

PRESIDENT'S NOTEBOOK NO. 6 Summer 2008

Enrollments Continue to be Robust

Greetings to you from the Roemer Hall executive suite. I am still reeling from the usual storm of summer tasks, engagements, and planning sessions that make each June-July interval just a moment in time. Because there is more good news to report than available space and time allow, I will get right to it.

Dean Brett Barger reports that the summer quarter enrollment is nearly 15% higher than it was in the summer quarter of 2007. This positive state is a result of adept efforts on both the recruiting side and the retention side of our Evening College operation.

Day College enrollment also looks strong. Joe Parisi, Dean of Day Admissions, sends me fall-semester enrollment updates frequently as a routine part of his data-driven system of recruitment and admissions – a commendable approach to any kind of management, by the way. Joe's figures show that we are ahead of schedule in situating the fall-semester class. Indeed, after our open enrollment day last Friday (July 18), Michelle Giessman, Director of Housing, phoned to inform me that we are close to our official capacity in residential commitments. With nearly 3,540 students housed and, officially just 3,550 residential slots, we were virtually full in the third week of July. Of course, there will be some students who either will not show up for check-in or will decide to pursue other plans soon after arriving. Nonetheless, with prospects still seeking admission as residents, all indications are that we are in very good shape for this fall semester.

The additional good news is that we still have room for a few more residential students as well as several dozen openings for commuters. Hence, you should feel free to keep the inquiries and recommendations coming.

These excellent enrollment statistics are a vital sign not only of Lindenwood's continued financial health but also of (1) the excellence of our programs, (2) the effects of recruiting efforts made regularly by each of you, and (3) the positive consequence of how we treat our students. Our strongest marketing device is word-of-mouth communication about Lindenwood's exceptionally supportive and upbeat higher-learning environment.

Finances and Facilities

Our general purpose is to provide effective higher-learning and adult-developmental experiences for our students, a goal that is much more effectively realized when we have a firm financial footing and excellent facilities.

Fortunately, we continue to be blessed in both of those realms.

We just completed another fiscal year without having to incur any debt, and our cash flow is robust as we near the end of the first month of Fiscal 2009. By paying for everything with funds we have already earned, we can keep tuition rates reasonably low for the students. I hope everyone reading this realizes how important the latter principle is to both our present health and our potential for the future.

If you look around the St. Charles campus this summer, you see a throng of activity on campus regarding physical plant upgrades:

- The colossal Center for the Fine and Performing Arts will begin its service to students next month and officially commence a new era in the Arts at

Lindenwood with its opening gala on September 12. Finishing touches are being applied to both the interior and the exterior of the building as I write this newsletter. The Center is unbelievably majestic.

- The two new men's dormitories being constructed on the "Back 40" are just about complete, with the furniture and fixtures due to be put in place in August. Each residence hall will house up to 200.
- Harmon Hall will nearly double its size upon the completion of the expansion and renovation project that we are launching this summer. The upgraded building will contain 18 classrooms (as contrasted with 10 presently), including three computer labs, and it will house Lindenwood's School for Business and Entrepreneurship. A formal groundbreaking ceremony will be held early this fall.
- The Roemer parking lot is being slightly enlarged and substantially reconfigured for better and safer traffic flow. In connection with that project, we are adding a second route between Watson Street and the Boschert Creek Bridge. The lower road will be a one-way route for vehicles traveling downward toward the creek from Watson, whereas the more elevated route will provide single-direction access to vehicles heading up the hill from the creek toward Roemer.
- Several buildings on the heritage campus have received new or newly painted and cleaned Windows.
- All of the restrooms in Roemer Hall have now been remodeled with new fixtures, ceilings, floors, and walls, and friendlier functionality in all respects.

Lindenwood's extension campuses also continue to be expanded and developed:

- We just completed renovation of the library building at our Belleville Campus. The refurbished and upgraded facility has 22 classrooms, many of them with high-tech capabilities.

- Next month we will add handsomely furnished, high-tech classrooms to the third floor of the office building at 1409 Washington Avenue in St. Louis, where we will offer LCIE programs beginning with this fall quarter. This new site, which is within a couple blocks of the City Museum, will serve the growing population of professionals who live or work downtown.

New Schools for an Old University

The Lindenwood Board of Directors recently approved changing the names of Lindenwood’s academic units. The new terminology – shown immediately below – is more in keeping with today’s higher education lexicon and is a normal step in our advancement from small-college status (prior to the mid-1990s) to that of a dynamic mid-size university.

Former Name	New Name
Daniel Boone Campus	School of American Studies
Division of Communications	School of Communications
Division of Education	School of Education
Division of Fine and Performing Arts	School of Fine and Performing Arts
Division of Human Services	School of Human Services
Division of Humanities	School of Humanities
College for Individualized Education	College for Individualized Education
Division of Management	School of Business and Entrepreneurship
Division of Sciences	School of Sciences

Who Does What? Your Executive Administrators

Most members of the campus community know that we formalized our vice-presidential management structure about a year and a half ago. I am sure, however, that some members of the Lindenwood family are not fully aware of the various duties assigned to each V-P. For your information, here is a synopsis of each officer’s major responsibilities:

Rick Boyle, V-P for Human Resources and Dean of Faculty

- Oversees the recruiting, hiring, training, evaluation, and compensation of all personnel
- Supervises the Dean of Evening and Graduate Admissions and the external campuses
- Coordinates preparation of employee guides and handbooks
- Plans and runs all faculty workshops and meetings, including Deans' Council, in collaboration with Dr. Weitzel

Lucy Morros, V-P for Institutional Advancement

- Conducts the strategic planning and execution of all fundraising initiatives
- Supervises all Institutional Advancement programs and personnel
- Supervises the Alumni Office

Julie Mueller, V-P for Operations and Finance and Chief Operating Officer

- Oversees all physical plant operations, including construction, maintenance, and housekeeping
- Negotiates, monitors, and manages most vendor contracts
- Effects most purchasing, including execution of real estate contracts
- Oversees our Financial Officers and helps monitor investments
- Works with the City and all other regulatory agencies in behalf of LU

John Oldani, V-P for Student Development

- Oversees international programs, student mentoring, student activities, and student discipline
- Supervises Housing, Security, Student Career Planning and Placement, and the Student Health program
- Supervises the Dean of Day Admissions, the Director of Financial Aid, the Athletics Director, and all coaches

Jann Weitzel, V-P for Academics and Provost

- Supervises all academic programs and curricula, the Academic Services Office, the processing of student suspensions and probation, and intervention in student academic problems

- Supervises the Student Ombudsman and Dean of Enrollment Management
- Coordinates development of all academic publications, including all course schedules and the academic catalogs
- Prepares the master academic calendar
- Oversees and coordinates faculty and staff strategic planning
- Reviews all doctoral dissertations for quality
- Co-plans and co-runs faculty workshops and meetings with Dr. Boyle; co-runs Deans' Council

Lindenwood Academics: A Republic of Shared Ideas

One of the core purposes of a university is to enlighten people through the open exchange of information, ideas, and divergent perspectives. The ways in which we realize that purpose are numerous. One recent example of which I am especially proud is the inaugural edition of Lindenwood's literary magazine, *Untamed Ink*. The poems and stories therein are excellently written, stimulating, and, in some cases, edifying. Congratulations to the editors (Alex Balogh and Mike Fetters), student editors (Hannah Mitts and Richard Vie), and the contributors for an excellent beginning to what I hope will be a long-lived intellectual enterprise at Lindenwood University.

Passing of a Saint

I am sad to report that Lindenwood just lost one of its great supporters and ambassadors, Dorothy DuQuoin Warner, whose exceptional strength of character was equaled only by her generous and abiding commitment to this University. Dorothy was a Life Member of Lindenwood's Board of Directors and played a pivotal role in sustaining the school through its serious fiscal crisis in

the late 1980s. Her son, John Warner, informed me that she passed away on the morning of July 14.

Dorothy was a 1936 alumna of Lindenwood and served on our Board for more than 20 years. Upon her retirement in 1992, the Board conferred the title of Director Emerita upon her. She also served on our Alumni Board and received the Alumni Merit Award in 1977. No one has ever been more devoted to Lindenwood than Dorothy was, and we will miss her greatly.

Judy Shanahan, Charlsie Floyd, [Board Member] Nancy Calvert, and I attended the memorial service conducted by Dorothy's son and daughter in Clinton, Illinois on July 22. What a beautiful, personal, emotionally honest farewell it was! At several points in a tableau of her life, the speakers mentioned her connection with and devotion to Lindenwood.

Early this fall, the University will hold a ceremony to honor Dorothy and dedicate a campus building in her name.

Our Board of Directors: Lindenwood's Perpetual Wellspring

Only once in my 34 years at Lindenwood have I had to ask a visitor to leave the campus. In that case, the young man, who was not one of our students, was serving as an "advocate" for his girlfriend, who was our student and who had a dispute with one of her professors. When his verbalizations deteriorated into a mixture of profanity and bigoted invectives, I calmly informed him that he was in violation of University conduct standards and would have to leave the campus. Much to my surprise, he informed me that I did not have the authority to eject him because I did not own the University and, further, that he wanted to speak to the owner. I explained to him that, while indeed I was not the owner of

the premises, the “owner” employed me to represent “it.” (He did eventually leave without any additional untoward incidents.)

The “it” is a legal entity, a corporation with the name of Lindenwood Female College doing business as Lindenwood University. “It” is the closest approximation of an owner that a not-for-profit institution can have, if we define ownership by the rights of possession and transfer of property. The corporation is run by a self-perpetuating Board of Directors, a group of 36 regularly elected members, two “Life Members” (i.e., *emeritus* Board Members), and two *ex officio* members: the President of the University and the President of the Lindenwood Alumni Board. Regularly elected Board members serve renewable three-year terms.

Here are some facts about our Directors: They range in age from the 30s to the 80s and represent 12 towns or cities in Missouri and Illinois, five states, and two countries; they identify with 11 different religious denominations and work in 17 different occupations. Clearly the Lindenwood Board is comprised of a diverse cross-section of professionals.

The main responsibilities of our Board of Directors are typical of such university boards: (1) Creation and revision of the University’s mission statement, (2) election of a president to manage the internal operations of the university, (3) establishment of general university policy, and (4) fiduciary responsibility for the entire school.

The Board consists of the following standing committees: Executive, Mission and Purpose, Strategic Planning, Finance, Fundraising, Facilities, and Daniel Boone Home. The Board has four plenary sessions (including its July Retreat), and all

but one of the committees convene four times per year (roughly quarterly). The Executive Committee meets six times per year.

It is often written that a person is elected to serve on a board on the basis of the ability to provide the organization with “talent or time or treasure.” What is so amazing about the Lindenwood Board of Directors is that nearly all of its members contribute all three resources. To a person, our Directors also show sincere allegiance to the University’s mission. Most of them go far beyond their formal responsibilities by serving as wise counselors to the administration and as Lindenwood ambassadors in the community. Significantly, across the decades of our institution’s existence, it is this “owner” that has guarded and ensured the mission and continued vitality of this great institution.

By the way, excepting the President, all members of the Board are rendering volunteer service; they are giving of their personal time so that Lindenwood can effectively pursue her mission. We should be most grateful for that generosity.

The next time you have occasion to meet or chat with one of our Directors, please be sure to say thanks and let him or her know how much we value all that our Directors do to assure and advance Lindenwood’s quality and wellbeing.

We also have a tremendous Alumni Board, but that is a topic to be featured in a future edition of this newsletter.

On the Importance of Honesty

In the last edition of the *President’s Notebook*, I emphasized how significant our treatment of one another is to our sense of community. There is perhaps no

behavior more central to camaraderie and cohesiveness among humans than honesty. Why is that so?

1. Superficial reasons: At the earliest stage of the development of moral reasoning, we learn that it is important to stay on the straight and narrow path for the following reasons:
 - It is the right way to be; it is the right thing to do. (Of course, but why?)
 - It fits with moral and legal rules: It is the law. (Of course, but why does the standard exist?)
 - If one acts dishonestly, he or she must continually cover his/her tracks and exercise damage control when caught.
 - An implication of the last statement is that deceptive behavior with a low probability of detection is all right if it is instrumental in producing personal gain.

These rationales represent the most basic level of human morality. They reflect the norms of authority and instrumentality, which rest upon the visceral need to avoid harm: "I will be punished if I defy the rules of people who have power over me." As humans develop and mature, they tend to supplement these moral incentives with additional ones.

2. Social pragmatism: At a somewhat higher level of psychological development, one learns about the idea that society cannot function well when people are not honest and other-centered.
 - Deception makes things harder to predict and leads to more errors and miscues in interpersonal and financial commerce.
 - There must be a certain degree of honesty among people to enable cooperative efforts and productive exchanges.

- Most of the time, however, “society” seems to get along fine despite a work environment and a social world rife with little lies and manipulations.

Fundamentally, this level of reasoning reflects a philosophy of sociological instrumentality, which is more civilized than the individual/selfish incentives underlying the “superficial reasons” but still not a very compelling or satisfying orthodoxy.

3. Human empathy: It is wrong to lie, cheat, and steal because these actions can, and often do, hurt others both socially and materially.

Now we are getting close to a psychologically mature rationale for honesty! This line of thinking is less selfish and instrumental and more other-centered. But is there not something even more developmentally advanced behind the concept of honesty?

4. Reality deprivation: The late R. D. Laing, who was an unconventional psychiatrist, held that it is wrong to lie and cheat because that behavior deprives others of reality.

Whenever we most doubt what our senses tell us is true, suspect the intentions and behaviors of people around us, or question the basic goodness of our world, it likely that the persons we trust have lied and we believed what they told us. Invectives and insults do not necessarily hurt very much, but deception almost always does. False communication generates the day-to-day confusion and anxiety that erode the sense of community in an organization.

As members of a higher education environment, we have an obligation to (1) promote the development of the adult in ourselves and those we touch; (2) to help our students and colleagues salvage, rebuild, and reaffirm their reality and their basic trust of the world. These charges are especially important for us because we are the stewards of our students' futures. We are the models that they will look to for both reality and ideals.

We also participate reciprocally in defining each other's world – be it a trustworthy one or a capricious one.

Uplifting and Upcoming

At this active and dynamic University, there are always too many exciting developments to keep track of, let alone note in a brief newsletter. However, I feel compelled to convey a sample of the great moments we are living at today's LU:

- In the hallway leading to Roemer's executive suite, you will see several glass display cases mounted to the wall. Soon this Faculty/Staff Wall of Fame will display the pictures of our Professors of the Year and Employee of the year. This display is intended to be a tribute to members of our campus community who have best personified the ideal of excellent service to our students. This initiative must be credited to Rick Boyle.
- The themes and contents of our Freshman Convocation will change this fall, to be more useful to the first-year students and less redundant with information they receive in their LUL 101 (First-Year Experience) class. Kudos to Jann Weitzel for the emendations.
- Our accrediting council, the Higher Learning Commission, will conduct a focused visit this November to vet our request for

authorization to offer a Doctor of Business Administration degree.
We are beholden to Ed Morris, Judy Eberhart, Jim Boyd, and the
other faculty of the School of Business and Entrepreneurship for
getting us so well prepared for that evaluative occasion.

Thanks to All

I appreciate what you do to make this University forward-looking and effective.
I wish you the best in completing an exceptionally productive summer and
launching our 182nd year of service to students next month.

