

From: [Evans, James](#)
To: [AllEmployees;](#)
Subject: President's Notebook Summer 2010
Date: Monday, August 23, 2010 10:01:46 AM

PRESIDENT'S NOTEBOOK NO. 12 Summer 2010

Today's Lindenwood is a storybook University, but the story will get even better: We are destined to be a higher learning environment unlike any other. Accordingly, I am making my outlook for the University the feature of this edition of the *Notebook*.

To appreciate some of the scenarios painted here, please assume that the year is 2020. That is, the discourse that follows represents the Lindenwood that I think will exist about 10 years from now. We already have attained some of the institutional character described herein, but much of the image pertains to that which is just now emerging or might emerge in the foreseeable future.

A Vision for LU – 2020

To be rather than to seem: Our public image represents Lindenwood's true status. We are known as the distinctive Midwestern university that *produces informed, effective, principled leaders for a global society*; a comprehensive, student-oriented institution that

is a destination for those who want an affirming and empowering college experience; a higher-education culture characterized by the following:

- Selfless dedication to the University and her students
- Data-guided decision making driven by Lindenwood's mission and the greater good
- The scholarship of pedagogy
- A free, open, and inspiring Republic of Ideas
- Teaching excellence and learning proficiency
- Production and publication of new knowledge
- Decency, tolerance, and diversity
- An explicit, genuine, and pervasive values foundation
- Institutional prosperity and self-sufficiency
- Innovation and leadership in program development
- National and international connectedness and acclaim
- Broad-based, diversified delivery of services
- Recognized value as a premier producer of the region's professional workforce, and
- Standard-setting, student-focused intercollegiate athletics

Quality academics and governance: Eighty-five to 90 percent of Lindenwood's professors have the highest

degrees in their fields and possess a consuming love of learning and teaching. Classroom teaching is informed by ongoing scholarship that actively engages students in the formulation of new perspectives and the discovery and application of new knowledge.

Academic Freedom and Governance Lindenwood has taken the lead in defining, improving, and guaranteeing academic freedom without a conventional tenure system. Every member of the faculty and administration is encouraged and supported regarding continuous professional development and achievement. Shared governance is paramount, as manifested in conspicuously effective faculty stewardship of the curriculum and the pursuit of academic excellence.

Distinctive Programs The school has been hailed as an exemplar of systemic strategic planning, with every member of the staff and faculty being involved in the process annually. Each of our academic schools is known nationally for its particular strength:

- The School of Business for Environmental Economics, Entrepreneurship, and Sport Management
- The School of Education for leadership in Educational Technology and dominance in the preparation of P-12 administrators and prominence in Health and Physical Education

- The School of Human Services for prominence and acclaim in Nonprofit Administration and Public Safety
- The School of Sciences for undergraduate research initiatives, Environmental Science, and Chemistry
- The School of American Studies for Recreation and Leisure Studies and unique outdoor laboratory experiences in Plant and Environmental Science, Historical Interpretation, and Field Archaeology
- The School of Fine and Performing Arts for professional preparation in the Performing and Studio Arts and Fashion Design
- The School of Communications for Media Communications and Journalism
- The School of Humanities for regional eminence in scholarship and national recognition for General Education excellence
- The College of Individualized Education for being the preeminent national model for adult higher education and the bellwether for rigor in accelerated programs

Scholarship: Scholarship is viewed as inseparable from the delivery of first-rate classes, and Lindenwood has redefined the Teaching University Model by taking the lead in the *scholarship of pedagogy*: the use of scholarship to prepare for and deliver the most current

and engaging higher learning experiences.

Role of Scholarly Productions Lindenwood's academic professionals produce more than a dozen scholarly journals published by the Lindenwood University Press, many of which are available online. Our doctoral-program faculty members are recognized for their top-notch programs of investigation and content creation, which engages and better educates our doctoral students in their respective fields. It has become the norm for Lindenwood's faculty members in most of our programs to present their scholarly work in various professional venues, most often *with Lindenwood students being listed as co-researchers or coauthors*. Often our doctoral students present their dissertations at professional meetings or publish them in professional journals or books.

Scholarly Speakers and Meetings Lindenwood's successful speaker series, which is free and open to the public, continues to grow in stature and regional significance. Lindenwood's Institute for the Study of Economics and the Environment has become the national gold standard for that domain of thought and study. Each year, Lindenwood hosts a variety of professional and scholarly meetings, several being designed as outlets for student research and creativity.

Role of the Lindenwood Press We have earned an enviable reputation for our success in facilitating the development of several student journals and compendia. Most notably, new learning and effective teaching are synergistic processes at Lindenwood.

Student Development: Lindenwood absolutely exists for the education and development of the student. The University is known for the dignity and respect it accords all of God's children and its abiding commitment to values education as both a complement to and an integral part of students' academic experience. The treatment of students is steadfastly consistent with our mission statement but also determined by rational, realistic, and mature assessment of what is best for them.

Aesthetics, Fitness, and Memories Our campus has become extraordinarily beautiful as the landscaping program initiated in 2008 transformed the newer side of campus into a lush sector of the Linden Wood – indeed the most beautiful campus picture ever painted by our Creator. Numerous hiking and cycling paths provide both lifelong memories and healthful travel to members of the campus community.

Greek Life and Social Learning The grand old houses on our Fraternity and Sorority Row teem with excited students who serve the greater good as they fulfill their

social and personal-development needs. The recreational, social, and meeting spaces we created in the first two decades of this century, including the grand LU Commons completed in 2011, provide the most complete and attractive higher learning environment for our students, which has helped raise the first-year-student retention rate to 85 percent or higher annually.

Sports and Fitness Our intercollegiate sports program has become recognized as an NCAA Division II powerhouse that achieves two or more national championships each year. As well, the University's Student Life Sports and intramural programs continue to provide a complete range of collegiate sports options to meet the diverse developmental interests of students who desire competitive opportunities outside our official varsity programs, with the Student Life Teams earning six or more national titles each year.

Career Development and Placement Lindenwood's career placement rate for new graduates consistently hovers between 95 and 100 percent for the six-month post-graduation interval.

Programs and Growth: Lindenwood's residential population at the St. Charles campus stabilized at about 5,500 students in the year 2015, with 5,000 of those students being undergraduates. Our daytime commuter

population at the St. Charles campus consists of about 2,000 students, and our evening programs now enjoy a stable population of about 13,500 across fifteen extended sites, 20 or more K-12 school districts, and our St. Charles and Belleville campuses, with two-thirds of the evening students pursuing graduate degrees.

The Belleville Campus In addition, Lindenwood's Belleville campus has become a comprehensive college, serving about 2,000 day students and approximately 4,000 evening students. Lindenwood—Belleville is itself a full-service campus with residential students, a highly regarded NAIA intercollegiate athletics program, a wide range of undergraduate and graduate degrees, complete facilities, and a faculty of about 100 full-time and 300 adjunct professors and 100 administrative officers and staff members.

University-Wide Growth We have grown from 85 to 100 undergraduate majors and from 37 to 50 graduate majors. Lindenwood offers more than 20 online degree programs and seven doctoral programs. Our faculty consists of more than 400 full-time, 75 part-time, and 1200 adjunct professors. Lindenwood's unduplicated head count across all campuses, sites, and programs was stabilized deliberately at 23,000 in Fiscal 2018 to maintain a population size that would sustain the University for the indefinite future while ensuring

continuation of optimal quality-control practices.

Facilities: Our world-class facilities continue to improve. We now have seven major classroom buildings and an equal number of supplementary lecture halls with a couple of classrooms each. In 2015 the Auto Zone store was replaced by a beautiful brick lecture hall in the classic Lindenwood architectural style. Owing to the 2017 opening of our colossal consolidated-services administration building on the island between the two First Capitol Drives, we have been able to convert our historic Roemer Hall into a dedicated classroom and faculty-office location. We have built or acquired a great deal of additional alternative housing for our graduate and married students over the past decade, much of that additional space represented by our picturesque University Village, which offers family-style accommodations for advanced and graduate students.

Beauty and Brains Galore The interior of all of these wonderful new facilities includes the latest educational and business technology, and many areas of the campus now have additional landscape gardens, ponds, and statuary displays installed.

Athletics Facilities Lindenwood's magnificent intercollegiate athletics facilities, which have been the envy of this region for some time, have been further

equipped with a permanent High Intensity Training Center, an Athletics Program Complex, and a competition-grade swimming and diving pool.

Boone Campus Finally, our inimitable Boone campus has realized its full potential as a unique venue for education in American Studies, Archaeology, Environmental Science, Historical Interpretation, and Recreation and Leadership for the P-12, community, and higher education sectors. It features programs, classes, and research projects headquartered in the widely praised Education and Visitors Center.

Communications and Human Relations: Lindenwood is regionally acclaimed for its reliable and effective internal and external communications, with regular daily, weekly, and seasonal publications going out to students, faculty, and staff; weekly, episodic, and seasonal e-communications being transmitted to our Boards; episodic and quarterly news, as well as annual booklets and newsletters – both hard-printed and electronic – being channeled to our alumni and friends; episodic and scheduled notices and advertisements being posted for the general public and the higher-education community, in written periodicals as well as on the World Wide Web.

Transparency and Connectedness Crucial information,

records, and documentation are available at our Web site for students, parents, and faculty and staff, and the online *L-Edger* provides a transparent annual running record of the demographics, credentials, and achievement levels of our academic, developmental, and intercollegiate programs. Our students, faculty, and staff are proficient and assiduous in the use of the most advanced online meeting and scheduling system.

Communications Notability The University's radio and television stations have achieved regional prominence not only for their useful and accurate information and interesting entertainment but also for the exceptional educational value they provide for students. Our student newspaper, the *Legacy*, frequently is cited as an exemplar in its news impact as well as its academic value and professional-preparation efficacy.

Online Program Delivery Lindenwood's distance learning initiatives via online programs, video streaming, and video teleconferencing have become fully integrated into our daily higher-education delivery systems.

Culture of Values and Cohesiveness Lindenwood's human relations environment is defined by and imbued with the ethic of selfless commitment to our mission, the student, the University, and the greater good, thereby manifesting values such as dignity, respect, and the

primacy of the truth that are seminal to the University's purpose. Academic freedom, shared governance, due process, and sincere mutual regard are not only clearly codified in our manuals and handbooks, communicated in all available forms, and implemented religiously, but are also conspicuously supported and promoted by the entire collegial community as a way of life.

Lindenwood's interpersonal ambiance is a dynamic, modern realization of our historically essential Judeo-Christian value system. We enjoy an abiding relationship with our alumni, and they feel they are a part of the campus throughout life. Our focus is on continuing to make our students' lives more fulfilling even after they graduate. Our graduates, in turn, want to give back to their *alma mater* for intrinsic reasons, and the majority does that through gifts, in-kind services, or both. The University witnesses the return visit of more than a quarter of its alumni each year, for one event or another.

Finances: In the first decade of the 21st century, Lindenwood completed the final phase of its phenomenal transformation from financial exigency to mature fiscal health.

Continued Financial Independence The result was and continues to be a stable, self-sustaining system of planned financial growth and prudent, vigilant financial management. The University continues to be both

respected and resented for its ability to earn its own way and actively adapt to the evolving higher education marketplace, consistent with its mission and first-tier quality in all that it does. Tuition income remains Lindenwood's income mainstay because we have the greatest amount of direct control of that revenue stream and hence the University's financial independence during any era.

Planning and Innovation The Board, administration, and academic leaders plan as a team, based on an ongoing anticipation of measured growth but with annual formulation of alternative plans for adapting to less than optimal economic periods. We persist in having an open mind to new markets that dovetail with our mission and capabilities, but emphasis is on continuous improvement of what we presently deliver.

Students First We continue to base all major financial decisions on the best interests of our students' education, development, and future.

Increased Fundraising Proficiency With the systematic and enthusiastic growth and operation of Lindenwood's Institutional Advancement Office, the gift and pledge level now approaches the equivalent of 10-15 percent of the University's annual budget. As a result of the sincere, planned outreach to our graduates, our annual

alumni giving rate exceeds 50 percent, surpassing 60 percent in some years.

In Closing

That is the University I see in the year 2020. Together we can make that vision a reality.

JDE

August 22, 2010