus residences.

Facilities

1. The University will aggressively develop the West Clay/1st Capitol stretch.
2. The 1st Capitol expansion will include four new residence halls, which will absorb the residential space now provided by the LV trailer parks and housing off 1st Capitol, a new Campus center, and an administrative building.
3. The University will be physically responsible toward the St. Charles community.
4. Renovation and repair of existing facilities will continue to be a high priority.
5. The University will increase classroom space to accommodate the expanding student population.
6. The University will continue to develop and enhance physical facilities at the Boone campus and additional future extension campuses in the Missouri/Illinois region.
7. State-of-the art technology will be installed in many of the classrooms.

Personnel

1. The present administration will remain in place for at least five years and will continue to adhere to the current, shared administrative model.
2. There will be only a minimal increase in the number of administrative and staff positions for the foreseeable future.
3. There will be limited growth in the number of faculty members who serve primarily undergraduate resident students.
4. The University will remain committed to its entrepreneurial foundation, and will continue to build a faculty that thrives in a goal-oriented, merit-based milieu.

Partnerships

1. The University will continue to develop and strengthen its community partnerships and community-oriented communication channels.
2. The University will continue to open and augment communication channels with students, alumni, faculty, staff, friends and supporters.
3. The University will take an active role in civic health and revitalization matters.
4. The University will continue to investigate and develop new articulation, certification, and degree-

completion agreements with other organizations.

Community Involvement

1. The University will remain committed to the ideal and practice of encouraging and promoting student involvement in community service for the purpose of stimulating the development of altruism and a work ethic.
2. The University will remain vigilant and involved relative to community problems and their solutions.
3. The University will pursue promising new partnerships with businesses, organizations, and municipalities.

Academic Programs

1. The University will continue to develop a comprehensive instructional technology.
2. The University will remain committed to the ideals of an independent liberal arts position, excellent teaching, student success, and development of the whole person.
3. The University will continue to diversify its academic programs, especially in the areas of corporate teaching opportunities, partnerships, and multi-disciplinary programs.
4. The University will develop an effective system to assess its effectiveness.
5. The University will adjust its programs and delivery systems in all academic divisions to accommodate anticipated growth in graduate and adult markets at all sites.

Student Support Services

1. The University will continue supporting various intercollegiate and intramural sports, and those activities will continue to involve a large proportion of our undergraduate students.
2. The University will develop a plan to expand Library electronic information access to students and faculty.
3. The University will augment its support services for the off-campus programs it is developing.
4. The University will continue to expand its computer facilities to meet the needs of its growing student populations.

Administrative Services

1. The financial stability achieved in recent years will be maintained, no operating deficits will be incurred, endowment will increase, substantial money will be invested in plant maintenance, salaries will remain competitive, and both institutional and governmental financial aid will play a significant role in enabling qualified students to attend.
2. Fund-raising will continue to be a major activity of the University, and will be vital to its well-being.

IV. STUDENTS

Student Profile

Lindenwood University currently serves a capable student body of nearly 9,500 students. Approximately 1,700 are full time residential students. Representation comes from 47 cultures and 43 states. Average ACT scores and grade point averages of entering students compare favorably with most four-year colleges in Missouri.

Student Enrollment

Student Enrollment by Type – Unduplicated Head Count

Office of Academic Services

Modified: June 30, 1999

	1994-1995	1995-1996	1996-1997	1997-1998	1998-1999
Residential Students	1068	1236	1250	1391	1743
Full-time Commuter	587	625	837	917	1004
Part-time Commuter	111	139	163	176	182
LCIE Undergraduate	881	902	1045	1192	1260
LCIE Graduate	627	631	795	1021	1156
MBA	249	263	268	397	458
ED/ART Graduate	767	862	880	1064	1211
NonDegree Undergr	287	315	452	548	641
NonDegree Graduate	806	1063	1165	1785	1834
TOTAL	5383	6036	6855	8491	9489

Enrollment Projections

Projected Student Enrollment by Type – Unduplicated Head Count

	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004
	Actual	Projected	Projected	Projected	Projected	Projected
Residential Students	1743	1800	1800	1800	1800	2000
Full-time Commuter	1004	1216	1241	1266	1291	1300
Part-time Commuter	182	285	385	485	585	585
LCIE Undergraduate	1260	1500	1620	1750	1890	2040
LCIE Graduate	1156	1300	1404	1516	1637	1768
MBA	458	600	636	674	714	757
ED/ART Graduate	1211	1500	1650	1815	1996	2196
NonDegree Undergr	641	600	612	624	636	648
NonDegree Graduate	1834	1850	1924	2001	2081	2164
TOTAL	9489	10651	11272	11931	12630	13458

NOTE: Unduplicated head count means that each student was counted only once, regardless of the number of courses he or she took that year. Hence, 9489 means 9489 different students.

V. FACILITIES

Statement of Purpose

The facilities department has two primary roles. This department maintains the physical plant of the University so that the primary activity of educating students may take place in a clean, safe, and fully functioning environment. The facilities department also seeks to continually improve the appearance and condition of the physical plant to exceed the expectations of our customers and attract new ones.

Students Served

This department serves each of the University's students. Residential students are served by providing and maintaining housing facilities, food service, telephone, mail room, keys, and emergency repair. All students are served by classroom, computer, and administrative facilities.

Personnel

The facilities department consists of 1 director, 1 coordinator, 6 maintenance workers, 1 electrician, 3 construction workers, 1 HVAC specialist, and 7 housekeepers. Several students perform work-study duty for tuition credit by working for the Facilities Department, in a number of cleaning or maintenance functions. Resident Directors also perform some cleaning functions, as well as supervise work-study students.

Facilities

The Lindenwood University campus is comprised of 360 acres, 9 administrative structures, 10 dormitories, 85 mobile homes, 114 houses, 4 athletic facilities, and several other properties.

Land: 360 acres located in St. Charles City, and 700 acres in St. Charles County

Administrative and Classroom Buildings: Roemer Hall, Harmon Hall, Butler Hall, Butler Library, Young Science Hall, Memorial Arts Building, Admissions Tea Hole, Southern Air (Wentzville), Lindenwood Cultural and Community Center

Dormitories: Sibley Hall, Ayres Hall, Parker Hall, Cobbs Hall, Irwin Hall, Niccolls Hall, McCluer Hall, Watson House, Eastlick, Stumberg

Mobile Homes: 85 mobile homes in LV2

Houses: Linden Terrace (79), Kingshighway houses (2), First Capitol houses (33)

Athletic Facilities: Robert F. Hyland Performance Arena, Fitness Center, Hunter Stadium, Fieldhouse, Softball and Baseball fields, Practice soccer field

Maintenance Facilities: West Clay maintenance building, First Capitol Drive facility, various storage garages around campus

Other: Presidents House, Alumni House, Drive-in property, Frontage on First Capitol Drive, Lindenwood University Club, Commercial properties in First Capitol Drive relocation area, Daniel Boone Home and Village (including 9 buildings), McGregor house and acreage, Vehicle repair facility on West Clay

Assumptions

1. All campus repairs are performed or contracted for with three goals in mind: quality work, cost effectiveness, and maintaining historical integrity of structure.
2. Student needs are a priority, and all maintenance requests related to a students safety is a top priority.

One- Year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
Complete assessment of all roofs and begin implementation of repairs	Barger, Comer	8/99	Elimination of water problems
Complete assessment and documentation of all campus HVAC systems	Russell, R. Matheny	8/99	Energy conservation and comfort
Repair and Maintenance of campus guttering	Barger	9/99	Elimination of water problems
Completion of campus-wide underground electrical system replacement	Barger	9/99	Modern system with accurate maps for ease of repair
Complete assessment of campus tuck-pointing and sealing needs	Barger	10/99	Preservation of brick and elimination of water related problems

Five-Year Plan for 2000-2004

- Construction of four dormitory buildings, 180 students each
- Seek bids for furniture and window coverings for new dormitory buildings
- Propose renovation plans annually, minimizing cost whenever possible
- Construction of campus center

Future Directions

We will strive to get each building and system on a routine maintenance schedule to extend the life of the facilities, ensure proper working conditions, and save resources. We believe this will also allow us increased output without a significant increase in personnel.

VI. PERSONNEL

Instructional

The academic program of Lindenwood University is taught by 115 full-time faculty members and 24 staff members with faculty rank. Of the full-time faculty members, 62 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, the Dean of Faculty, the Dean of Academic Services, and six Division Deans. All of these academic managers teach as well.

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

Professor	23
Associate Professor	45
Assistant Professor	71

Support

Administrative and support services are provided by 100 regular employees. The distribution of classified employees (excluding faculty members) is as follows:

Executive Offices	10
Academic Services	9
Admissions	15
Financial Aid	7
Business Office/Bookstore	16
Campus Life	12
Maintenance/Housekeeping	31

One-Year Action Plan

- Use meetings, workshops, and everyday interactions to enhance an institution-building attitude
- Continue and improve training programs and learning experiences for personnel to promote high levels of performance and sensitivity to student needs
- Review and update the physical locations/offices of personnel to strengthen the effectiveness of communications and supervision
- Deploy existing faculty and staff efficiently and effectively to ensure high levels of productivity and minimize overstaffing
- Secure excellent replacements for members of the faculty and staff who leave the service of Lindenwood

Five-Year Program Goals

- Recruit faculty and staff members who
 - have flexible skills that are adaptable to a variety of teaching and/or support assignments
 - demonstrate satisfaction, self-confidence, and self-actualization in a merit-based environment
 - are deeply committed to meeting student needs and the success of the individual student
- Maintain optimum efficiency and effectiveness in the deployment of University personnel
- Ensure that the present ratio of administrative and support services personnel to faculty remains constant or decreases

Future Directions

- Provide growth and professional development opportunities to faculty and staff members who exhibit leadership and vision in achieving the goals of the University
- Become the foremost international model of innovative, entrepreneurial leadership in higher education

VII. PARTNERSHIPS

A dominant trend in higher education is for universities to develop partnerships that extend and enrich their curricula and benefit all partners while minimizing overhead costs. Lindenwood University has already established several leading-edge partnerships with schools, businesses, not-for-profit organizations, and municipalities, and we intend to pursue additional joint programs that are supportive of our mission and values.

Present Collaborations

Lindenwood has established either formal agreements or collaborative arrangements with the following partners:

Arts

St. Charles Repertory Theatre
St. Louis Art Museum
St. Louis Artists' Guild
Dance St. Louis
Several St. Louis area high schools

Education

More than 38 K-12 schools in Missouri

Communications

International Radio and Television Society
Internship relationships with five local radio stations and three television stations

Management

American Association of Industrial Managers
American Institute of Banking
American Society of Appraisers
United Way of Greater St. Louis
Big Brothers and Big Sisters

Sciences

Jewish Hospital College of Nursing
St. Johns Mercy College of Nursing
Computer Junction, Incorporated
St. Charles County Land Management Office
University of Missouri – Columbia
University of Missouri – St. Louis
Washington University in St. Louis

Municipalities

City of O'Fallon, Missouri
City of St. Charles, Missouri

Others

St. Anthony's Medical Center
SSM Family Arena
Economic Development Commission of St. Charles County

One-Year Action Plan

- Make significant progress on the First Capitol joint venture with the City of St. Charles
- Implement partnership with Luxenhaus Farm
- Expand the online-education partnership with Computer Junction
- Expand our relationship with SSM Healthcare
- Establish a computer-training/college credit partnership with Solutech, Incorporated
- Establish a partnership with the St. Louis College of Pharmacy
- Set up collaborative agreements within the City of Washington, Missouri
- Start on-site teacher education courses in the Washington, Missouri School District
- Build up our programs in the City of O'Fallon
- Commence our programs and build partnerships in the City of Wentzville
- Explore the possibility of an articulation agreement in Nursing with Forest Park Hospital College of Nursing

Five-Year Goals

- Continue to seek partnerships with local and state botanical and natural resources agencies
- Build a Performing Arts Center in collaboration with a municipal or business partner
- Develop additional seminars and training opportunities in conjunction with local and regional businesses and organizations

Future Direction

Lindenwood will continue to be vigilant for new partnership opportunities that promise to extend a holistic, values-based education to new populations. We will be particularly interested in additional joint programs with several businesses in the St. Charles/St. Louis Region and with various organizations that share our interest in studying the heritage and values of the American frontier era.

VIII. COMMUNITY INVOLVEMENT

Lindenwood University has always been, and will continue to be, a responsible "citizen" to the surrounding community. Though privately funded, Lindenwood is a public-serving institution committed to civic health and revitalization – that is, to the general well-being of our locale. We strive to provide a rich diversity of educational opportunities to the community through partnerships with local organizations, governments, foundations, and businesses. We also are willing to do our part to help resolve community-wide problems and concerns.

One-Year Action Plan

- Make significant progress on the First Capitol Project, to beautify a blighted area of the city and attract new business ventures to this part of the city
- Implement partnerships with Solutech, MasterCard, and other companies in the region
- Further develop partnerships with St. Charles, O'Fallon, and Wentzville
- Enhance the value and aesthetics of the St. Charles by adding more state-of-the-art buildings to the First Capitol/West Clay area – namely, two new residence halls
- Provide numerous sports, entertainment, and cultural events that are open to the public
- Continue to improve and beautify our campus by conducting regular maintenance operations, adding to the campus arboretum, and installing new gardens on our premises
- Continue to make quality day and evening academic programs available to the citizens of our community
- Continue to work directly with vital civic and social needs through systematically involving dozens of our employees and hundreds of our students in volunteer community service activities

Five-Year Plan

- Construct a Performing Arts Center in conjunction with community partners
- Refurbish and overhaul the First Capitol strip plaza for educational uses
- Stay involved in initiatives to deal constructively with civic and community challenges
- Further expand our students' community-service programs and opportunities

Future Direction

Lindenwood aims to become the national model for the development of servant-leaders through our commitment to the responsibilities of citizenship and traditional American values.

IX. ACADEMIC PROGRAMS

A. Communications

Statement of Purpose

The Lindenwood University Communications Division will develop the best independent college communications program to prepare students for the diverse, dynamic, professional environment of the next century while providing a revenue center which will substantially contribute to the cost of providing facilities needed for the program. The program will provide major courses of study which will be relevant to the needs of business and education. In addition, the program will provide service courses for student needs in the skills of written, oral and facilitated communication.

Student Enrollment

In 1998-99, students were enrolled in 12,635 credit hours of Communications Division course work. The same year, 424 students pursued majors in the division. Those students were distributed in this way:

Mass Communication	309
Corporate Communication	115

Faculty

The current Communications Division faculty consists of 8 full-time faculty members and 8 adjunct faculty members.

Facilities

The Communications Division has faculty offices in Young Hall and the Memorial Arts Building. Many classes are taught in multiple use rooms in Harmon, Hyland, Roemer, Young, MAB, Lucc, and the Westport campus. However, facility-specific classes are taught in the TV Studio (in Young), in computer classrooms (in Butler Library, Lucc and MAB) and the radio station in MAB. Remote video control room sites are located in the Hyland Performance Arena and in the press box at Hunter Field. The TV studio is a mid-grade corporate level video facility. KCLC Radio, with production facilities in the basement of the Memorial Arts Building and transmission facilities in the Young Hall penthouse, has just received FCC approval to relocate the transmitter and antenna to the tower on the old Kaplan Lumber Yard site. The current KCLC antenna was critically damaged by lightning in April 1998. With relocation, KCLC has received approval to increase its effective radiated power from 25,500 watts to 35,000 watts.

Assumptions

1. Lindenwood University will benefit from a strong, cost-effective communications program.
2. The communications field is undergoing a radical revolution in technology and economics.
3. It is likely that three-quarters of all existing positions of employment will be radically altered because of changes in technology over the next 10 years.
4. The communications industry will continue to be one of the premier career fields to be chosen by potential college students.
5. Lindenwood's 50-year historical role as a leader in communication education for small colleges will continue to be a major asset in attracting future students.
6. Student enrollment potential for communication majors will grow steadily for the next decade while other colleges and universities cut their programs because of costs and lack of vision.

7. Current student enrollment has exceeded capacity of our facilities and will require relocation of facilities very soon.
8. A dominant communications program in the St. Louis market would generate student-majors who would be willing to commute when all available campus housing has been allocated.
9. As the number of students increases, the number of faculty and staff must increase in economically feasible proportions.
10. Development of an effective, competitive graduate assistant program will reduce the costs of delivering the technology intensive courses in the program.
11. Outside assistance in the form of a partnership or a profit center will be necessary for Lindenwood to afford the communications technology of the future.
12. Broadcast stations are increasingly valuable assets to the institution and should be cultivated accordingly.
13. Social dependence on rapidly changing technology will require the integration of core communication skills in order to enhance our liberal arts curriculum.
14. The integration of oral communication and media literacy skills into the general education curriculum will be a necessary tool to prepare graduates for the future.
15. Business and communications professionals have an increasing need for "just-in-time" training related to digital communication and are willing to pay premium prices for such services.
16. Faculty at a teaching institution may not be able to deliver "just-in-time" training effectively, thus this type of course work should be delivered through partnerships with appropriate communications entities.
17. There is a greatly increased need for oral and written communication skills in the business community as well as exponential growth in demand for computer-assisted communication and courses to develop video trainers.
18. Marketing such courses for business communication needs would be most effective with a unique approach rather than selling traditional MBA or business communication courses.

One-Year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
Participate in the design of either the student center or other site to develop a new campus Communications facility	All Com faculty & others outside the division	Ongoing	Reduce overcrowding of current facilities, increase student-recruiting potential and improve quality of education with state-of-the-art facilities
Coordinate recruiting relationship with the SSP (Sponsors of School Publications)	All Com faculty	Ongoing	Develop better relationships to help recruit students
Develop electronic resource site for high school teachers and students	Reighard	Ongoing	Identify Lindenwood as a site for teaching electronic com
Assist development office with fundraising focus on communications alumni	Cerny and others as needed	Ongoing	Develop financial support for equipment, facilities and students

Continue dialogue with TCI to discuss their interest in providing funding or equipment as part of their franchise renewal process in St.	Wilson, Barnard, Haedike	Ongoing	Provide better opportunity for our video students and better service to our community
Review and recommend purchase of computer software and hardware	All Com faculty	07/99	Upgrade teaching tools to improve educational effectiveness
Develop additional program flyers	Wilson, Billhmer, Hampson	07/99	Develop better recruiting tools
Purchase equipment for a Phase II transition to digital video for the fall semester	Wilson, Barnard, Haedike, Reighard	07/99	Upgrade teaching tools to improve educational effectiveness
Engage at least two additional graduate assistants for video, AV & KCLC	Wilson, Spellmann, Williams	08/99	Increase security for facilities and equipment
Telephone prospective students	All Com faculty	08/99	Recruit and retain students
Relocate the KCLC antenna and transmitter to the First Capitol tower	Cerny, Reighard, Wilson	10/99	Restore KCLC to full power
Refine and submit to the Deans Council a proposal for a general education course which integrates oral and written communication skills	All Com faculty	11/99	Provide more effective general education program for Lindenwood students
Refine and submit to the Deans Council proposed new courses requested by other divisions for 00-01 catalog.	All Com faculty	11/99	Provide service courses for other programs
Target five corporate foundations to seek grants and develop teaching partnerships	Wilson, Barnard, Billhmer, Haedike, Kottmeyer,	12/99	Develop financial support for equipment, facilities and students
Develop and implement new January term course work as mandated	All Com faculty	01/00	Respond to administrative initiative
Work with the International Radio & Television Society to develop a Summer Institute for college communications faculty and upper division undergraduate students	Wilson, Cerny	06/00	Develop graduate course offerings and recruit additional graduate students

Five-Year Plan for 2000-2004

- Participate in the design of either the student center or other site to develop a new campus Communications facility
- Continue upgrade and transition to digital audio and video facilities
- Develop automated video training facilities for various academic programs on campus to improve teaching effectiveness and to optimize the efficiency of facilities
- Continue to develop courses to meet the needs of our students, the business and educational communities
- Reshape the marketing plan to more effectively attract potential students
- Assist the development office with a fund-raising focus on communications alumni and continue to target corporate foundations to seek grants and develop teaching partnerships
- Work with other divisions to develop course work for distance learning opportunities
- Continue to seek potential clients for student-produced videos as a source of revenue and to expand student educational opportunities
- Develop certificate programs to deliver to corporate clients
- Recruit energetic, competent faculty members with a zeal to teach and serve the Lindenwood community
- Augment general recruiting efforts to effect the following anticipated enrollment trends for students participating in undergraduate majors, Masters programs and certificate programs in Communications:

Year	Students
1998-1999	424
1999-2000	465
2000-2001	525
2001-2002	560
2002-2003	595
2003-2004	625

Future Directions

Continued Excellence in Teaching: A proven record of teaching effectiveness, a passionate desire to work with students, and a burning desire to make the media more ethical to better serve the people of the world will continue to be the primary criteria in the selection and continuance of faculty members. Lindenwood's Communications professors will continue to be regionally and nationally recognized for their ability to maximize student success in interpersonal and professional communication.

Development of State-of-the-Art, Permanent Facilities for Communications: The current television studio was originally intended to be located in Young Hall for only the 1984-85 school year. The Memorial Arts Building was only a temporary location for KCLC when it began broadcasting in 1948. Both sites exceeded classroom and facility capacity in the middle of this past decade. A permanent site that integrates teaching of digital audio, video and computer-assisted communication is essential for continued growth of the program.

Continual Rapid Growth of the Communications Student Body: With development of new facilities, expansion of graduate and certificate programs should approximately double the student census in Communications by the year 2008. Additionally, the expansion of service courses will reinforce the general education needs all Lindenwood students.

Expanded Promotional Opportunities for Lindenwood University: State-of-the-Art digital technology will allow for campus programming over radio, television, Internet and other developing technologies.

IX. ACADEMIC PROGRAMS (continued)

B. Education

Statement of Purpose

The Lindenwood Education Division believes in a high-quality system of K-12 public education that is free and appropriate to all Missourians. We also value the diversity of opportunities provided through the existence of a strong network of private and parochial schools. Students are taught the value of local control of education. A rigorous academic program which is practical in nature and content is stressed both during teacher preparation and when students assume their initial employment. The worth of every youngster is stressed without regard to race, gender, or creed and that education is viewed as a means by which all children can progress to their highest level of opportunity. The underlying philosophy of the Education Division is to prepare teachers who know their subject matter and can teach their subject. Lindenwood University will continue to be recognized as the premier principal and teacher preparatory institution in Missouri.

Student Enrollment

In 1998-99, students were enrolled in 24,487 credit hours of Education Division course work. Approximately 5000 students earned Education Division credit during this school year. A total of 2816 students were pursuing a degree in Education related fields, and they were distributed in this way:

Early Childhood	56
Elementary (1-6)	279
Secondary (7-12)	306
K-12 Certifications	49
Masters Candidates	1547
Masters – Educational Administration	237
Certification Only	150
Physical Education	192

Faculty

The current Education Division faculty consists of 13 full-time and 47 adjunct faculty members. All full-time faculty have their doctorates, and the Division will be adding several new faculty members for the 1999-2000 school year.

Facilities

The Education Division has most of its faculty offices and classrooms in Roemer Hall. Several of the classrooms were remodeled during the summer of 1998 with plans to continue the remodeling until all classrooms are complete. Plans are progressing on the addition of "smart" technology classrooms to enhance the multimedia and computer-access capabilities for many classes. The classroom space is shared with other divisions, creating a high demand and utilization rate for space available. The extended site program is now in 15 off-campus locations. These locations include Independence, Hannibal, Missouri Valley College, Kemper Military, Riverview Gardens, Hazelwood, Ferguson-Florissant, Parkway, Rockwood, 2 locations in the Mehlville and Oakville area, Fox, Northwest in House Springs, Francis Howell and Fort Zumwalt. All off-campus locations utilize classroom space at these various locations.

Assumptions

1. The Education Division will remain devoted to excellent teaching and advising.
2. The renovations in Roemer Hall will continue on the plan that has been outlined.
3. Technology will become more a part of the teacher education program and each class that is taught in the program.
4. The number of undergraduate students will continue to increase during the next decade. The quality of the program will continue to be the highest priority.
5. Growth in the graduate program on campus as well as off campus will continue. Quality of the programs will continue to be stressed.
6. Exploration of new programs to address those areas of critical teacher shortage will continue to be addressed.
7. The number of full-time faculty members will increase in the upcoming decade as student enrollment continues to increase.

One-Year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
Initiate undergraduate program in Exercise Science	Dieringer	05/00	Attract more students to program
Initiate undergraduate program in Industrial Technology	Boyle	05/00	Attract students to program
Expand Extended Site Program 2 sites	Feely	Ongoing	Increase enrollment graduate program
Secure TEAC accreditation	Boyle	07/98	Natl. accreditation
Continue to revitalize the PDK Chapter	Boyle & Doyle	Ongoing	Support of the Education profession
Pursue offering more evening courses	Team	Ongoing	To accommodate non-traditional students

Maintain quality and achieve continued growth	Team	Ongoing	More and better teachers
Maintain quality and achieve continued growth in COOP Credit program	Doyle	Ongoing	Procure future students for Lindenwood
Continue to establish Educational Administration Program as premier program in Missouri	Boyle & Doyle	Ongoing	More students for all programs
Initiate program in Library Media	Boyle	07/99	Attract students and address a high need area
Initiate program in Marketing Education	Boyle	07/99	Attract students and address a high need area
Initiate program in Master of Arts in Teaching	Boyle	07/99	Attract non-traditional students to a program that meets the need
Initiate emphasis areas with M.A. in History, Mathematics, English	Individual Divisions	06/00	Attract and add diversity to existing programs
Initiate doctoral program	Education Division	Ongoing	Attract and keep new and existing students

Continued growth in the Education Department is expected due to the shortage of teachers, the quality of our programs, the affordability of our programs and the expanded off-campus sites. With the addition of these new programs and certification areas, enrollment at the graduate level will continue to increase. Non-traditional student enrollment will continue to increase with the adjustments made in times for class offerings as well as the new program offerings.

Five-Year Plan for 2000-2004

- Continue the expansion of the extended campus sites throughout Missouri
- Continue to monitor closely the need for faculty members as growth continues
- Effectively implement the additional degree/area of emphasis programs to be established in the 1999-2000 year
- Continue to become the premier program for the preparation of school administrators in Missouri
- Incorporate more extensively in educational courses and course offerings
- Explore the use of distance learning in educational courses offerings

- Continue to review and refine the Student Advising Process
- Complete the self-study for the Athletic Training Curriculum
- Expand Educational Opportunities for the Boone Village Campus (Summer Institutes)
- Continue to work with area community colleges toward articulation agreements targeting education students specifically
- Increase enrollments according to the following projections:

Year	Early Child.	Elem. Educ.	Second. Educ.	K-12 Cert.	M.A. Cand.	M.A. Ed. Admin.	Cert. Only	Phys. Ed.
1998-99	56	279	274	49	1547	237	150	192
1999-00	60	300	300	55	1650	260	165	210
2000-01	65	335	335	60	1820	285	180	230
2001-02	70	365	360	65	1980	310	200	250
2002-03	75	390	375	70	2130	330	215	275
2003-04	80	400	390	80	2240	350	225	290

Future Directions

Continued Growth to Meet Demand Lindenwood University will continue its significant growth well into the next century. Job prospects for new teachers and administrators continues to be excellent. School Districts will aggressively compete for capable, well prepared and committed young men and women entering the profession. The need for school administrators appears to be even more critical. The opportunities to serve practicing through graduate and professional development course work will continue to expand.

Geographical and Curricular Diversification Because of its flexibility in delivery systems, practical curriculum, and entrepreneurial spirit, the Education Division will continue to be the major provider of programs to Missouri's teachers and school districts. Our 10-year goals would include the following:

1. Campus locations convenient to every teacher in Missouri
2. Lindenwood University graduate course credit awarded to 80% of the teachers in the state
3. Recognition as the premier program for the preparation of educational administrators for Missouri Public schools
4. Comprehensive programs for all educators through the Doctoral Level
5. Enhance the use of technology to observe and supervise students involved in field experiences
6. Explore the avenue of an International Teacher Preparation Program

IX. ACADEMIC PROGRAMS (continued)

C. Fine and Performing Arts

Statement of Purpose

The Lindenwood Fine and Performing Arts Division stresses learning by application. Students are provided with solid basic instruction in technique and theory. Unlike the typical conservatory setting, Lindenwood students are encouraged to begin applying the principles as soon as the opportunity to do so presents itself. Our mission is to help students develop their creative identity within an environment that supports the well-made attempt. Our intent is to prepare young actors, artists, designers, performers, musicians, dancers, historians and educators to succeed in extraordinarily competitive fields. To that end, we encourage the development of the mind, the body and the creative spirit. We also teach students that it is not enough to be talented: self-discipline, careful preparation and flexibility are also required to achieved one's goals.

The Lindenwood Division of Fine and Performing Arts is a microcosm of the liberal arts ideal. A truly creative person is one who must be well-educated in the most complete sense. As a consequence, each discipline within the Division regularly stresses the importance of doing well in classes that may appear to be unrelated to the student's particular areas of concentration.

Student Enrollment

In 1998-99, students were enrolled in 8,814 credit hours of Fine and Performing Arts Division course work. The same year, 307 students pursued majors in the division. Those students were distributed this way:

Art (Studio and Art History)	108
Dance	21
Fashion Design	11
Music (Vocal and Instrumental)	46
Theatre/Performing Arts	121

Faculty

The current Fine and Performing Arts faculty consists of;

	Full-time	Adjunct
Art (Studio and Art History)	4	3
Dance	2*	1
Fashion History	1*	0
Music	4*	5**
Theatre/Performing Arts	3.5 * (plus music & dance faculty)	0

*Faculty members teach course work in other disciplines within the division or in other divisions within the University.

**These adjunct faculty usually teach specific one-on-one or small classes in specific musical instruments or voice. There is always a customary additional fee for private lessons, recital preparation, or technique classes taught by these individuals.

Facilities

The faculty of the Division are officed in Harmon Hall, the Lindenwood University Cultural Center and Roemer Hall. Most of the courses within the Division are taught in Harmon Hall, the Lindenwood University Cultural Center, the Robert Hyland Performance Arena, and Studio East. Sibley Chapel, Jelkyl Theatre and the Daniel Boone House locations are used, as well. Specialized studios and performance venues at the various teaching sites are as follows.

Harmon Hall--painting studio, ceramics studio, photo studio, University teaching slide collection, fashion and costume design studio, student "black box" theatre, Hendren Gallery, Gallery 202, small dance studio.

LU Cultural Center (auditorium building only)--choir room, band room, class piano lab, MacIntosh computer lab, organ practice rooms, LUCC performance auditorium, general music practice rooms, two small galleries.

Studio East--large open warehouse space for teaching sculpture, 3-D design, 2-D design, printmaking, drawing, figure drawing, a small gallery.

Jelkyl Theatre--main theatre performance space

Robert Hyland Performance Arena--auxiliary gym used for dance studio Jazz and modern, main gym used for dance recitals and some musical events.

Assumptions

1. The purpose, intent and mission of the Fine and Performing Arts Division will remain essentially the same. The foci will be twofold: exceptional instruction and multiple opportunities for students to perform.
2. The Fine and Performing Arts Division will remain one of the fastest-growing divisions of the University.
3. While the classrooms, studios and performance areas will continue to be renovated and upgraded over the coming years, there is a need for a larger multi-purpose performance, studio, and exhibition space.
4. The graphic and computer art programs will require progressively more computer and smart technology, especially as it interfaces with video.
5. Because of performance venue limitations on campus, the prospect of touring will become more important for recruitment and retention.
6. The number of graduate students in the Studio Art program will increase at a brisk pace because of the institution of part- or full-time Master of Fine Arts program.
7. The Dance program will become highly visible in part because of the association with the MidAmerica Dance Company but largely because of the excellence of Lindenwood student dancers, choreographers, and faculty.
8. The 2-3 graduate programs in Theatre and Art will be instituted and will cause a significant increase in the number of graduate students in these areas.
9. Art internships will more than double within the next three years.
10. The Theatre program will institute a visiting artist contract with Actor's Equity.
11. The number of full-time faculty members and visiting artists will increase in the upcoming decade in proportion to the growth in the student population served.
12. Opportunities for international study will rapidly increase in all areas of the division. Faculty and student exchanges will develop quickly in London, Taiwan, and Panama.
13. Daniel Boone House and Boonesfield Village will be developed as a teaching site for American arts and crafts, museology, historic site management, living history and performance.

One-Year Action Plan for 1999-99

Initiative	Responsible Persons	Date	Expected Outcome
Equip performance arena with the following to create a true concert and performance venue: portable lighting truss and lift equipment; second 12-channel lighting dimmer pack; one follow spot; 20 Source 4 lighting *instruments Wenger	Walsh/Parker/ Carter	06/00	Provide students with large concert facility
Create two smart classrooms: LUCC Mac lab and Harmon 202 (this classroom has an Internet drop). Classrooms should include: smart boards and Computers with CD Rom capabilities for faculty and student use	Parker/Ruebling/ Perantoni	08/99	Improve teaching/learning space
Begin critical consultation with Parker the President, Development, architects and faculty to create a plan for the first module--a 600-seat performance venue--of the Lindenwood University Cultural	Parker	Ongoing	Recruitment, retention, community relations within the region.
Create a ScholarShop and Ticket Center in front of Studio East for the purpose of selling: student artwork, Lindenwood spirit items, Lindenwood student CD, and tickets	Tillinger	10/99	Increased visibility and access to tickets, student art . Opportunity for retail marketing. Students to manage
Finalize academic components and begin to publicize 2-3 programs.	Reeder/Tillinger	12/99	Significantly increased recruitment
Create additional internships at the St. Louis Art Museum, Art St. Louis and the St. Louis Artist's Guild	Tillinger/Ruebling	06/00	Students gain valuable experience and become more marketable
Institute new recruitment strategy with area high schools identified feeder schools by inviting students and their teachers to art program workshops, lectures, and artist demonstrations.	Parker/Tillinger	12/99	Significant increase in undergraduate and graduate students

Seek outside funding to establish art scholarships	Parker/Floyd/ Gladwin	05/00	Increased students, aid recruitment.
Create a national and international high school exhibition on the computer	Ruebling	03/00	Will give Lindenwood national and international recognition, and will augment recruitment
Intensify recruitment efforts to increase enrollment of dance majors and minors by 50%	Scoggins	08/00	Double number of majors
Expand the internship programs to include Dance St. Louis (min. of 1 position), High school dance programs (Hazelwood East and University City) and two additional dance studios (to be determined)	Bloch/Scoggins	09/00	Recruitment and retention improvements
Develop plans for a significant dance tour, possibly overseas. Begin general and specific event fundraising	Bloch/ Scoggins/ Parker.	01/00	Expand performance venues, provide professional experience
Add theatre tech students interested in costume design to the Construction classes for training	Jones	09/99	Broaden student experience and training to make them more marketable
Produce CD, "Live at Lindenwood"	Henry/Carter/ Parker	10/99	Provide students with professional experience, advertise Lindenwood and our programs
Faculty attends International Thespian Festival	Scoggins	06/99	Very lucrative and productive recruitment

Continue to improve the Visiting Artist Series and establish Master Classes, pending administrative approval	Tillinger	08/99	Enhance student experiences with successful professionals
Develop dance workshop series for students and teachers from area high schools and dance studios in conjunction with the Spring Dance Alive concert	Bloch	09/99-05/00	Increased short and long term recruitment
Explore options for technical and musical support for summer theatrical productions	Carter	06/00	Reduce cost and increase revenue
Secure additional fashion design internships in the St. Louis area for junior/senior students	Jones	12/99	Make students more marketable
Invite professional Judges to annual fashion show. Judges give mini-seminar on employment opportunities	Taylor/Jones	04/00	Create national reputation for program; increase fundraising potential
Create a proposal to manage the Goldenrod Showboat	Parker	07/99	Increase performance venue and community awareness
Establish working relationships with Laumeier Sculpture Park, the St. Peter's Cultural Art Center and the Center of Contemporary Art (COCA)	Tillinger	06/00	Additional professional experiences for students
Review and amend Arts Administration curriculum	Parker	07/99	Improve program to aid recruitment

Create a BFA in Interactive Multi-media	Ruebling	08/00	Recruit additional students
Create a Web page attachment for programs	Ruebling	04/00	Increased international advertising
Create a new Art program brochure. Complete the MFA brochure	Tillinger/Levi/Ruebling	08/99	Enhance undergraduate and graduate recruitment
Continue to foster the relationship with the Luxenhaus Farm with the potential for instituting the BFA in Traditional American Arts and Crafts, and the establishment of an artist's colony	Parker/Tillinger	TBA	Increase recruitment and national exposure
Prepare annual student designer fashion show	Jones/Taylor	04/00	Professional experience for students; community exposure
Prepare traveling exhibit of historic clothing to be shared with local high schools and other institutions for the primary purpose of recruitment.	Jones	03/00	Provide area students with exposure to these historical pieces and our faculty
Add a new program : Bachelor of Fine Arts in Music Performance with emphases in various instrumental, vocal and accompaniment	Carter	09/99	Increased student enrollment
Develop a relationship with professional theatre company (Lyceum, STAGES, Off-the Cuff)	Reeder	01/00	Enhanced internship opportunities and points towards Equity cards

Work with Missouri State Board of Education to reestablish dance teaching certificates.	Bloch	TBA	Increased enrollments
Explore participating in the American College Theatre Festival	Reeder/Juncker	11/99	Involve students in highly competitive experience; national recognition for LU
Current facilities upgrades: Studio East--electricity upgrade and installation of accordion lights; Painting Studio--installation of accordion lights; Photo Studio--installation of	Parker	08/99	Provide more suitable teaching/learning environment
Improvements in Kiln Yard: purchase burners for the large gas kiln currently under construction purchase digital pyrometer for ceramics	Hargate	08/99	Provide more economical equipment
Begin transferring slides to CD-ROM	Ruebling/Paisley/Tillinger	06/00	Improve slide collection for entire University community, compatibility with smart classroom
Move the MacIntosh Lab to Harmon Hall	Ruebling/Parker/Barger	09/00	Easier student access
Complete transfer of Costume shop to Harmon Hall	Reeder/Jones	08/99	Improve studio,
Soundproof three practice rooms in sanctuary building basement and four classrooms in the education building	Carter/Bittner	03/00	Best use of space for student musicians

Create domestic tours for Vocal and Instrumental Ensembles	Carter/Henry	10/99	Enhance recruitment and retention
Rehab kitchen area in the sanctuary building for teaching and practice room space	Barger/Parker	08/99	Additional practice room(s) for ensemble practice, private lessons, and small classes
Every three years, create international tour for instrumental, vocal and/or sacred music students	TBA	TBA	Enhance Lindenwood's reputation internationally

Five -Year Plan: 2000-2004

- Search for local, national and international funding for the art program fundraising event that will include an art auction
- Showcase Dancers, Lion Line, and Spirit Squad perform in cabaret and historic Lindenwood site
- Continue to develop regional touring opportunities (Belleville Area College, Maryville University, Evangel College, Missouri Valley, SMSU)
- Tammy Rachelski, Toni Rozelle and Lily Hunter spend the summer of 2000 in France at the Paris Institute of Art and Design
- Students participate in field trips (1 in fall, 1 in Spring) to important fashion centers
- Students participate in fund-raising to pay for trips
- A new faculty member is added to teach fashion drawing, production design practicum, millinery, and portfolio design.
- Merge video production with the art and theatre programs
- Create a CD ROM brochure/catalog about our art program which will include images of work produced by faculty and students, to be sent to community colleges and high schools
- Create a dance recruitment video
- Institute the Boone Home Early American Lecture, Debate and Concert Series with one event in the Fall, one in the Winter and one in the Spring
- Annual performances of the Madrigal Feast become a Lindenwood tradition
- Review the option for a Master of Music Education and Master of Music Performance
- Explore offering graduate courses in LCIE format
- Develop a curriculum for the BA/BFA in Musical Theatre Performance
- Develop Butler gym into an additional fully-equipped dance studio/rehearsal space
- Create a recording studio
- Obtain a full set of Orff instruments for the music education program, 6 new electronic pianos over to supplement the piano lab, a lighting equipment upgrade: intelligent ("smart") lighting fixtures
- Install a multi-station wireless intercom system to communicate during productions in our various venues
- Increase enrollments according to the following projections:

Year	Art	Dance	Fashion Design	Music	P/A Theatre
1998-99	108	21	11	46	121
1999-00	124	35	28	55	128
2000-01	134	40	38	63	140
2001-02	144	45	45	70	145
2002-03	154	55	50	76	150
2003-04	160	70	55	80	155

Future Directions

Movement Toward Acclaim in the Arts: The members of the Fine and Performing Arts Division all concur: they want Lindenwood to be the cultural center of the region with an international reputation for excellence in the Arts. They want Lindenwood to be known as an institution that produces creative, innovative, disciplined and multi-faceted professionals who know how to make successful careers in the highly-competitive fields of Art, Dance, Fashion Design, Music and Theatre.

Continual Growth in the Arts Student Body: By 2010, the goal of 600+ full-time undergraduate and graduate students is an attainable one. In addition to the traditional semester students, there will be a healthy Summer session where individuals hone their crafts in a variety of studio and performance classes, workshops and hands-on experiences.

Development and Promotion of Off-Campus Centers: Much of the activity will take place in the state-of-the-art Culture Center that serves as the regional hub for fine and performing arts. But such venues as the Boone Home and Boonesfield Village, the Luxenhaus Center for American Arts and Crafts and the historical Goldenrod Showboat also provide opportunities for study.

Strengthening Our Reputation for Creative Innovation: Lindenwood University is known for its creative interdisciplinary programs (Multimedia, American Arts and Crafts, Comparative Arts, Multi-media Performance Art, Movement and Body Therapy) and the outstanding quality and innovations within its traditional programs.

SPECIFIC GOALS INCLUDE:

ART

Thriving programs in Multimedia, American Arts and Crafts and Comparative Arts
 Study abroad programs
 Nationally-known artists in residence

DANCE

One of the strongest and largest dance programs in the Midwest
 Latest scientific developments in Dance--Movement and Body Therapies
 Indoor and outdoor performance venues.
 Program integrated with Art, Music, Theatre and Design

FASHION DESIGN

Fully functioning combined Costume Shop and Fashion Design studio
 Visiting Designer program.

Students come to Lindenwood from all over the country to study preservation of vintage clothing

MUSIC

National vocal and instrumental music competitions

Summer concert series of American Music at the Boone Home

Show Choir and University Chorus performances at various national and international venues

Site of regional Marching Band competition

THEATRE

Nationally-known summer theatre and music theatre performance programs

State-of the art regional educational theatre

Cooperative MFA programs installed at colleges across the region

IX. ACADEMIC PROGRAMS (continued)

D. Humanities

Statement of Purpose

The Humanities are the heart of the liberal arts, offering a broad knowledge of literature, language, history, philosophy, and religion that fosters ethical maturity along with lifelong intellectual curiosity and independence. Our mission is to put each student in contact with the most significant thoughts and ideas that diverse cultures and epochs have produced. We encourage our students to develop a socially responsible world view, as well as the critical thinking and problem-solving skills they will need in their future. We hold that clear, effective writing is not only a crucial skill in today's world, but also the hallmark of an educated person.

Student Enrollment

In 1998-99, students were enrolled in 21,093 credit hours of Humanities Division course work. The same year, 155 students pursued majors in the division. Those students were distributed in this way:

English	60
General Studies	3
History	67
International Studies	6
Languages	16
Philosophy	2
Religion	1

Faculty

The current Humanities Division faculty consists of:

	Full-Time	Adjunct
English	11	3
History	4	1
Languages	3	2
Philosophy	2	0
Religion	2	0

Facilities

Nineteen Humanities Division offices are situated in Butler hall, which also houses a room for studying, photocopying, and tutoring, and a large, third-floor conference room that is dedicated to tutoring and the development of reading and writing skills. The majority of the Humanities courses are taught in Roemer Hall and Young Hall. Individual class sessions in English are held in the computer lab in Butler Library.

Assumptions

1. The Humanities Division will remain the core of the liberating arts tradition at Lindenwood.
2. The Humanities Division will continue to be primarily a general-education service component of the University, but will continually increment the number of students majoring in its disciplines as well.
3. A back-to-the-basics philosophy will drive a continual reevaluation and revision of the division's approach to teaching writing skills.
4. Electronic media, the Internet, and computer-assisted writing programs will become more prominent in the division's everyday curriculum.
5. The values emphasis in the Humanities core courses will become even stronger as we enter the 21st century.
6. New programs aimed at the adult and graduate populations will be explored and developed, particularly in the areas of Technical and Professional Writing.
7. The division will deliver progressively more of its general-education courses at off-campus sites.
8. The Humanities division will develop greater sophistication and involvement in the NCA student-assessment process.
9. The number of full-time faculty members will increase in the upcoming decade in proportion to growth in the student populations served.

One-Year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
Develop and begin carrying out a plan for Religious Studies programs to be marketed to churches and other community organizations	Mason & Meyers	07/99	Increase head count in religion courses by at least 50 per year
Propose a sophomore-level course that emphasizes the teaching of grammar, especially for our teacher-certification English majors	Weitzel & Bell	08/99	Better prepare our students to write well, and attract more teacher-education prospects
Further refine our focus in the writing courses to emphasize grammar and application, as well as critical and analytical writing skills	Weitzel & Bell	08/99	Graduate better writers and augment retention, especially in the freshman year
Implement an eight-point program to strengthen the preparation of teacher certification students in language	Perrone	08/99	Increase the students' pass rate on NTE exams to at least 80%
Coordinate with Education Division to bring high school students on campus to study logic for college credit	Charron & Smith	10/99	Increase enrollment in freshman courses by at least 20 per year

Review the American history courses fulfilling the General Education requirement, and make recommendations	Hamilton & Smith	10/99	Improve our strong general education curriculum
Begin publication an annual newsletter to be sent to Lindenwood graduates teaching in secondary schools	History faculty	10/99	Recruit at least 15 additional History/ Secondary Ed majors per year
Develop special topics language and culture courses to be offered to evening adult students both on and off campus	Perrone	10/99	Increase student enrollment in language courses by at least 30 per year
Develop a proposal for a regular (catalog-based) major in philosophy	Charron & Smith	10/99	Recruit at least 15 more full-time students per year
Plan and conduct a high-school-student recruiting program	Schnellmann	10/99	Bring in at least 20 additional Humanities majors per year
Finish a plan for offering an undergraduate writing certificate program	Glover	10/99	Attract more students interested in a quality university education
Develop a rationale and proposal for language laboratory facilities	Kotch, Perrone, Vanderheyden	10/99	Augment success rate in all language courses and on NTE exams
Develop recruiting brochures for both philosophy and religion	Charron, Meyers, Smith	11/99	Attract the attention of more prospective majors in these areas
Assess the effectiveness of our elementary courses by administering a standardized test	Language faculty	12/99	Augment success rate in all language courses and on NTE exams
Launch an ongoing writing-enhancement preparatory program for international students	English faculty	03/00	Better prepare our students to write well, and increase retention of international students by 5%
Contact at least 10 high school language teachers who need refresher and supplemental courses	Perrone	04/00	Recruitment of at least 5 additional students per year

Use a career opportunities approach to recruit new English majors	English faculty	05/00	Bring in at least 15 additional English majors per year
Expand the number of courses offered for Honors credit to include the U.S. History survey courses	Smith & Hamilton	05/00	Strengthen retention of our more talented students

Five-Year Plan for 2000-2004

- Develop new multi-disciplinary major, "American Society and Civilization," which will draw courses from disciplines within Humanities, Sciences, Management, and Fine and Performing Arts
- Investigate expanding the program in History to include courses and specialization in Latin American History and Culture, in response to increased commerce with Central America and South America
- Participate centrally in the development of and recruitment for the much anticipated "American Heritage/Environmental Awareness" semester at our Boone campus
- More fully integrate use of high-tech equipment and the Internet as teaching tools in classrooms
- Development of a state-of-the-art language lab with at least 20 fully audio-equipped computers
- Update language proficiency assessment and language courses annually
- Implement a full philosophy major by the year 2000
- Widely promote philosophy as an ideal major for pre-law students at Lindenwood
- Institute a number of programs and partnerships that will draw significant numbers of new Religion students from community organizations
- Augment general recruiting efforts to effect the following anticipated enrollment trends for students majoring in areas of the Humanities:

Year	English	Language	History	Intl. Studies	Phil./Rel.
1998-99	60	16	67	6	3
1999-00	63	18	70	8	5
2000-01	66	21	72	10	7
2001-02	69	24	74	11	10
2002-03	72	27	75	12	11
2003-04	75	30	76	13	12

Future Directions

Making the Optimal Response to the Electronic Revolution: Lindenwood's Humanities Division will strive to keep pace with the ongoing changes in technology that are profoundly affecting anyone who must have excellent communication skills to succeed in their career. We intend to make Lindenwood a leader in the rapidly growing area of electronic communications by providing students with the fundamentals needed to be competent and qualified writers and communicators and developing a new curriculum that will incorporate the latest in technology.

Making Higher Thought and Clear Writing Our Trademarks: Formalize a program throughout the whole division and ultimately the whole University that incorporates and develops critical thinking and writing skills in all students at Lindenwood.

Bringing the Concept of a Center for Heritage and Values to Maturity: Work with other academic divisions to establish a nationally recognized center for the study of values centered at the Daniel Boone Home, which will incorporate both an undergraduate and a graduate program designed to educate both the traditional student and the business professional in applied ethics and values. This program will be unique in the United States and will draw students from all over the world.

Expanding Programs into New Areas: Expand the current programs in American History, Literature, Religion, and Philosophy, combining them with anticipated majors in Historic Site Management, Archival History, and Historical Science, to bring one-hundred students a semester to the Daniel Boone Campus.

Recruiting on Our Strengths: Double the number of current majors in American History, English and Literature, Foreign Language, Religion and Philosophy, and General Studies by recruiting students who want a broad liberal arts education.

Year	2000	2001	2002	2003	2004
1	10	12	15	18	20
2	15	18	22	25	28
3	20	25	30	35	40
4	25	30	35	40	45
5	30	35	40	45	50
6	35	40	45	50	55

IX. ACADEMIC PROGRAMS (continued)

E. Management

Statement of Purpose

The Lindenwood University Division of Management strives to teach students to be functioning members of the business community. The Division integrates the latest theoretical and practical knowledge into a comprehensive learning environment geared to the needs of the employers and the employees.

The business programs in the LCIE (cluster format for adult learners) offer a structured, broad-brush approach in the area of business administration. Using the Socratic method of teaching and a core requirement in the liberal arts, the overall purpose of the LCIE business curriculum is the development of the student's analytical skills, with emphasis placed on both written and oral communication.

Student Enrollment

In 1998-99, students were enrolled in an average of 35,487 credit hours of Management Division course work. The same year, 2517 students pursued majors in the division, distributed as follows:

Accounting	85
Business Administration	1587
Finance	25
Health Management	99
Human Resource Management	330
Human Service Agency Management	108
International Business	30
Management Information Systems	45
Marketing	120
Political Science	30
Public Management	5
Retail Merchandising	35
Valuation Science	18

Faculty

The current Management Division faculty consists of:

	Full-Time	Adjunct
Accounting	3	2
Economics	1	1
Finance	1	3
Human Resources	2	1
Human Service Agency	2	3
Information Systems	2	3
Law	1	1
Management	3	10
Marketing	2	4
Political Science	2	0
Retail Merchandising	1	0

Facilities

The Management Division has most of its faculty offices located in the Memorial Arts Building. Faculty located in MAB primarily teach in the undergraduate and/or traditional graduate management programs. MAB also houses one classroom and two computer labs used primarily for management classes/students.

Three of the Management Division faculty are located in the Lindenwood University Cultural Center, and primarily teach and administer in the LCIE, or cluster format of program delivery. The Cultural Center also has 14 classrooms which are shared with other LCIE programs.

Management classes are also taught at various locations, including Westport, St. Anthony's, O'Fallon, Wentzville, Washington, and several area businesses.

Assumptions

1. Lindenwood's area of expertise will continue to be the personal attention and personal education of the student.
2. A web site presence will be necessary to transmit information to prospective students that are searching this medium. This presence will be of high quality, but will not be our focus for processing student information.
3. Areas of employment within the business field that are growing rapidly include MIS, health care administration, sales, and the service industry.
4. Business professionals have an increasing need for technology skills and quantitative skills.
5. Lindenwood University's future will be fueled by the growth of St. Charles County.
6. The County's rapid growth will increase the demand for graduate courses in public management.
7. On-site management classes for adults in the 30+ age category are a major growth area for Lindenwood University.
8. Program options of the future need to utilize space when it is currently vacant; classes cannot be offered exclusively on Monday, Tuesday, Wednesday and Thursday evenings.

One year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
Communicate with Adjunct Instructors twice per year	Kamm	Ongoing	Improve professionalism of service
Investigate a dual credit program to enhance retention from undergraduate to graduate student status	Matheny	07/99	Increased enrollment In MBA
Develop assessment tool for graduate program for students as well as University	Otto	08/99	Quality assurance
Investigate outside foundations that may fund a Management Division objective, and work with Development	Cernik, Otto	08/99	Funding

Complete the formation of Advisory Boards in Human Resources, Retail Merchandising, and Small Business	Otto, Taylor, Matheny	08/99	Enhanced program/placement
Develop a pro forma for the Management Division based on a projected leveling off of undergraduate day students and growth	Babbitt	08/99	Quantitative information to be used in planning
Develop additional areas of concentration in the traditional MBA program	Ezvan, Otto	08/99	Enhanced program
Prepare one-page flyers on each program area. Post these flyers, and have them available for student reference	Arns, Felty, Otto,	08/99	Increased enrollment
Develop a Division brochure	Arns	08/99	Sales
Expand the O'Fallon Campus cluster offerings to eight clusters per quarter, and the St. Anthony Campus cluster offerings to ten clusters per quarter	Kemper	09/99	Increased enrollment
Develop a contact list of the primary Human Resource professionals in the St. Charles Area for use in recruitment.	Otto	09/99	Placement
Develop a plan for offering undergraduate and graduate programs in the Wentzville area	Kemper, Matheny	09/99	Increased enrollment
Review current library curriculum and video downlink opportunities for the Management Division	Leonard, Kamm	09/99	Improve teaching
Develop a testing method for assessment of the General Education goals	Matheny	10/99	Improve teaching
Expand undergraduate enrollment in LCIE and graduate programs in the Wentzville area by 10%	Kemper	12/99	Increased enrollment

Completion of course(s) in finance by at least two faculty members within the division, for faculty development purposes as well as the distance learning experience	Kamm, Cernik, Matheny	12/99	Improve teaching
Develop relationships with three new minor league sports teams in St Charles County	Cernik	12/99	Recruitment
Increase the number of courses offered on weekends	Matheny	12/99	Increased enrollment
Work with the General Education Committee to develop a proposal for a Master of Arts degree that can be marketed to the adult lifelong learner	Ammann, Taylor	01/00	Increased enrollment
Participate in two DECA tournaments	Arns	05/00	Student development

Five -Year Plan for 2000-2004

- Expand the Public Issues Forum to include other services to the Business, Government, and Not for-Profit communities
- Target Winghaven for Lindenwood University to be the primary educational interface
- Continue to explore off-campus possibilities for cluster and traditional course offerings
- Develop an evening undergraduate program in MIS and accounting
- Develop an MA in Sales
- Expand the MIS course offerings to reflect growing field of study
- Incorporate distance learning courses where appropriate
- Develop standardization where appropriate for graduate level courses, including course syllabi and student assessment
- Explore and propose an Executive MBA program
- Propose an event bringing in a nationally known speaker for educational and profit purposes

- Augment general recruiting efforts to effect the following anticipated enrollment trends for students majoring in areas of Management:

Year	Acc	Bus Adm	Fin	Hlth Mgt	HRM	HSA M	Int'l Bus	MIS	Mktg	Poli Sci	Pub Mgt
1998-99	85	1587	25	99	330	108	30	45	120	30	5
1999-00	110	1625	25	110	350	110	40	90	135	35	25
2000-01	125	1685	35	120	370	115	55	130	145	35	35
2001-02	135	1745	40	130	385	120	75	150	150	40	40
2002-03	140	1805	45	135	395	125	90	175	160	40	45
2003-04	145	1870	50	140	405	130	110	200	165	45	50

Future Directions

Continued Excellence in Teaching: With more and more graduates excelling in areas that can be measured, i.e. the CPA exam and the LSAT test, develop a progressive benchmark for quality measurement. Strive for results, consistency, quality, and skills that will transfer to the workplace of tomorrow.

Expansion of Graduate Programs: Continue to research and develop an Executive MBA and a Doctorate of Management to respond to the needs of potential students, and for the rapidly changing work environment.

Partnership with Area Businesses: Continue to seek partnerships with area businesses for on-site educational programs.

IX. ACADEMIC PROGRAMS (continued)

F. Sciences

Statement of Purpose

The Lindenwood Sciences Division stresses critical thinking skills and data-based decision making. Our mission is not only to effectively convey the content of Mathematics and the Natural and Behavioral Sciences, but also to nurture a scientific attitude toward investigation and discovery. We consciously balance basic science with applied science, and the study of the human being's body and mind with stewardship of the external environment. Our intent is to steep our students in productive use of the latest technology while never overlooking the primacy of human thought, values, and culture.

Student Enrollment

In 1998-99, students were enrolled in 30,816 credit hours of Sciences Division course work. The same year, 908 students pursued majors in the division. Those students were distributed in this way:

Biology	107
Chemistry	15
Computer Science	72
Criminal Justice	176
Gerontology	43
Mathematics	46
Professional Counseling	287
Psychology	129
Social Work	24
Sociology	9

Faculty

The current Sciences Division faculty consists of:

	Full-Time	Adjunct
Biology	3.3	1
Chemistry	2	0
Computer Science	2	0
Criminal Justice	2	2
Earth Science	1	1
Gerontology	.5	2
Mathematics	6	2
Professional Counseling	2.5	7
Psychology	3.5	0
Social Work	1	0
Sociology/Anthropology	2	0

Facilities

The Sciences Division has most of its faculty offices and classrooms in Young Hall of Science, which also includes a greenhouse, four biology laboratories, three chemistry laboratories, a partially sound deadened psychology laboratory, and a state-of-the-art earth science laboratory. There are also two chemical storage rooms, a computer server room, and several smaller utility and all-purpose work rooms and storage closets. Recently, Y110, Y210, Y111, and Y306 were outfitted with "smart" technology to enhance the multimedia and computer-access capabilities for many classes. The classroom space in

Young is shared with other divisions, creating a high demand and utilization rate for the premises. Lindenwood leases two wetlands areas on the Missouri River, and these parcels serve as environmental science "laboratories."

Assumptions

1. The Sciences Division will remain principally devoted to excellent teaching and mentoring.
2. The division's classroom and laboratory areas will continue to be renovated and updated over the next five years.
3. Delivery of content and skills to our students will involve progressively more computer and "smart" technology, but will always function on a foundation of in-classroom interaction between instructors and students.
4. The number of undergraduate majors in the division will increase incrementally across the upcoming decade.
5. New programs aimed at the adult and graduate populations will be explored and developed, particularly in the areas of Mathematics Education, Information Science, and Environmental Studies.
6. The Professional Counseling program will stabilize at a student population size of 350-400.
7. The number of adult and graduate students will increase at a brisk pace, once new programs are commenced for these populations.
8. The number of full-time faculty members will increase in the upcoming decade in proportion to growth in the student populations served.

One-Year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
Continue work of making Grafton Ferry Wetland [swamp] a useful outdoor education classroom	Anderson	Ongoing	Increase in the census of our environmental biology emphasis
Increase off-site recruitment measures in Criminal Justice (ex. Correctional staff working in prisons)	Moorefield & Steinmann	Ongoing	Recruitment of at least 30 additional students per year
Install of safety shower and repair leaking faucets in chemistry laboratories	Soda & Evans	07/99	Augmentation of the level of safety in our students' lab sessions
Begin to work on an Archaeology component of our Anthropology program focusing on the Boone Farm	Scupin	07/99	Bring additional Anthropology students seeking this emphasis
Develop a 3+1 Nursing Program with Deaconess Hospital	Evans & Bethel	07/99	Attract a minimum of 5 majors by 01/00 and 10 majors in fall 2000

Revise Psychology program's assessment measure to incorporate information gained from previous years	Bramblett & Evans	07/99	Use information to enrich an already strong curriculum
Enhance partnership with Computer Junction with certificate program	Factor	07/99	Bring in a minimum of 100 new teacher education students per year
Consolidate CSC 303,304, and 406 into courses ;add course in event-driven object-oriented programming	Soda	07/99	Strengthen our computer science curriculum and preparation of students
Complete Gerontology Education Resource Center to be located in the library and disseminate information on the acquired materials to all university faculty	Patterson	07/99	Strengthen the content of the gerontology program
Consider offering selected CJ courses at off campus sites, such as O'Fallon	Moorefield	07/99	Recruitment of at least 50 additional students per year
Update the curriculum and intensify the recruiting for the environmental science emphasis in biology	Anderson	08/99	Attract at least 10 additional biology students per year
Network with community agencies and long-term care providers that serve the older adult population to establish internship opportunities for current students and recruit new students	Patterson	08/99	Establish at least 5 new internship sites for our students
Train faculty on use of Smart equipment	Perantoni	08/99	Bring LU's classes up to speed with modern technology
Improve educational facilities in Young Hall including (but not limited to): mechanical and electrical systems, acoustics	Soda, Evans, Anderson, Perantoni	08/99	Enhance the learning atmosphere and close on more prospects; save \$
Increase the visibility of the Gerontology program by continuing to conduct the "Careers in Gerontology" programs and compiling and distributing a newsletter	Patterson	08/99	Enhance recruitment effectiveness in the gerontology program
Finalize placement procedures in general education math courses	O'Daniel	08/99	Reduce freshman math failures by at least 50%

Set up partnerships between our Social Work program and community service agencies such as Division of Family Services and Youth in Need	Mueller	08/99	Attract more social work majors and strengthen their preparation
Implement second phase of Smart Classroom Plan	Perantoni	08/99	Bring LU's classes up to speed with modern technology
Develop courses to meet new licensure requirements for Marriage and Family therapists	Nickels	08/99	Attract more students interested in this kind of licensing
Develop Web page for Psychology to describe major (BA/BS), emphases, faculty, and student organizations	Warren	08/99	Attract more majors via a Web presence
Begin to develop a collection of both Native American and Colonial American artifacts for a Museum display at Boone	Scupin	08/99	Bring additional Anthropology students seeking this emphasis
Teach courses at the O'Fallon site	Mueller	09/99	Attract at least 15 additional social work majors per year
Offer graduate-level courses on the Internet for school district technology directors and teachers	Factor	09/99	Bring LU's classes up to speed with modern technology
Investigate and possibly implement a minor in the area of Information Science	Kottmeyer	10/99	Attract more computer science and mathematics majors
Investigate tracking system for graduates in Psychology	Utley & Warren	12/99	Develop information to use in recruitment
Track employment of 1998 CJ graduates to determine what fields they entered	Moorefield & Steinmann	12/99	Production of useful information for recruitment
Establish a chemistry web page to recruit potential majors	Mao	01/00	Increase the number of Chemistry and pre-med majors
Develop spec sheet on CSWE accreditation for the Social Work Program and submit it to the President	Mueller	01/00	Accreditation of this type will help us attract and retain more majors

Revise College Algebra and possibly Statistics courses	Van Swaringen	01/00	Make the content more accessible and useful to our students - reduce fails
Develop a handbook for faculty on use and techniques for classrooms equipped with smart technology	Perantoni	01/00	Bring LU's classes up to speed with modern technology
Continue work on implementing a Masters in Education with an emphasis in Math Teaching or a Masters of Arts in Teaching	Query	01/00	Bring in at least 10 new masters students per year
Develop a customized Counseling data base in order to effectively track students in the program to facilitate retention, scheduling and planning	Sankar	01/00	Increase retention by at least 10%

Five-Year Plan for 2000-2004

- Contact community colleges and other venues for articulation agreements targeting biotechnology students specifically
- Develop new biotechnology courses in plant/animal tissue culture, mycology and isolation, culture and characterization of special protista
- Develop web page for recruitment and communication with current majors and other LU students
- Develop internships with area hospitals, federal and state environmental agencies
- Finish development of Grafton Ferry Wetlands as an outdoor education classroom
- Provide hot water, ice and vacuum capabilities to Young Hall Laboratories
- Redirect currently offered courses in genetics, cell biology, microbiology, immunology, biochemistry, molecular biology, plant growth and development to enhance biotechnology direction
- Conduct major renovation of laboratories in conjunction with the renovation of Young Hall
- Work with the community colleges to recruit junior and senior chemistry students
- Explore the possibility of forming partnership with chemical companies for student internship
- Explore a degree in Information Science to be offered in both daytime and evening classes
- Form a partnership with Retired Senior Volunteer Program (RSVP) and have them use the lab in the times we are not to teach children how to use computers
- Complete the restructure of general education mathematics
- Offer GMAT and GRE preparation courses off-campus
- Incorporate aspects of distance learning as appropriate
- Increase partnership relationships with Law Enforcement, Juvenile Justice, and Correctional Agencies in the St. Louis Metropolitan area. This will enable us to better appreciate their needs and also aid in recruitment
- Explore offering courses at sites such as large police departments, Prisons/Jails, or Juvenile Detention Centers to staff members at such facilities
- Offer specialized "training courses" to field personnel in the areas of law enforcement, corrections, and juvenile justice
- Pursue offering a Criminal Justice minor or general course work in forensics in partnership with the Chemistry and Psychology areas
- Expand the sciences program to evening curricula and summer sessions
- Construct a weather/astronomy deck on the roof of the science building
- Recruit and maintain a core group of adjunct faculty for the Gerontology program that can cross-teach classes at various locations

- Establish partnership with the O'Fallon Senior Center
- Develop a new cluster of courses for graduate students with research on practice and aging focus to replace the current graduate research and statistics class
- Develop and plan for an undergraduate course focused on career and lifestyle exploration to be presented in conjunction with Career Development Services
- Develop statewide workshops for supervision training for practicing school and professional counselors
- Develop Applied Psychology Course for students to take freshmen or sophomore year. The intention is to inform students concerning career options in Psychology
- Evaluate tracking system of students graduating with a degree in Psychology (useful for future internship sites, jobs, etc.)
- Develop an Archaeology laboratory based at Boone Farm
- Continue to develop a Museum display of Native American and Colonial American artifacts at Boone Farm
- Augment general recruiting efforts to effect the following anticipated enrollment trends for students majoring in areas of the Sciences:

Year	Anthropology	Bio.	Chm.	Comp Sci.	Crim. Justice	Gerontology	Math	Counseling	Psych	Soc. Work	Sociology
1998-99	0	107	15	72	176	43	46	287	129	24	9
1999-00	4	119	18	77	188	45	50	295	135	35	15
2000-01	4	131	21	82	196	47	55	303	140	50	16
2001-02	5	143	24	87	202	49	60	311	145	65	18
2002-03	6	155	27	92	208	52	65	319	150	80	20
2003-04	6	167	30	97	212	55	70	327	155	100	25

Future Directions

Continued Excellence in Teaching: A proven record of teaching prowess and a passionate desire to mentor students will continue to be the primary criteria in the selection and continuance of faculty members. Lindenwood's Sciences professors – as a team – will become known regionally and nationally for their ability to maximize student achievement and success rates in a context of the highest standards of science education.

Continual Moderate Growth of the Sciences Student Body: With the expansion of existing programs and the creation of new ones, especially in areas of professional and graduate education, we expect the student census in Sciences to increase by approximately 50% by the year 2008.

Growth in Environmental Education: Lindenwood will be known as the Midwestern mecca of Environmental Sciences education. Our Missouri-River wetlands properties and the pristine wooded acreage at the Boone campus preserve will become the paramount Environmental laboratories in the heart-of-America region.

Expansion of Graduate Programs: Additionally, we will develop and promote a number of first-rate graduate programs – most notably in Mathematics and Information Science. In the social sciences, Lindenwood will be a recognized leader in providing advanced degrees for professionals in Criminal Justice, Professional Counseling, and Social Services. The Boone property could serve as a unique, inspirational site for an annual series of professional and continuing education seminars.

Best Use of State-of-the-Art Facilities: The Sciences Building will be the envy of most other science programs in the country. Its clean, modern appearance will herald its state-of-the-art high-tech classrooms. Each student in these "Smart Classrooms" will have a computer workstation at his or her desk. From that workstation, the student will be able to input a response or idea that will be displayed on the "SmartBoard™" (often right next to, or even articulated with, the professor's notes and illustrations) for the whole class to consider and respond to. From those same workstations, all students in a class will be able to search and study various Internet sites together (or individually) and discuss their reactions and insights as they pursue the topic. At the same time, our science laboratories will have the latest equipment and technology, but will also be multi-use rooms. That is, equipment and lab implements will be portable, "stow-able," or convertible, so that the space will be usable as regular classrooms when scheduled labs are not in session. With proper scheduling, installation, and use, these classroom facilities of the future will bring the rate of learning in our science classes to its highest possible level.

Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
1	100	100	100	100	100	100	100	100	100	100	100
2	100	100	100	100	100	100	100	100	100	100	100
3	100	100	100	100	100	100	100	100	100	100	100
4	100	100	100	100	100	100	100	100	100	100	100
5	100	100	100	100	100	100	100	100	100	100	100
6	100	100	100	100	100	100	100	100	100	100	100
7	100	100	100	100	100	100	100	100	100	100	100
8	100	100	100	100	100	100	100	100	100	100	100
9	100	100	100	100	100	100	100	100	100	100	100
10	100	100	100	100	100	100	100	100	100	100	100

X. STUDENT SUPPORT SERVICES

A. Admissions

1. Undergraduate Day

Statement of Purpose

The Lindenwood University Department of Undergraduate Day Admissions recruits students into the traditional, semester, undergraduate program.

Students Served

- Full-time undergraduate residential
- Full-time undergraduate commuter
- Part-time undergraduate commuter
- Non-degree seeking undergraduate commuter

Personnel:

- One full-time director of undergraduate admissions
- Three full-time admissions representatives
- One full-time cheerleading coach/admissions representative
- One full-time baseball coach/admissions representative
- One full-time office manager

Facilities:

One office located in the Tea Hole a part of the Gables Building located in the center of main campus across from the Butler Library.

One Year Action Plan for 1999-2000:

Initiative	Responsible Persons	Date	Expected Outcome
Meet University's student recruitment goals for the 1999-2000 academic year	Team	8/99	Reach capacity enrollment
Interview and recommend one full-time admissions representative	Isenhour	8/99	Increase general student enrollment
Raise average GPA and ACT scores on freshmen	Team	8/99	Quality students with very high success rate
Increase student recruitment from local feeder high schools		12/99	Capacity enrollment
Increase student recruitment from local private high schools	Team	12/99	Reach capacity enrollment

Five- Year Plan for 2000-2004:

- Meet recruitment goals established by the University
- Develop a comprehensive, sophisticated view book
- Develop Honors Program brochure
- Improve University's homepage on the web
- Increase student recruitment in targeted states outside of Missouri
- Develop relationship with alumni who will support recruiting efforts in states outside of Missouri
- Host Campus Information Day for local high school guidance counselors
- Target outlying rural high school market to increase residential recruitment
- Increase transfer student recruitment from local community colleges

Future Directions

- Increase traditional, semester, undergraduate student population
- Expand recruiting target markets
- Increase all recruited student's measurable academic achievement

X. STUDENT SUPPORT SERVICES (continued)

A. Admissions

2. Adult and Graduate

Statement of Purpose

The purpose of the office of Graduate and Adult Professional Admissions is to recruit both graduate and undergraduate adult students to Lindenwood University. The students include LCIE (cluster format) undergraduate and graduate students, graduate education, professional counseling graduate students, and MBA programs. During the 1998-99 academic year, this office recruited in excess of 2500 students.

Personnel

The Graduate and Adult Admissions office consists of one Director (Associate Dean), and four full-time staff members: two admissions representatives, one office manager, and one retention coordinator. There are also three part-time graduate assistant positions to assist with admissions and marketing.

Facilities

The Graduate and Adult Admissions is currently housed in the Gables building on the main Lindenwood University campus.

Assumptions

This plan assumes that the programs available at Lindenwood University will remain constant and that in the event programs are dropped, others will be developed to replace them.

One-Year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
Increase enrollment by at least 20% for the winter quarter/spring trimester term	All	02/00	New enrollments of 515 students
Increase enrollment in remaining terms by at least 25%	All	05/00	Students
Establish and implement a student retention and re-admission system that will support faculty advising	Guffey	05/00	Increase current student enrollment and retention by at least 10%
Develop and implement a referral appreciation program for students and alumni making referrals of new students	Guffey	01/00	Increase in enrollment/goodwill
Establish an outside sales team	Guffey	01/00	Generate referrals
Reorganize the inside sales team into a customer service team	Guffey	08/99	Student satisfaction
Assess and develop new support materials and recruitment tools based on the specific function of generating inquiries/appointments	Heusler	09/99	Recruitment
Increase and continue public relations efforts	All	12/99	Goodwill/ Recruitment

Establish a revised information system	Guffey	09/99	Efficiency
--	--------	-------	------------

Five-Year Plan for 2000-2004

- Increase enrollment by at least 10% to 15% per year.
- Establish a closer partnership with St. Charles County Community College's Counseling and Guidance Department to provide a cross referral network.
- Develop and implement a World Wide Web recruitment system and site that effectively attracts adult students.
- Assess emerging career options for adults and develop programs to meet this rising demand.
- Encourage and assist in the establishment of a Career and Guidance Center for adults that services students and persons at large in the community.
- Identify career training partners in technology career areas and develop joint programs of curriculum and recruitment.
- Establish a quarterly newsletter for adult students attending Lindenwood.
- Establish target specific advertising programs to meet recruitment goals.

Future Directions

Our goals are to Provide information and feedback from the business community and general public regarding needed academic programs and to expand web based recruiting efforts.

Strategic Goal	Start Date	End Date	Responsible Party
Improve student retention rates	2000	2004	Dean of Student Services
Expand enrollment in adult programs	2000	2004	Director of Adult Education
Develop new academic programs	2000	2004	Academic Affairs
Enhance campus safety	2000	2004	Security Services
Improve financial management	2000	2004	Financial Services
Strengthen community relations	2000	2004	Community Relations
Upgrade information technology	2000	2004	Information Technology
Improve physical facilities	2000	2004	Facilities Management

X. STUDENT SUPPORT SERVICES (continued)

B. Financial Aid

Statement of Purpose

The primary service of the Financial Aid Office is to collect and process all data necessary to provide Lindenwood University Grants, Scholarships, and Federal Title IV Aid to all students requesting assistance. The Financial Aid Office assisted with over 4,500 applications for financial aid this year.

Personnel

The office is staffed with six full-time employees: One Director of Financial Aid, One Director of Financial Assistance Planning, and four Financial Aid Officers.

Facilities

The office is currently located on the main floor of Roemer Hall. The office is divided by customer service and technical support.

Assumptions

With the current growth in enrollment, the Financial Aid department will serve approximately 5,000 students in the 99/00 academic year.

One-Year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
Relocate the Financial Aid Offices	All Staff	08/99	Combine offices that are currently divided/ Provide space for increase in staff
Prepare analysis of staffing needs	Haman	12/99	Increase efficiency and customer service
Prepare for Y2K	All staff	09/99	Increase efficiency/ avoid errors
Research electronic receipt of loan funds	Haman	06/00	Increase efficiency and cash flow
Network Financial Aid computer with Business Office (view only)	Haman	09/99	Increase efficiency

Five-Year Plan for 2000-2004

- Provide regular in-house training for Financial Aid and Admissions staff.
- Prepare annual assessment of quality of service to student.

X. STUDENT SUPPORT SERVICES (continued)

C. Library

Statement of Purpose

The Butler Library serves the curricular and research needs of the students and faculty of Lindenwood University. The Library staff performs acquisitions, preservation, circulation and bibliographic control of print and electronic resources that support the University's curriculum. Staff of the Library promotes use of these resources through direct user support services, formal bibliographic instruction and development of instructional aids.

Students Served

Butler Library is open 91.5 hours per week during the academic year and serves students at all levels from incoming freshman to graduate students, faculty, staff, alumni and administration.

Personnel

The current staffing is two professional librarians and two paraprofessional staff members responsible for reference, cataloging, bibliographic instruction, government documents, acquisitions, circulation, serials, and collection management.

Facilities

The facilities include:

- Card catalog, manual circulation system
- Two computers with CD-ROM drives loaded with databases; such as PROQUEST, *Britannica Encyclopedia*, Masterplots, *St. Louis Post Dispatch*, and BIP+
- Workstations able to access OCLC cataloging, interlibrary loan and reference services
- Four computers devoted to Internet access, EBSCOhost, and First Search
- Listening room
- Video and film collection (1041 titles)
- Government documents collection (35,000 items)
- Book collection (110,347 volumes)
- Theses collection (1200 volumes)
- Periodical collection (10,142 bound volumes, 3800 microform reels)
- Audiovisual software (1800 records, 300 audio tapes, 100 CD's, 16 music cassettes)

Assumptions

1. Information sources will continue to experience tremendous growth. Students will need to develop skills to locate information sources and analyze the information they find.
2. The technology of information delivery will continue to evolve at a rapid rate and the library must stay aware of current technology and apply new technology when appropriate.
3. Learning does not stop with the completion of a degree. Students need to acquire lifelong learning skills.
4. The library has a role in adding value to information by selecting, organizing, synthesizing, and evaluating information.
5. The constantly changing information, technological and research environments will demand greater flexibility in staffing, training for staff, and allocation of institutional resources.
6. Rising user expectations will bring increased demands on resources.
7. Information resources costs for the next 3-5 years will continue to experience double-digit or near double-digit increases.

8. Resource sharing will continue to be an important way to meet demands and keep costs in check.

One-Year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
Have professional librarians present at all times the library is open.	Strecker	08/99	Student educational experience is enhanced and satisfaction increased.
Work toward meeting the American Library Association standards for college libraries	Strecker	06/00	Student satisfaction increased.
Research security systems to protect the collection and prevent loss.	Strecker	09/99	Cost saving and prevents frustration of not having material needed.
Expand databases to provide greater reference service.	Strecker/ McWeeney	06/00	Student educational experience is enhanced and satisfaction increased.

Five-Year Plan for 2000-2004

- 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.
- Provide user support at Campus Center with professional staff to instruct students to locate, retrieve, and evaluate new information resources.
- 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
 - Direct patron borrowing
 - Automated acquisitions, serials control, inventory

Future Directions

Improve the Quality of Library Resources: the Butler Library will support curriculum requirements, respond to new program development, offer access to an array of electronic resources, balancing tradition and innovation as we seek the best ways to deliver information to our community of students, faculty and staff.

Improve the Quality of Service and Instruction: library staff will provide instruction, training, and assistance in developing the information competency necessary for teaching, learning. The Butler Library can plan a major role in supporting the University's mission of providing a superior education, contributing to international scholarship, and instilling a commitment to life-long learning.

Partnership with Missouri Libraries: Butler Library will continue its participation in MOBIUS a consortium of academic libraries in the state of Missouri. Butler Library will participate in the implementation of MOBIUS' "Common Library Platform" which will create a "virtual collection" of the approximately 14 million items in the libraries of Missouri's colleges and universities. Lindenwood will

continue its participation in MORENET allowing faculty and students to share in the use of many online citations and full text databases.



X. STUDENT SUPPORT SERVICES (continued)

**D. Campus Life
1. Office of Work and Learn**

Statement of Purpose

The Work & Learn Program provides residential students with a supervised practical work experience to defray the cost of schooling. Combined with academic study, the Work & Learn Program builds leadership credentials necessary for entrance into the job market. Students develop a sense of the importance of dignity of work as they assume vital "hands-on" responsibility for the life of the University. All residential students are allowed to participate and more than 95% chose to take advantage of the program.

Students Served

The Office of Work and Learn serves all residential students that are packaged for the Work & Learn Program through Financial Aid.

One-Year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
Increase the percentage of student completion of work by 5%	Guffey	06/00	Student accomplishment
Further develop the new "Team Leader" leadership model to full participation among the zones and areas	Guffey	06/00	Greater utilization of student work efforts
Conduct a Saturday Work & Learn work day every Saturday during the school year	Guffey	06/00	Accommodate student availability to work

Five-Year Plan for 2000-2004

- Serve as a model for other schools around the country that demonstrates the value of student work programs and community service as it relates to recruitment, student development, and placement.
- Continue to increase the percentage of the student work completion in the program by 5% each year.

Year	Target	Actual	Notes
2000	5%		
2001	10%		
2002	15%		
2003	20%		
2004	25%		

X. STUDENT SUPPORT SERVICES (continued)

**D. Campus Life (continued)
2. Leadership Center**

Statement of Purpose

The purpose of the Leadership Center is to bring out the best in our students and to prepare them for leadership in life. The Leadership Center seeks to prepare students for critical leadership roles in our communities by promoting a strong work ethic, instituting values, building character, and fostering leadership in our students. The Center focuses on preparing our graduates for leadership roles in the public, private, and not-for-profit sectors.

Students Served

The Leadership Center conducts an annual leadership conference targeting the upper echelon of student leaders at Lindenwood. The conference focuses on leadership in the three economic sectors and hosts a slew of prominent guest speakers/facilitators from all walks of life.

The four major programs in the Leadership Center are: Career Development, Work & Learn, Community Work Service, and the Leadership Development Program.

Personnel

The personnel for the Leadership Center consists of four full-time employees: A Dean of Campus Life, an Associate Director of American Humanics, a Director of Career Development, and a Director of Work and Learn.

Facilities

The Leadership Center is located in Butler Hall.

One-Year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
Host at least five guest lectures during the academic year	Guffey	06/00	Enhanced learning
Host the Leadership Experience at the S-F Scout Ranch in Farmington, MO	Parisi	09/99	Enhanced learning
Host two additional Leadership Experience alumni gatherings during the school year	Guffey/Parisi	06/00	Recruitment/ communication
Increase the student and faculty awareness of program	Guffey/Parisi	06/00	Recruitment

Five-Year Plan for 2000-2004

- Open a Leadership Center in the new Campus Center, including interviewing and conference rooms, satellite downlink, and computer presentation equipment.
- Maintain library on local and national nonprofit organizations, including roles and impact of each.

X. STUDENT SUPPORT SERVICES (continued)

D. Campus Life (continued)

3. Office of Career and Development

Statement of Purpose

Career planning is a developmental process and must be fostered during the entire period of a student's involvement with the institution. The primary purpose of career planning and placement must be to aid students in developing, evaluating, and effectively initiating and implementing career plans.

Career planning and placement services should help students to engage in self assessment, obtain occupational information, explore the full range of employment opportunities and/or graduate study, present themselves effectively as candidates, and obtain optimal placement in employment or further professional preparation.

Career planning and placement should also promote a greater awareness within the entire institutional community of the work and the need for and nature of career development over the life span.

The TAP (Talent Accomplishment Program) is designed to maximize student success through the use of intellectual, social, spiritual, creative, and physical activities prescribed by the Lindenwood University Mission Statement. Each semester, every residential 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 student is ready to create a Talent Transcript that supplements the traditional academic transcript.

Students Served

The Office of Career and Development is open to all Lindenwood University students and Alumni.

One-Year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
Conduct 9 Senior Countdown Seminars	Wherli	06/00	Students find jobs
Construct and distribute the LIONetwork Placement Catalog	Guffey	05/00	Students find jobs/ companies find employees/ Lindenwood presence
Coordinate Career Day	Guffey/Wherli	03/00	Same
Co-Chair Education Placement Day	Guffey/Wherli	03/00	Same
Develop internships and volunteer opportunities	All	06/00	Student experience/ recruitment

Five-Year Plan for 2000-2004

- Implement an elective Career Development Course for undergraduate students.
- Offer one Career Day each semester, two per year.
- Increase participation in the LIONetwork by 25% each year.

X. STUDENT SUPPORT SERVICES (continued)

**D. Campus Life (continued)
4. Housing**

Statement of Purpose

The Housing Department is designed to provide living arrangements to best maximize a students potential to be successful in the Lindenwood community. The Housing Department of Lindenwood University provides housing arrangements, furniture, telephone in the dormitories, mailboxes, keys, communication of University policies, support services for campus life, and food service program administration.

Students Served

The Housing Department serves all Lindenwood University residential students.

One-Year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
Renovate a residence hall each year	Barger/ Geisman	09/00	Maintain structures on a regular basis
Renovate Sibley and Niccolls Hall by replacing furniture, painting, and carpeting where needed	Barger	09/99	Same
Assist Facilities Management in supervising construction of two residence halls	All	09/00	Smooth transition of housing/ Functional use of space
Assist in identifying and implementing needed repairs on all housing	All	09/99	Comfort and satisfaction of students/ maintenance of investment in structures

Five-Year Plan for 2000-2004

- Work with Facilities Management in supervising construction of residence halls, as well as Campus Center.
- Assist in designing and implementing functional use of Campus Center for dining hall, mail services, computer lab, student services offices, and recreational activity areas.
- Reorganize Terraces to serve non-traditional housing needs, i.e. single parent, married, and apartment style living for graduate students.

X. STUDENT SUPPORT SERVICES (continued)

**D. Campus Life (continued)
5. Student Activities**

Statement of Purpose

The Student Activities Program provides extracurricular experiences to broaden the University 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.

Annual activities planned or assisted by Student Activities include a freshman mixer, welcome back dance, pep rally, Homecoming, Parents Weekend, Christmas Walk, Spring Fling, and Cotillion. Additionally, the Director of Student Activities oversees the activities of all campus organizations: assisting them in making their functions successful and appropriate to Campus Life. Similarly, the Director of Student Activities attends Lindenwood Student Government Association meetings to aid in direction, answer questions, input suggestions or comments, and assist in making LSGA functions successful.

Students Served

The Student Activities Program serves all students attending Lindenwood University, but primarily focuses on the traditional residential student.

One-Year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
The addition of student activities, including poetry readings, folk music, movies, sporting events, and lectures	All	06/00	Retention; Student satisfaction; Busy students
The printing and distribution of bi-weekly activity calendars and brochures listing things to do on campus	Guffey	05/00	Improved communication; more student involvement in activities
The reorganization of the Student Activities Council to promote and encourage student involvement in college life	All	05/00	Student involvement
Work with foodservice in the coordination of food themes to enhance activities	All	05/00	Enhanced activities
Assist the 1999 Lindenwood Student Government Association By-laws Committee in the updating and rewriting of the by-laws to the LSGA organizations	Guffey	05/00	Improve operation of student groups

Five-Year Plan for 2000-2004

- To coordinate with the Facilities Management in the development of a Campus Center.
- To Expand the program to provide a greater variety of activities, reaching more students, including commuter and non-traditional students.

X. STUDENT SUPPORT SERVICES (continued)

E. Athletics

Statement of Purpose

The purpose of the Intercollegiate Athletic Program is to provide a variety of extra-curricular activities for Lindenwood University students in order to help establish a strong sense of University spirit and pride.

Students Served

The present components of the program are 11 men's sports and 11 women's sports. The men's sports include Football, Soccer, Cross Country, Tennis, Wrestling, Basketball, Swimming and Diving, Indoor Track, Baseball, Outdoor Track, and Golf. The women's sports include Field Hockey, Soccer, Cross Country, Volleyball, Tennis, Basketball, Swimming and Diving, Indoor Track, Softball, Outdoor Track, and Golf.

Last year a total of 635 student athletes participated in 21 sports, and 65 students participated in our Athletic training program. The future may bring the additional sport of Bowling for both women and men.

Personnel

The Athletic Program is staffed with an Athletic Director, and 18 staff members. There are 12 full-time employees of the University and 6 part-time employees. All work in numerous teaching and staff duties, in addition to their coaching responsibilities. All but two coaches work in more than one sport, the two that work in one sport are full-time admissions counselors. Nine Graduate Assistants are involved in the Athletic program, or the Athletic Training program.

Facilities

- Athletics is currently housed in the following facilities:
- Hunter Stadium: Astro-play soccer and football field, with 6,000 seating capacity.
- Field House: houses classrooms, locker rooms, coach's offices and athletic training facility.
- Fitness Center: includes 3-lane indoor jogging track, weight equipment and machines, aerobic equipment, and a 20,000 sq. ft. weight room. The Center is used by students and all athletic teams, plus the Lion Line, Spirit Squad, and Cheerleaders.
- Hyland Performance Arena: 10 Million Dollar 3,000 seat arena that houses Men's and Women's Basketball, Volleyball, and Wrestling, as well as Cultural, Dance and Fine Arts events. The facility offices 7 coaches and two Dance and Fine Arts professors, along with 3 classrooms, a conference room, and a 5000 sq. ft. VIP lounge.
- Baseball and Softball fields: Laser leveled modern facilities.
- Outdoor Track: 6 lane all-weather track plus additional throwing area, jumping area, and vaulting area.
- Practice Field – 1 grass field for Soccer, and 1 and ½ for Football.

One-Year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
Continue to support 22 intercollegiate sports programs on the Varsity level and encourage the support of 22 freshman and or developmental programs	Kratzer/All	8/00	Increase recruitment and development of Varsity level athletes
Add Men's and Women's Bowling as an intercollegiate sport, and 24 athletes to this sport	Kratzer	8/00	Increase opportunities for student involvement in intercollegiate sports
Upgrade the Field-House facility	Johnson	8/99	Improve appearance
Upgrade the Fitness Center with additional weights and paint	Johnson	8/99	Improve appearance and service
Start a Student Advisory Board to work with Public Relations	Kratzer	9/99	Increase communications
Install new turf on the field at Hunter Stadium	Barger	8/99	Improve appearance/ increase performance
Enhance bleachers at Hunter Stadium	Dieringer/ Barger	8/99	Improve appearance

Five-Year Plan for 2000-2004

- Continue to encourage participation at the Varsity and Pre-Varsity levels in all sports.
- Strive for higher academic performance by student athletes.
- Implement Intercollegiate Bowling for men and women.
- Continue awareness and compliance with gender equity issues.
- Maintain an on-going outstanding coach-player ratio in the Athletic Program – one that will encourage students to know that they will get individualized instruction if they choose Lindenwood University.
- Continue improvements to Hunter Stadium and Concession area.
- Create a Cross Country course on campus.

XI. ADMINISTRATIVE SERVICES

A. Environmental Management

Statement of Purpose

Maintain and improve exterior aspects of campus properties.

Students Served

Environmental Management serves all students using University facilities.

Personnel

Director, one Manager, five full-time crew, and one part-time mechanic

Facilities

Environment Management is responsible for the exterior appearance of all properties. Various storerooms and garages serve as the storage facilities for mowers, and other related grounds equipment.

One-Year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
Continue maintenance and incremental improvements in traditional campus areas	Goldman, Abbott	06/00	Continued improvement
Facilitate site work in construction areas	Goldman	06/00	Cost savings
Develop site plans for landscaping areas of new dormitories and Campus Center, as well as connecting them with the traditional campus area	Abbott	06/00	Function, appearance

Five-Year Plan for 2000-2004

- Implement landscaping and paving plans for campus expansion and construction.
- Develop and execute plan to maintain/repair/replace campus streets, sidewalks and parking areas as needed for improvements in safety and appearance.

Future Directions

As the center of campus moves south toward the new Campus Center, traffic flow and parking needs will shift away from the traditional campus. This will offer opportunities to reduce vehicle traffic and make this area more pedestrian-friendly.

XI. ADMINISTRATIVE SERVICES (continued)

B. Public Relations

Statement of Purpose

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

Personnel

The office is currently staffed by: a Director of Communications, a three-fifths time public relations director, a full-time assistant, and two work-and-learn students.

Facilities

The Public Relations office is located in Rooms 25 and 27 of Roemer Hall.

Assumptions

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

One-Year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
Secure updated computer software and hardware to expand design opportunities	Queen	08/99	Better appearance of publication materials
Work with math and computer sciences faculty to update and improve Lindenwood University presence on the World Wide Web	Queen	10/99	Increase enrollment
Propose advertising to be used strategically throughout the school year	Queen	Ongoing	Increase enrollment/ better return on advertising dollar
Increase the recognition of faculty members through articles in the <i>Communique</i> and also in the local news media	Team	Ongoing	Increase enrollment/ increase Lindenwood presence in media
Increase the visibility of Lindenwood University in the local news media	Team	Ongoing	Daily contacts with media

Five-Year Plan for 2000-2004

- Develop a Public Relations Advisory Committee
- Establish a Speakers Bureau of Lindenwood University employees
- Develop a family of Lindenwood publications with new admissions material
- Modify and improve Lindenwood's presence and visibility on the World Wide

XI. ADMINISTRATIVE SERVICES (continued)

C. Institutional Advancement

Statement of Purpose

The Institutional Advancement Office engages in fundraising and development activities that support the mission of the University in general and specific funding needs in particular.

Students Served

The Institutional Advancement Office activities are designed to support the basic mission and function of the University of providing educational opportunities to all students.

Personnel

The office is staffed by: a Director of Institutional Advancement, a Director of Development, two Development Officers, a part-time Alumni Officer, a database manager, and four work-and-learn students.

Facilities

The function is currently housed in the executive wing of Roemer Hall. It consists of four offices and a common area. The development office will relocate to new facilities on Kingshighway immediately after the beginning of the fiscal year.

Assumptions

- The annual fund goal will continue to increase as the needs of the University increases in serving more students.
- The capital campaign will include past supporters as well as requiring the development of new donors and friends of Lindenwood University.
- Planned giving activities will require increased focus to improve its effectiveness.
- Increased frequency of periodic publications and the development of new publications will be necessary to improve cultivation efforts of alumni and other donors.
- Innovative and cost effective fundraising activities such as email campaigns, website development, etc. will be required to achieve an increasing demand for funds.
- The Alumni Office will continue to support various activities such as the maintenance of updated records of all alumni, alumni contributions to the Connection, participation in the annual Career Fair, and implementation of various alumni meetings, including the Butler/Sibley Society Dinner, alumni board meetings, the alumni receptions, and various alumni meetings and other functions.

One-Year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
Plan and implement Capital Campaign	All	06/99	Funding for various capital projects on campus
Achieve annual fundraising goal of \$1M	All	06/99	Continued funding for University operations
Update and complete database conversion to include 97 and 98 grads	Collins	06/99	Increased efficiency to allow staff more access to information

Reorganize and reenergize Board of Overseers	Floyd	07/99	Increased ability to raise funds through BOO
Obtain 100% donor participation by Board of Directors	Bearden, Brungard	12/99	On-going fundraising
Increase membership in Butler/Sibley	All	06/00	On-going fundraising
Establish or fully fund 7 new Endowed Scholarships/Convocation Awards	All	06/00	On-going fundraising
Schedule monthly presentations for Planned Giving	Floyd/Whelan	Recurring	Long-term funding cultivation
Schedule 4 Major Planned Giving presentations	All	Quarterly	On-going fundraising
Increase alumni participation in annual fund	Kohrs/ All	On-going	Increased annual fund

Five-Year Plan for 2000-2004

- Increase annual fundraising by 10% annually
- Increase Endowment Fund to \$20,000,000
- Increase corporate support by 5% annually
- Increase BOD Butler Society membership
- Support Alumni program to convert non-donors to donors
- Increase Alumni participation to 20%
- Track and increase Alumni recruitment efforts
- Establish Development and Alumni WebPages

Future Directions

- Use new database to improve communications with donors, personalize top donor communications, and thus increase overall funding
- Fully develop regional alumni clubs to increase recruitment and alumni fundraising
- Seek opportunities to address civic groups about Lindenwood University activities including sporting events and packages, fine arts events, capital campaign and annual fund
- Seek to partner with area businesses and organizations in program to recruit scholarship students to Lindenwood University
- Work with larger area employers to recruit their employees to Lindenwood University through tuition reimbursement programs.

XI. ADMINISTRATIVE SERVICES (continued)

D. Academic Services

Statement of Purpose

The Academic Services Division is dedicated to creating a positive, people-focused culture and operational excellence at Lindenwood University. This division provides services for all student populations, support to the administration, faculty and staff, and fosters communication between all academic and student services.

Responsibilities

Responsibilities of Academic Services include:

Management of all registration services:

- Grades and transcripts
- Progress and attendance reports
- Streamlining transfer process
- Degree audits and graduation certification
- Classroom utilization
- Government reporting and institutional surveys
- Certification of athletic eligibility
- Veterans Affairs Coordination
- Enrollment verifications and loan deferments

Development of an improved level of service for our students on campus and at off-site locations

Coordination of Academic Advising and Mentoring:

- Early identification of "at-risk" students
- Assignment of mentors to students encountering academic difficulties
- Retention of students through early intervention of roadblocks to success
- Facilitation of response to special academic needs of students

Management of International recruitment efforts and campus internationalization Currently serving 232 students from 47 countries

Coordination of Academic Convocation, Honors Convocation, Baccalaureate and Commencement.

Timely publication of course schedules, catalogs and other publications

Staff

The Academic Services team includes:

- Dean of Academic Services
- Registrar
- Assistant Registrar
- Academic and V.A. Coordinator
- Two Data Coordinators
- Administrative Assistant
- Director of International Student Services
- Coordinator of Academic Mentors
- Director of Panamanian Programs

One Year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
Targeted renovation and remodeling of classrooms to improve the environment for learning across campus	Dean of Academic Services, Academic Coordinator	Ongoing	Improved support of teaching and learning
Quality enhancement of academic support to at-risk students and students with learning	Coordinator of Academic Mentors, Team	Ongoing	Improvement of retention and quality of education
Improve Fall to Fall retention of freshman through new and continuing retention initiatives	Team	Ongoing	Optimization and stabilization of enrollment
Evaluation and improvement of academic advising, tutorial assistance, mentoring and other programs created to improve student learning	Team	Ongoing	Improvement of student learning and support networking
Integration of technical advances in the admission, registration, degree audit systems, and VA CERT to further enhance our competitive edge	Dean of Academic Services, Academic Coordinator et al.	Ongoing	Improvement of customer satisfaction and institutional data
Expand on the customer service orientation by further refining mail-in and e-mail registrations	Team	01/00	Increase enrollment at off-campus locations
Refining the international recruitment efforts and support of internationalization of people and programs (current international representation from 47 countries and 242 students)	Dean of Academic Services, Director of International Student Services	Ongoing	Preparation for full participation in the global society of the next century
Maintain a high level of service to increased student population of over 10,000 students, particularly those at off-campus sites	Team	Ongoing	Providing support to regional expansion initiative
Initiate transfer articulation agreements with 5 area colleges	Registrar	01/00	Development of productive partnerships to meet educational needs of transfer students

Prepare a degree audit transcript for each degree-seeking student to assist the student and advisor in the advising process	Assistant Registrar	05/00	Refinement of the advising process and elimination of errors in degree completion
Develop relationships with government agencies in Central and South America to foster student exchanges	Dean of Academic Services, Director of International Student Services	Ongoing	Extension of our global presence
Establish an academic presence in Panama through an existing educational organization	Dean of Academic Services, Director of International Student Services	01/00	Providing of pre-transfer ESL services to Panamanian students and study-abroad opportunities for our U.S. students

Five-Year Plan for 2000-2004

- Continue to improve the retention rates for all student populations
- Expand the international recruitment efforts to have 55 countries represented and 350 students
- Examine scheduling needs to facilitate the best and most effective deployment of faculty
- Refine institutional research in order to support our managed enrollment; one that reflects in size and quality the vision of Lindenwood
- Maintain and improve the people and technical connectivity of the off-site locations
- Improve effective space management of classrooms and other scheduled spaces

Future Directions

Student-Centered Culture of Learning: Academic services will be a major force in creating learning partnerships and learning cultures at Lindenwood University. The new Lindenwood will be an exemplary regional and global institution driven by our ability to listen to students and adapt to meet their needs. Through expanding services for registration, tutoring, mentoring and academic excellence we will become a truly learner-centered institution.

Multidimensional Support Services: In our undergraduate program, we will help all students reach their full potential by providing a multi-focused, supportive learning environment in which we strive for both disciplinary competence and education of the whole person.

XI. ADMINISTRATIVE SERVICES (continued)

E. Business Office

The Business Office is student-oriented and focuses on accurately charging and collection of student accounts. In this role, the Business Office performs a critical communication between the student and other departments such as Academic Services, Financial Aid, Housing, etc.

The Controller's Office manages the daily business transactions of the institution and its affiliations; human resources, and data processing activity associated with the Business Office.

Students Served

The Business Office strives to serve all students that are currently enrolled as well as those that have graduated or transferred. The staff of the Business Office will serve approximately 8,000 students throughout the year.

Personnel

The Business Office personnel currently consist of eight full-time employees (including the Business Office Manager). Primary responsibilities include: collection of student accounts, management of deferred payment plans, processing student Perkins Loans and student refunds, overseeing the authorization of transcripts and diplomas, corporate billing, daily cashier activities, and processing of student work and learn hours.

The Controller's Office is staffed by: the Controller and Chief Financial Officer, four full-time employees, and one part-time employee. Primary responsibilities involve management of student billing cycle, student account data processing, processing of student refunds and federal work-and-learn checks, accounts payable processing, human resource and benefit management, accounts receivable and accounts payable system management, and maintaining the general ledger. Additional duties include preparation of quarterly and annual budgets, financial reports, cash and investment management, maintaining fixed asset records, and overseeing internal audits and financial aid record-keeping.

One-Year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
Prepare and propose a manual for each department for business office procedures	Kapeller	12/99	Consistent response to student inquiries
Reduce the current percentage of accounts receivable by 10%	Kapeller	12/99	Time saved on collection efforts
Purging of student account information	Kapeller	09/99	Eliminate confusion
Upgrading information systems between Fin. Aid and Business Office	Kandel	12/99	Improve communication
Research and propose an addition of hardware and software in Controller's Office	Kandel	12/99	Efficient response to inquiries

Five-Year Plan for 2000-2004

- Business office to enhance current computer software allowing integration with other internal departments on campus, which should improve communication between departments and student service satisfaction
- Reviewing the possibility of implementing additional services that would be available to students
- Enhancing the role of human resource management

XII. ADMINISTRATIVE SERVICES (continued)

F. Bookstore

Statement of Purpose

The Lindenwood University Bookstore is to order, stock and sell books for semester, quarter, trimester, summer and late additional start-ups. In addition, the Bookstore handles logo merchandise, graduation cap and gowns, announcements for graduation, photos, and the ordering of class rings.

The Bookstore Business Officer also provides services for Lindenwood University, including purchase orders, vending equipment, postage metering, and concession areas during sporting events.

Personnel

The Bookstore is staffed with one Business Officer, one salesperson, and one graduate student.

Facilities

The Bookstore is currently located in the lower level of Roemer Hall, but will be moving during the summer of 1999 to the First Capitol Drive/West Clay building. In this facility, the Bookstore will be able to expand the inventory due to increased square footage. Customers will find the new facility easier to access, due to available parking and the First Capitol Drive location.

One-Year Action Plan for 1999-2000

Initiative	Responsible Persons	Date	Expected Outcome
To computerize bookstore and be able to send books and merchandise by UPS to students, Alumni, etc.	Goldstein	12/99	Increase efficiency and customer satisfaction
Buying and selling of more logo merchandise	Goldstein	08/99	PR for the University
Books for upcoming term to be ordered earlier	Deans	09/99	More used books for students/ increase efficiency
Increase Bulk Mail usage	Goldstein	09/99	Decrease postage expense

Five-Year Plan for 2000-2004

- Expand book department, and spirit merchandise
- Provide internet shopping services to students and all customers

XII. EXECUTIVE SUMMARY

Lindenwood University developed this strategic outlook document to guide the fulfillment of its mission as a teaching university. Lindenwood's central purpose is to provide values-centered programs leading to the development of the whole person. Although Lindenwood will remain a teaching institution offering both graduate and undergraduate programs, new interactive technologies and demand for off-campus programs will enlarge and diversify our teaching mission in the coming years. While the undergraduate population is stabilizing, the adult and graduate populations will keep growing at a moderate pace for the foreseeable future. Consistent with that trend, we will continue to develop and strengthen community partnerships. The financial stability we have achieved in recent years will be maintained, and fund-raising will remain an active pursuit of the University.

Lindenwood's physical plant will continue to undergo extensive improvement in regard to maintenance, repair, and improved functionality of the main campus. The First Capitol expansion project will beautify the entryway to the City of St. Charles, and will provide us with the new residence halls and campus center that we need to better serve our students. We will also implement physical plant initiatives on our extension campuses at Wentzville and the Daniel Boone property.

The hallmark of Lindenwood's academic programs will continue to be excellence in teaching. With the advent of technological enhancements and the expansion of our facilities, each academic division plans to pursue new programmatic opportunities in a variety of areas and settings. Each division will be working on the promotion of its programs, in addition to delivering a product of first quality. New graduate programs in Education and Management will highlight our initiatives in the graduate-and-adult education arena.

Lindenwood's library will become more automated, and information services will be accessible not only at Butler Library but also from the new campus center and some off-campus sites. Academic Services will continue to develop its student-centered programs on the main campus as it takes steps to augment our relationships with Panama, Taiwan, and other countries. Campus Life will strengthen the co-curricular and career-development opportunities for our students, with an emphasis on development of leadership skills and a community service orientation.

Lindenwood will be a beacon in higher education as it brings its pioneering spirit to bear on the challenges of the new millennium.