

PRESIDENT'S NOTEBOOK NO. 7 Fall 2008

“It got late early!” remarked a meeting facilitator at a Lindenwood Board of Directors retreat a few years ago. Participants had been so pleasantly engaged by the activities and information of the morning that they could scarcely believe that the allotted time had been used and adjournment was nigh. So has this fall term gone. We seem to move somewhat faster, start a few more projects, and accomplish greater number of firsts each year. While our prolific pace requires high energy and adaptability, I believe most members of our campus community would agree that the rewards of our exceptional efforts are very great. Here is a review of some highlights of our fall season and some challenges and dreams for the immediate future.

Fall Enrollment Numbers Set New Records

Unduplicated student head counts for the fall semester showed the following:

Our total day-student census rose from approximately 4,200 in 2007 just about 4,500 in 2008.

- Residential students numbered approximately 3,650 this past September, compared to 3,540 in September of 2007.
- Whereas the ranks of daytime resident students incremented by slightly more than 3%, the daytime commuter population swelled by about 25%.
- Our Ed.D. numbers stepped up from 314 to 339, an 8% change.

Another enrollment spike was in evidence among our contingent of international students, which grew by 17% since fall of 2007, from an unduplicated head count of 633 to 740 presently.

Not all of the news was rosy, however. There was a drop in master's-level semester students from 2,168 in 2007 to 2,091 this fall, which was a 5% sag.

The fall quarter figures revealed a 12% growth in LCIE enrollments (to nearly 2500 students) relative to fall quarter of 2007. Fall numbers for the MBA Plus program trended upward by about 10%, to 339 enrollees.

There is at least one other notable count: For the first time in Lindenwood history, the *total unduplicated head count for all fall terms combined topped 10,000.*

Overall, then, the 2008-09 academic year has leapt from the starting blocks. Since we are "tuition-driven," this fast jump has placed us on pace with our ambitious revenues projections for the fiscal year. However, many changes in our business environment will require us to proceed with vigilance, agility, and forethought as we enter calendar-year 2009 and then the start of Fiscal 2010 (next July 1).

Challenges

As auspicious as our situation is, Lindenwood must operate within the same capricious economic context that all universities are enduring presently and must adapt to in the foreseeable future. Student loans are more difficult to obtain, and many students and their families are making the decision to either forestall initial college enrollment or stop out of school until the financial turmoil abates. Other prospective or existing university students are exercising the less expensive community-college option to take their first two years of degree work. How can we (1) effectively help students afford to study on our campus, (2) more effectively communicate viable alternatives to students for financing their university experience, and (3) garner a favorable share of the possibly-receding independent-higher-education market? If we cannot accurately anticipate the

numerous contingencies and associated adaptive strategies and tactics, Lindenwood's financial (and, hence, operational) health will be at risk.

Although the community colleges will do fine during this recession, the tax-funded universities are as anxious as the independent schools and are bringing both their public-subsidy leverage and their political wiles to the postsecondary education marketplace, as evinced by the following examples:

- A major public university system in a neighboring state is offering out-of-state students a tuition rate that is nearly as low as the rate it offers students who are legal residents of that state.
- Missouri's governor-elect ran on a platform promising, among other ambitious propositions, a tuition-free college education through all four years of undergraduate study for Missouri residents who attend any of Missouri's public universities. If this extravagantly optimistic, but politically popular, idea is implemented, the consequences for Missouri's entire higher education system (public as well as private) will be very troublesome, to say the least. Certainly any independent institution that does not have a billion-dollar-plus endowment will be pushed into dire straits for some time, and many independent schools will simply have to close their doors.

Much to their credit, our usual competitors in both the public and the private sectors continue to devise clever and ambitious ways and means to vie for the best students. As the atmosphere of promotion and recruitment continues to thicken, we will have to continue our own innovative efforts at full throttle while remaining aware of what our sister universities are up to. That is the reality of talent procurement and revenue generation in today's postsecondary environment.

A principal determinant of Lindenwood's success in the past several years has been our collective commitment to bringing our Admissions Office fresh leads for prospective

students year 'round. Several dozen of you have responded productively to our recent request for the names and phone numbers of J-term, winter-quarter, and spring-semester prospects. Thank you. Because you have made that effort, we appear to be on track regarding our winter/spring new-student goals. If you have additional referrals, please turn them in to either Joe Parisi or Judy Shanahan as soon as possible. It really is easy to invite new students into a learning community that has so much to offer, isn't it?

Whatever Happened to the Retail Center?

For more than four years you have been hearing about an intention to develop a beautiful outdoor shopping center opposite the intersection of First Capitol Drive and West Clay. The buzz about that concept has waxed and waned periodically during that time. Is the initiative still in our future? If so, what is its status?

Lindenwood has acquired all but a few of the privately owned properties in the 40-acre parcel that will support the development. Yes, the undertaking is still in the making. DESCO has done extensive preliminary planning, and the general layout of the store and parking areas, as well as a new St. Charles Post Office, has been sketched.

Lindenwood is not the developer but the landowner. DESCO is the developer, and the University will lease the land space for use by retail shop and store vendors.

Lindenwood and DESCO have been meeting and planning with the City, the County, SSM (the parent corporation of St. Joseph Health Center), the USPS, and the Oldtown Neighborhood Association. All parties remain enthusiastic about and committed to the project, which we hope will get underway within the next year or so. The center will be a beautiful "campus town" that will improve the environment and quality of life of our students and the citizens of the City and County.

We will keep you posted more often as the pace of the project picks up.

A Belleville Day College: The Vision and the Status

You have also heard rumors and occasional mention of a day program at our Belleville campus. Here is the scoop on that project.

Capsule History of the LU-Belleville Initiative

In the fall of 2003, Lindenwood acquired 22 acres on the former Belleville West High School property from the Belleville School District. The agreement specified that Lindenwood would start a Belleville branch campus and implement programs and physical plant improvements that would draw increasing numbers of area residents into a first-rate urban university enterprise.

The initial plan for the Belleville campus was to start with an evening school program, featuring both LCIE and K-12 Education curricula, and to open a day college at some later time. The evening offerings were launched with great success and continue to grow and prosper. To date, there has been no planful effort to offer day classes. The likely reasons for the delay in launching daytime options are as follows:

- There was not a formal institutional commitment to allocate personnel and financial resources to a day program.
- No clear vision, strategic plan, or direction had been formulated specifically to address the opportunity to build a day college.

Both of the above circumstances changed in 2007 and 2008.

During its summer 2007 retreat, the Lindenwood Board of Directors resurrected the original question of the feasibility of operating a day college. In the spring of 2008,

Lindenwood's president developed a financial prospectus on the basis of realistic assumptions and an explicit administrative commitment to the project. A formal proposal to open a daytime program was approved by the Board's Executive Committee in early fall of 2008, and, at its November 2008 meeting, the Lindenwood Board of Directors validated that decision. A two-phase implementation was authorized:

Phase I: The Lindenwood administration was given authorization to immediately commence all necessary steps to start the day college in August of 2009. Under this plan, the new daytime program would be an extension program of Lindenwood University of Missouri.

Phase II: Lindenwood will investigate the legal requirements and ramifications of starting a 501(c)3 Illinois corporation, which could become recognized as an "Illinois College" by the State. If this inquiry indicated that developing an Illinois-incorporated school would be both feasible and desirable, then the Board would consider authorizing the execution of all procedures for incorporation and the pursuit of the requisite approvals from the Internal Revenue Service (for 501.c.3 status), the Illinois Board of Higher Education, and the Higher Learning Commission. The purpose of Phase II would be to "put Lindenwood on a level playing field" with other universities operating in Southwestern Illinois, in regard to student eligibility for Illinois state grants as well as other competitive capabilities.

Status of the Belleville Campus

People: We have the following employees at Belleville:

- Three full-time faculty members, two in Counseling and one in LCIE
- Approximately 65 adjunct faculty members each fiscal year
- A full-time Education Advisor

- Dean of the Belleville Campus
- Community Development Director
- A full-time Admissions Representative
- A full-time Facilities Manager
- A full-time Housekeeper
- Two Graduate Assistants working in the main office

In Fiscal 2008, our Belleville evening university served a total of 429 undergraduate and 654 graduate students, the majority being LCIE students.

Programs: The Illinois Board of Higher Education must formally approve every academic program we offer prior to the startup of that program. The following programs have been approved: Management, Counseling, Health Management, Communications, Criminal Justice, and Graduate Education. We will seek approval to add others as demand warrants.

Facilities: The Belleville Campus includes the following facilities: The main administrative building (offices plus classrooms and labs), an Ittner-designed theatre/auditorium, the women's gymnasium, the men's gymnasium, the classroom building (the erstwhile "library"), and the former cafeteria. We have refurbished and equipped the classrooms (and will refurbish the science labs) in the administrative building, and we operate faculty and administrative offices at that location. We rent both gyms and the athletic field to community and school groups, and we have leased refurbished office areas in the annex to the main administrative building to the Belleville School District. We have remodeled and upgraded the former library, which is now a state-of-the-art high-tech classroom building. The campus also has a football/soccer field and space for a track.

The former cafeteria building needs considerable remodeling and upgrading to be useful but might be fruitfully converted to a student union space in the next four to six years, depending upon the growth of the Belleville day programs.

We have completely restored the theatre/auditorium, and plays and other productions are occasionally conducted there – for purposes of both higher education and community enrichment. Regional troupes and companies will also be able to run their shows in this facility, in coordination with and subject to Lindenwood’s needs and uses. There are several classrooms and a larger art gallery in the rear portion of the theatre building; they will be upgraded as funds become available. Additionally, we have raised one-half of the money needed to add a visitors’ welcome center to this historic building, and we should begin construction of that annex in 2009.

Day College Plans and Projections

Overall Vision: The Belleville day college will start as a commuter-student enterprise that provides the junior and senior years of the B.A. degree, largely for community college graduates and upperclassmen transfers. With the availability of more than three dozen classrooms, many of them equipped for high-tech-based instruction, and ample office and lounge space, Lindenwood has the ability to get a running start on this initiative. We will begin with a few core full-time officers and several well-qualified, part-time instructors. Each year after 2009, we will add several full-time professors, coaches, and additional staff to ensure quality teaching and mentoring within the program.

We will provide not only ample financial aid, advising, and personal mentoring for our Belleville students but one of the most beautiful physical plants in Midwestern higher education. The campus will continue to be improved to include fully-equipped science laboratories, student lounge and recreation areas, and, of course, the wonderful Ittner-

designed performing arts facility. Building a substantial on-site library will also be a priority.

Development of a resident-student program is a distinct possibility within the first decade of the day college, contingent upon growth of the student population and demand for a residential day school in Southwestern Illinois.

As soon as the daytime program becomes sufficiently populated – likely by or before the end of the second year – a full-time Student Activities Director will be installed, and we will plan and implement an engaging and ever-expanding slate of student clubs, activities, and events. Academic counseling will be available from the faculty advisors and Dean of Students, and personal/social counseling will (perhaps) be implemented through our Belleville Professional Counseling department, similar to the Counseling Resource Center that we have successfully put into place on the St. Charles campus.

Consistent with our emphasis on character-development and multidimensional education, we will build a multi-sport intercollegiate athletics program. Additionally, Lindenwood will serve the surrounding community by hosting not only athletics contests but also culturally enriching concerts, lectures, and performances as well as civically valuable community events.

The Belleville campus will become known as a student-centered college championing the best academic standards and social values sponsored by American higher education. In addition to the presently approved programs, we will mount others as appropriate in the context of our mission and the market demand in Southwestern Illinois. We will likely install a major in Elementary Education, and, in the near term, we will consider launching top-notch programs in the following fields: Performing Arts, Studio Arts, Fine Arts, Social Work, Health Professions, and Business specialties.

Classification of Students: Students in the day college will be commuters until such time that growth in the student census and regional demand warrant the opening of a residential program. Most of the students will be degree-completion candidates (juniors and seniors) who seek a high-quality, affordable, conventional day-college experience. Most of these students will take a full-time load each semester.

Source of Students: During the first two or three years, almost all of the students in the daytime program will be residents of Southwestern Illinois, the majority transferring from SWIC upon completion of their associate degrees. All students will be admitted according to Lindenwood's regular admissions criteria and will receive standard financial-aid packaging.

Sources of Student Funding: Each day student will be evaluated on the basis of merit and need and will be assisted in obtaining all federal and other external funding for which he or she regularly qualifies.

To enable Lindenwood to be competitive with other day programs offered by Illinois universities, Lindenwood will provide each qualifying day student with a "MAP-Equivalency" grant. This grant is available to any student who has been certified by the State of Illinois for a particular **Monetary Award Program** award and will be for the same amount that the State would provide to the student under its MAP program. Students who are not residents of Illinois, of course, would not be eligible for the MAP-Equivalency grant.

As well, we will make a Work/Learn opportunity available to many of our Belleville day students to further offset the cost of their college education.

These provisions will render Lindenwood very competitive among the four-year universities offering programs in Southwestern Illinois.

Recruiting Objectives: Recruiting will be focused on the associate-degree graduates from SWIC and other community colleges during the first two to three years, with a gradual expansion to other markets as the program gains recognition. It is our intention to complement and extend opportunities offered by SWIC, not to compete with that excellent college.

Our Belleville-campus Community Relations Director, Dean, and Director of Admissions must coordinate enthusiastically and consistently with Brett Barger, Joe Parisi, and Scott Queen to develop and deliver advertising and promotional outreach, beginning in January of 2009.

Personnel Structure and Growth: The following personnel structure is planned but subject to review and modification:

Startup Years (2010-2013): Dean of Students, Admissions Director, Admissions Counselor, Office Manager, Librarian, Career Placement Officer, Dean of Academics, Activities Director, 30 F-T Professors, Staff/Clerical Officers, Custodians, Volleyball Coach, Table Tennis Coach, Track Coach, Men's and Women's Soccer Coaches, 20-40 Adjunct Professors per year

Growth Years (2014-2019): Additional F-T Admissions Counselors as needed, additional Staff/Clerical Officers as needed, 35-40 additional F-T Professors, 35-50 Adjunct Professors per year, Assistant Track Coach, Assistant Men's and Women's Soccer Coaches, Assistant Track Coach, Men's and Women's Basketball Coaches

Other Programs: To both complement and extend the academic majors mentioned earlier, we will develop several partnerships with state and local agencies in Illinois.

Lindenwood's already successful Criminal Justice program will grow in both stature and impact if plans for a forensics emphasis are realized. Our hope is to build such a program in cooperation with the Illinois State Police, who are commencing construction on a new Forensics Lab and Training Center immediately adjacent to our Belleville Campus, on a plot of land the state purchased from the University.

Another exciting and innovative partnership is very close to actualization: Lindenwood and the Illinois Mathematics and Science Academy have agreed in principle to partner in advanced science teaching and learning programs at our Belleville Campus. Those progressive offerings may start as early as spring of 2009 and will be designed to serve both middle school students and K-12 mathematics and science teachers.

Additionally, the possibilities for student internships and practicums within Belleville businesses and organizations are legion.

Projected Growth: Considering all of the positives that Lindenwood's Belleville campus has going for it, together with the staunch support from the citizens of St. Clair County, we expect the Full-Time Equivalent (FTE) enrollments in the new day program to exceed 200 in Fiscal 2011, 1200 in Fiscal 2014, and 2000 by Fiscal 2019.

What a wonderful opportunity for us build a new day college from concept to acclaim by extending the great system we have in St. Charles to a beautiful site in Southwestern Illinois that teems not only with boundless potential but also a groundswell of regional support.

Quotations for Thought and Edification

Louisa May Alcott (1832-1888) makes the point that *people must be known and measured by their acts* and not so much by their words:

“Simple, sincere people seldom speak much of their piety. It shows itself in acts rather than in words, and has more influence than homilies or protestations.”

You probably are aware that Dorothy Warner, one of our most beloved Board members, passed away in late summer this year. Her son, John Warner, kindly sent us a beautifully framed rendition of Dorothy’s favorite quotation, which she had displayed either in her home or at her place or work for many years. The piece was written by English poet Joseph Addison (1672-1719), and, of course, extols the higher values of education. It movingly expresses the powerful idea that education itself is the most important “why” of education.

“Education is a companion which no misfortune can depress, no crime can destroy, no enemy can alienate, no despotism can enslave. At home a friend; abroad an introduction; in solitude a solace and in society an ornament. It chastens vice, it guides virtue, it gives, at once, grace and government to genius. Without it, what is man? A splendid slave, a reasoning savage.”

Happy Holidays

I hope you and your family had a pleasant Thanksgiving and wish you a warm and meaningful holiday season. Lois and I look forward to sharing the joy of the season with you at Lindenwood's annual Christmas party. It is held for you in appreciation of your service to Lindenwood's mission and our students, as well as to recognize the faith-based significance of traditional winter-holiday observances.

