

Greetings from the executive chambers of Roemer Hall, where we continue to be amazed at both the amount and spirit of all of the daily activity at this ever-improving University. Sometimes my passion for Lindenwood results in an overabundant production of prose. Now that I am consciously and publicly confessing that I have that foible, we will see if psychologist Burrhus Frederic Skinner was more incorrect than correct when he discounted the power of insight alone to change behavior. I hereby resolve to keep this edition of the *Notebook* brief(er) and thus implicitly assert that my conscious intention will directly control my behavior at this keyboard.

### ***Strategic Planning Sessions***

Involvement of the entire campus community has been a strength and a hallmark of Lindenwood's strategic planning process for each of the past three years. This year we are taking that characteristic to a new height, having scheduled many sessions with our respective academic schools and administrative offices – indeed twenty groups altogether. We have met with nearly all of the contingents at the time of this writing and look forward to the remaining conversations.

Drs. Weitzel and Boyle and I cannot help but marvel at the enthusiasm, vision, and innovation exhibited by our academic and administrative teams. In a recent strategic planning meeting, it was noted that the degree of discretionary investment of time and action in these planning efforts clearly contradicts the Theory X model of employee management. The latter view assumes that employees are inherently lazy (a term that B.F. Skinner would say mixes moralizing with environmental contingencies, by the way), and, therefore, they will do as little as management allows them to do. The energy and individual initiative expressed in our strategic planning meetings clearly

defies and casts serious doubt upon the validity of Theory X with reference to the Lindenwood campuses. We “managers” thank all of you for the tremendous present and promising future your thoughtful planning and self-directed hard work are making possible. Your conspicuous personal investment in this University tells us that Lindenwood is very much *your* school and not just someone’s school. Of all the greater causes beckoning each of us, is any other more worthy than this University and its students?

### ***Everything a University Should Be***

Lindenwood’s annual strategic planning meetings often yield serendipitous spinoffs. One such unplanned consequence was a moment of conscious reflection prompted when someone asked me, “What do you see for the future of Lindenwood?” Since my vision for the University is something I pursue rather than ride, I appreciated the opportunity that question provided to take a fresh look at the road ahead. My general comment was that I want Lindenwood to be *everything that a university should be*. Here is what I meant by that:

**Mission-driven** – In all that we do, we must remain centered on our basic mission: To provide a values-based liberal arts education that prepares our students for life.

**Values-based** – Although it is important for any institution of higher learning to recognize and abide by certain noble belief systems, it is particularly incumbent upon independent universities such as Lindenwood to operate in all spheres from a core of values that are as universal and seminal as possible for humankind. Our complete mission statement refers to our core values: independence, public service, promotion of ethical lifestyles, lifelong learning, belief in a lawful universe, faith in a Judeo-Christian worldview, respect for the individual, the dignity of work, and the primacy of the truth.

**A “Republic of Ideas”** – It is essential that we remain stewards of a University environment that prizes and nurtures a respectful and informed exchange of ideas and perspectives, as well as generating excitement about the search for new knowledge.

This kind of educational setting engages all of the students and faculty members in the quest for higher understanding, clearer thinking, and effective communication and application of what is learned. Planning and academic governance in this environment will ideally remain as participative as it is presently.

**Nurturant of innovation and activity** – Since its founding, Lindenwood has encouraged and rewarded innovative thinking and programs. The school’s founders, Mary and George Sibley, were famous for being “ahead of their time.” The proceedings of the current strategic planning meetings are proof that this component of Lindenwood’s spirit transcends particular persons, groups, and times. Our student newspaper, *The Legacy*, our nascent Institute for International and Global Studies, and our new Downtown Campus, are just a tiny sample of the kinds of groundbreaking ideas we develop and implement regularly. Projects entailing both internal and external collaborations will be crucial to our educational and financial health in the coming years – as was discussed at several of the strategic planning meetings.

**For human development** – A university for all people and seasons, one that is complete and mature in an ideal sense, must first be committed to student development – not only academically but in all other ways (which are recited in our mission statement) – more than to other complementary and infrastructure projects. The various spinoffs and collateral pursuits of a university have intrinsic as well as practical importance but should not take precedence over the education and actualization of the student. At the Lindenwood we have become, I also see a more inclusive human-development motif, one that promotes and supports ongoing personal growth and professional maturation in every one of our professors, staff members, and administrators. I envision developmental themes waxing even more prominently as we move ahead.

**For human relationships** – Lindenwood has always been about meaningful human relationships. At the ideal university, toward which I believe we are advancing, relationships among faculty, students, staff, administrators, and board members are “big” in the sense of being respectful, honest, and mutually rewarding, not small and

self-serving. The ideal Lindenwood will also maintain reinforcing but healthy relationships with alumni, friends, and benefactors as a matter of normal operation – an ideal to which we presently are devoting considerable thought, energy, and action.

**Committed to the greater good** – As an institution of higher learning, our values and commitments must extend even beyond those listed in our mission statement and address such matters as the primary importance of life itself, the spiritual and genetic commonalities among all peoples, and the ideal of worldwide harmony based on mutual understanding.

**Quality-governed in our growth** – There are two compelling reasons that we must continue on a course of measured growth. First, as long as we can keep the level of service commensurate with the size of our audience, we owe it to the community to provide higher-education services to as many qualified individuals as we can. Second, we are tuition-driven. Moderate growth will be necessary to maintain the healthy financial base we presently enjoy. Since each small tuition increase pushes today's colleges closer to the brink of repelling the very market that feeds them, we will have to be very judicious and conservative regarding all future decisions to increase tuition and fees. The only way to remain fiscally healthy and happy while providing the best teachers and facilities for our students is to continue a reasonable year-to-year expansion of our student census. *However, we must be careful to not let the growth of our student population outpace our ability to exercise quality control over what we offer at all of our campuses and sites. It is crucial for us to consistently provide only the best in higher-learning experiences for our students.* We are taking additional steps now to ensure that future programs will be as effective and valuable as our present ones, and I will describe those steps in an upcoming edition of *Notebook*.

**A regional force in education, culture, and prosperity** – In a chapter recently completed for the upcoming edition of *St. Louis Currents*, I noted that the regionally accredited colleges and universities in the Greater St. Louis Metropolitan Area generate about \$2.5 billion annually in revenues and have a (conservatively estimated) yearly economic impact of about \$5 billion. Of course, our University contributes its share to

this monetary force. Even when we use the most humble formula, Lindenwood's annual impact on the region totals more than a quarter of a billion dollars, and our financial effect on the community will, in all likelihood, continue to grow. Because we provide higher-learning experiences to more than 15,000 students each year, we have a sizable effect on the region's professional workforce supply chain as well. Through our Speaker Series, the J. Scheidegger Center, our Boone Campus, and a variety of special events, we have become a major player in cultural enrichment. These contributions are the things that a great university does for the human community. The Lindenwood I see will expand its contributions in these arenas in future years.

**Duly recognized** – The once small, exclusive women's college has become a dynamic, mid-sized graduate university that, in many ways, has changed the region's higher-education landscape. In the process, we seem to have startled our sister institutions. A great university earns the recognition that is due from its peers, a process that sometimes takes many years. It is my expectation that Lindenwood will continue to grow in stature not only in the business community but also in the eyes of its higher-education cohorts.

**Self-sustaining** – The successful university can weather hard economic times – such as our present storm – with aplomb and can even make the best of such times. Lindenwood has been able to proceed with grace and independence through several recent recessions by (a) remaining focused on its mission and (b) relying on a well-developed system for earning its money. Being “tuition-driven” is actually a benefit during recessions if a university is adept at generating tuition dollars in the context of good educational practices. We are adept in that way and likely will continue to be, much to the credit of each of you who contributes so much every day to our excellent student-centered operations.

*A thought: There are qualified prospective students almost everywhere any one of us goes. Would it not be pleasant to talk about Lindenwood with those individuals?*

## ***Reasoned Courage in Hard Times: What it Will Take***

Along with the rest of the world, we members of the Lindenwood Nation have some challenges to face and master in the near and intermediate future, including the following:

- Increasing scrutiny and skepticism directed at the integrity and value of higher education by students, parents, accreditors, and our various governments
- A perilously wobbling economy that will not re-equilibrate for several years
- A increasing consumerism in higher education that threatens to play havoc with retention efforts while pressuring most higher-education institutions to compromise their missions and standards in both academic and operational spheres
- A trend toward shifting student grant monies away from the independent higher-education sector and toward public universities in the name of “accessibility”

Fortunately, we have the resources to not only cope successfully with these demands but turn them into advantages. The key is to act daily in accordance with the principles that have worked well throughout our history: A consistent focus not on our needs but those of our students, a deep belief in the work ethic, innovative and timely adaptation to problems and opportunities, prudent financial management, the expectation of continued success, and *regard and support for one another*. The latter principle will be particularly crucial in the months ahead because frustration fosters self-centeredness and disorganization. Let's use our awareness of that fact to stay on track.

*Lieben und arbeiten – the traits of the mature individual*

[Thank you for the wisdom, Dr. Freud. ]

## ***Happenings at Lindenwood's Belleville Campus***

**Reception for SWIC** – Many of you are aware that we hosted a very successful tour and reception for our administrative colleagues at Southwestern Illinois College (a.k.a. SWIC) in late February. The 20 or so visitors expressed interest and surprise regarding the great progress Lindenwood has made at our Belleville Campus and were receptive to follow-up meetings with our Admissions Counselors. Also in attendance were Lucy Morros, most of our academic deans, and many members of our day and evening Admissions Offices as well as (St. Clair) County Chairman Mark Kern and (Belleville) Mayor Mark Eckert. We hope our Day College in Belleville will serve as a bachelor's-degree-completion destination for hundreds of SWIC students over the next several years. Several dozen SWIC alums already take classes in our Evening College at that campus. Thanks are due Charlsie Floyd and Mary Radcliff for arranging that event.

*NOTE: It will greatly boost the launching of our new Day College if our employees help spread the word and refer prospective students. Will you please keep that in mind wherever you are this spring and summer? Thank you.*

**Mascot naming** – The Belleville Campus's Day College will sponsor both men's and women's soccer teams in the first semester of operation. When a university fields sports teams on two or more of its campuses, each location has its own distinct mascot, for reasons having to do with campus identity, inter-campus athletic contests, and distinguishable campus memberships in an intercollegiate athletics organization. Thus, we cannot simply assign the Lindenwood Lion mascot to the Belleville campus.

As a part of our marketing initiative for Lindenwood's new Day College program in Belleville, we recently ran a naming contest in the *Belleville News Democrat*: We asked readers to suggest a possible school mascot, with the stipulation that the best suggestions would be reviewed by the Lindenwood Board of Directors and that the Board would choose the winning entry. We have sent the Board members what our PR Office, Athletics Staff, and administrative officers consider to be the three most creative and fitting entries for review, and we will close the voting interval on March 27. The

top vote-getter will be the mascot that we use to represent Lindenwood's sports teams at the Belleville campus.

I thought you might be interested in seeing the names on which the Board is voting, together with comments from the contestants:

1. **Lynx** – The Lynx is a cat that is almost unknown to most people. It was nearly extinct but is now thriving in many lands and is known for its intelligence and crafty techniques for hunting its prey and for survival.
2. **Crimson Griffins** – A mythological creature, the Griffin has the body of a lion and the head and wings of an eagle. The Griffin symbolizes strength and vigilance metaphorically adjoined with character and perseverance, all ideals of academia. [The Griffin also is the creature featured on the Sibley Coat of Arms.]
3. **Ridgebacks** – A Ridgeback (aka Lion dog) is a rare canine breed for this area that has cat-like agility. Ridgebacks make excellent guard dogs as well as hunting dogs. These animals have the same uniqueness and intelligence that Lindenwood provides in its diverse and flexible programming.

What will be the winning Mascot name? Stay tuned.

### ***Let's Get Physical***

Physical plant projects in progress or scheduled for this year include these:

- Construction of the exciting **Lindenwood Commons** (a 115,000 square-foot student center, auxiliary dining hall, and fitness/intramural center) will commence late this spring. When it is finished, you will be able to walk directly from the lobby of the Hyland Arena into the Commons, and *vice versa*, without going outside.
- The much anticipated monumental **stone gate** at the First Capitol & Kingshighway entrance to our campus (just below the Welcome Center) is due to be started this summer.



- Phase 1 (the external expansion portion) of the **Harmon Hall** initiative will be complete next spring.
- We think that we will be able to install a capacious, marvelously functional **water-supply system at our Boone Campus** by the end of this calendar year.
- We will also implement are several dormitory, classroom, and facility upgrades around the St. Charles campus and in Belleville this summer.

### ***Congratulations***

Our people are the number one asset in our University endowment. For that reason, it pleases me to extend the following congratulations:

**Rachel Douchant:** Rachel just completed her Doctor of Philosophy (Ph.D.) degree in Philosophy at Saint Louis University – while teaching full-time and raising young children. That was a Herculean achievement. Congratulations, Rachel.

**Institutional Advancement:** Our Office of Institutional Advancement, led by Dr. Lucy Morris (V-P for Institutional Advancement), has brought in \$3.6 million in gifts and pledges thus far this fiscal year (July 1, 2008 through June 30, 2009) and has its sights set on a *possible record* \$4 million in contributions by the end of June.

**The School of Fine and Performing Arts:** What a formidable challenge our Arts faculty members faced to move and transition into the J. Scheidegger Center and get everything restarted with style in that awesomely monumental new venue! And what a great job they have done with all of the productions and exhibits in the inaugural season of their new world. Many of us found the student productions to be virtually on par with the professional performances. Our arts professors deserve highest kudos, as does their Dean, Marsha Parker, for their truly remarkable accomplishments this year in particular.

**Athletics Teams:** Lindenwood has become an intercollegiate athletics giant, both regionally and nationally. Our teams typically bring home several national championships each year. Here are just a few of the more recent top finishes in national competition: men's wrestling, women's ice hockey, competitive dance, and men's

water polo. We are very proud of our student-athletes, who generally do as well academically as their cohorts who are not involved in athletic pursuits.

**Social Work Program:** Hooray for Lindenwood's Social Work program, which received official accreditation from the Council on Social Work Education on February 14. Praise is due Dean Carla Mueller and professors Mike Jacobson, Dana Klar, and Deborah Johnson for their methodical persistence and professional wherewithal in seeing this four-year+ effort to a successful result – all in behalf of their students.

### ***Commencement Speakers***

Lindenwood's traditional end-of-year ceremonies will continue to be exceedingly blessed with the following keynote speakers:

**Baccalaureate and Graduate Student Commencement (May 15):** Mr. Lou Brock, St. Louis Cardinals baseball great and member of the Baseball Hall of Fame.

**Undergraduate Commencement (May 16):** Ms. Brenda Newberry, Chair and CEO of the Newberry Group, one of the most impressive and innovative IT companies in the country.

### ***In All Humility***

B. F. Skinner was right this time (as he is disturbingly often).

