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1961

**Lindenwood College Board of Directors Minutes and Papers,  
February 23, 1961 to November 1, 1962**

Lindenwood College

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**LINDENWOOD FEMALE COLLEGE**

**MINUTES**

**FEBRUARY 23, 1961 - NOVEMBER 1, 1962**

MINUTES OF MEETING OF BOARD OF DIRECTORS  
OF  
LINDENWOOD FEMALE COLLEGE

St. Louis, Missouri  
February 23, 1961

Pursuant to call and notice duly given each member of the Board of Directors and to the members of the Advisory Board, in accordance with the By-Laws, the annual winter meeting of the Board of Directors and of the Advisory Board of Lindenwood Female College was held at the Chase Hotel at 4:30 P.M. on February 23, 1961.

The following Directors and Members of the Advisory Board, being a quorum, were present:

Mr. Young	Mrs. Stockstrom
Mr. Armstrong	Dr. Hickey
Admiral Souers	Dr. McDowell
Mr. Mellow	Mr. Dearmont
Mrs. Watkins	Dr. Sweazey
Dr. Skinner	

Dr. Franc L. McCluer, President of the College, and Mr. Robert C. Colson, Business Manager of Lindenwood College, were also present.

Mr. Young, President of the Board of Directors, acted as Chairman of the meeting, and Mr. Colson acted as Secretary of the meeting.

The meeting was opened with prayer by Dr. Skinner.

On motion made, seconded and carried, the minutes of the meeting of the Board of Directors held on November 11, 1960, as previously distributed, were approved.

Dr. McCluer presented the report of the President of the College. Copies of the report had been mailed to the members of the Board of Directors and to members of the Advisory Board prior to this meeting. The report was accepted and the recommendations therein approved on motion.

The establishment of a schedule of faculty salaries for a three year program was approved in principal and the President of the College was asked to consult with the Business Manager and the Dean and to submit a detailed schedule at the next regular Board meeting.

On motion made, duly seconded and carried, the administration of the college was authorized to have an appraisal made with a view to carrying replacement cost fire and extended coverage insurance on buildings and contents. Proposals will then be invited for insurance coverage based on current replacement costs. The last insurance appraisal was made in 1955.

Mr. Young, President of the Board of Directors, appointed the following members to serve on a committee to confer with the committee appointed by the President of the Board of Trustees of Westminster College to consider the recommendations of Synod's committee affecting these two institutions:

Admiral Souers, Chairman  
Mr. Rowland  
Dr. Hickey  
Mrs. Watkins  
Mr. Armstrong  
Dr. McDowell  
Mr. Young (ex officio)  
Dr. McCluer (ex officio)

The President of the College was authorized to use the services of Mr. James Rider of the Len A. Maune Company, representing the Hamilton Laboratory Furniture Company, to prepare a preliminary layout and suggestions for laboratory furniture for a science building. This preliminary layout is to be used in presenting the request for a science laboratory building to foundations and to others and when we reach the point of employing an architect it will be given to the architect.

On motion by Admiral Souers, seconded by Mr. Armstrong and carried, the President of the College was authorized to increase the budget for faculty salaries for the 1961-1962 fiscal year in the amount of \$24,000.

The report of the Finance Committee was presented by Admiral Souers.

Admiral Souers moved that the Finance Committee be authorized to offer for sale the one-half interest in the property at 814 Clara Avenue, St. Louis, Missouri, owned by Lindenwood College and the officers of the Board of Directors be authorized to convey title to the property in the event that an acceptable offer is received. The Motion was duly seconded and carried.

The Finance Committee was authorized to approve the recommendations of the Trust Departments of the St. Louis Union Trust Company and Mercantile Trust Company for the sale of certain securities. The proceeds of the sale of these securities, amounting to approximately \$200,000, are to be carried in the Endowment Funds Principal Account and used as required in payment of the construction costs and furnishings for McCluer Hall and Niccolis Hall addition.

Mrs. Stockstrom, Chairman of the Dormitory Committee, reported that the Dormitory Committee and the college administration had selected the furniture and furnishings for McCluer Hall and Niccolis Hall Lounge and that the Business Manager had issued purchase orders covering the selections.

In the absence of Mr. Goodall, the report of the Buildings and Grounds Committee was given by Mr. Mellow. Mr. Mellow reported that the Buildings and Grounds Committee had recently visited the college and had approved the recommendation of the college administration that the driveway leading from Butler Way to Irwin Hall be relocated. The new driveway is to leave Butler Way at a point approximately 200' east of the present drive.

Mr. Mellow also reported that results obtained since the addition of certain equipment and after making other improvements in the Boiler Room over the past year are proving to be very satisfactory.

Dr. Hickey reported that the Long Range Planning Committee is scheduled to meet on March 7th and had no report to submit at this time. The President of the Board of Directors appointed Admiral Souers an additional member to this committee.

On motion made by Dr. Hickey, seconded by Admiral Souers and carried, Mr. Armstrong was authorized to re-convey the property previously sold to the Trinity Episcopal Church of St. Charles, Missouri. The only change to be made in this transfer is in using the correct title of the purchaser; viz., THE RECTOR, WARDEENS AND VESTRYMEN OF TRINITY PROTESTANT EPISCOPAL CHURCH, ST. CHARLES, MISSOURI, a corporation.

The President of the Board of Directors announced that election of officers would be held at the next regular meeting of the Board of Directors. The following members were appointed by Mr. Young to serve on the Nominating Committee:

Mr. Armstrong, Chairman  
Mrs. Stockstrom  
Mr. Dearmont

Recommendations of the faculty and administration for the conferring of the following honorary degrees at the 1961 Commencement were distributed by mail to the members of the Board of Directors and Advisory Board:

Doctor of Laws - Senator Margaret Chase Smith

Doctor of Laws - Elizabeth Tracy Schreiber (Mrs. Dalton Schreiber)

Doctor of Humanities - The Reverend Theophil Stoerker

Approval was unanimously given by the Board of Directors for the conferring of the honorary degrees as recommended.

There being no further business, the meeting adjourned.

Chairman



Secretary

REPORT OF THE CHAIRMAN OF THE FINANCE COMMITTEE  
LINDENWOOD FEMALE COLLEGE

Since the last meeting of the Board the members of the Finance Committee have been concerned with the financing of McCluer Hall, total cost of which will be approximately \$600,000.

On a temporary basis the Committee considered it advisable to arrange a bank loan in the amount of \$250,000 and to sell, as needed, \$350,000 of stocks or bonds for the balance. This loan was obtained from the Bank of St. Louis at a very favorable rate.

To date on the advice of the St. Louis Union Trust Company and Mercantile Trust Company, we have disposed of the following stocks recently:

200 out of 400 shares of Corning Glass Works, Common	@ 168 3/4	\$ 33,750
500 out of 1,500 shares of American Cyanamid Company, Common	@ 43	21,500
200 out of 400 shares of Proctor & Gamble, Common	@ 128	25,600
Cash and Treasury Bills resulting from previous sales of common stock		<u>104,000</u>
Present cash or equivalent on hand		\$184,850

The sale of additional stocks to complete the financing will be made during the next 60 or 90 days.

The Committee might consider it desirable to provide a larger proportion of the total requirements through the sale of stocks. Should this be done, the Committee will apply the proceeds from such sales to the reduction or retirement of the bank loan.

The Committee has given some consideration to the desirability of having the College issue its notes to be placed in the Endowment Fund at the Trust Company for the moneys advanced to the Building Fund from the Endowment Fund, said notes to be liquidated over a period of years out of the increased earnings from the additional facilities provided by McCluer Hall.

If all the money were borrowed from a bank or life insurance company, the liquidation would have to come from operations and this might be the more appropriate way to handle the present financing.

Sidney W. Souers, Chairman

November 11, 1960

February 24, 1961

Mr. Eugene F. Williams, Jr.  
Vice President and Secretary  
St. Louis Union Trust Company  
St. Louis 1, Missouri

Re: Agent, Lindenwood Female College  
General Endowment Funds - T.D. 17298

Dear Mr. Williams:

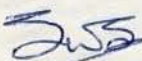
At a meeting of the Finance Committee of Lindenwood College yesterday the recommendations contained in your letter of February 20 were approved. I am enclosing my approval as well as that of Mr. Young, indicated on copies of your letter. Mr. Armstrong is sending his directly.

You will note that in my approval I have made certain corrections which we discussed over the telephone this morning.

Both the Finance Committee and the Board of Lindenwood College approved the recommendation contained in the postscript of your letter of February 6 with respect to the sale of the half interest in the property at 81 1/2 Clara Avenue owned by the College.

Since the Board authorized the Finance Committee to sell at the best price possible, it is requested that you submit to the Finance Committee any firm offers received.

Sincerely,



Sidney W. Souers  
Chairman, Finance Committee  
Lindenwood Female College

SWS:md  
Enclosures

cc: Messrs. Young  
Armstrong  
Dearmont  
✓ Dr. McCluer



REPORT  
of the  
PRESIDENT OF THE COLLEGE  
to the  
BOARD OF DIRECTORS  
of  
LINDENWOOD COLLEGE

February 17, 1961

It is a pleasure to make this report to the Board of Directors of Lindenwood College.

STUDENT PERFORMANCE

At the close of the first semester we found that 13 students had made A's in all of their work, 61 had won places on the honor roll (3.5 grade point average), 58 were placed on academic probation, 3 were suspended because of academic failure and 2 were dismissed. Fewer students won places on the honor roll than last year and more were placed on probation. The number suspended was smaller than usual.

Despite the disappointment that the academic record is not better, this semester has been satisfying in many respects. The meetings between faculty members and students on a voluntary basis which we call "Conversations" have been well attended and fruitful. A number of groups have planned significant discussions beyond their classwork. This last week I enjoyed a meeting of the Student Artists Guild where Mr. Thomas discussed Tillich's theological position and his interpretation of art as an indirect search for ultimate reality. Following Mr. Thomas' presentation, three members of the Art Department and thirty students engaged in discussion of slides used to illustrate Dr. Tillich's approach. The informal seminar discussion continued until midnight.

CAMPUS NEWS

During the year we received word from the Board of Christian Education of the United Presbyterian Church in the U.S.A. that our program for the preparation of certified church educators to be known as Assistants in Christian Education has been included on the first official list of approved programs. Our program is one of seven unconditionally approved.

Dr. Huston Smith, Professor of Philosophy at the Massachusetts Institute of Technology, was our leader in Religion in Life Week. It was a most effective and memorable week. He made a profound impact on the thinking of students and staff members.

Miss Dorthea Elizabeth Chesters, a member of the faculty at Bishop Otter College in Chichester, England, has assumed her responsibilities as an exchange teacher at Lindenwood College.

Dr. Alice Parker is continuing her course in English Literature under a Ford Foundation Grant. She has a great many more students enrolled in the course from the Lindenwood campus than she had last year. We are hoping for the coming year to have two centers in St. Louis in which teachers from other institutions will have one meeting per week with students from other colleges taking Dr. Parker's course. We hope that this may be done at the University Center in Normandy and at Harris Teachers College.

In a recent volume on "Occupational Planning for Women" by Marguerite Wykoff Zapoleon, published by Harper & Brothers, chapter 8 on "Vocational Guidance of College Women - Selected Programs" includes several pages describing the counseling and placement work at Lindenwood College. Lindenwood, Wellesley and the University of Miami, Coral Gables, Florida, are the four-year colleges whose programs of counseling in this field are described in detail in this volume. Reference is made to the study Miss Lichliter has made on our graduates of the last ten years. A copy of this study entitled "The Lindenwood Graduate 1949-1958: A Profile" is attached to this report.

#### CONSTRUCTION PROGRESS

The contractor reports that the construction of McCluer Hall is proceeding on schedule and that the building will be delivered to us by the first of June. The construction of the parlor for Niccolls Hall has not moved so satisfactorily but work is proceeding now and it is hoped that we shall have the room available before the end of the semester.

Furniture and furnishings for McCluer Hall and for the parlor in Niccolls Hall have been ordered on the recommendation of the Committee on Dormitories. Furniture for the lounge in McCluer Hall has been ordered from the Lammert Furniture Company at a cost of \$9,671.86. The furniture for the recreation room has been ordered from Mrs. Sidney Studt at a cost not to exceed \$2,500.00. The dressers, mirrors, desks and night stand-bookcases for the student rooms and guest rooms have been ordered from the Carrom Furniture Company direct from the factory at a cost of \$12,059.50. The desk chairs, arm chairs, beds and mattresses for the student rooms have been ordered from the Chester L. Harvey Company at a total cost of \$13,261.00. Furniture and furnishings for the Niccolls Hall Lounge have been ordered from the Comfort Printing and Stationery Company at an approximate cost of \$3,500.00.

The new driveway to go behind McCluer Hall and into Butler Way has been staked out with the approval of the Buildings and Grounds Committee. Contracts for the removal of the old driveway from Irwin Hall to Butler Way and for the construction of the new driveway have not been made.

In connection with the use of the buildings, it is interesting to note that a recent survey on the use of the chapel-church building indicates that the college is using these facilities to a slightly greater extent than is the church.

#### ALUMNAE ACTIVITY

The Alumnae Secretary has been working vigorously with members of the Alumnae Council and other interested alumnae in stimulating interest among the alumnae clubs. Seven clubs have been reactivated (Chicago, Cincinnati, Cleveland, Minneapolis, Oklahoma City, Omaha) and several have been visited by the Alumnae Secretary and the President of the College. We have suggested to the alumnae clubs, with the approval of the Alumnae Council and the president of the Association, that each club furnish a student room in McCluer Hall. To date, three clubs have pledged \$600 to furnish a room in the new dormitory.

The appeal for annual gifts from individuals which goes out from the Alumnae Office each spring is being based on the need for an increase in faculty salaries. Interest in this matter was stimulated at the Alumnae Week-end last fall.

Mrs. Hellen Ostroff, the Alumnae Secretary, has indicated her desire to be relieved of the position which she now holds. It may be desirable to replace her with someone who would give full-time as Director of Public Relations. Such a person would help us prepare the college literature now prepared by various people and in various styles. This director could also prepare feature stories as well as routine news releases and make a significant contribution to the public understanding of the role of this institution.

#### DEVELOPMENT PROGRAM

The Director of the Development Program sent out his first mailing in December. The second is in the hands of the printer and the third is almost ready for the printer. He and the President of the College are ready now to make calls on some of our friends in the St. Louis area. Mr. Doenges feels that we would be greatly strengthened in making these calls if we may have the assistance of individual Board members in securing appointments and, in some instances, have Members of the Board accompany him or the President of the College in calling.

The members of the science faculty of the college have submitted their ideas of what should be in a laboratory building. After visiting some new college laboratories and laboratories in the St. Louis area, it is proposed that we prepare a rough sketch of this building and if we are ready then to make a proposal to a foundation for a matching grant for its construction, we should have a preliminary drawing prepared by an architect.

The faculty and administration members of the Long Range Planning Committee will hear a report from the Dean's Office on the inventory of needs of equipment and facilities secured from each of the departments of instruction and from the Business Manager and Director of Guidance. A meeting of this committee will be

held on February 21 and a summary of these findings will be discussed with the members of the Long Range Planning Committee of the Board on March 11. (I hope to have a general summary to present to the Board at the meeting on the 23rd.)

The American Council on Education of the Association of American Colleges through their offices located in Washington are keeping in touch with the consideration of Federal Aid to institutions of higher education. The proposals which seem to have favor with many are (1) continuing of loans for student residences, (2) matching grants as outright gifts for the construction of instructional facilities, (3) tax benefits in the form of exemptions for the amount of total costs of tuition for son or daughter and (4) loans to enable teachers who have not completed work for the Ph.D. Degree to continue their study.

At the last meeting of the Board the recommendations of Synod's committee on its colleges were placed before you and discussed. The President of the Board was authorized to appoint a committee to meet with a similar committee representing the Board of Trustees at Westminster College to consider the recommendations affecting these two institutions. The Chairman of the Board of Trustees at Westminster College has informed me that at the meeting of Westminster's Board in December similar action was taken and the following have agreed to serve on the committee of Westminster:

Rev. Dr. J. Layton Mauze, Jr., Chairman  
John S. Penney  
James P. Hickok  
Neal S. Wood  
Rev. Dr. George E. Sweazey  
W. M. Harlan  
Dr. R. L. D. Davidson (ex officio)  
Edwin J. Spiegel (ex officio)

It is hoped that the two committees may meet together early this spring.

#### ENROLLMENT PROSPECTS

Our applications for admissions for the fall of 1961 are about 70 students behind the corresponding date of last year. The Director of Admissions accredits the slowing up of the enrollment to increased costs, the uncertainty of the

recession in our economy and the more rigid standards for admission. He feels too that we may be in somewhat better shape than it appears in these comparisons. This is the first year we have made our application deposit non-refundable and require a \$100 payment when the student is admitted. Nevertheless it seems to me that this is a serious situation and that a college as strong as Lindenwood should have an admissions department that can keep it filled without having our enrollment fluctuate with varying degrees of prosperity in the country. I do not feel, however, that when we make the budget for the coming year we should be afraid to go ahead with vigor and confidence. Our long range planning program has created some enthusiasm and expectation of moving from the present level of achievement to greater excellence.

We have increased faculty salaries regularly in the past few years. Our salaries in each rank are lower than the average for the privately supported college in the Great Lakes and Plains regions. The American Association of University Professors has set up seven ranks on the basis of average salaries including fringe benefits. Last year we were in the sixth group in all four ranks of teachers. This year we moved up to the fifth group for Assistant Professors and to the third group for Instructors. Our staff members think we ought to be at least in the fourth group for Professors and Associate Professors. Certainly we should move toward this goal although it may not seem to be feasible to do it in one year. From the scales used by the A.A.U.P., \$10,500 for Professors and \$7,800 for Associate Professors are averages. This year our average is \$8,158 for Professors and \$6,890 for Associate Professors. (These figures include the cost of the college in the fringe benefits set up in our retirement program.)

RECOMMENDATIONS

It is recommended that the administration be authorized to have an insurance appraisal made with a view to carrying out replacement cost insurance on buildings and contents. The last such survey was made in 1955.

Respectfully submitted,

*F. L. McCluer*

F. L. McCluer  
President

FLM: amw

*Approved*

*General Instructors - bring up to date & bid*

*[Faint, mostly illegible text from the reverse side of the page is visible through the paper.]*

MINUTES OF MEETING OF BOARD OF DIRECTORS  
OF  
LINDENWOOD FEMALE COLLEGE

St. Louis, Missouri  
May 24, 1961

Pursuant to call and notice duly given each member of the Board of Directors and to the members of the Advisory Board, in accordance with the By-Laws, the annual spring meeting of the Board of Directors and of the Advisory Board of Lindenwood Female College was held at the Chase Hotel at 4:00 P.M. on May 24, 1961.

The following Directors and Members of the Advisory Board, being a quorum, were present:

Mr. Young	Mr. Goodall
Mrs. Watkins	Mr. Studt
Mr. Hickey	Mrs. Wright
Mrs. Stockstrom	Mr. Armstrong
Mr. Mellow	Admiral Souers
Dr. Sweazey	Dr. Skinner

Dr. Franc L. McCluer, President of the College, and Mr. Robert C. Colson, Business Manager of Lindenwood College, were also present.

Mr. Young, President of the Board of Directors, acted as Chairman of the meeting, and Mr. Colson acted as Secretary of the meeting.

The meeting was opened with prayer by Dr. McCluer.

On motion made, seconded and carried, the minutes of the February 23, 1961, meeting of the Board of Directors and of the Advisory Board were approved.

President McCluer presented his report to the Board. A copy of the report is attached to these Minutes. The report was accepted and the recommendations therein approved on motion. At the February meeting of the Board of Directors, the President of the College, the Dean and the Business Manager were authorized to submit a schedule of faculty salaries to be set up as a goal to be reached within three years with the understanding that the achievement of this goal would be subject to the ability of the College to operate without deficit. Dr. McCluer



submitted this schedule as an addendum to his report. This schedule was approved as a goal subject to the condition stated. The schedule follows:

Professors	- \$9,000 - \$12,000
Associate Professors	- \$7,000 - \$10,000
Assistant Professors	- \$6,000 - \$ 8,000
Instructors	- \$5,000 - \$ 7,000

Dr. Hickey, Chairman of the Faculty Committee of the Board of Directors, moved that President McCluer's recommendations for the appointment of the following members of the staff be approved:

Mr. Irving Kaplan as Assistant Professor in the Department of Sociology  
Miss Darlene Ridgley as Assistant Professor in the Department of  
Physical Education

The motion was duly seconded and carried.

Dr. Hickey presented the summary report of the Long-Range Planning Committee of the Faculty and Administration. A copy of the report is attached to these Minutes. It was understood that the dollar estimates of costs included in the report are estimates made by the committee and are subject to revision. The report was received and approved and the following resolution was adopted:

"The Board of Directors has received the report of the Long-Range Planning Committee and the outline of the program through which the college seeks the necessary resources to strengthen and improve its program. The Board agrees that Lindenwood College must achieve all the recommended objectives in the shortest possible time and heartily approves the plan and the program presented by the Long-Range Planning Committee. The Board pledges its support of these objectives and calls on the college administration and the faculty to assist in every way possible to insure the support and participation of alumnae, friends, patrons, leaders in business and industry, and members of our churches."

It was suggested that the objectives of the program be printed in tabular form showing projected goals for five years in terms of investment opportunities in dollar estimates.

Admiral Souers submitted the proposed 1961-1962 college operating budget. He reported that this budget has been reviewed and approved by the Finance Committee at a meeting held on May 19, 1961, and moved its adoption by the Board of Directors.

The motion was duly seconded and carried. A copy of the 1961-1962 budget is attached to the Minutes of this meeting.

Mr. Goodall reported that the Buildings and Grounds Committee had received the recommendations of the administration of the college for certain maintenance and remodeling proposals totaling approximately \$36,500. Mr. Goodall had previously met with the administration of the college and recommended that the Board approve the action of the administration in including in the proposed budget for 1961-62 a sufficient sum of money to cover the work. This work is in addition to the normal yearly program of maintenance and redecoration.

Mrs. Stockstrom reported for the Dormitory Committee on the recommendations of the College Administration and Dormitory Committee for the furnishing and decorating of the new recreation room in Butler Hall, the head resident's living room in Butler Hall, the TV room in Ayres Hall and the head resident's living room in Nicolls Hall. Mrs. Stockstrom moved that the Board approve the action of the Administration of the College in including funds in the proposed 1961-62 budget to provide the necessary furniture and furnishings. The motion was seconded and carried.

Mr. Armstrong moved that a committee of five members be appointed to study a possible revision and improvement of the retirement plan now in force at Lindenwood College. The motion was duly seconded and carried. The following members were appointed to serve on this committee:

Mr. Raymond E. Rowland, Chairman  
Dr. Philip J. Hickey  
Mr. Wm. H. Armstrong  
Mr. Arthur S. Goodall  
Mr. R. Wesley Mellow

Upon motion by Admiral Souers, Chairman of the Finance Committee, the Howard I. Young Fund is changed to the Mr. and Mrs. Howard I. Young Fund and all American Zinc, Lead and Smelting Company common stock now held in both the Howard I. Young Fund and the General Endowment Fund is to be transferred to the

Mr. and Mrs. Howard I. Young Fund. The change is to be effective at the beginning of the new fiscal year, June 16, 1961. The motion was duly seconded and carried.

Admiral Souers moved that the administration of the college arrange for the firm of Boyd, Franz & Company to make the annual audit of the accounts of Lindenwood College. The motion was seconded and carried.

The report of the nominating committee was presented by Mr. Armstrong. The following are to be suggested to the Committee on Christian Education of the Synod of Missouri of the United Presbyterian Church, U.S.A. for nomination to membership on the Lindenwood College Board of Directors:

For the term of office 1962-1968 -

Russell L. Dearmont  
R. Wesley Mellow  
The Reverend W. Davidson McDowell, D.D.  
Sidney Studt  
Bishop George L. Cadigan

To membership on the Lindenwood Advisory Board:

For the term of office 1962-1968 - Wesley Johnson

For the term of office 1959-1965 - Mrs. John F. Lilly

The following officers of the Board of Directors were elected for a term of two years:

President - Howard I. Young  
Vice President - Philip J. Hickey  
Mrs. Horton Watkins  
Secretary-Treasurer - William H. Armstrong

Mr. Armstrong submitted and moved the adoption of the following resolution which was duly seconded and carried:

WHEREAS, Lindenwood Female College, a corporation, (hereinafter referred to as "Lindenwood"), has sold and conveyed to the Rector, Wardens and Vestrymen of Trinity Protestant Episcopal Church of St. Charles, Missouri, a corporation, (hereinafter referred to as "Church"), three (3) acres more or less of Lindenwood's property, and

WHEREAS, the Deed provides that such property is to be used "solely and exclusively for the purposes of the Protestant Episcopal Church in the United States of America," and that in violation of this covenant, said property shall revert to Lindenwood upon the payment to the Church, or its successors, of the sum of Fifteen Thousand Dollars (\$15,000.00), and

WHEREAS, the Church has arranged to borrow an amount not to exceed the sum of Forty-Five Thousand Dollars (\$45,000.00) for the erection of a Church Building on said property, provided the above covenant is subordinated to such bank loan upon the terms and conditions set forth in an Agreement, (to be executed by Lindenwood, Church and Bank), as submitted to this meeting.

NOW, THEREFORE, said Agreement above referred to having been discussed and reviewed, it was:

RESOLVED, that the President and Secretary of Lindenwood be and are hereby authorized to execute and deliver to the Church and to The First National Bank of St. Charles, Missouri, an Agreement in the form this day submitted to this meeting, subordinating to a proposed bank loan that covenant in the Deed of Lindenwood to the Church hereinabove referred to, upon the terms and conditions specified in said Agreement;

RESOLVED, that the said Officers be and are hereby authorized to do and take any further action necessary or advisable to carry out and effectuate the purposes of these resolutions, including the certification and delivery of the same by the Secretary of Lindenwood.

Dr. McCluer asked that the report on the study of sabbatical leaves be deferred until the fall meeting of the Board of Directors.

Mr. Colson conveyed a verbal request from the City of St. Charles that an easement 10' by approximately 3300' be granted for a 16" water main. On motion duly seconded and carried, the Buildings and Grounds Committee and the Secretary-Treasurer of the Board were authorized to study the request for the easement when submitted by the City of St. Charles, and if approved the officers of the Board of Directors are authorized to grant the easement.

There being no further business, the meeting adjourned.

RESOLUTIONS  
OF THE  
MEMBERS OF THE BOARD  
OF DIRECTORS  
OF  
LEHIGH COLLEGE

Chairman

May 24, 1961

This report to the Board of Directors of

*R. C. Cohen*

Secretary

COMMENCEMENT

Commencement exercises will be held on Saturday, May 27. Senator Margaret Chase Smith will deliver the commencement address at 10:30 A.M. Dr. Theodore A. Gill will deliver the benediction at 7:30 P.M., Friday, May 26. There will be a reception in Fellowship Hall following the benediction service for the students and their parents.

Among the seniors who have won significant fellowships are:

Nancy 2456 - Resident Undergraduate, Peace Relations, Ohio University.

Kenneth Cox - National Defense Fellowship, three year grant, University of Iowa.

William Hiett - National Defense Graduate Scholarship, Washington University.

Wanda Hartley - Rose and Collier Scholarship, George Fox College for Teachers.

Janis Tavlin - Resident Undergraduate, Personnel and Guidance, Indiana University.

Wendy Ann Perry - Offered two master's degrees in English at University of Chicago and at University of Texas.

Margaret Winthrop - F.S.C. scholarship and tuition scholarship in International Relations at George Washington University.

REPORT  
of the  
PRESIDENT OF THE COLLEGE  
to the  
BOARD OF DIRECTORS  
of  
LINDENWOOD COLLEGE

May 24, 1961

It is a pleasure to make this report to the Board of Directors of Lindenwood College.

COMMENCEMENT

Commencement exercises will be held on Saturday, May 27. Senator Margaret Chase Smith will deliver the commencement address at 10:30 A.M. Dr. Theodore A. Gill will deliver the baccalaureate sermon at 7:30 P.M., Friday, May 26. There will be a reception in Fellowship Hall following the baccalaureate service for the seniors and their parents.

Among the seniors who have won significant fellowships are:

Nancy Babb - Resident Counselorship, Human Relations, Ohio University.

Kenneth Cox - National Defense Fellowship, three year grant, University of Iowa

Vivian Hiatt - National Science Foundation Scholarship, Washington University.

Linda Markuly - Room and tuition scholarship, George Peabody College for Teachers.

June Tavlin - Resident Counselorship, Personnel and Guidance, Indiana University.

Mary Sue Terry - Offered two assistantships in English at University of Oklahoma and at University of Texas.

Margarita Tsinanopoulou - P.E.O. scholarship and tuition scholarship in International Relations at George Washington University.

PARENTS' WEEK-END

Parents' Week-End was observed May 5-7. Students presented a play Friday evening, a horse show Saturday morning, and the May Court Saturday afternoon. Sunday morning two worship services were held in the Lindenwood College Chapel with the President of the College as the speaker. More than 900 people were served dinner in the dining room after the worship services at two seatings.

NATIONAL CHRISTIAN COLLEGE SUNDAY

On National Christian College Sunday, April 16, the President of the College, the Dean of the College, the Dean of the Chapel, and the Chairman of the History Department were guest speakers in pulpits, and forty students participated in various church services.

REPORT FROM NCATE

Lindenwood has held provisional accrediting of our teacher education program since 1959. Last fall we made a supplementary report on our teacher education program in the hope that we would receive full accreditation.

We have just received notice from the NCATE granting full accreditation to Lindenwood College for the preparation of elementary and secondary teachers with the Bachelor's degree as the highest degree to be offered.

HONORS DAY

Dr. Seymour Smith, President of Stephens College was our guest speaker at Honors Day, May 4.

This year we had the largest group winning election to the senior scholastic honor society that we have had in the history of the college.

ALUMNAE SUPPORT

Twelve alumnae clubs have made pledges of \$600.00 each to provide furnishings for rooms in McCluer Hall, and it is hoped that others will follow their example.

An increasing number of alumnae are sending in annual contributions. The third letter asking for gifts is just going out, so we are unable to make a report at this time to compare the results with last year.

PROGRESS ON BUILDINGS

The new parlor in Niccolls Hall has been completed and furnished, and is now being enjoyed by the students. Mrs. Steger reports that the students are thrilled with it, and are using it day and night.

Satisfactory progress is being made on McCluer Hall. Mr. Wright expects to turn the building over to us in June. The date of September 24 was set at the last Board meeting for the dedication of McCluer Hall.

The new driveway has been partially completed, and the old one between Irwin and McCluer Halls will soon be removed.

CHOIR AND CHORALAIRES

The Choir's spring trip to the Chicago area and the Choralaires' trip to Washington, D.C., have brought enthusiastic responses from friends of the college.

The Choralaires sang at the National Presbyterian Church, before the convention of the Daughters of the American Revolution, at Walter Reed Hospital, and at a number of other places in the Washington area.

The Choir sang at a number of high schools and churches in the Chicago area.



STUDENT ASSISTANTS TO HEAD RESIDENT IN NICCOLLS HALL

A new program of student counseling is being introduced in Niccolls Hall this coming year. We have hitherto used upper-class student counselors who resided in the dormitory for the first nine weeks and then moved to other dormitories. This coming year we are appointing six student assistants to the Head Resident in Niccolls Hall who will assist her in counseling new students. They will remain in the dormitory for the entire year.

BUDGET

The budget which is being submitted by the Finance Committee shows the excess of estimated income over expected expenditures to be \$42,553.00. In preparing the proposed budget for the coming college year estimates of income were based on a conservative estimate from <sup>income from</sup> endowment provided by trust officers, and an estimated income from students on the basis of 525 resident students and 60 day students. This is fewer day students than we have this year and fewer resident students than we now have enrolled.

The proposed expenditures include estimate of the cost of recommendations being made by the Buildings and Grounds Committee and by the Committee on Dormitories.

NATIONAL SCIENCE FOUNDATION

We have just received notice that the college has received a grant of \$6,200 for the support of research entitled "Flight Activities and Production of Winged Individuals in Certain Hymenoptera," under the direction of Mary Talbot, Department of Biology, for a period of approximately three years. The payments under this grant will be made as follows: \$2,600 in about two weeks, \$1,800 on or about June 1, 1962, and \$1,800 on or about June 1, 1963.

MATHEMATICS DEPARTMENT

A few years ago we had a consultant from the University of Michigan study our Department of Music and we found his report very helpful. This year we have had Dr. Franklin Tepper Haimo, Professor of Mathematics at Washington University, and Visiting Mathematician for the Mathematical Association of America, visit our Mathematics Department.

Dr. Haimo reports that the course offerings which are current and projected are well suited to the character of the college and to its students. He feels that it would be well to expand in the upper division in the areas of advanced calculus, modern algebra and modern geometry and that with the continuing growth of the department it would be well to add one more permanent staff member in mathematics in order to take care of the increased enrollment and to give further courses in the upper division.

DEVELOPMENT PROGRAM

Work in the Development Office has been proceeding as planned. Two brochures have been mailed, and a third is ready. Following are statements of the President of the Board and of the President of the College which will be included in the brochure being mailed in June:

Statement of the President of the Board

"The Lindenwood College Financial Report of June 15, 1960, is a record of continued growth, proven stability, and excellent management.

"The income and disbursement items for 1959-60 shown on page \_\_\_\_\_ indicate an operational gain of \$8,896.11, the result of some additional income not contemplated at budget time. Lindenwood operates closely within approved budgets.

"The statement of Net Worth on page      shows the value of the endowments and plant at June 15, 1960, and for comparative purposes also shows the value of these items as of June 15, 1955. There has been considerable progress during this five-year period. Gifts, bequests and grants received into the Endowment account during the five-year period ending June 15, 1960, had a market value of \$1,256,864.22 on that date. These gifts included the Ford Foundation Faculty Fund Grant and the Ford Foundation Accomplishment Fund Grant, totaling \$319,000. During this same period the college also received gifts from individuals, churches, alumnae, foundations, and business concerns totaling \$245,060.09, all of which amounts were applied to the college operations in the year received.

"Investment in plant is shown at book value or cost, and no attempt has been made to evaluate these items on the basis of replacement cost. It is interesting to note that these sizable assets of Lindenwood College represent gifts from more than three generations of devoted friends, patrons, and alumnae and are a good indication of confidence in the college -- its work and its product. Some of these gifts were used for the construction of buildings as memorials named in honor of the donors. All our restricted endowments carry the name of the donor, and their purposes are respected. Substantial gifts included in plant and endowment came to Lindenwood in the form of bequests.

"For several years Dr. McCluer, president of the college, and our Board members have been concerned about changes and developments taking place in the field of higher education brought about by population increases and the social and technological changes sweeping the world.

The Board, at its meeting in October, 1959, authorized the formation of a long-range study committee to be composed of board members, faculty, administration, and alumnae. The committee members were asked to explore and to determine what should be the future course of Lindenwood College for the next 'quarter century.' The committee's work is nearing completion, and the partial reporting is encouraging and exciting. When these long-range study plans and recommendations are received and acted on by the Board, the decisions will be publicized.

"Education is one of the few products that sells for less than it costs. College boards and trustees have the responsibility to make certain that tuition, student charges, and endowment income and gifts are being used wisely for the total needs of the college. Too often low tuition charges put a college in the position of subsidizing families (of the students) who are capable of paying the full price based on costs. Lindenwood College has made modest but realistic increases in its tuition charges for the current year and for the year 1961-62. They are still below the minimum charges of many of the eastern and western women's and co-educational residence colleges.

"Low faculty salaries are of nationwide concern. Faculty salaries have not risen as have the salaries of other professional groups during the last ten years. We must not, however, expect faculties to subsidize the education of their students. This Board must consider further increases in faculty salaries as the financial responsibility of the college to a dedicated group of teachers.

"Colleges are slow spenders. They must take a long look before replacing or renewing capital facilities, for the nature of the college

business is not one of profit-making. They have no ability to produce capital reserves out of operating income. But the colleges must be provided with new facilities in order to maintain their standards of excellence and in order to meet the demands of our changing society.

"To prepare for expected enlarged enrollments in the decade before us, the Board, on March 5, 1960, authorized the construction of the McCluer Residence Hall which is now scheduled for completion and occupancy in September, 1961. This first step in long-range planning has been financed by the Board with confidence that, upon completion of the building, Lindenwood's friends and supporters will provide the gifts to reimburse the capital funds account for the monies advanced.

"Lindenwood is fortunate in having Dr. Franc L. McCluer as president of the college. His energy and dedication to the cause of higher education have contributed to the fine reputation which Lindenwood College enjoys in the field of senior women's colleges. We are grateful to Dr. McCluer for his devotion and his work. On behalf of the Board, I extend our thanks to Dr. McCluer and his administrative associates, to his dedicated and devoted faculty, and to all the employees contributing to the success of the college.

"Since its founding in 1827 Lindenwood has come a long way. During these historic years the work of Lindenwood has attracted many interested and staunch supporters; and the plant and endowments of Lindenwood College, as shown in this report, testify to the planning, the work, the courage, and the foresight of those guiding the college during its more than 100 years of service in the field of education.

problem because he is a skilled engineer.

And today we are grateful that we continue to interest friends and patrons in increasing numbers to take the places of those of the past who gave of their talents and their gifts."

Statement of the President of the College

"The increasing complexity of our social structure, the inevitable involvement of our society in the world community, and the vast and rapid advances in scientific knowledge have brought about a revolution in our life of which we are not always aware.

Within the area of any of the skilled professions the range of competencies required today is far greater than that required even 25 years ago. The percentage of professional workers in our total labor force has more than doubled since 1910; and according to the Rockefeller Brothers' report in Prospect for America, more than 42 per cent of the workers in the nation have had some specific educational preparation for the tasks in which they are engaged.

"We have been made aware of this fact because of shortages in various areas, such as the shortage of engineers, of teachers, etc.; but we do not solve the problem by stimulating an increased number of men and women to enter a particular profession nor by an over-emphasis of specialization in acquiring a specific skill. More and more our society is demanding a great variety of tasks that will involve a broad range of competencies.

"This is not only the case as a young man or woman prepares for a job; it is also the case as maturing youth of the nation prepare for citizenship. One cannot be excused from understanding any social problem because he is a skilled engineer.

"Education is the first line of defense of our society and of our civilization. Understanding of the facts and forces that enter into the making or marring of community life cannot be acquired easily; but the health of a free society demands that it be acquired by many. As Alfred North Whitehead once observed, 'The race that does not value trained intelligence is doomed.' Military strength may provide temporary physical security, but it is the strength of mind and spirit that will give our free society the quality worthy of survival. Not only for students but for our entire community the task of higher education in America is one that should be undertaken with great seriousness.

"The very size of the problem for us today is startling. The increased birth rate and the rising percentage of high school graduates going on to college lead to the well-grounded prediction that the number of students in colleges and universities in America in 1970 will be twice that enrolled in 1960. This means an expansion in the number of students in the decade equal to that in all our previous history.

"A greater concern, however, should be for the character and the quality of the education offered. Modern society needs trained minds in hundreds of occupations, and a free society requires a widespread understanding of complex and varied problems.

"A third problem before us at Lindenwood College is seen in the change in woman's role that has taken place in the last quarter of a century. The data shown on page taken from the Women's Bureau, U. S. Dept. of Labor, show not only a great increase in the percentage of our women who are employed outside the home but also great opportunities for women in new areas of responsibility. The following tabulation of enrollments of Lindenwood College in various fields clearly reveals

the change of interest in a ten-year period:

Enrollments in Certain Departments

	<u>1949-50</u>	<u>1959-60</u>	<u>Percentage Increase</u>
Biology	312	400	28.2
Radio & TV	51	89	74.5
Foreign Languages	121	337	270.0
Mathematics	54	339	630.0

"These changes in the interests of students in securing appropriate preparation for their responsibilities in the larger community impose upon us the obligation to enlarge our facilities and in some instances to introduce new courses. A laboratory which has been adequate for students enrolled in biology 10 years ago is inadequate today. Foreign language instruction for a small group of students 10 years ago may not have required the use of a language laboratory, but this laboratory is essential to the best possible instruction today. What has been called the explosion in knowledge is as significant for a college as is the explosion in population.

"Lindenwood College needs additional facilities and increased financial resources not only to handle a larger enrollment but also to achieve a greater excellence in serving its students. This is in no sense a disparagement of a great past. For many years about one-third of the graduates have gone into the teaching profession, and during the last 10 years more than 20 per cent have gone on to graduate study and preparation for professional careers. A host of former students in homes, in churches, and in work outside the home attest to the value of the education that has been provided at Lindenwood.

"This is a successful college with a past of which it has a right to be proud; but that success and that pride obligate us to prepare to do even better work in the future. America must expect more of



its colleges and universities. Lindenwood College is the point at which some of us have responsibility for contributing to the achievement of a greater excellence in higher education; this is the point at which we must do what we must do what we can in time of great national need for strengthening a free society.

"The problems before us are not to be met simply by the expenditure of more money, although the cost of education will continue to rise. We shall need to eliminate all waste; use existing facilities to the utmost; participate in cooperative planning with other institutions; revise curricula and provide independent study programs; and make use of new aids to instruction such as audio-visual aids, language laboratories, and other specialized equipment.

"The college will continue to emphasize liberal arts study as the basis of its curriculum. We do not believe that this curriculum needs to be identical with the liberal arts curriculum of 1890. We do believe that some acquaintance with the languages and literatures of the human race and some understanding of philosophy, of psychology, of religion, of the findings of the natural sciences, of the social sciences, of mathematics, and of history, will give an appreciation of the nature and destiny of man that cannot be acquired in any other way. We shall, however, point out the relationship of competencies in a given discipline to occupational opportunities in a definite area, and we shall maintain a partnership with vocational training in some areas such as the education of teachers.

"Education must prepare maturing students to make their judgments in the light of reason. It must also lead them to exercise moral responsibility. Lindenwood College seeks to be loyal to its obligation

in the charter not to provide teaching from a sectarian viewpoint; but it is proud of its commitment to the Christian faith. Genuine ecumenical spirit does not mean indifference to religion, nor does respect for differences of opinion mean moral neutrality. The college community should be a place where inquiry is free, where commitment is clear and unafraid, and where students will find in the library and classroom and community life unmistakable standards of excellence.

"We invite our friends to invest in the program of education found at Lindenwood College.

"In providing additional facilities and additional resources for this institution one is not giving to keep the college alive. Lindenwood College is a successful institution with a challenging history. It is well established. It will be here to serve the future. Additional capital funds will enable it to grow in strength and in service and to measure up to the opportunities which are before it today.

"This invitation is not a call of desperation - it is a call of a strong college ready to become great."

The summary report of the Long Range Planning Committee as approved by the Board will be the basis of a concluding brochure also to be published in June.

Mr. Doenges and I have made a number of calls on prospective donors. It is desirable that Mr. Doenges sit down with each member of the Board of Directors for a discussion of ways in which individual members of the Board may help in interesting foundations or individuals in our appeal for capital funds.

Copy of a preliminary layout of a proposed science building has been provided by James C. Rider, of the Len A. Maune Co., and will be studied in the immediate future by the Buildings and Grounds Committee, and the Board, and the staff of the college concerned with the use of this building.

RECOMMENDATIONS

Attached is copy of the budget recommended for adoption by the administration of the college and the Finance Committee of the Board of Directors.

It is recommended that the following appointments be approved:

Irving Kaplan, as Assistant Professor in the Department of Sociology, at an annual salary of \$6,000. Mr. Kaplan will replace Dr. Gouldner who will be on a year's leave of absence.

Darlene Ridgley, as Assistant Professor in the Department of Physical Education, at an annual salary of \$6,000. Miss Ridgley will replace Miss Fenn, who is resigning.

It is recommended that the Board approve the conferring of the following degrees subject to satisfactory completion of the required work:

Bachelor of Arts

Margaret Marie Ahrens  
Nancy Kay Babb  
Ina Rae Barklage  
Margaret Irene Bassnett  
Nahid Bozorgmehri  
Nancy Ann Calvert  
Kenneth Dale Cox  
Carolyn Elizabeth Elam  
Carol Jane Ely  
Gretel Anna Gumper  
Judith Ann Guthrie  
Stephanie Susan Harms  
Vivian Seaberg Hiatt  
Mary Diane Humphreys  
Steven Thomas Kardaleff  
Barbara Joanna Kasper  
Patricia Ann Lacey

Bachelor of Arts (Continued)

- Lu Nell McGee
- Ann B. McNeer
- Nancy Ordelheide
- Frances Gay Pauly
- Susan Moss Perry
- Terrill Ann Ross
- Sandra Sue Schmitt
- Janice Joy Seitz
- Sondra Rae Swindel
- June Preston Tavlin
- Mary Sue Terry
- Jane Owens Tibbals
- Margarita Tsinanopoulou
- Wanda Lee Wear
- Katherine Ann Worth

Bachelor of Science

- Anniejane Adams
- Sue Mary Allender
- Janet Carol Batcheller
- Jane Louise Bost
- Marlene Louise Coddington
- Marjorie Louise Faeth
- Louise Elaine Frederick
- Linda Reed Gillespie
- Keith Edward Hammel
- Janet Dean Hancock
- Evelyn Partney Hausmann
- Ruth Ann Kern
- Laverne Margaret Kieninger
- Anne Bradford Leedy
- Bobbie Louise Moore
- Mary Louise Reilly
- Joan Marie Rundell
- Margaret Ann Sebaugh
- Sally Ann Seifert
- Wilma Tyau

Respectfully submitted,

It is recommended that degrees be conferred on the following upon completion of the requirements. (This recommendation is made pursuant to the policy of allowing a student to complete in summer school one semester's work required for graduation:

Bachelor of Arts

Georgia Wood Baruch  
Dorothy Anne Bryan  
Elizabeth Ann Gorsuch  
Linda Suellen Markuly

Bachelor of Science

Nancy Agne  
Doris Cagle

It is recommended that the following resolution be adopted:

✓ The Board of Directors has received the report of the Long Range Planning Committee and the outline of the program through which the college seeks the necessary resources to strengthen and improve its program. The Board agrees that Lindenwood College must achieve all the recommended objectives in the shortest possible time, and heartily approves the plan and the program presented by the Long Range Planning Committee. The Board pledges its support of these objectives and calls on the college administration and the faculty to assist in every way possible to insure the support and participation of alumnae, friends, patrons, leaders in business and industry, and members of our churches. It is recommended that a summary of this report of the Long Range Planning Committee be printed and distributed in the literature of the Development Office.

Respectfully submitted,



F. L. McCluer

L I N D E N W O O D   C O L L E G E  
S A I N T   C H A R L E S ,   M I S S O U R I

- - \* - \* - \* - \* - -

P R O P O S E D   B U D G E T  
J U N E 1 6 , 1 9 6 1   -   J U N E 1 5 , 1 9 6 2

INCOMEBUDGET 1960-1961PROPOSED BUDGET 1961-1962EDUCATIONAL AND GENERALStudent FeesTuition

Resident Students	\$391,000
Day Students	18,500
Special Students	2,200
<u>Total Tuition</u>	<u>411,700</u>

\$498,750
27,600
<u>3,600</u>

\$529,950

Incidentals5,0005,000Total Student Fees

\$416,700

\$534,950

Endowment Income

General Endowment Fund	263,000
Ford Faculty Fund )	14,200
Ford Accomplishment Fund )	30,700
M. L. Butler - Nellie Eastlick Pease Fund	1,300
Goodall Scholarship Fund	<u>1,300</u>

247,130

13,600

28,000

1,300Total Endowment Income

309,200

290,030

Gifts and Grants

Board of Christian Education	35,000
Churches and Synod )	
Individuals )	
Corporations )	50,000
Alumnae )	
Foundations )	

27,000

70,000

Total Gifts and Grants

85,000

97,000

Other Income1,5002,000TOTAL EDUCATIONAL AND GENERAL\$812,400\$923,980

INCOME

BUDGET 1960-1961

PROPOSED BUDGET 1961-1962

AUXILIARY ENTERPRISES

Residence Halls  
Dining Hall  
Bookstore (Gross)  
Tea Room (Gross)  
Other Income

\$107,000  
275,900  
44,000  
29,000  
7,000

\$138,500  
309,750  
46,000  
31,000  
9,000

OTHER AUXILIARY ENTERPRISES

\$462,900

\$534,250

STUDENT AID

Income for Scholarships

2,000 \*

2,000 \*

TOTAL INCOME

\$1,277,300

\$1,460,230

\* In addition to the amount shown here, income from endowed scholarship funds will be allocated at the close of the fiscal year.



EXPENDITURESBUDGET 1960-1961PROPOSED BUDGET 1961-1962EDUCATIONAL AND GENERALGeneral Administration

Board of Directors Expense

\$ 200

\$ 200

President's Office

Salaries

\$25,100

\$25,400

Office Supplies &amp; Expense

1,000

1,000

Equipment &amp; Furnishings

-

100

Total President's Office

26,100

26,500

Business Office

Salaries

23,100

24,320

Office Supplies &amp; Expense

1,100

1,100

Equipment &amp; Furnishings

-

695

Total Business Office

24,200

26,115

Admissions Office

Salaries

15,040

15,910

Office Supplies &amp; Expense

3,000

5,000

Equipment &amp; Furnishings

1,200

790

Total Admissions Office

19,240

21,700

Dean's Office

Salaries

14,600

15,400

Office Supplies &amp; Expense

700

800

Equipment &amp; Furnishings

325

-

Total Dean's Office

15,625

16,200

Total General Administration

\$85,365

\$90,715

General ExpenseStudent ServicesRegistrar's Office

Salaries

6,670

6,800

Office Supplies &amp; Expense

400

600

EXPENDITURESBudget 1960-1961PROPOSED BUDGET 1961-1962EDUCATIONAL AND GENERAL (Continued)Student Services (Continued)Registrar's Office (Continued)

Equipment & Furnishings	\$ 325	
Staff Benefits	475	
<u>Total Registrar's Office</u>	<u>7,870</u>	

\$ 10
560
<u>7,970</u>

Guidance & Placement Office

Salaries	13,528	
Office Supplies & Expense	1,200	
Equipment & Furnishings	325	
Staff Benefits	660	
<u>Total Guidance &amp; Placement Office</u>	<u>15,713</u>	

14,090
1,375
60
685
<u>16,210</u>

Health Center

Salaries - Nurses	9,360	
Wages - Housekeepers	2,300	
Supplies & Expense (Includes Physician)	4,000	
Equipment & Furnishings	500	
Staff Benefits	225	
<u>Total Health Center</u>	<u>16,385</u>	

9,740
2,450
4,300
850
230
<u>17,570</u>

Total Student Services

\$39,968

\$41,750

Staff Benefits, General Administration

Retirement Insurance	2,900	
Social Security	1,400	
Pensions and Special Payments	4,500	
Group Insurance	290	

3,275
1,435
1,500
<u>290</u>

Total Staff Benefits, General Administration

9,090

6,500

EXPENDITURESBUDGET 1960-1961PROPOSED BUDGET 1961-1962EDUCATIONAL AND GENERAL (Continued)General InstitutionalAlumnae & Public Relations Offices

Salaries	\$ 6,570
Office Supplies & Expense	1,200
Equipment & Furnishings	2,000
Staff Benefits	190
<u>Total Alumnae &amp; Public Relations Offices</u>	<u>9,960</u>

\$10,620
1,800
430
320
<u>13,170</u>

Development Office

Salaries	13,000
Supplies & Expense	9,266
Equipment & Furnishings	2,500
Staff Benefits	234
<u>Total Development Office</u>	<u>25,000</u>

13,500
8,410
-
250
<u>22,160</u>

Publications

Bulletins	4,800
Catalogs & Viewbooks	8,000
Postage	400
<u>Total Publications</u>	<u>13,200</u>

5,600
9,145
400
<u>15,145</u>

Student Promotion

Salaries - Admissions Counselors	37,400
Supplies & Expense	1,500
Staff Benefits, Admissions Counselors	2,400
Advertising	1,200
Travel Expense, Admissions Counselors	35,000
<u>Total Student Promotion</u>	<u>77,500</u>

37,400
1,500
2,400
1,200
35,000
<u>77,500</u>

Auditing	2,000
Membership Dues	825
Travel, President	1,500
Travel, General	800
Automobile & Truck Expense	1,800
Insurance (Public Liability & Theft)	1,200
Commencement Expense	500

2,000
1,005
1,500
800
2,000
1,400
500

EXPENDITURESBUDGET 1960-1961PROPOSED BUDGET 1961-1962EDUCATIONAL AND GENERAL (Continued)General Institutional (Continued)

Telephones & Telegraph	\$ 4,800
Investment Counsel and Service	6,800
Expenses, Cobbs Property	1,500
Special Entertaining	500
Interest (Other than Dormitories)	5,500
Taxes - Out-of-State Property	90
Mo. College Joint Fund Expense	1,300
Miscellaneous Expense	<u>1,300</u>

\$ 5,400
6,500
1,500
500
4,500
90
1,500
<u>1,600</u>

Total General Institutional

\$156,075

\$158,770

Total General Expense

\$205,133

\$207,020

Instructional

Salaries - Faculty	350,215	374,215
Staff Benefits - Faculty	16,500	17,400

Department Supplies & Expense

Art	1,500
Biological Science	1,450
Chemistry	750
Classics	80
Economics	50
Education	525
English	650
History & Government	160
Home Economics	3,400
Journalism	1,000
Mathematics	50
Modern Languages	155
Music	3,600
Nursery School	180
Office Management	840
Philosophy and Religion	285

2,195
1,800
3,385
80
50
600
800
145
3,315
-
100
150
3,447
324
900
325

EXPENDITURESBUDGET 1960-1961PROPOSED BUDGET 1961-1962EDUCATIONAL AND GENERAL (Continued)Department Supplies & Expense (Continued)

## Physical Education:

General	\$1,360 )	
Riding	3,500 )	\$ 4,860
Psychology		160
Radio - KCLC		986
Sociology		175
Speech & Theatre		950

Total Department Supplies & Expense

\$21,806

\$1,047 )	\$ 4,547
3,500 )	
	253
	771
	165
	<u>1,220</u>

\$24,572

Department Equipment

Art	700
Biological Science	920
Chemistry	300
Classics	80
Economics	-
Education q	200
English	50
History & Government	25
Home Economics	350
Mathematics	-
Modern Languages	-
Music	2,150
Nursery School	263
Office Management	960
Philosophy and Religion	70
Physical Education	200
Physics	-
Psychology	130
Radio - KCLC	300
Sociology	195
Speech & Theatre	-

Total Department Equipment

6,893

780
160
4,618
80
880
1,353
400
58
820
192
1,550
705
256
3,800
-
1,008
2,000
157
-
170
<u>300</u>

19,287

EXPENDITURESBUDGET 1960-1961PROPOSED BUDGET 1961-1962EDUCATIONAL AND GENERAL (Continued)Instructional (Continued)

Summer Scholarships - Faculty	\$ 700	\$ 600
Travel - Faculty	2,000	3,650
Travel - Applicants - Faculty	500	500
Office & Classroom Furnishings	3,100	2,750
Music Tours	2,000	2,000
Debate Instruction and Travel	-	1,000
General Instructional Expense	<u>4,050</u>	<u>7,750</u>

Total Instructional

\$407,764

\$453,724

Library

Salaries - Librarians	10,350	10,900
Wages - Housekeepers	1,100	1,200
Supplies and Expense	350	700
Equipment	2,500	1,788
Staff Benefits	730	750
Books	6,000	10,000
Magazines & Newspapers	1,200	2,000
Binding	<u>450</u>	<u>800</u>

Total Library

22,680

28,138

Operation of Plant

Salaries and Wages	65,700	68,900
Office Supplies & Expense	100	125
Staff Benefits	2,850	3,170
Heat	7,650	8,150
Light	6,500	6,700
Water	2,300	2,300
Gas	500	500
Maintenance & Janitorial Supplies	7,300	7,500
Property Insurance	3,700	6,700
Campus Upkeep	7,400	6,460
Heating Plant (Boiler Inspection Serv., Water Treat., etc.)	-	1,200

EXPENDITURESBUDGET 1960-1961PROPOSED BUDGET 1961-1962EDUCATIONAL AND GENERAL (Continued)Furniture & Equipment - Repairs & Replacements

Boiler House	\$ 3,400
Campus	800
Fine Arts Building	150
Home Management House	100
President's Residence	450
Roemer Hall	4,700
Miscellaneous	500
Eastlick Hall	940
The Gables	100
Health Center	-
Library	1,200
Riding Stables	100

Total Furniture & Equipment - Repairs & Replace.

\$12,440

\$ 1,250
2,725
600
400
400
1,850
2,600
-
-
1,200
700
100

\$11,825

Buildings - Repairs & Maintenance

Ayres Hall	3,000
Boiler House	650
Butler Hall	3,400
Chapel	3,200
Cobbs Hall	3,900
Eastlick	1,500
Fine Arts	850
Gables	300
Garage & Storeroom	150
Greenhouse	300
Health Center	600
Home Management House	700
Irwin Hall	3,700
Library	1,250
The Lodge	300
McCluer Hall	-
Niccolls Hall	5,300
President's Residence	600
Pump Room	50
Quonset Huts	500
Riding Stable	1,400

8,150
675
23,700
3,500
4,000
250
1,750
200
150
750
1,700
600
4,150
1,600
550
350
9,100
600
50
200
475

<u>EXPENDITURES</u>	<u>BUDGET 1960-1961</u>	<u>PROPOSED BUDGET 1961-1962</u>
<u>EDUCATIONAL AND GENERAL (Continued)</u>		
<u>Buildings - Repairs &amp; Maintenance (Continued)</u>		
Roemer Hall	\$ 5,700	\$11,940
Sculpture House	200	100
Sibley Hall	3,100	2,900
Tunnels	600	450
Water Tower	900	1,600
Watson Lodge	1,800	250
General Repairs & Maintenance	<u>3,000</u>	<u>3,000</u>
<u>Total Buildings - Repairs &amp; Maintenance</u>	<u>\$46,950</u>	<u>\$82,740</u>
<u>Total Operation of Plant</u>		<u>\$163,390</u>
<u>TOTAL EDUCATIONAL AND GENERAL</u>		<u>\$206,270</u>
		<u>\$884,332</u>
		<u>\$985,867</u>
<u>AUXILIARY ENTERPRISES</u>		
<u>Residence Halls</u>		
Salaries - Head Residents	12,000	14,600
Wages - Housekeepers	15,000	17,500
General Expense	1,400	1,600
Staff Benefits	1,320	1,450
Laundry and Uniforms	400	500
Heat, Light, Water	12,200	14,500
Interest on Bank Loan (for McCluer Hall)	3,500	11,250
<u>Furniture &amp; Furnishings</u>		
Ayres Hall	\$ 600	\$ 1,500
Butler Hall	800	12,950
Cobbs Hall	1,150	1,200
Irwin Hall	1,000	800
McCluer Hall	-	300
Niccolls Hall	1,200	3,000
Sibley Hall	<u>1,400</u>	<u>3,580</u>
<u>Total Furniture &amp; Furnishings</u>	<u>6,150</u>	<u>23,330</u>
<u>Total Residence Halls</u>		<u>51,970</u>
		<u>84,730</u>



<u>EXPENDITURES</u>	<u>BUDGET 1960-1961</u>	<u>PROPOSED BUDGET 1961-1962</u>
<u>AUXILIARY ENTERPRISES (Continued)</u>		
<u>Dining Hall</u>		
Wages - Kitchen & Dining Room	\$31,350	\$33,000
General Expense	3,600	3,600
Repairs and Equipment	2,350	7,200
Staff Benefits	1,450	1,525
Food	78,000	88,000
Heat, Light, Water and Gas	2,000	2,000
Dir. Food Service(Salary Reimbursement)	4,000	4,200
Food Service Management	8,000	8,000
Student Waitresses	22,500	23,850
Laundry	<u>3,000</u>	<u>3,300</u>
<u>Total Dining Hall</u>	\$156,250	\$174,675
<u>Bookstore and Post Office</u>		
Salaries	5,050	5,250
Equipment	250	750
Expense	150	150
Staff Benefits	175	175
Purchases	<u>34,000</u>	<u>35,000</u>
<u>Total Bookstore</u>	39,625	41,325
<u>Tea Room</u>		
Salary and Wages	7,350	7,600
Equipment	860	950
Staff Benefits	220	230
Purchases	15,000	15,800
Management Service	500	500
Gas, Water, Heat & Electricity	<u>1,200</u>	<u>1,200</u>
<u>Total Tea Room</u>	<u>25,130</u>	<u>26,280</u>
<u>TOTAL AUXILIARY ENTERPRISES</u>	<u>\$272,975</u>	<u>\$327,010</u>

EXPENDITURESBUDGET 1960-1961PROPOSED BUDGET 1961-1962STUDENT AID

Scholarships

\$85,000

\$82,700

Student Assistants

19,00022,100TOTAL STUDENT AID\$104,000\$104,800TOTAL EXPENDITURES\$1,261,307\$1,417,677

## SUMMARY REPORT

of the

Faculty and Administration Long-Range Planning Committee

to the

Long-Range Planning Committee of the Board of Directors of Lindenwood College

May 16, 1961

The days in which we are living are the most tense and exciting in human history. Scientific discoveries are increasing knowledge at an unprecedented rate. The educator is challenged to master this new knowledge and to find the means to translate the impact of these changes into meaningful educational experiences for the student. Western society is challenged intellectually as well as politically by Marxism. Rapid developments in communications and in the international situation require study of peoples and cultures unnoticed a few years ago, but now vitally affecting our lives.

Lindenwood College is searching for ways to teach our new knowledge, and to prepare women for their varied roles in this changing world. The faculty is making a thorough restudy of the purposes and goals of the College, and of its curricular and extra-curricular programs. It is encouraging accelerated programs for those students who wish to finish their college work before marriage. It is planning a flexible curriculum for the mature woman who wishes to return to college to complete her work or take refresher courses before reentering her professional field.

In order to educate women for this challenging and changing world, Lindenwood college seeks the resources which will make possible a number of important changes in its educational program.

1. We must expand our curricular offerings. Additional courses in the sciences and in the world's languages and cultures are now needed. As a liberal arts college Lindenwood is concerned also with improvements in its offerings in the arts and sciences presently in the curriculum. An enriched program of lectures, concerts, and conferences, supplementing formal instruction, is also planned to

deepen the cultural and religious life of the College.

2. New methods of instruction must be introduced. Electronic equipment can greatly facilitate learning in some areas. Plans are under way for placing more responsibility on the student for her own learning through independent study. Consideration is being given to a better organization of the college calendar to utilize time and facilities more effectively. These developments will call for greatly increased library resources as well as improved equipment in classrooms and laboratories.

3. Additional faculty members will be required to teach courses not now offered, and to add sections to existing courses as enrollments increase. Changes in teaching methods and growing knowledge mean additional graduate study and time for research and preparation on the part of present faculty members. To attract and hold outstanding teachers, endowed chairs for distinguished professors are needed.

4. New buildings, and modernization of the present plant, will be required for an improved educational program for a larger student body.

The resources needed for expanding our curricular offerings, providing additional instructional equipment, adding to the faculty, modernizing the present plant, and constructing needed new buildings are summarized in the following goals of the Lindenwood College Development Fund Program.

I. Additions to the current Endowment Funds

to provide necessary income for:

1. Increasing faculty salaries, and adding additional faculty members
2. Endowing faculty chairs and establishing distinguished professorships
3. Providing additional scholarships
4. Endowing lectureships, concerts, a permanent art collection, and conferences, planned to deepen the cultural and religious life of the college

Estimate . . . \$3,650,000.00

These additional funds will provide resources needed to maintain a faculty of outstanding teachers, and to provide scholarships for highly qualified students who need such assistance.

II. Modernization of Present Plant (not including new buildings) 462,000.00

III. New Buildings

1. McCluer Residence Hall -- now under construction
2. Science Center
3. Art Building
4. Student Center Building
5. Physical Education Building
6. An additional Residence Hall

Estimate . . . 3,700,000.00

IV. New Equipment

1. Chapel Pipe Organ
2. Library Equipment and Books
3. Instructional Equipment

Estimate . . . 200,000.00

Total . . . \$ 8,012,000.00

These new facilities and resources needed, as outlined in this report, will make possible an improved education for Lindenwood students. Undoubtedly additional needs will be discovered as the Lindenwood College faculty and the Long-Range Planning Committee continue their exploratory work, and as the College continues to make the changes needed to maintain its place as an excellent institution of higher learning.

From the Administration:

F. L. McQuest, Chairman  
Edward Beckwith  
E. C. Collier  
Way Lightfoot  
Mr. J. K. Kirby  
Fred E. Young

From the Board of Directors:

Philip J. Kirby, Chairman  
Mrs. James E. Reed  
Mrs. Arthur Watkins  
Mr. William Armstrong  
Mr. Russell Johnson  
Mr. Donald L. Young, ex officio

From the Alumni:

Mr. Andrew G. Reed, President of Alumni

2/27/59

LONG-RANGE PLANNING COMMITTEE

The following persons are members of the Long-Range Planning Committee:

From the faculty:

C. Eugene Conover, Chairman  
Mary Talbot  
J. B. Moore  
Homer Clevenger  
Harry Hondren  
William C. Ingram  
S. Louise Beasley

From the administration:

F. L. McCluer, Chairman  
Donald Mackenzie  
R. C. Colson  
Mary Lichliter  
Wm. F. McMurry  
Fred H. Doenges

From the Board of Directors:

Philip J. Hickey, Chairman  
Mrs. James A. Reed  
Mrs. Horton Watkins  
Mr. William Armstrong  
Mr. Russell Dearnont  
Mr. Howard I. Young, ex officio

From the Alumnae

Mrs. Ander K. Orr, President of Alumnae

LINDENWOOD COLLEGE

OBJECTIVES

PROJECTED FIVE YEAR GOALS

INVESTMENT OPPORTUNITIES

To provide for an increase in enrollment of carefully selected students

Student body of 750 qualified students.

Endowment for scholarship grants to top students - \$500,000.

McCluer Hall - ready in Fall of 1961

McCluer Hall - \$550,000.

To hold and attract a distinguished faculty

Faculty Salaries Range -  
Professors-\$10,000-\$12,000  
Asso. Prof.-\$8,000-\$10,500  
Asst. Prof.-\$7,000- \$8,500  
Instructors-\$6,000- \$7,000

Endowment - \$1,000,000

Provide aids to scholarly advancement of staff members

60% of faculty with Ph.D. degree

Endowment - \$500,000

To establish Sabbatical Leaves for Professors

Sabbatical program to be in operation

To erect buildings essential to improved and enlarged program

Science and Math Building  
Art Building

\$1,000,000  
\$150,000

To secure needed additions to library holdings

Volumes carefully selected

\$10,000

To install language laboratory

30 station laboratory to be in use

\$15,000



MINUTES OF MEETING OF  
FINANCE COMMITTEE  
OF  
LINDENWOOD COLLEGE

St. Louis, Missouri  
May 19, 1961

Pursuant to call by the Chairman, a meeting of the Finance Committee of Lindenwood College, St. Charles, Missouri, was held at 1501 Locust Street, St. Louis, Missouri, at 4:00 p.m., May 19, 1961.

The following members of the committee were present:

Mr. Young  
Mr. Armstrong  
Mr. Dearmont  
Admiral Souers, Chairman

Dr. McCluer, President of the College, and Mr. Colson, Business Manager of the College, were also present.

After thorough discussion and upon motions duly seconded and carried, the following actions were taken:

1. The proposed budget for 1961-1962 as submitted by the President of the College was approved with the recommendation that the proposed budget be referred to the next regular meeting of the Board of Directors.
2. The Howard I. Young Fund is to be changed to the Mr. and Mrs. Howard I. Young Fund and all American Zinc, Lead and Smelting Company common stock now held in both the Howard I. Young Fund and the General Endowment Fund is to be transferred to the Mr. and Mrs. Howard I. Young Fund.
3. The administration of the college was authorized to invite quotations on Depreciated Value fire and extended coverage insurance in the total amount of \$3,500,000 on buildings and contents. The proposals are to be submitted on both a \$5,000 "occurrence" deductible and a non-deductible basis.

Admiral Souers suggested that the President of the Board of Directors appoint a committee to study a possible revision of the retirement plan now in force at Lindenwood College.

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Sidney W. Souers, Chairman

R. C. Colson

LINDENWOOD COLLEGE

OBJECTIVES

PROJECTED FIVE YEAR GOALS

INVESTMENT OPPORTUNITIES

To provide for an increase in enrollment of carefully selected students

Student body of 750 qualified students.

Endowment for scholarship grants to top students - \$500,000.

McCluer Hall - ready in Fall of 1961

McCluer Hall - \$~~60~~90,000.

To hold and attract a distinguished faculty

Faculty Salaries Range  
Professors-\$10,000-\$12,000  
Asso. Prof.-\$8,000-\$10,500  
Asst. Prof.-\$7,000-\$8,500  
Instructors-\$6,000-\$7,000

Endowment - \$1,000,000

Provide aids to scholarly advancement of staff members

60% of faculty with Ph.D. degree

Endowment - \$500,000

To establish Sabbatical Leaves for Professors

Sabbatical program to be in operation

To erect buildings essential to improved and enlarged program

Science and Math Building  
Art Building

\$1,000,000  
\$150,000

To secure needed additions to library holdings

Volumes carefully selected

\$10,000

To install language laboratory

30 station laboratory to be in use

\$15,000

WHEREAS, Lindenwood Female College, a corporation, (hereinafter referred to as "Lindenwood"), has sold and conveyed to the Rector, Wardens and Vestrymen of Trinity Protestant Episcopal Church of St. Charles, Missouri, a corporation, (hereinafter referred to as "Church"), three (3) acres more or less of Lindenwood's property, and

WHEREAS, the Deed provides that such property is to be used "solely and exclusively for the purposes of the Protestant Episcopal Church in the United States of America," and that in violation of this covenant, said property shall revert to Lindenwood upon the payment to the Church, or its successors, of the sum of Fifteen Thousand Dollars (\$15,000.00), and

WHEREAS, the Church has arranged to borrow an amount not to exceed the sum of Forty-Five Thousand Dollars (\$45,000.00) for the erection of a Church Building on said property, provided the above covenant is subordinated to such bank loan upon the terms and conditions set forth in an Agreement, (to be executed by Lindenwood, Church and Bank), as submitted to this meeting.

NOW, THEREFORE, said Agreement above referred to having been discussed and reviewed, it was:

RESOLVED, that the President and Secretary of Lindenwood be and are hereby authorized to execute and deliver to the Church and to The First National Bank of St. Charles, Missouri an Agreement in the form this day submitted to this meeting, subordinating to a proposed bank loan that covenant in the Deed of Lindenwood to the Church hereinabove referred to, upon the terms and conditions specified in said Agreement;

RESOLVED, that the said Officers be and are hereby authorized to do and take any further action necessary or advisable to carry out and effectuate the purposes of these resolutions, including the certification and delivery of the same by the Secretary of Lindenwood.

ROBERT V. NIEDNER  
PAUL F. NIEDNER  
ROLLIN J. MOERSCHERL

NIEDNER & NIEDNER  
ATTORNEYS AT LAW  
131 JEFFERSON STREET  
ST. CHARLES, MISSOURI

TELEPHONE  
RANDOLPH 4-2150

May 17, 1961

Armstrong, Teasdale, Roos, Kramer & Vaughn  
Attorneys at Law  
506 Olive Street  
St. Louis 1, Missouri

Attention: Mr. William H. Armstrong

Dear Mr. Armstrong:

Attached hereto please find an original and copy of a proposed agreement to be executed by the Lindenwood College, Trinity Episcopal Church of St. Charles and The First National Bank of St. Charles, Missouri. The attached is a revision of a previous contract similar to this one that I submitted to you some time ago. I have added two new paragraphs to this contract which should take care of the payment of \$15,000.00 to Trinity in the event that the land involved reverse back to Lindenwood College. I hope these two paragraphs will be to your satisfactinn. One of them is designed to explain the situation in the event that the bid price at foreclosure would be in excess of \$15,000.00 and the other paragraph would take care of the situation in the event that the bid price at a Trustee Sale would be less than \$15,000.00.

I have also made Trinity Church a party to this contract in view of the new additions to it. If you have any further requirements or additions or suggestions in any way please contact me at your earliest opportunity, as I should like to have this thing finalized before Lindenwood's Board Meeting of this coming Friday.

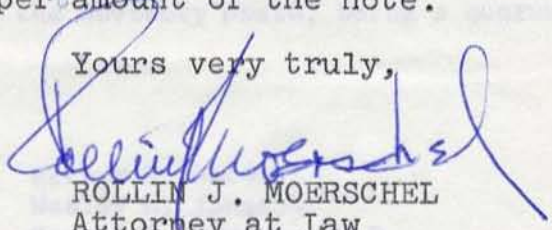
It was originally anticipated that the First National Bank would lend Trinity Church the sume of \$40,000.00 by its promissory note to be secured by the Deed of Trust. It is now anticipated that perhaps this amount will have to be raised to the sum of \$45,000.00 although that is not certain.

St. Louis, Missouri  
October 21, 1961

-2-

As you will notice I have left <sup>out</sup> the amount of the note secured by Deed of Trust in the attached contracts. I would suggest that if Lindenwood's Board approves this matter in the form which I have attached hereto, then I would retype the first page of this contract so that it would have typed in the proper amount of the note.

Yours very truly,



ROLLIN J. MOERSHEL  
Attorney at Law

RJM:dm

Enclosures

McCluer, President of the College, was also present.  
President of the Board of Directors, acted as Chairman of the  
Mr. H. Armstrong acted as Secretary of the meeting. The meeting  
prayer by Dr. Sangster.  
The minutes of the meeting of the  
Board of the Advisory Board of May 24, 1961, were approved.  
Minutes presented this report to the Board. A copy of the report  
was made. The report was accepted and the recommendations therein  
were made with the exception of the recommendation that there be no  
membership of the Board. As to this latter recommendation, after  
an extended discussion the matter, pending further study.  
The report also reported on a recent international symposium conducted at  
the Corporation and Memphis Medical Company. Dr. McCluer also  
in the past several years, there had been an increasing number of  
collected in various languages and was including English.

MINUTES OF MEETING OF BOARD OF DIRECTORS  
OF  
LINDENWOOD FEMALE COLLEGE

St. Louis, Missouri  
October 31, 1961

Pursuant to call and notice duly given each member of the Board of Directors and the members of the Advisory Board, in accordance with the By-Laws, the Annual Fall Meeting of the Board of Directors and of the Advisory Board of Lindenwood Female College was held at the Chase Hotel at 4:00 P.M., on October 31, 1961.

The following Directors and members of the Advisory Board, being a quorum, were present:

Ray Rowland	Arthur S. Goodall
Howard I. Young	Wesley L. Johnson
Sidney W. Souers	George E. Sweazey, D.D.
Mrs. Arthur Stockstrom	W. Davidson McDowell, D.D.
Mrs. Horton Watkins	Philip H. Hickey
Mrs. James A. Reed	Wm. H. Armstrong
R. Wesley Mellow	

Dr. Franc L. McCluer, President of the College, was also present.

Mr. Young, President of the Board of Directors, acted as Chairman of the meeting, and Mr. Wm. H. Armstrong acted as Secretary of the meeting. The meeting was opened with prayer by Dr. Sweazey.

On motion duly made, seconded and carried, the minutes of the meeting of the Board of Directors and of the Advisory Board of May 24, 1961, were approved.

President McCluer presented his Report to the Board. A copy of the Report is attached to these minutes. The Report was accepted and the recommendations therein approved on motion, with the exception of the recommendation that there be an increase in the membership of the Board. As to this latter recommendation, after discussion, it was concluded to table the matter, pending further study.

The President also reported on a recent mathematics symposium conducted at McDonnell Aircraft Corporation and Monsanto Chemical Company. Dr. McCluer also pointed out that in the past school year, there had been an increasing number of students who enrolled in modern language courses, including Russian.

On Dr. Alice Parker's death, the following resolution commending her long service to the College was presented, and on motion duly made, seconded and carried, was adopted:

"The sudden death of Dr. Alice Parker on June 22, 1961, brought to her colleagues and other friends a sense of immeasurable loss.

"Dr. Parker came to Lindenwood in 1928. She received her B.A. and M.A. degrees from the University of Missouri and studied in various graduate schools during summer sessions. In 1937 she became an Honorary Fellow of Yale University and was awarded the Ph.D. from Yale in 1939.

"Dr. Parker was widely travelled, for she was constantly enlarging the intellectual horizon of a truly inquiring mind. She lived for a year in Paris, teaching in the American High School, and later visited nearly all the European countries as well as South America. On two occasions she held the Winifred Cullis Lecture Fellowship of the British-American Associates and lectured extensively throughout Britain. It had been her hope that after retirement she might live and teach for a year in the Far East.

"Her wide interests are further revealed by the vast number of professional, civic, and philanthropic organizations in which she was active. For two years she was president of the Missouri Division of the American Association of University Women, and twice a delegate to I.F.U.W. conferences abroad. She was the first president of the Lindenwood College Chapter of A.A.U.P. She was a contributing member of the Democratic Party and was once a candidate for the state legislature. She was a generous contributor to innumerable worthy causes.

"During the thirty-three years of her teaching at Lindenwood, she was deeply concerned for the welfare of both her colleagues and her students. Always available for consultation and advice, she helped endlessly in the wise solution of problems. As a teacher, she aroused the interest of her students, stirred their imagination, and gave them a real vision of the potentialities of life and scholarship. She was Acting Dean at Lindenwood for a semester and for many years was chairman of the English Department. During her last two years at the college she was engaged in an experiment in television teaching sponsored by the Ford Foundation.

"Dr. Parker's fine art of conversation, her love of people, her broad human understanding and tolerance were so exceptional that any statement concerning her personal influence on the Lindenwood campus must be inadequate."

In further comment on the President's Report, Mrs. Reed suggested that the Board of Directors consider sponsoring a specific project for the College, such as raising funds for a Library.

There was considerable discussion on the question as to whether or not the College should not begin to operate on a year-around basis, in order to use the maximum facilities of the staff and plant.

Dr. McCluer stated that he and other members of the Faculty would give such a project serious consideration, and report to the Board at a later date.

Dr. McCluer then reported on a discussion with Bishop Cadigan as to the possibility of establishing a men's college, under the joint auspices of the Episcopal and Presbyterian Churches, the college to be located on the property now owned by Lindenwood, to the west.

In this connection, Dr. McCluer also reported on a meeting with the President of St. John's College, in Annapolis, Maryland, which was undertaking a project to establish three men's colleges west of the Mississippi River. The St. John's project had progressed to the point that a college was actually being built adjacent to Santa Fe, Arizona. He stated it might be possible that one of the colleges to be established, would be interested in the St. Charles location.

On motion duly made and seconded, the President of the Board was authorized to appoint a committee to consider the possibility and means and ways of establishing, in conjunction with the Protestant Episcopal Church, a men's college at Lindenwood. Appointment of this committee was announced and approved, the committee to consist of the President of the Board, the President of the College, Bishop Cadigan and Mr. William H. Armstrong.

Dr. McCluer then brought up the question as to the advisability of increasing the College's fees for the 1963-64 year. The general sense of the meeting was that any increase should be an absolute minimum. Dr. McCluer stated that he and Mr. Colson, together with other administrative officers, would consider the question and submit a recommendation at the next meeting.



The officers of the College, on motion duly made, seconded and carried, were authorized, in their discretion, to increase the Activity Fee for the 1962-63 school year by ten dollars (\$10.00).

It was recommended that the Eve Gunliff Scholarship Fund be established, and that there be transferred to this Fund previous gifts made by her for this purpose. On motion duly made, seconded and carried, this recommendation was adopted.

The Buildings and Grounds Committee reported on the building of a garage and storage facilities to be attached to the house of the Dean of the College. On motion duly made, seconded and carried, the matter was referred to the Buildings and Grounds Committee with power to act; that is, to increase the budgeted amount for this purpose by a sum not to exceed Six Thousand Dollars (\$6,000.00).

Admiral Souers, on behalf of the Finance Committee, commented on the Annual Audit, and further reported:

That in connection with the construction of McCluer Hall, securities of the value of \$348,291.77 had been sold and there had been borrowed, in the name of the College, the sum of \$250,000.00; that these funds had been used to pay for the construction and furnishing of McCluer Hall. There is also due the operating fund of Lindenwood College, \$19,172.15, making the total cost of the project \$617,463.92.

He also reported that the improvements in Niccolis Hall had been completed and paid for by the sale of \$41,719.23 in securities.

On motion duly made, seconded and carried, Admiral Souers' report on behalf of the Finance Committee was received with an expression of thanks.

Mr. Goodall, on behalf of the Buildings and Grounds Committee, submitted a letter setting forth written recommendations for the improvement of the school grounds, as attached to these Minutes, which, on motion duly made and seconded, was unanimously carried.

Mrs. Stockstrom reported on the condition of the dormitories, and indicated that although the dormitories' physical condition was reasonably satisfactory to the Dormitory Committee, she warned that she intended to request additional funds for this purpose in the not too distant future.

Mr. Ray Rowland stated that his Committee was not ready to report on revisions in the pension and retirement plans of the College. He stated that he hoped to be able to make such a report at the next meeting.

It was then reported that this date was the fiftieth wedding anniversary of Mr. and Mrs. Howard I. Young. Congratulations and best wishes were extended to both Mr. and Mrs. Young by his fellow Board members.

There being no further business to come before the meeting, it was closed with prayer by Dr. McDowell.

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Chairman

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Secretary

October 31, 1961

REPORT  
of the  
PRESIDENT OF THE COLLEGE  
to the  
BOARD OF DIRECTORS  
of  
LINDENWOOD COLLEGE

October 31, 1961

It is a pleasure to make this report to the Board of Directors of Lindenwood College.

ENROLLMENT

A total of 615 students were enrolled at the opening of the fall semester. This is a substantial increase over the enrollment of 548 at the opening in the fall of 1960. It represents, however, a slightly smaller group of resident students (511) and a larger increase than was anticipated in the number of day students (104).

The total income from tuitions amounts to \$532,653.00, which is approximately \$3,000.00 more than we had anticipated. The income from room rentals and board, however, total \$435,222.00, which is \$13,000.00 less than we had estimated in the making of the budget.

The quality of the student body is good. Of the 230 freshmen, 55% ranked in the upper quarter of their graduating classes. It is interesting to note that 45 entering students were transfer students from other colleges or universities. A number of these returned to Lindenwood after having had one year at another institution.

AUDIT REPORT

A copy of the audit report is enclosed with this report. The total income for the year exceeded the total expenditures by ~~\$7,238.00~~.

\$ 8,755.53

FALL EVENTS

Members of the faculty appreciated greatly the presence of members of our Board at the opening staff dinner. Many spoke with enthusiasm of the opportunity to meeting the Directors informally.

The dedication of McCluer Hall on September 24 was, we believe, a worthy program. Mr. Russell Dearmont, member of the Board of Directors, delivered the principal address. 1,200 people were seated on the driveway and campus in front of the building and many of them were greeted at a reception in the parlor of the dormitory.

The Missouri Philosophical Society held its annual meeting on the Lindenwood campus October 20-21. Dr. C. Eugene Conover, of the Lindenwood faculty, is the retiring president of this group.

In connection with the Association of College Admissions Counselors' meeting held in St. Louis in October 160 counselors of high school students visited the Lindenwood campus and had luncheon with us in Fellowship Hall of the Chapel. The visitors were guided in small groups by our students, and all seemed to have been enthusiastic about what they saw of our plant and our operation. It was good for us to have the opportunity to become acquainted with them.

We hope that Alumnae Weekend will bring a greater number of alumnae than usual. Responses indicate a great deal of interest. Nancy Hanschman will deliver the address at the Founders' Day Convocation October 28. Printed programs of the activities of the week-end have been mailed to members of the Board of Directors.

The alumnae make their reports on their gifts to the college from fall to fall rather than in correspondence with our fiscal year.

The comparative report of the last three years is of interest:

	<u>1959</u>	<u>1960</u>	<u>1961</u>
No. of contributors	625	1,379	1,157
Gifts to College	\$6,384	\$17,195.71	\$8,031.50
Dues	<u>\$1,619</u>	<u>\$ 1,100.00</u>	<u>\$1,363.00</u>
TOTALS	<u>\$8,003.00</u>	<u>\$18,295.71</u>	<u>\$9,394.50</u>

The report for 1960 includes a capital gift of a trust fund of almost \$9,000.00. The totals for 1961 do not include the pledges for furnishings of rooms in McCluer Hall made by 10 alumnae clubs and by the President of the Alumnae Association. These pledges total \$6,600.00, and some of them have been paid in full.

#### DEATH OF DR. ALICE PARKER

Members of the Board received notice of the death of Dr. Alice Parker. A scholarship fund has been established at the college by friends of Dr. Parker who have made gifts to it in her memory. It is not possible to measure the great contribution of this teacher to Lindenwood College.

The following resolution has been placed in the minutes of the faculty:

"The sudden death of Dr. Alice Parker on June 22, 1961, brought to her colleagues and other friends a sense of immeasurable loss.

"Dr. Parker came to Lindenwood in 1928. She received her B.A. and M.A. degrees from the University of Missouri and studied in various graduate schools during summer sessions. In 1937 she became an Honorary Fellow of Yale University and was awarded the Ph.D. from Yale in 1939.

"Dr. Parker was widely travelled, for she was constantly enlarging the intellectual horizon of a truly inquiring mind. She lived for a year in Paris, teaching in the American High School, and later visited nearly all the European countries as well as South America. On two occasions she held the Winifred Cullis Lecture Fellowship of the British-American Associates and lectured extensively throughout Britain. It had been her hope that after retirement she might live and teach for a year in the Far East.

"Her wide interests are further revealed by the vast number of professional, civic, and philanthropic organizations in which she was active. For two years she was president of the Missouri Division of the American Association of University Women, and twice a delegate to I.F.U.W. conferences abroad. She was the first president of the Lindenwood College chapter of A.A.U.P. She was a contributing member of the Democratic Party and was once a candidate for the state legislature. She was a generous contributor to innumerable worthy causes.

"During the thirty-three years of her teaching at Lindenwood, she was deeply concerned for the welfare of both her colleagues and her students. Always available for consultation and advice, she helped endlessly in the wise solution of problems. As a teacher, she aroused the interest of her students, stirred their imagination, and gave them a real vision of the potentialities of life and scholarship. She was Acting Dean at Lindenwood for a semester and for many years was chairman of the English Department. During her last two years at the college she was engaged in an experiment in television teaching sponsored by the Ford Foundation.

"Dr. Parker's fine art of conversation, her love of people, her broad human understanding and tolerance were so exceptional that any statement concerning her personal influence on the Lindenwood campus must be inadequate."

F. L. McCluer (signed)

President

Donald M. Mackenzie (signed)

Dean

( M. Elizabeth Dawson (signed)

( Mary Terhune (signed)

( Agnes Sibley (signed)

( Homer Clevenger (signed)

#### THE SKINNER REPORT

The statement which was prepared by a committee appointed by the General Assembly in 1960 and approved by the General Assembly in 1961 concerning the responsibility of the church in the field of higher education has been mailed to all the ministers within our church and to others vitally interested in education. It is hoped that faculties and boards of directors of the colleges

will arrange for a discussion of this statement.

This paper has been known as "The Skinner Report" since Dr. Skinner was the writer for the committee.

In this connection our Presbyterian Board of Christian Education is considering the establishment of a faculty registry to include names of qualified people who are interested in teaching in a church related college. It is the hope of the Board that they will recruit a number of candidates for teaching positions in our church colleges who will be in full sympathy with the college and the church.

#### MAINTENANCE AND REPAIR OF BUILDINGS

During the summer the work which was authorized in the campus buildings was completed and new furnishings were provided in several offices and Butler Hall.

The furnishings authorized for McCluer Hall were purchased and delivered and installed in time for the opening of college.

Except for the bedrooms in the Health Center the physical properties seem to be in excellent shape.

#### DEVELOPMENT PROGRAM

We believe the current work for our development program has been well done. The brochures which have been mailed to more than 5,000 prospects and approximately 910 friends on the special gift list, as well as to our general mailing list, have been well received.

The Director of Development has prepared a careful card index system which enables us to keep up with a record of calls and reports. The President and the Director of Development have made a great number of calls and have had 81 conferences with special prospects.

A complete record of foundation giving in the area has been prepared and a book detailing this type of giving will be available to the members of the Board. We are preparing now to call on a number of foundations to present the capital needs listed in our last development brochure.

Attached to this report is a report on the need for improved facilities in instruction in the fields of science and mathematics. This together with the preliminary drawing of the laboratory building will be the basis of discussions with foundations and other interested friends.

The Director of Development is also working on a program to secure approximately \$200,000 in annual "investment" giving. We feel that a great number of our friends will be able to give \$100 to \$1,000 each on an annual basis without any obligation to make these gifts annually. We hope to organize for this purpose the alumnae, patrons, a St. Charles group, and friends of the college in other areas.

A program of the size which we are undertaking will require active participation from members of the Board of Directors.

#### ACTION OF SYNOD ON THE REPORT OF THE SPECIAL COMMITTEE

The Synod did not approve the recommendations of the Special Committee on Colleges, but did provide for the appointment of a special committee to work with the church related colleges of the Synod in providing cooperation among these institutions and understanding of their problems on the part of members of the Presbyterian Church in the state.

The committee is to be made up of the Presidents of the Colleges, one trustee from each institution, and one faculty member from each college to be selected by the President.



PROPOSED COORDINATED NEW PROGRAMS AT THE COLLEGE

Chief additions to the curricula this year include:

1. A course in Russian.
2. A Freshman English course based on reading of literature and writing, rather than on rhetoric and composition.
3. A workshop in television involving instruction by a member of the staff of KMOX-TV, and the use of one of our advanced students in an apprenticeship at this station.
4. Last spring the administration and faculty organized the course offerings on a divisional basis. The departments of instruction are grouped within the divisions as follows:
  - a. The Division of the Humanities - Dr. Mary Terhune, Chairman
 

Art	Music
Classics	Philosophy
English	Religion
Modern Language	Speech
  - b. The Division of the Natural Sciences and Mathematics - Dr. Mary Talbot, Chairman
 

Biology	Physics
Chemistry	Mathematics
  - c. The Division of the Social Sciences - Dr. Homer Clevenger, Chairman
 

Economics	Psychology
History	Sociology
Political Science	
  - d. The Division of Professional Education - Mr. Bremen Van Bibber, Chairman
 

Education	Office Management
Home Economics	Physical Education
5. Consideration is being given to the possibility of recommending that the College announce a three semester program which would enable us to use the physical facilities of the campus for eleven months during the year and to provide for graduation of a student after three years of study, instead of after four.

RECOMMENDATIONS:

1. That the Associated Colleges of Missouri (or some other name if out-of-state institutions will be included) be organized, that the chief administrative officers of interested institutions

PROPOSED COOPERATIVE ASSOCIATION OF MISSOURI COLLEGES

Informal discussions of the possibility of providing some cooperative work among the liberal arts colleges within Missouri have been held. A committee has presented to the Protestant liberal arts colleges in Missouri an outline of a definite proposal which is given below:

**"ASSUMPTIONS:**

- "1. That a group of similar church-related colleges in Missouri desire to join in association for:
  - "a. The more efficient uses of resources
  - "b. Engaging in analytical studies
  - "c. Mutually raising the educational standards and effectiveness of the constituent institutions
  - "d. Sharing of each others strengths
  - "e. Assisting them in the development of additional sources of revenue.
- "2. That the colleges are or will attempt to be, in important degree, liberal arts colleges of high standards; that admissions and graduation requirements, while not forced into any particular mold, will be of equivalent demand and prestige.
- "3. That each college is ready to subscribe to the necessary costs to effect an organization, including the expense of a person or persons and for a central office or headquarters.
- "4. That each college will retain control over the internal affairs and operations of its own institution and there will be no attempts other than those in Number 2 above to influence member colleges to conform to common practices or in any way impair their autonomy.
- "5. That each college is willing to make available to the central staff or organization all data necessary to any approved activity and to encourage cooperation by any faculty member, administrative officer, students, or group in any such activity.

**"RECOMMENDATIONS:**

- "1. That the Associated Colleges of Missouri (or some other name if out-of-state institutions will be included) be organized; that the chief administrative officers of interested institutions

appoint an organizational committee immediately to prepare a statement to be presented for approval to the several boards of trustees or directors; that all potential members be required to agree to certain standards of academic excellence stipulated by this committee (which may seek outside assistance in their formulation), and that the date of January 1, 1962, be established as a target date for permanent organization.

"2. That this association shall be organized in general about the assumptions above or as revised.

"3. That members of the organizational committee (paragraph #1 above) be empowered to attempt to gain financial assistance in the form of a foundation grant or other for the first year's organization.

"4. That areas of effective cooperation already existing (athletics, forensics, etc.) be embraced in such a new organization wherever possible.

"5. That the organization be kept simple and workable."

#### RECOMMENDATIONS

The Chairman of the Board's Committee on a Retirement Program has been working with Mr. Fritsche, of General American Life Insurance Company, and the President of the College on retirement programs. Several programs are being prepared to be put before the whole committee with the hope that a committee recommendation will be made to the Board at its next meeting. It is recommended that this committee be given the responsibility of making a study of our health insurance program.

It is recommended that we defer consideration of a plan for Sabbatical leaves until after action has been taken on a retirement program.

At various times we have talked about the problem we have in enlarging membership on the Board through the Advisory Board. I understand it is possible

October 31, 1961

to have the charter amended by court action so as to increase the number of members of our Board of Directors. It is recommended that the Secretary of the Board be authorized to prepare an appropriate petition to increase the membership of our Board of Directors to a maximum of 27.

It is recommended that the appointment of Mr. Gerald R. Gifford, as Director of Admissions and Public Relations, at a salary of \$9,000.00 a year be approved. Mr. Gifford holds his B.A. and M.A. from Pittsburg State College in Kansas. He has had three years of experience as Director of Admissions at Colorado Woman's College, and has recently been employed by Tuition Plan, Inc.

It is recommended that the following appointments to the teaching staff be approved:

Mrs. Helena Alexander as Visiting Professor (part-time) in the Department of Modern Languages, to teach Russian, at a salary of \$1,200 for the year.

Mr. Groff S. Bittner as part-time Instructor in Piano at a salary of \$1,400 a year.

The Reverend David F. Cox as part-time Instructor in the Department of Philosophy and Religion for the second semester at a salary of \$500.00 for the semester.

Dr. James F. Hood as Associate Professor in the Department of History and Government at a salary of \$8,000 for the year.

Mr. Churl Suk Kim as Assistant Professor in the Department of Mathematics at a salary of \$7,000 for the year.

It is recommended that the President of the Board appoint a member of the Board to act on the newly created Synod Committee on Colleges.

Respectfully submitted,

*F. L. McCluer*  
F. L. McCluer  
President

Enc.

## THE NEED FOR IMPROVED FACILITIES FOR SCIENCE INSTRUCTION AT LINDENWOOD COLLEGE

Lindenwood College has long been committed to the ideal that a liberal education requires a student to know the basic materials, concepts, and methods of thinking in the major areas of human thought and activity. Fulfilling this commitment adequately, efficiently and effectively is an increasingly difficult task for the College; it is for any college which is aware of the tremendous explosion in knowledge which has taken place in the past two or three decades and which honestly faces the task of attempting to keep its curriculum abreast of current developments.

The rapid expansion in knowledge is apparent in the social sciences and even in the humanities, but it is most startling in the natural sciences. The Lindenwood science faculty has found it not only increasingly difficult to keep up with the advances in their field, but next to impossible to introduce some of the newer concepts into their teaching. The difficulty has arisen principally because of a lack of physical facilities, the lack of equipment and the lack of sufficient time. These three items are not completely separable; newer equipment is needed to make possible the teaching of new concepts and techniques and more space is needed to accommodate more students and equipment. Adequate teaching of such new concepts will take more time on the part of the instructors. The appointment of additional staff will help alleviate the problem in some ways but will aggravate it in others because more space will be needed to accommodate them. Some detailing of the plans of the science departments show the direction in which the college wishes to move.

Almost all students at Lindenwood are required to complete a year's work in biology in fulfilling the requirements for their Bachelor's Degree. At the present time, because of limited lecture room facilities, many duplicate sections of the Freshman course in biology must be scheduled, necessitating the inefficient

use of faculty resources. The beginning sections use up faculty time that could be devoted to advanced courses. Furthermore, because of the limitation on the total number of students that can be accommodated in the present laboratory space, an increasing number of Freshman each year for the past four years have had to delay registration in biology until their Sophomore year. This delay has serious consequences, especially for students who may choose to major in biology in that they lose a year in beginning their major work. This circumstance tends to decrease the opportunities for students finding out early whether their interests lie in science or not, and consequently the number of majors and minors in biology has been significantly reduced in recent years. It should be pointed out that a student interested in any of the sciences must of necessity have a knowledge of related sciences and mathematics if she is to be properly trained; hence, the need for an early start. A larger lecture room, equipped for instruction in science and larger laboratories, would permit the Freshman work to be reorganized in such a way as to permit a much more efficient use of faculty time and to enable Freshmen to begin work in biology immediately.

The Department of Biology has not been able to acquire some equipment essential for teaching biology today simply because there is no space for its use or storage when not in use. Some of the most badly needed equipment would be utilized in connection with radioactive tracer studies, which ought to be a part of certain of our courses. Present facilities are totally inadequate for the handling and storage of radioactive materials. Other concepts and techniques demanding special areas for work and instrumentation in order to bring our upper division courses up-to-date include phase microscopy, studies in bio-electrical phenomena, paper chromatography, spectrophotometry, lyophilization processes, microdissection, radio-autography and others. Present space and facilities simply do not permit the introduction of such concepts and techniques into our courses at the present time.

Furthermore, certain courses reflecting important and enveloping areas in the field of the biological sciences need to be added to our upper division offerings. Cytology, histology, and microtechnique are examples of such courses.

If the Biology Department is to continue to attract students of high ability, it must offer opportunities for independent study or at least participation in ongoing research projects. For such a program, space, special equipment, and time of the instructional staff are needed. If excellence is sought, no instructor can be expected to teach a great many different courses and remain abreast of them all. There must be time for him to study, to reflect, and to absorb. Proper provision for space and equipment needs by the erection of a Science building will help greatly in the solution of some of these problems.

The improvement of instruction in the Department of Chemistry calls for provisions of much the same kind as are needed in the Department of Biology -- more adequate space in which to carry on instruction, incorporating recent advances in the field of chemistry. New courses in the department, however, are not called for as much as is revision of present courses. Improvements in space and facilities urgently needed in the upgrading of instruction in chemistry include the following:

1. A balance room that is free of drafts, fumes and traffic.
2. A preparation room with adequate work space.
3. Proper storage space for chemicals and apparatus.
4. An instrument room free of fumes. Instrumentation techniques are an increasingly important part of instruction in all the sciences.
5. Facilities for the safe handling of radioactive material. Such facilities would include a storage room and a "hot" laboratory permitting accurate counting. Facilities of this kind are totally lacking in the present location nor can they be provided there. Instruction in freshman chemistry, physics and physical chemistry is badly handicapped by the lack of such facilities; work in nuclear reactions cannot now be carried on.

6. Office space. At present one office is in the laboratory and another is combined with a storage room for instruments.
7. A physics laboratory separated from any chemistry laboratory. The present laboratory opens into the organic laboratory.
8. Space for student research. The Department of Chemistry is presently unable to encourage advanced students to undertake independent research projects because there is no space for them to leave apparatus set up for long periods of time.

Ventilation is poor in the present laboratories and lecture room. Fume hood facilities are especially poor in the lecture room. The electrical wiring is inadequate; there is presently a question as to whether certain electrical instruments can be used on warm days when the load imposed on the present wiring is greatly increased by the use of air conditioners elsewhere in the building. An adequate electrical supply would require extensive and expensive rewiring of the entire building. Shop facilities which could be used by both chemistry and biology are urgently needed.

The Department of Mathematics must find additional and more suitable space to provide for increasing numbers of students and an expanded curriculum. The number of students registered for mathematics courses has grown from 54 in 1949-50 to over 400 in 1961-62.

The Department has sought counsel from the Mathematical association of America and is in the process of redesigning its program. Certain courses or portions of courses can be dropped, because students are entering with high school backgrounds which include materials formerly included in freshman college courses, and new materials will need to be added, such as a fifth semester of calculus (including work in numerical analysis); a second, advanced course in geometry, (including topology, projective geometry and vector analysis); courses in number theory, statistics and the history of mathematics. More space, and staff will be needed. To carry on an improved program of instruction in mathematics adequate facilities are called for -- room with tables especially



MINUTES OF MEETING OF BOARD OF DIRECTORS  
OF  
LINDENWOOD COLLEGE

Science Instruction

Page 5

designed for work in mathematics; room with adequate blackboard space, including boards with polar and rectangular coordinator, a statistics laboratory to accommodate students working with calculations, and a seminar room are important for the mathematics program.

Lindenwood College is sensitive to the critical need for better instruction in science. Its faculty knows the steps that must be taken to provide an education in science and is ready to move ahead as soon as the facilities are available.

Mr. Young  
Mr. Studt  
Mr. Armstrong  
Mr. Deament  
Bishop Calligan  
Mr. Rowland

Mrs. Lilly  
Mrs. Stockstrom  
Mrs. Watkins  
Dr. Hickey  
Dr. Swassy  
Dr. McDowell

Dr. Frank L. McCluer, President of the College, and Mr. Robert C. Colson, Business Manager of Lindenwood College, were also present.

Mr. Young, President of the Board of Directors, acted as Chairman of the meeting, and Mr. Colson acted as Secretary of the meeting.

The meeting was opened with prayer by Dr. McCluer.

On motion made, seconded and carried, the minutes of the meeting of the Board of Directors and of the Advisory Board of October 31, 1961, were approved.

Dr. McCluer presented the report of the President of the College. Copies of the report had been mailed to the members of the Board of Directors and to members of the Advisory Board prior to this meeting. The report was accepted and the recommendations therein approved on motion. A copy of the report is attached to these Minutes.

The advisability of increasing the College charges for the 1963-1964 college year was discussed. Upon motion made, duly seconded and carried, action on this was deferred until the next regular meeting of the Board of Directors.

MINUTES OF MEETING OF BOARD OF DIRECTORS  
OF  
LINDENWOOD FEMALE COLLEGE

St. Charles, Missouri  
March 2, 1962

Pursuant to call and notice duly given each member of the Board of Directors and to the members of the Advisory Board, in accordance with the By-Laws, the annual spring meeting of the Board of Directors and of the Advisory Board of Lindenwood Female College was held at the Chase Hotel, St. Louis, Missouri, at 4:00 P.M. on March 2, 1962.

The following Directors and Members of the Advisory Board, being a quorum, were present:

Mr. Young	Mrs. Lilly
Mr. Studt	Mrs. Stockstrom
Mr. Armstrong	Mrs. Watkins
Mr. Dearmont	Dr. Hickey
Bishop Cadigan	Dr. Sweazey
Mr. Rowland	Dr. McDowell

Dr. Franc L. McCluer, President of the College, and Mr. Robert C. Colson, Business Manager of Lindenwood College, were also present.

Mr. Young, President of the Board of Directors, acted as Chairman of the meeting, and Mr. Colson acted as Secretary of the meeting.

The meeting was opened with prayer by Dr. McCluer.

On motion made, seconded and carried, the minutes of the meeting of the Board of Directors and of the Advisory Board of October 31, 1961, were approved.

Dr. McCluer presented the report of the President of the College. Copies of the report had been mailed to the members of the Board of Directors and to members of the Advisory Board prior to this meeting. The report was accepted and the recommendations therein approved on motion. A copy of the report is attached to these Minutes.

The advisability of increasing the College charges for the 1963-1964 college year was discussed. Upon motion made, duly seconded and carried, action on this was deferred until the next regular meeting of the Board of Directors.

Dr. Hickey gave the report of the Faculty Committee. On motion by Dr. Hickey, duly seconded and carried, the schedule for faculty salaries for the 1962-63 college year was approved as follows:

Professors	- \$7,500 - \$10,000
Associate Professors	- 6,200 - 8,500
Assistant Professors	- 5,700 - 7,000
Instructors	- 5,000 - 6,000

The report of the Buildings and Grounds Committee was accepted and the recommendations therein approved on motion by Mr. Studdt, duly seconded and carried. A copy of the report is attached to these Minutes. Mr. Armstrong moved that the administration of the college be authorized to get proposals for a quarry tile floor in the kitchen and an alternate proposal to repair the present concrete floor. The motion was duly seconded and carried.

Mrs. Stockstrom, Chairman of the Committee on Dormitories, reported that the recommendations of that committee and the college administration had been carried out and that the expense was within the budgeted amounts. Mrs. Stockstrom also stated that a study was being made of some of the dormitory needs, and after consulting with the administration of the college, they would offer some suggestions of items for the 1962-63 budget at the next regular meeting of the Board of Directors.

Dr. McCluer asked the Board of Directors to reaffirm its policy in regard to the enrollment of male students at Lindenwood College. After discussion, it was moved that the present policy be continued; i.e., that male students be accepted only as special students. The motion was seconded and carried.

President McCluer stated that there has been some interest on the campus for a course in Greek. The Board of Directors authorized the President and the Dean to make the decision regarding the course in Greek with the understanding that additional faculty will not be required.

Mr. Rowland, Chairman of the Special Committee on Retirement Plan, reported on the progress of the study being made of the present retirement plan and a proposal

for an improved plan. A report of this committee is to be presented at the next meeting of the Board of Directors.

Motion was made, seconded and unanimously carried, extending thanks to Mrs. Reed for her contribution of \$2,500 making it possible for the College to offer the course through the Mathematics Department "Introduction to Digital Computer Programming with Applications" in cooperation with McDonnell Aircraft Corporation.

There being no further business, the meeting adjourned with benediction by Dr. McDowell.

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Chairman

R. C. Cabon  
Secretary

REPORT OF BUILDINGS AND GROUNDS COMMITTEE

March 2, 1962

The Buildings and Grounds Committee recommends:

1. The construction of an Admissions Office on the first floor of Roemer Hall at an estimated cost of \$4,000.00 ✓
2. The construction of the proposed addition to Eastlick Hall at a ceiling of \$7,000.00 ✓
3. Consideration of a new floor in the kitchen or the ~~construction of a new kitchen and kining room building.~~
4. Approval of the County Court's request to put an antenna on the water tank. ✓

REPORT OF THE FACULTY COMMITTEE

March 2, 1962

Last spring the Board voted to set up the following range for faculty salaries as a goal to be reached, if possible, in three years:

Professors	- \$9,000 - \$12,000
Associate Professors	- 7,000 - 10,000
Assistant Professors	- 6,000 - 8,000
Instructors	- 5,000 - 7,000

The range for the year 1961-62 has been:

Professors	- \$7,000 - \$9,200
Associate Professors	- 5,900 - 8,000
Assistant Professors	- 5,700 - 7,000
Instructors	- 4,800 - 5,400

The Administration recommended to the Faculty Committee that the ranges for faculty salaries the year 1962-63 be fixed as follows. The Faculty Committee recommends approval of these ranges:

Professors	- \$7,500 - \$10,000
Associate Professors	- 6,200 - 8,500
Assistant Professors	- 5,700 - 7,000
Instructors	- 5,000 - 6,000

REPORT  
of the  
PRESIDENT OF THE COLLEGE  
to the  
BOARD OF DIRECTORS  
of  
LINDENWOOD COLLEGE

March 2, 1962

It is a pleasure to make this report to the Board of Directors of Lindenwood College.

STUDENT PERFORMANCE

The number of students who were placed on probation at the end of the first semester was disappointing. While the ability of the entering class as indicated by test scores was one of the best we have had, a larger percentage of them were placed on probation than has been common in the last few years. The number winning a place on the Dean's Honor Roll was encouraging, but it should also be pointed out that there is no high correlation between low test scores and inadequate performance. The problem seems to be that of motivation rather than that of limited ability.

LANGUAGE LABORATORY

The language laboratory which was authorized at the last meeting of the Board is being installed. The examination of a number of proposals was accompanied by inquiries of colleges who had used the proposed installations, and on the basis of their recommendations and the Language Department's study of the proposals, the order was given to Dictaphone. Installation was guaranteed within 60 days, and the Library Club Room has been selected as the appropriate place for this laboratory. The furniture there will be used in the recreation room in Irwin Hall, a room which badly needs new furnishings, and in the new Admissions Office.

COMPUTER COURSE AT McDONNELL AIRCRAFT CORPORATION

Mrs. James A. Reed (Nell Quinlan), of Kansas City, an alumna and a member of the Lindenwood College Board of Directors, has made it possible for the College to offer, through the Mathematics Department, "Introduction to Digital Computer Programming with Applications" beginning the second semester of this year. Mrs. Reed feels that "the opportunities in this field are unlimited". The College considers the course to be especially significant in meeting the needs of our students in today's business world and is very grateful for Mrs. Reed's interest and support.

The new course is a specialized computer course using electronic facilities and personnel available at McDonnell Aircraft Corporation. The maximum enrollment was fifteen, with a prerequisite of three semesters of calculus.

The instructor is Mr. Fred W. Seubert, B.A., Mathematics and Physics, Washington University, M.S., Mathematics, University of Illinois, who is now connected with the automation center at McDonnell. He is assisted by Mr. Verlan Zapotocky, B.S., Mathematics, Southern Illinois University. In addition, there are three staff members of the digital operating personnel on duty during the laboratory sessions. Instruction will include use of the IBM 7090 and Fortran, automatic programming based on formula translation.

Linear algebra, vector analysis, numerical analysis, complex variable, and number theory are new courses being planned by the Mathematics Department for the coming years to take care of the varying programs of entering freshmen and to enrich the program for mathematics majors.

Professor William R. Scott, from the University of Kansas, visited the campus on January 9, 1962, as a member of the Consultant Bureau sponsored by the Committee on the Undergraduate Program in Mathematics. He discussed with the members of the staff and the Dean of the College the present program and



and the reorganization and development of an enriched program that will be put into effect in September, 1962.

On April 9 and 10, Professor Saunders MacLane, from the Department of Mathematics, University of Chicago, will be on the Lindenwood campus. He is a visiting lecturer in mathematics sponsored by the Mathematical Association of America with the financial support of the National Science Foundation.

#### LIBRARY BOOK LIST

The library book list which we discussed at the last meeting of the Board has been prepared by members of the faculty. Copy of the list of books we feel we need to add to the library, other than those being currently published, is attached.

#### ADDITION TO EASTLICK HALL

Mr. Wright was asked to estimate the cost of an additional room and garage to Eastlick Hall approved at the last meeting of the Board. Action had been approved to provide a ceiling of \$6,000 for this addition. Mr. Wright estimates that a \$7,000 ceiling would be a fairer figure. He proposed to do the work on a cost plus basis.

#### PROSPECTIVE ENROLLMENT

Mr. Gifford's leadership in the Admissions Office deserves definite commendation. The work under his direction is emphasizing counseling, as well as recruiting, and is, we believe, highly successful. We are running 30% to 35% higher than last year on the enrollment of new students.

INCREASE IN RATES FOR 1963-64

Since the catalog published last September is a basis for enrollment for students for the year 1962-63, no increase in rates is proposed for the coming year. It does seem wise to us to increase the rate for 1963-64 to increase our income from students and to show respect for ourselves in competition with similar institutions charging more than we are now charging. We believe it will be good public relations, as well as good business to increase the rates.

Below is a list of small colleges showing their costs for 1961-62, and 1962-63 in some cases. It will be noticed that in 1961-62 only one other college than Lindenwood charged less than \$2,000, and the same is true for 1962-63. It will also be noticed that in 1962-63 most of these institutions have made increases, and it is to be expected that many will again increase their rates for 1963-63.

College Costs

<u>College</u>	<u>Location</u>	<u>1961-1962</u>	<u>1962-1963</u>
Beliot College	Beliot, Wisconsin	\$2,100	
Bennington College	Bennington, Vt.	2,950	
Bryn Mawr College	Bryn Mawr, Pa.	2,455	
Carleton College	Northfield, Minn.	2,100	\$2,250
Chatham College	Pittsburgh, Pa.	2,290	
Colorado Women's College	Denver, Colo.	2,200	2,225
Denison University	Granville, Ohio	2,070	2,070
Elmira College	Elmira, N. Y.	2,135	
Franklin & Marshall College	Lancaster, Pa.	2,200	
Grinnell College	Grinnell, Iowa	2,075	2,210
Hobart College	Geneva, N. Y.	2,230	
Hollins College	Hollins College, Va.	2,330	2,600
Kenyon College	Gambier, Ohio	2,130	
Knox College	Galesburg, Ill.	2,200	2,350
Lake Erie College	Painesville, Ohio	2,200	2,200
Lake Forest College	Lake Forest, Ill.	2,000	2,160
Lawrence College	Appleton, Wisconsin	2,000	
Lindenwood College	St. Charles, Mo.	1,800	1,800
Macalester College	St. Paul, Minn.	1,500	1,640

## College Costs (Continued)

MacMurray College	Jacksonville, Ill.	1,850	2,100
Mary Baldwin College	Staunton, Va.	2,000	
Mills College	Oakland, Calif.	2,300	
Mount Holyoke College	S. Hadley, Mass.	2,500	
Northwestern Univ.	Evanston, Ill.	2,163	
Oberlin College	Oberlin, Ohio	2,030	
Pembroke College	Providence, R. I.	2,300	
Principia College	Elsah, Ill.	2,446	
Randolph-Macon Woman's Col.	Lynchburg, Va.	2,150	
Sarah Lawrence College	Bronxville, N. Y.	2,810	
Skidmore College	Saratoga Springs, N. Y.	2,350	
Smith College	Northampton, Mass.	2,512	
Swarthmore College	Swarthmore, Pa.	2,300	
Sweet Briar College	Sweet Briar, Va.	2,400	
Washington University	St. Louis, Mo.	2,000	
Wellesley College	Wellesley, Mass.	2,500	
Western College for Women	Oxford, Ohio	2,200	2,200
Wheaton College	Norton, Mass.	2,500	2,650

LONG RANGE PLANNING COMMITTEE

The sub-committee of the Long Range Planning Committee consisting of faculty and administrative representatives has been analyzing our constituency and our holding power. While the size of the Senior Class in the last few years is much larger than it has been, much of this increase has been due to juniors coming in as transfer students from other institutions. The highest percentage of freshmen remaining to graduate in the last ten years has been 22%.

Scholastic aptitude tests given to the present Lindenwood Freshmen show that in verbal scores our students range from 263 to 751, and in mathematical scores from 260 to 617. In verbal scores the mean is 474, and the median 470; in mathematical scores the mean is 464 and the median 460. Since the average of all college freshmen in this country is about 440, and the average of freshmen entering colleges which require College Board examinations

is about 490, we conclude that we have in our present Freshman class an average group of students with some students above and some below the middle range of college students.

The results of the Graduate Record tests given recently to our present Senior class show the B.A. students to be slightly above the national average and the B.S. students to be slightly below the national average.

Studies of the grade-point averages of the students who drop out (including those who enroll elsewhere) show that we hold a somewhat higher proportion of the students who make a grade point average of 3.0 or better in the first semester of the Freshman year than we do of students who make lower grades. 36% of those who made 3.51 to 4.0 in the first semester remained to graduate, while only 17% of those between 2.0 and 2.50, and 13% below 2.0 stayed to graduate. A study of Alpha Lambda Delta students shows that 35% of them stay through graduation. It is quite possible that we make a greater effort to keep these students; if so, we might be able to keep more of those in the average grade ranges.

A statistical summary of the reasons given in the Alpha Lambda Delta replies for deciding to leave Lindenwood is significant:

- 17 because of lack of opportunity for casual dating
- 17 because of desire for sorority experience
- 12 because of lack of weekend social life
- 9 because of desire to be nearer home
- 6 because of dislike of a women's college
- 5 because of finances
- 4 because of one-man departments
- 3 to be married.

The list of institutions to which more than one member of Alpha Lambda Delta transferred is as follows:

- 8 - Oklahoma
- 4 - Kansas U.
- 3 - Missouri U.
- 3 - Texas U.
- 3 - Southern Methodist
- 3 - Nebraska
- 2 - U. of Tennessee

Implications of the data presented above are:

1. We are enrolling large classes of freshman students, whose average ability lies somewhere above the average of all college and university freshmen, and below the average of those admitted to institutions requiring College Board examinations.
2. We have a wide range of abilities in our student body though the range is less wide than in many universities.
3. We have a serious problem in holding students. We hold a somewhat higher proportion of our abler students than of those of the average and below average academic ability.
4. We lose large numbers of students at the end of the freshman year, and considerable numbers at the end of the sophomore year. We depend for our upper division enrollment on transfer students more largely than most institutions do.
5. We lose students chiefly to state universities.
6. Among those who transfer, reasons given include the isolation of the campus from men, the lack of a coeducational atmosphere, the lack of sororities, the cost of education here and travel to Lindenwood in comparison with state universities, preference for larger institutions, the larger departments and wider range of courses in larger institutions, and the isolated character of the Lindenwood campus.

The pattern of higher education in the Middle West, now and in the future, provides the background for our thinking. State and private universities, strong coeducational colleges enrolling from one to two thousand students, and junior colleges for women located near institutions enrolling men, or a woman's college for one year are preferred by young women in the income brackets from which Lindenwood draws its students. Our real competition is from state universities. Why do we find them competitive? Men are usually in a majority in these

universities; large departments are offered in all fields; campus life is exciting; fraternities and sororities are available; lower costs of tuition make possible larger expenditures in other areas; the young people of the home state are there; costs of travel are not as high when the institution is within the state of residence.

The experience of Lindenwood College indicates that our kind of college requires salesmanship to bring freshmen to the campus; the data before us suggest that to seek strong junior and senior classes here is to go against the mid-western pattern.

The next steps to be taken as recommended by this sub-committee are:

1. That the Admissions Office arrange terminal interviews with students who transfer to other institutions, and prepare a report after these interviews are concluded this spring; and also that an analysis be made of the reasons for enrollment at Lindenwood in so far as these can be determined in the light of our admissions program during this academic year.
2. That Mr. Gifford secure information from the Admissions Counselors of Lindenwood College concerning the present reputation of the College as they find it among High School Counselors and prospective students and their parents, and the outlook for the enrollment program of the college as they see it.
3. To the Curriculum Study Committee, and the Educational Policies Committee, that particular attention be given to our lower division courses. This does not mean that the attractiveness of the upper division courses is irrelevant to our holding power.
4. That while Miss Lichliter reports that the limit has been reached in our social program in terms of opportunities for casual dating, further study of the social program, and of what is needed if it is to be made more attractive to our students.
5. To the Admissions Committee, and the Admissions Office, that as the number of applications for admission to the College increases, the minimum level of test scores required be raised.

The above recommendations concern short-range steps that may be possible within the present institutional pattern. Long-range planning requires an examination of the pattern itself, an inquiry into the educational needs of women in coming years, and decision concerning the kind of institution in St. Charles which will make the greatest contribution to the future.

#### DEVELOPMENT PROGRAM

During the fall the President of the College has called on a number of foundations to discover areas of interest of the foundation and to acquaint its executive officer with our overall program.

A specific request for the financing of a study of the curriculum which has been undertaken by the faculty has been submitted to The Danforth Foundation. We are in process of preparing a general statement of purpose as a liberal arts college and as a college for women to submit to the Ford Foundation. A request for the purchase of library books is being submitted to a third foundation, and a request for aid on scholarship grants is being submitted to the Reader's Digest Foundation.

We hope to have a visit from a member of the staff of the Educational Facilities Foundation this spring. He has indicated his willingness to help us, if he can, in planning the science building.

A copy of a letter which has been mailed to corporation executives in St. Louis, and signed by the President of the Board, the Chairman of the Finance Committee, and the President of the College, is given below:

"The Mount Holyoke College advertisement which appeared in Fortune, October, 1961, poses a direct question to corporate managers: 'Is Education for Women Your Blind Spot?' We hope you will read the enclosed reprint and consider how important it is that corporate capital support be given to colleges for women.

"For more than a century Lindenwood College has emphasized the value of a liberal education for women. Educated women become the teachers in the homes, the churches, the schools, and the colleges. The professions (science, medicine, law) are turning to them as the nation's unused potential to meet manpower needs. To a constantly increasing degree, women are assuming positions of responsibility in the world of business.

"Lindenwood College is now engaged in a development program to provide the means for enlarging its student population and for further enriching the educational opportunities of its students. This program will be presented to business as an opportunity for capital investment.

"Because of the growing importance of educated women in business, and because of the kind and quality of education we afford our students, we hope that you will welcome the factual material that will be presented to you later concerning the work and programs of this historic and successful college. We believe this institution merits your support."

Mr. Doenges is preparing follow-up information concerning the role of women in business and professional life, and the specific planning of the college for the future.

We have received a few replies - one with a gift and one from a large corporation in St. Louis inviting us to send further material.

Mr. Doenges' office is also preparing now to send out a letter to friends of the college in the hope of securing \$200,000 in annual gifts. Favorable responses to this program will enable us to implement much of our development program in the next two years.

#### PROPOSED CHANGE IN THE CALENDAR

At the last meeting of the Board we discussed the possibility of operating for three terms or for two and one-half terms. In examining the scheduling of courses, we have felt that two terms of 15 weeks and one term of 8 weeks would enable us to provide a more satisfactory schedule than the tri-semester could provide. We have, therefore, discussed this possible calendar with both the faculty and the students and find enthusiasm for it in both quarters. The obvious advantages are:



1. Fuller use of the facilities we have.
2. Increased income in a single fiscal year from students.
3. The possibility of enabling students to graduate in three calendar years, thus being ready to enter graduate school earlier or to complete undergraduate education at an earlier date before marriage.

The presence of 29 mothers in our student body whose children are now in school provides evidence that this last argument is a good one.

The difficulties in establishing the new program are involved in those of scheduling in order to avoid having a new entering class in the second semester of any given year. We believe these difficulties can be met and the Registrar is scheduling all the courses we are now giving with that in mind.

A disadvantage from the standpoint of our potential patrons will be the fact that while the total cost of the undergraduate education will be slightly less than if carried over four years, it would be more than the expenditure now required in any one calendar year. This can be met by recommending to the patrons the use of Tuition Plan, Inc., which would enable them to spread the cost over a 60 month period and the Tuition Plan, Inc. would pay the College the total within the years of the student's residence.

We feel that it is not possible to add this 8 week term in the year 1962-63 as a part of the annual cost already announced in the catalog, but hope that it may be possible to offer it as an option for 1963-64 and thereafter to be included as a part of the annual program described in the catalog.

#### RELIGION-IN-LIFE WEEK

Leaders for Religion-in-Life Week made a deep impression upon the student body and we believe it was a very fine week for us. Visiting speakers were:

March 2, 1962

The Reverend Hubert C. Noble, D.D., General Director, Commission on Higher Education, National Council of the Churches of Christ in the U.S.A.

Miss Margaret Flory, Secretary for Student World Relations, Commission on Ecumenical Mission and Relations, United Presbyterian Church in the U.S.A.

The Reverend Harold Blake Walker, D.D., Minister of the First United Presbyterian Church, Evanston, Illinois.

Members of the staff assisted by conducting question and answer periods in the dormitories in the evenings.

#### USE OF TELEVISION IN HIGHER EDUCATION

The President of the College attended a conference sponsored by the Ford Foundation in Austin, Texas, recently. Twenty-six institutions who had been involved in the Ford Foundation grants for the released time of teachers were represented at the meeting. The discussions centered about the effectiveness of this medium of instruction, the acceptability of it on the part of the faculty and students, and the cost. It was an exceedingly stimulating two and one-half days.

For the small colleges interested in the use of this medium, the cost seems to be prohibitive unless the program is carried on in cooperation with other institutions.

#### THE CHURCH AND THE COLLEGE

The Synod of Missouri has set up a committee as described to the Board at our last meeting for consideration of standards and needs of the several colleges related to it. Dean Mackenzie represented Lindenwood College at this meeting.

The Board of Christian Education is in the process of studying ways of implementing the official statement of the General Assembly on "The Church and Higher Education". The President of the College attended the first

meeting of the committee planning this program. A small committee is to be charged with the responsibility of collecting information concerning the standards and programs of the colleges related to the church, and the Christian penetration within these institutions. Faculties are encouraged to study the official statement in regard to their institutional responsibilities.

RECOMMENDATIONS

The Faculty recommends that the honorary degree of Doctor of Laws be conferred at commencement on Arno Haack, Dean of Students at Washington University, and on Pauline Frederick, who is to be our commencement speaker.

It is recommended that the appointment of Glenn Thomas, as Editor of the College Bulletin, be approved, the cost for his services to be initiated at the rate of \$2,000 for the year. (The College issues 4 or 5 bulletins each year - 4 when we have a viewbook in addition to the catalog.) Mr. Thomas would not have responsibility for the catalog or viewbook. He will also release some news stories to newspapers.

The Administration joins the Finance Committee in recommending that the budget for the coming year provide \$410,000 for the salaries of teaching members of the staff for two semesters. This would enable us to have a schedule for ranks within the following ranges:

Professor	\$7,500 - 10,000
Associate Professor	6,200 - 8,500
Assistant Professor	5,700 - 7,000
Instructor	5,000 - 6,000

It is recommended that the Administration be authorized to secure proposals for the refurnishing of student rooms in Niccolls Hall, for the refurnishing of the second floor classrooms and offices, and the main floor classrooms in Roemer Hall, and an estimated cost for floor covering on the second floor

March 2, 1962

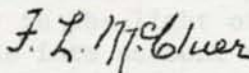
corridor of Roemer Hall, these proposals to be placed before the Buildings and Grounds Committee before the spring meeting.

It is recommended that we participate in Tuition Plan, Inc. which enables this corporation to take over the Distributed Payment Plan accounts without charge to the College.

The Administration of the College joins the Buildings and Grounds Committee in recommending that an office be placed between the present Admissions Office and Room 114, this office to be used by the Assistant to the Director of Admissions so that the Director of Admissions may have conferences in his office, this office to cost not more than \$4,000.

The Administration also joins the Buildings and Grounds Committee in recommending that the ceiling cost for the suggested addition to Eastlick Hall be fixed at \$7,000.

Respectfully submitted,



F. L. McCluer  
President of the College

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February 19, 1962

LINDENWOOD COLLEGE  
ST. CHARLES, MISSOURI

Office of the President

February 19, 1962

Dr. Merrimon Cuninggim, Executive Director  
The Danforth Foundation  
835 S. Eighth Street  
St. Louis, Missouri

Dear Dr. Cuninggim:

Lindenwood College requests of The Danforth Foundation a grant to finance a critical and comprehensive restudy of the curriculum. The faculty has voted unanimously to undertake this study.

Need for the Study

The need for the study is great. It has been about twenty years since the last comprehensive study of the curriculum was made. While the curricular changes which have taken place during the period have been helpful, these changes have been largely within separate departments, usually upon request of individual faculty members, and have not been the result of examination of the whole curriculum.

The task before us is not one of reviewing these accumulated changes, but rather one of reconstructing the total program of studies in the light of current developments and needs. This examination will take into account the explosion of knowledge, and fragmentation of inquiry, and the need for revitalization for students of the basic concepts or beliefs of western culture.

The amount of knowledge now available and continuing to increase in almost geometric progression has become a major problem in higher education. The question is, what adjustments will have to be made in our approach to teaching this ever-increasing mass of knowledge?

A second problem grows out of the ever mounting fragmentation of knowledge. The proclivity to increase the number of parcels (departments, courses, etc.) in which knowledge is dealt out and thus setting up artificial barriers among the various areas of truth, makes it difficult to comprehend the relatedness of all truth - whether it be the truth of science, the truth of man's relationship to the universe, the truth of man's socio-economic relationships, the truth about man's nature, or the truth about man's relationship to his Creator. It is this compartmentalization of truth which C. P. Snow declares has brought about the condition in which communication between the scientist and the humanist has become well nigh impossible. Such gaps, then, need to be bridged, and the best place to start seems to be on the curricular level.

February 19, 1962

A third but by no means less pressing problem facing higher education today is that of revitalizing for the students the basic concepts or beliefs of western culture. Here we are dealing with such things as the meaning of life, the dignity and responsibility of man, the need and reasonableness of a moral code, the idea that man's mind and spirit are of primary importance. This means providing the student with the tools for building a system of values by which he can live and ultimately face death. It means testing the validity of the basic concepts of those of other cultures and permitting this comparison to delineate in the mind of the student that which is most reasonable and, therefore, most desirable. The approach to the solution of this problem would seem to be multi-disciplinary but exactly how should the faculty set about ordering the approach?

### The Character of the Study

The Long Range Planning Committee of the College, representing members of the Board, the Administration, the Faculty, and the Alumnae, have defined a program for expansion and strengthening of the resources and services of this institution. The proposed study is set in the context of this considered and imaginative planning for the future of the college. It will embrace study of:

1. Consideration of changes in the calendar to provide greater use of facilities now available and to allow students to graduate in three years.
2. Integration of some existing courses within departments and between departments.
3. Introduction of experimental courses, and further opportunities for independent study.
4. Examination of the current discussions of the responsibilities of liberal and vocational education.
5. Re-examination of basic courses to be required of all students.
6. Means of improving teaching effectiveness, etc.
7. Maintenance of rigorous standards for student performance.

### Procedure of the Study

A small faculty committee under the chairmanship of the Dean of the College is to be responsible for the major burden of the study. Tentative plans for the procedure are as follows:

1. Endeavoring to obtain the views of all members of the faculty on curricular matters by utilizing the following means:
  - a. Informal meetings of small groups of faculty members at the Dean's home.

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- b. Divisional faculty seminars.
  - c. Canvassing faculty opinion by means of questionnaires.
  - d. Informal meetings of each faculty member with a member of the curriculum committee.
2. Obtaining as much information and help from outside sources as possible. This phase of the work will take the following form:
    - a. Gathering and studying all the pertinent literature of the subject.
    - b. Sending appropriate faculty or committee members to summer institutes on higher education or to college campuses where recent curricular changes have been made.
    - c. Utilizing the services of both general educational consultants and special area consultants.
  3. Compiling and organizing all the information obtained.
  4. Analysis of all data with the purposes of arriving at a consensus.
  5. Using this consensus as the foundation for the building of a new program of studies - perhaps a pilot program in the department or division as a starting point.
  6. Presentation of the program or programs to the faculty for approval and possible adoption.

#### The Potential of the College

The opportunity before Lindenwood College argues persuasively for support of this study. Lindenwood is a successful institution with a challenging history. It is well established and the excellent management of its resources gives assurance that it will be here to serve the future.

This college must be loyal to its basic faith in the sovereignty of God, the integrity of the human mind, and the dignity of the individual human being. Loyalty to its commitment as a church-related institution obligates the College to pursue increasing excellence in the opportunities offered students in classroom and laboratory.

The leadership of the College has been greatly strengthened by the coming of Dean Donald M. Mackenzie, who will direct the study of the curriculum. Dean Mackenzie's long experience with the North Central Association of Universities and Colleges, as well as his previous experience as a Dean, qualify him for unusually effective achievement in this area.

February 19, 1962

What Are the Financial Needs for Undertaking the Proposed Study?

The proposed restudy of the curriculum will require funds for salaries, and services, and supplies as itemized below. The amounts set forth are, of course, estimates; as the study proceeds it may be necessary to adjust the amounts allocated to the several items. The College is financing the study during the second semester of the 1961-62 academic year. Although it is difficult at the present time to state exactly how long it will take to complete the study, it is hoped that it can be completed by the spring of 1964. The funds requested are for the academic years 1962-63 and 1963-64.

1. Salaries to provide released time of present faculty	\$11,000
2. Consultants	7,000
3. Faculty visits to other colleges, attendance at institutes and conferences	4,000
4. Secretarial help	2,000
5. Materials and office supplies	<u>1,000</u>
	<u>\$25,000</u>

Copies of this letter are enclosed for the Trustees of The Danforth Foundation.

Yours sincerely,

F. L. McCluer  
President

FLM:MY



LICENSE

THIS LICENSE, Made and entered into this 2<sup>nd</sup> day of March, 1962 by and between LINDENWOOD COLLEGE, A Missouri Corporation of St. Charles County, Missouri, hereinafter sometimes designated as "Licensor", and THE COUNTY OF ST. CHARLES, A political subdivision of the State of Missouri, hereinafter sometimes designated as "Licensee", WITNESSETH:

WHEREAS, Licensor owns and operates a certain 150 foot high water tower located on its College grounds in the City of St. Charles, Missouri, and

WHEREAS, Licensee desires to attach a VHF radio antenna together with associated equipment to Licensor's water tower for use in connection with Licensee's radio service operations in the St. Charles area which is to be connected with Licensee's central office equipment through leased wires to be furnished and maintained by the Southwestern Bell Telephone Company, and

WHEREAS, Licensor is willing, under conditions hereinafter stipulated, to permit the above mentioned equipment to be located on its property and the antenna attached to the top of said water tower.

NOW, THEREFORE, Grantor, for and in consideration of an annual rental of One Dollar (\$1.00) to be paid in advance by Licensee to Licensor, and of the conditions, covenants and provisions hereinafter set forth to be kept and performed by Licensee, does hereby authorize Licensee to install, maintain and operate said radio antenna and associated equipment consisting principally of the following facilities: (1) VHF Transmitting Receiving Antenna and Mount, to be located on the top of the tower; (2) approximately 150 feet of coaxial transmission line to connect antenna to the Base Station; (3) VHF Base Station Radio Transmitter-Receiver Assembly, to be mounted in outdoor type cabinet at the base of one of the tower legs; (4) essential electric and telephone wiring and metered service entrance equipment to be connected to the nearest available electric and telephone cable facilities on Licensor's premises, all of which facilities are to be located upon, under and across that portion of Licensor's property now occupied by Licensor's water tower. In further consideration of the foregoing, the Licensor also grants to The County of St. Charles the right and authority to install or erect necessary underground wires and appurtenances on and over its said property together with the right, on behalf of both Licensee and Southwestern Bell Telephone Company, of ingress and egress on and over Licensor's

property necessary for the installation of all of the above mentioned equipment and such regress as may be necessary for the maintenance, operation, removal and replacement of the same.

This License shall become effective March 5, 1962 and continue for a term of Five (5) years and thereafter until either party shall give unto the other notice of cancellation in writing. Such notice shall be mailed or delivered at least six months prior to the effective date of such cancellation.

The Licensee further covenants and agrees to make the proposed installation without cost to Licensor and without boring any holes in the framework of the water tower structure and without doing anything that will otherwise weaken said water tower structure; it being understood, however, that the support pipe for said antenna shall extend through the grating in the cat-walk and through the overhanging eaves of the roof as shown on drawing furnished by Licensee.

It is mutually understood that the rights herein granted to the Licensee and to the Southwestern Bell Telephone Company shall not be exercised in a manner that will damage Licensor's property or create a hazard to persons or property or interfere with Licensor's present use of said property.

Licensee, as part of the consideration of this License, agrees that it shall protect, idenmify and save harmless the Licensor from and against any and all loss or damage to the property of Licensor or of any other persons whomsoever and from any and all loss, damage or liability for injury to or death of any person or persons, and claims therefor, caused by, resulting from or arising out of the installation, operation and maintenance, reconstruction or renewal of Licensee's equipment and equipment of others appurtenant thereto which is herein authorized.

IN WITNESS WHEREOF, This License has been executed by the respective officers of the parties hereto.

LINDENWOOD COLLEGE - Licensor



(SEAL OF LINDENWOOD)

Howard Young  
President

ATTEST:

→ Wm. H. Armstrong  
Secretary

COUNTY OF ST. CHARLES - Licensee



A. J. Prochuk  
Presiding Judge

ATTEST:

Josephine Hake  
County Clerk

(SEAL)

(County of St. Charles)

State of Missouri }  
County of St. Charles } ss On this 2<sup>nd</sup> day of March, 1962  
before me appeared Howard Young, to me personally known, who being by me duly sworn, said

STATE OF MISSOURI }  
County of St. Charles } ss.

I, the undersigned, Recorder of Deeds for said County and State, do hereby certify that the foregoing and annexed instrument of writing was filed for record in my office on the 15<sup>th</sup> day of November A.D. 1962 at 1:50 o'clock P. M. and is truly recorded in book 382 Page 493

Witness my hand and official seal on the day and year aforesaid  
..... Marie Hauweter ..... Deputy Recorder of Deeds Ernst E. Paulk .....

My term expires Jan., 3, 1966



R. C. Cahoon  
Notary Public

**UNION ELECTRIC COMPANY**  
**315 NORTH TWELFTH BOULEVARD**  
**SAINT LOUIS 1, MISSOURI**

February 27, 1962

Mr. Robert Colson  
Business Manager  
Lindenwood College  
200 College Street  
St. Charles, Missouri

Dear Mr. Colson:

I have a letter from Mr. Charles W. Ruff, County Highway Engineer and Surveyor, dated February 26, 1962 with reference to the installation of a radio antenna on top of the Lindenwood College water tower in St. Charles, Missouri. Mr. Ruff has discussed this with us and we see no reason why this antenna should interfere with our regular operation which has been very satisfactory to date. Mr. Ruff has asked us to indicate to you our agreement to this installation.

We understand from our own analysis and that of the contractors with whom Mr. Ruff has worked, that there should be no interference to our frequency by reason of their frequency of 155.100 MC. We are confident that by the proper installation the contractor can eliminate any possible interference. With the understanding that he will so eliminate any interference to us, we are agreeable that the second antenna can be installed on the water tower.

By copy of this letter to Mr. Ruff, we request him to inform us when the installation is being made so that we can have a technician at the site at that time.

Yours very truly,

*L. A. Mollman*

L. A. Mollman  
Manager Power Supply

cc Mr. C. W. Ruff





OFFICE OF

*Charles W. Ruff*

*County Surveyor & Highway Engineer*

COURTHOUSE, ST. CHARLES, MO.

November 27, 1961

Mr. Robert Colson,  
Business Manager  
Lindenwood College  
St. Charles, Mo.

*Ra 4-7723*  
*→*  
*Ruff*  
*1-22-62*

Dear Mr. Colson:

This is to confirm our recent phone conversation requesting permission for the St. Charles County Highway Department to install a radio antenna on the Lindenwood College water tower.

The County Court is at this time studying the feasibility of installing a two-way radio system in some of our county equipment.

Our first thought was to install this antenna on the city water tower, but due to the number of antennas already in place there, we thought it would be better to ask your permission and that of the Board of Directors to use the Lindenwood tower.

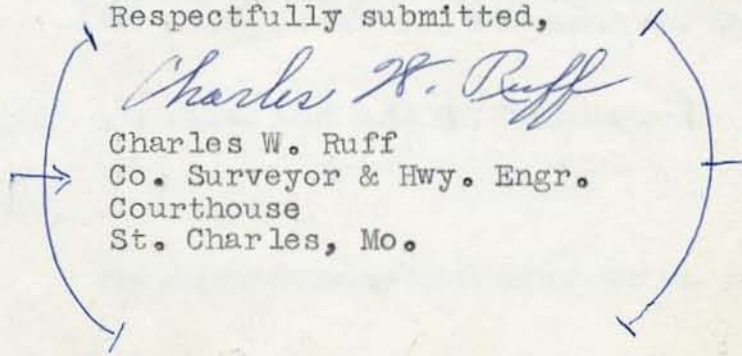
We are also of the understanding that if your permission were to be granted, that our installation of an aerial would in no way interfere with that of Union Electric's since their's is already installed there.

I would appreciate hearing from you at your earliest convenience.

Respectfully submitted,

*Charles W. Ruff*

Charles W. Ruff  
Co. Surveyor & Hwy. Engr.  
Courthouse  
St. Charles, Mo.



REPORT OF THE FINANCE COMMITTEE

March 2, 1962

The Finance Committee received the suggestion of the Buildings and Grounds Committee that they consider recommending a new dining room and kitchen building. After lengthy discussion the Finance Committee recommended that the College is not now in a position to borrow from endowment or from a bank the money that would be required to put up this new building. They also felt that we should not permanently locate such a building until the possibility of a coordinate institution for men had been further explored, since the dining facilities might be one area of cooperation. In the meantime, the Finance Committee suggests reconsideration of the Buildings and Grounds Committee to put in a quarry tile floor in the kitchen at the present location.

The Finance Committee approved the recommendation of the Buildings and Grounds Committee to raise the ceiling to \$7,000.00 for the addition to Eastlick Hall.

There was discussion of the proposal to increase rates for 1963-64 without a definite recommendation. The Committee asked the Administration to supply them with information. The Administration recommended to the Finance Committee that the base rate be \$2,000.00 for tuition, board, room, and health service. After discussion, the Administration was asked to present rates of similar institutions and to give consideration to the amount of the proposed increase.

The Finance Committee recommended that the faculty salary budget for the coming year be \$410,000.00.

MINUTES OF MEETING OF  
FINANCE COMMITTEE  
OF  
LINDENWOOD COLLEGE

St. Louis, Missouri

Pursuant to call by the Chairman, a meeting of the Finance Committee of Lindenwood College, St. Charles, Missouri, was held in the Washington Room, St. Louis Union Trust Company, St. Louis, Missouri, at 10:00 a.m., April 24, 1962.

The following members of the Finance Committee were present:

Admiral Souers  
Mr. Young  
Mr. Armstrong

Also present by invitation were Dr. Franc L. McCluer; Mr. Robert C. Colson; Mr. Behrens, Trust Officer of the St. Louis Union Trust Co.; and Mr. Wilkins, Trust Officer of Mercantile Trust Co.

The purpose of the meeting was to consider recommendations from the trust officers of the two trust companies for the sale and purchase of certain securities and to discuss with the trust officers the securities in the several funds.

Upon motion, made, duly seconded and carried, Mr. Behrens of the St. Louis Union Trust Company was authorized to complete the following transactions in accordance with his recommendations:

To Sell -

T.D. 45277 - General Fund - 400 shares Link Belt Co. Common Stock  
- 200 shares Pacific Gas & Electric Co. 5% Pfd.  
T.D. 45352 - Ford Foundation  
Accomplishment Fund - 100 shares Link Belt Co. Common Stock

To Purchase -

T.D. 45277 - General Fund - 500 shares International Harvester Co. Common  
T.D. 45352 - Ford Foundation  
Accomplishment Fund - 100 shares International Harvester Co. Common

The Finance Committee did not accept the recommendation of the St. Louis Union Trust Company to sell 23 shares Ralston-Purina Common Stock since this stock had recently been received from Mr. Raymond Rowland as a gift to the College for the Development Fund.

An analysis was made of the stock of a number of companies with a view to the sale of securities in order to make a substantial payment on the note at the Bank of St. Louis and to reimburse the Operating Account of Lindenwood College for advances made for the construction and furnishing of McCluer Hall. The St. Louis Union Trust Company was authorized to sell 1000 shares Sears Roebuck Co. Common Stock and 1000 shares Caterpillar Tractor Co. Common Stock. From the proceeds of the sale, the Operating Account of Lindenwood College is to be reimbursed in the amount of \$19,172.15 and as a capital investment, \$393.00 is to be paid to Lindenwood College for the National Defense Student Loan Fund, making a total of \$19,565.15; the balance of approximately \$100,000 to be paid on the loan principal to the Bank of St. Louis.

The trust officers reported the approximate current market price of the Endowment Funds of Lindenwood College as follows:

Mercantile Trust Co.	\$ 869,000
St. Louis Union Trust Co.	7,095,000

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Chairmen



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Bachelor MINUTES OF SPECIAL MEETING OF BOARD OF DIRECTORS  
OF  
LINDENWOOD FEMALE COLLEGE

St. Charles, Missouri  
May 26, 1962

A special meeting of the Board of Directors and Advisory Board of Lindenwood Female College was called by Mr. Howard I. Young, President of the Board of Directors, in the office of the President of the College the morning of May 26. The meeting was opened with prayer by Dr. Skinner. Those present were Mr. Young, Dr. Hickey, Mrs. Watkins, Mr. Studt, Mrs. Stockstrom, Mrs. Wright, Mr. Rowland, Dr. Skinner, Mr. Goodall and President McCluer.

Upon motion duly made, seconded and carried, the following candidates as listed below were approved for degrees. Those indicated by asterisk (\*) were approved subject to satisfactory completion of requirements.

Bachelor of Arts

\*Judith Ann Albers  
Nancy Lou Baker  
Beverly Anne Bohne  
\*Barbara Ann Boschert  
Gail Gibbs Carter  
Elizabeth Ann Cheadle  
Caroline Louise Drane (in absentia)  
Jeanne Ann DuLany  
Brenda Lynne Ebeling, cum laude  
\*Frances Dunn Farrell  
\*Frances Hammond  
Marian Imelda Harra  
Celeste Kay Heithecker  
\*Judith Eloise Keniston  
Prudence Elaine Keniston  
Hermina Klazina Lambrechtse  
Virginia Louise Leak, with highest honors in art  
Michaela Kay McKittrick  
Catherine Louise Morris  
Patricia Ann Morris  
Esther Joan Moulthrop  
Betty Tyree Osiek

Bachelor of Arts (Continued)

Elizabeth Ely Potter  
Marjorie Beth Purcell  
Hazel Alice Puronen  
Mary Lucille Records  
Mary Lou Reed  
Launa Lee Sturgess Robertson  
Emily Louise Hunter Ruppert  
Mari Anne Ryan  
Charlotte Elizabeth Saxe  
Martha Jeanne Skaer  
Judith Ann Autera  
Virginia Lea Terry  
Mary Elizabeth Thompson (in absentia)  
Mary Virginia Vanice  
Mary Margaret Warnecke

Bachelor of Science

Sandra Carol Allen  
Judith Anne Anderson  
Carol Jane Barnard  
Anne Lancaster Bloebaum  
Jean Bordeaux  
Mary Lynne Bryant  
Elizabeth Winston Clark  
Elizabeth E. Crane  
Sally Ann Davis  
\*Patsy Ann Dedmon  
Marjorie Kathleen Duerr  
Judith Ellen Esterly  
Jane Ann Eyler  
\*Barbara Hollenbeck Francis  
Mary Marjorie Gibson  
Robert Donald Hilliard  
Alma Ruth Jameton  
Carolyn Sue Jurgensen  
Connie Sau Ching Lo Ko (in absentia)  
Tanni Lee  
\*Linda Luane Lowry  
\*Alice Elaine Ludy  
Mary Ellen Hill Maune  
Mary Elinor Moehlenkamp  
\*Elizabeth Hunter Moore  
Patricia White Nelson  
Shirley Marie Ott  
Martha Imogene Radford  
Nancy Burnley Schmitz  
Lucille Florence Schweickhart  
\*Sally Jane Sicks  
\*Barbara Ann Siems

Bachelor of Science (Continued)

- Chiquita Loftis Smith
- \*Jean Hutson Talbert
- Margaret Melba Thiebes
- Margaret Turnbull
- Ann Elizabeth Wentker
- Sara Young

St. Charles, Missouri

Respectfully submitted,

*Arthur S. Goodall*  
m. y.

Arthur S. Goodall  
Acting Secretary

Admiral Sowers  
Mr. Young  
Mr. Dearmont

Also present by invitation were Dr. Franc L. McCluer and Mr. Robert G. Colson.

By motion made, duly seconded and carried, the following actions were taken:

1. The proposed budget for the 1962-1963 fiscal year as submitted by the administration of the college was approved and recommended to the Board of Directors of Lindenwood College.
2. The recommendation of the administration of the college was approved that the comprehensive rate for the 1963-1964 college year be set at \$2,000 for resident students and the tuition for day students increased to \$700.
3. The salary of President McCluer to be increased in the amount of \$2,000.

Chairman

*R. C. Colson*  
Secretary

MINUTES OF MEETING OF  
FINANCE COMMITTEE  
OF  
LINDENWOOD COLLEGE

St. Charles, Missouri

Pursuant to call by the Chairman, a meeting of the Finance Committee of Lindenwood College, St. Charles, Missouri, was held in the office of Admiral Souers, General American Life Insurance Company Building, St. Louis, Missouri, at 11:00 a.m., June 8, 1962.

The following members of the Finance Committee were present:

- Admiral Souers
- Mr. Young
- Mr. Dearmont

Also present by invitation were Dr. Franc L. McCluer and Mr. Robert C. Colson.

By motion made, duly seconded and carried, the following actions were taken:

1. The proposed budget for the 1962-1963 fiscal year as submitted by the administration of the college was approved and recommended to the Board of Directors of Lindenwood College.
2. The recommendation of the administration of the college was approved that the comprehensive rate for the 1963-1964 college year be set at \$2,000 for resident students and the tuition for day students increased to \$700.
3. The salary of President McCluer to be increased in the amount of \$2,000.

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Chairman

*R. C. Colson*  
\_\_\_\_\_  
Secretary

MINUTES OF MEETING OF BOARD OF DIRECTORS  
OF  
LINDENWOOD FEMALE COLLEGE

St. Louis, Missouri  
June 21, 1962

Pursuant to call and notice duly given each member of the Board of Directors and to the members of the Advisory Board, in accordance with the By-Laws, the annual spring meeting of the Board of Directors and of the Advisory Board of Lindenwood Female College was held at the Chase Hotel at 4:00 P.M. on June 21, 1962.

The following Directors and Members of the Advisory Board, being a quorum, were present:

Mr. Young	Mr. Mallow
Mr. Dearmont	Mrs. Watkins
Mr. Johnson	Mrs. Stockstrom
Mr. Studt	Dr. Sweazey
Mr. Hickey	Mr. Goodall
Dr. Skinner	Admiral Souers

Dr. Franc L. McCluer, President of the College, Mr. Charles Fritsche, a representative of General American Life Insurance Company, and Mr. Robert C. Colson, Business Manager of Lindenwood College, were also present.

Mr. Young, President of the Board of Directors, acted as Chairman of the meeting, and Mr. Colson acted as Secretary of the meeting.

The meeting was opened with prayer by Dr. McCluer.

On motion made, seconded and carried, the minutes of the meeting of the Board of Directors and of the Advisory Board held March 2, 1962, and the special meeting held in Dr. McCluer's office on May 26, 1962, were approved.

Admiral Souers submitted the proposed 1962-1963 college operating budget. He reported that this budget has been reviewed and approved by the Finance Committee at a meeting held on June 8, 1962, and moved its adoption by the Board of Directors. The motion was duly seconded and carried. A copy of the 1962-1963 budget is attached to the Minutes of this meeting. Admiral Souers reported that the Finance Committee

had voted to recommend that President McCluer's salary be increased in the amount of \$2,000. On motion by Admiral Souers, duly seconded and carried, President McCluer's annual salary was fixed at \$20,000 beginning with the 1962-1963 fiscal year.

As Chairman of the Audit Committee, Admiral Souers moved that the firm of Boyd, Franz and Company be retained to make the annual audit for the 1961-1962 fiscal year. The motion was duly seconded and carried.

Due to the absence of Mr. Raymond Rowland, Mr. Charles Fritsche of the General American Life Insurance Company was invited to make the report for the special committee on the retirement plan. A copy of the retirement plan and resolution as approved is attached to these Minutes. Mr. Mellow moved the adoption of the resolution and the motion was duly seconded and carried. Admiral Souers abstained from voting.

A motion was made by Mr. Dearmont to approve the suggestion that the President of the College be authorized to invite the President of the Alumnae Association to the annual spring Board meeting. The motion was seconded and carried.

President McCluer then presented his report to the Board. A copy of the report is attached to these Minutes. The report was accepted and the recommendations therein approved on motion.

Dr. Hickey, Chairman of the Faculty Committee of the Board of Directors, moved that President McCluer's recommendations for the appointment of the following members of the staff be approved:

Walker Edwards, Associate Professor in the Division of Social Sciences  
C. R. Keizer, Professor and Chairman of the Department of Chemistry  
John B. Little, Professor and Chairman of the Department of Music  
Nancy Turner Richardson, Instructor in the Department of English  
Peter L. Simpson, Assistant Professor in the Department of English

The motion was duly seconded and carried.

On motion made, duly seconded and carried, the comprehensive rate for resident students for the 1963-1964 college year was fixed at \$2,000.00 plus the Student Activity Fee of \$35.00, and the tuition for day students increased to \$700.00 plus the Student Activity Fee.

On motion by Dr. McDowell, seconded and carried, faculty tenure was changed from three to five years.

On motion made, seconded and carried, the Finance Committee was empowered to sell the farm in Holt County, Missouri, which came to the college from the ~~J. M. Jones~~ MAUDE JONES Garrett Estate.

On Mr. Bremen Van Bibber's death, the following resolution commending his dedicated service to the College was presented, and on motion duly made, seconded and carried, was adopted:

"In the death of Bremen Van Bibber, Lindenwood College has sustained the loss of a dedicated teacher, whose service to the College and to its students is beyond measure.

"Mr. Van Bibber became Chairman of the Department of Education at Lindenwood in 1951 after having served as teacher and as administrator in the public schools of Missouri. The growth in the number of students preparing for careers as teachers, the enthusiasm of the members of the Sibley Chapter of the Student National Education Association, composed of more than 200 students this last year, the development of the Teacher Education Council within the faculty, and accreditation by the National Council for the Accreditation of Teacher Education are indications of the competence with which Mr. Van Bibber did his work.

"The Board of Directors records its deep appreciation of his distinguished service. His whole-hearted devotion to his task, his courage to maintain his cheerful spontaneity in spite of suffering, his rigorous standards for his students, his high respect for his profession, and his deep loyalty to Lindenwood College and its purposes enabled him to give the institution a service that will live in the continuing strength of the College.

"The Board of Directors honors him for what he accomplished in the classroom and on the campus as friend, counselor, and teacher, for what he stood for in the church and in the community in which he lived, and for what he was - an earnest, dedicated, Christian man."

Dr. McCluer requested that he be authorized to grant a leave of absence to one member of the faculty during the 1963-1964 college year. On motion made, seconded and carried, Dr. McCluer's request was approved.

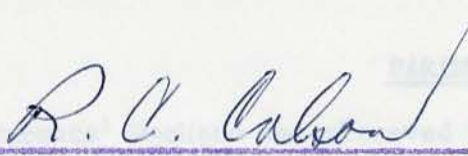
Mr. Goodall, Chairman of the Buildings and Grounds Committee, presented the report of his committee. The report of the Buildings and Grounds Committee was adopted and the administration of the college was authorized to proceed with the

work. Funds to cover the cost of the work is included in the operating budget for 1962-1963.

Mrs. Stockstrom reported for the Dormitory Committee on the recommendations of the College Administration and Dormitory Committee for the furnishing and decorating of the head resident's living room in Cobbs Hall, the guest room in McCluer Hall, and the recreation room in Irwin Hall. Also included in the report was a request that approximately \$2,000 be expended for furniture repair and re-upholstery in the Fine Arts Building parlor. Mrs. Stockstrom moved that the Board approve the action of the Administration of the College in including funds in the proposed 1962-1963 budget to provide the necessary furniture and furnishings. The motion was seconded and carried.

There being no further business, the meeting was adjourned with the benediction given by Dr. Sweazey.

Chairman

  
Secretary



REPORT  
of the  
PRESIDENT OF THE COLLEGE  
to the  
BOARD OF DIRECTORS  
of  
LINDENWOOD COLLEGE

June 21, 1962

It is a pleasure to make this report to the Board of Directors and Advisory Board of Lindenwood College.

COMMENCEMENT

The commencement exercises were held on Saturday, May 26. Seventy-five seniors, the largest in the history of the College, were honored at these exercises. Pauline Frederick delivered an eloquent, thought provoking address. The Reverend Dr. William A. Morrison, General Secretary of the Board of Christian Education of the United Presbyterian Church in the U.S.A., delivered the baccalaureate sermon Friday evening, May 25. Following baccalaureate there was a reception for seniors and their guests in Fellowship Hall.

PARENTS' WEEKEND

Parents' Weekend was observed May 4-6. Students presented Somerset Maugham's play "The Circle" Friday evening. Saturday morning students took their parents to meet their teachers and the administrative officers of the College in their offices. Open house was held in several departments of the College and many of them had interesting displays available. Luncheon for the fathers and men of the staff was held in Fellowship Hall, and for the mothers and the women members of the staff in the College dining room. A horse show was presented in the afternoon followed by open houses in the

dormitories and an Hawaiian Luau on the hill west of Niccolls and Cobbs in the evening. A worship service was held at the Lindenwood College Chapel Sunday morning with the Dean of the Chapel as the preacher.

The students themselves suggested that we make this a weekend to acquaint the parents with the College rather than a weekend of entertainment.

#### NATIONAL CHRISTIAN COLLEGE SUNDAY

On National Christian College Sunday the Dean of the Chapel and the President of the College were guest preachers in pulpits in the St. Louis area and approximately forty students participated in church services.

#### HONORS DAY

President Richard D. Weigle, of St. John's College, Annapolis, Maryland, was our speaker at the Honors Day program, May 3. Students who had won scholastic honors were recognized on this day.

While Dr. Weigle was here, we talked with him about the possibility of locating a second St. John's College on the 80 acres of our campus, and gave him an opportunity to meet members of the staff and to become acquainted with our facilities. He indicated that if we wished to pursue this matter, it should be presented to the fall meeting of his Board in 1962.

#### ALUMNAE ACTIVITY

The members of the Alumnae Council spent two days at the College recently. They planned the program for Alumnae Weekend in the fall, made plans to solicit alumnae for the Alice Parker Memorial Chair, and discussed the budget for alumnae activities. The Council has been successful in organizing clubs in Houston and Cleveland. Under the leadership of Mrs. K. K. Barton and

Mrs. Ander K. Orr we hope to secure larger alumnae support for the College this year.

#### ENROLLMENT PROSPECTS

Mr. Gerald Gifford, Director of Admissions, has proved to be an exceedingly valuable addition to the college staff. Although this is not a year in which there will be a substantial increase in the number of high school graduates, at this time our enrollment is well ahead of that in past years. Mr. Gifford has high standards for admission and we have turned down a great many more students than we have in past years. It appears that we shall have our dormitories filled for next fall.

#### CURRICULUM STUDY

During the year there has been a curriculum restudy program. In connection with our planning for the future, with the approval of the Long Range Planning Committee a faculty committee under the leadership of Dean Mackenzie is making a restudy of the curriculum in light of our purposes and current needs. The purpose of the study is not to "tinker" with the curriculum but to reconstruct it. All members of the faculty have been brought into the discussions. It is hoped that the study may be completed in two years. Explanation of this study is contained in the application to The Danforth Foundation for financial aid, copy of which was attached to the March report to the Board.

The Foundation has declined to approve a grant for this purpose, but commended the College for making the study. They regard it as the type of thing which a college should do for itself and have expressed interest in the future development of Lindenwood.

DEVELOPMENT PROGRAM

We feel that the literature and other mailings prepared by Mr. Doenges' office have set forth clearly and emphasized the needs of the College. Response to solicitation made through the mail and in visits made by Mr. Doenges and the President of the College have not at this point been great.

Total gifts received during the fiscal year for capital funds amount to \$17,018.17. Slightly more than 50% of this amount was received from members of the Board. Gifts to operating funds, including the support from the Board of Christian Education and the Synod of Missouri, total \$72,301.44. Gifts placed in reserve total \$6,630.27. \$3,761.00 of this amount is held in the reserve to be paid for the furniture in McCluer Hall, and the balance is distributed in several memorial funds which will be capital assets.

The most urgent need of the College is for a laboratory building. This matter has been given priority by the Long Range Planning Committee and by the Board of Directors. It will be difficult to over-estimate the urgency of this need. If we do not have a start on a laboratory building within a short time, we shall be handicapped greatly in attracting good students interested in the natural sciences. A copy of the petition made to the Monsanto Chemical Company, which is attached to this report, will justify the above statement.

Further emphasis of this need is seen in the enrollment for the coming year. Students take beginning <sup>biology</sup> ~~biology~~ in the freshman or ~~sophomore~~ <sup>sophomore</sup> years.

The increase in the number of returning sophomores who were not able to take this course in the freshman year leaves us with but fifty places for freshmen in this course next fall. The course is given in eight sections. There are but 24 desks available at any one time, and with the present staff

we are unable to give the course in beginning biology to more than 200 students. We are seeking every way we can to provide additional help, but we must have an adequate laboratory building in the very near future.

The installation of the language laboratory was completed a month before the close of college, and it has proved to be a great asset to the Modern Language Department, and will be of great use in the years to come. It was not provided from development funds, but it was one of the needs the Long Range Planning Committee emphasized.

We have a special petition before the Kellogg Foundation for the library and hope that \$10,000 will be received for the purchase of additional books.

A petition similar to that presented to Monsanto Chemical Company will be presented to other foundations this month.

The following is a memorandum from Mr. Doenges to members of the Board of Directors and the Advisory Board concerning procedures we hope the Board will follow in helping with solicitation of funds:

"Lindenwood College is seeking capital gift support from 630 selected business organizations in the St. Louis Metropolitan area. To excite their interest in Lindenwood, we have prepared 3 mailings and sent them to the executives of these 630 organizations, using auto-typed personal letters addressed to the executive heads together with specially prepared material for enclosures. These 3 mailings including enclosures are a part of this report. A compilation of the 630 business enterprises and the executives addressed is enclosed for the use of members of the Board.

"In these days when industrial financial support offers the chief hope for our colleges, that 'most significant bridge' between

industry and the colleges - the board of directors - must assume a role and a major responsibility. A member of our board can interpret to his fellow businessman the needs of this College and the ways in which business and industry can meet these needs. Our well informed board members can speak with conviction words similar to those used by a trustee of Yale when he said 'American business has a direct obligation to support the independent and privately endowed colleges and universities of this country to the limit of its financial ability and legal authority; and that unless it recognizes and meets this obligation it is not properly protecting the long-range interest of its stockholders, its employees, and its customers.' For more than 100 years Lindenwood has been a part of the educational resources of the St. Louis Metropolitan area, and during these years has been linked rather closely with St. Louis; and all of this time the College has served the St. Louis area effectively. Of the 32 graduates entering the teaching profession this coming fall, 17 are employed in the St. Louis area.

"We are not going to be very successful in our hunt for capital gifts simply by mailing out 3 letters. Each of these prospect names must be cultivated by calls setting forth the quality and the work of the College and tying in the responsibility of business to assist in financing higher education.

"Some of these business enterprises have developed charitable trust plans which permit the taking of maximum tax reductions in the good years of the business and accumulating tax-free funds for charitable and educational purposes so that giving to these causes can be leveled off for the lean years as well as the good ones. The most influential

people with these corporations are usually businessmen, board members of the university or college, urging action on the sponsored cause. Millions of dollars in total have been given to the universities in St. Louis by business concerns shown on our list, and with the right approaches we can be reasonably successful in raising a substantial amount through their corporate giving. Our board members can be specially effective in our corporate fund-raising work because they have better connections with officers and directors of corporations and with persons of wealth than anyone else associated with the College. Our board members are in an effective position to give assurance to the donor that the funds and affairs of the College are wisely managed.

"We call on our board members to help in the following ways:

"Our board members, with the personal connections, contacts, friendships, business and other relations with many of the companies and officers listed, can be helpful in suggesting how some of these prospects should be approached. Our board members should be the vital link between the prospect and the Lindenwood College development program, and through participation will play an important role. The way the 'door will be opened' to a discussion of Lindenwood College - its needs and support - will spell the success of the effort. The stature of the board members and their introduction (by personal or letter contact) will develop much needed interest in Lindenwood.

"The strategy is to avoid a 'no' and to build up and sustain interest in the Lindenwood story long enough for the prospect to become fully informed as to the college - its work, its needs,

and its future. It is in the area of building up and sustaining the interest that our board members can play important roles. Their personal contact and introduction will help to sustain interest and to create the desire to investigate. Substantial gifts are only made when the prospect has completely sold himself. In all such cases the donor wanted to be associated with the program. In reviewing the list, when the prospect's name 'rings a bell' (through personal connections, contacts, friendships, business associations and other relationships), the board member should suggest how such prospect should be handled.

Some suggested approaches:

1. Directly by board member.
2. Arrange appointments by letter or by phone preparing the way for Dr. McCluer or Mr. Doenges to call on the prospect.
3. Preliminary calls to be made by Dr. McCluer or Mr. Doenges using the board member's name in order to get the 'foot in the door'. Generally this is not enough of an introduction and when used, the member must be prepared to help actively on the follow through.
4. Either Dr. McCluer or Mr. Doenges will be prepared to accompany the board member on calls.
5. When the member writes introductory letters to be mailed in advance of calls by Dr. McCluer or Mr. Doenges and prefers college stationery for a better tie-in, the



College is prepared to type suggested letters for the member's signature and mailing.

"To merit corporate gifts, active personal participation by the board members is necessary to command attention and interest. While our effort is not a 'crash' program, it is important that each prospect be solicited as quickly as possible or we shall lose the influence of the literature with which the prospect has been supplied. It is important that each prospect be considered a challenge. In order to be successful on this program, Lindenwood must present its strongest appeal for interest and participation through influential working leadership by its board members to the listed prospects able and disposed to give.

"We want you to:

- a. Check carefully the attached list.
- b. Check off the names in which you are interested, and/or want to contact.
- c. Enlarge on background information for our files. In most cases our information consists of the name of the executive head, the corporate name, and the business address. Any additional background information will be helpful for our files and our future development program.
- d. Suggest approaches to the checked prospects.
- e. What can Dr. McCluer and Mr. Doenges do to help you?
- f. Indicate your preference to make the approach directly.

Balliet College	Balliet, Wisconsin	\$2,100
Beverington College	Beverington, Va.	2,950
Boys Merit College	Boys Merit, Pa.	2,453
Carleton College		2,100 \$2,250
DePaul College		2,250
Colorado Women's College		2,150
Duquesne University		2,200
Florida College		2,150
Franklin & Marshall College		2,200
Grinnell College		2,100
Harbert College		2,100
Hollins College		2,100
Kanva College		2,100
Knox College		2,100
Lake Erie College		2,100
Lake Forest College		2,100
Lawrence College		2,100
Lindenwood College		2,100
Macalister College		2,100
MacMurray College		2,100
Mary Baldwin College		2,100
Mills College		2,100
Mount Holyoke College		2,100
Northwestern Univ.		2,100
Charlia College		2,100
Peabody College		2,100
Principia College		2,100
Randolph-Macon Women's Coll.	Lynchburg, Va.	2,100
Sarah Lawrence College	Brownville, N. Y.	2,010

"The list fastened in the black cover is for your records. The stapled one is for the purpose of making notations and returning to the College. This will enable us to check back with you if other board members are interested in the same name. When this happens, those interested will be contacted to determine strategy."

INCREASE IN RATES FOR 1963-64

A comparison of the rates being charged by Lindenwood College with those being charged by similar institutions was submitted to the Board at the March meeting and is repeated below:

<u>College</u>	<u>Location</u>	<u>1961-1962</u>	<u>1962-63</u>
Beliot College	Beliot, Wisconsin	\$2,100	
Bennington College	Bennington, Vt.	2,950	
Bryn Mawr College	Bryn Mawr, Pa.	2,455	
Carleton College	Northfield, Minn.	2,100	\$2,250
Chatham College	Pittsburgh, Pa.	2,290	
Colorado Women's College	Denver, Colo.	2,200	2,225
Denison University	Granville, Ohio	2,070	2,070
Elmira College	Elmira, N. Y.	2,135	
Franklin & Marshall College	Lancaster, Pa.	2,200	
Grinnell College	Grinnell, Iowa	2,075	2,210
Hobart College	Geneva, N. Y.	2,230	
Hollins College	Hollins College, Va.	2,330	2,600
Kenyon College	Gambier, Ohio	2,130	
Knox College	Galesburg, Ill.	2,200	2,350
Lake Erie College	Painesville, Ohio	2,200	2,200
Lake Forest College	Lake Forest, Ill.	2,000	2,160
Lawrence College	Appleton, Wisconsin	2,000	
Lindenwood College	St. Charles, Mo.	1,800	1,800
Macalester College	St. Paul, Minn.	1,500	1,640
MacMurray College	Jacksonville, Ill.	1,850	2,100
Mary Baldwin College	Staunton, Va.	2,000	
Mills College	Oakland, Calif.	2,300	
Mount Holyoke College	S. Hadley, Mass.	2,500	
Northwestern Univ.	Evanston, Ill.	2,753	
Oberlin College	Oberlin, Ohio	2,030	
Pembroke College	Providence, R. I.	2,300	
Principia College	Elsah, Ill.	2,446	
Randolph-Macon Woman's Col.	Lynchburg, Va.	2,150	
Sarah Lawrence College	Bronxville, N. Y.	2,810	

Skidmore College	Saratoga Springs, N. Y.	2,350	
Smith College	Northampton, Mass.	2,512	
Swarthmore College	Swarthmore, Pa.	2,300	
Sweet Briar College	Sweet Briar, Va.	2,400	
Washington University	St. Louis, Mo.	2,000	
Wellesley College	Wellesley, Mass.	2,500	
Western College for Women	Oxford, Ohio	2,200	2,200
Wheaton College	Norton, Mass.	2,500	2,650

We have discussed this matter repeatedly with the Long Range Planning Committee and with the administrative officers of the College. They all believe that it would be good business and good public relations to increase the base rate to \$2,000 plus \$32.00 student activity fee for 1963-64. This would increase the income by \$128,000. This would enable us to increase our grants-in-aid so that we would not eliminate the students who cannot pay the full amount, and have an added income for additional expenditures of at least \$100,000.

We also discussed the possibility of increasing the tuition for day students from \$460.00 to \$700.00. This would be substantially less than we are charging resident students and substantially less than other institutions are charging day students for tuition.

#### THE STATEMENT ON THE CHURCH AND THE COLLEGE

The statement on the Church and the College, approved at General Assembly in May, 1961, has been the subject of discussion and study among the Presbyterian related colleges. The Synod of Missouri has set up a special committee to study this report and to review the work of the Presbyterian Colleges in Missouri.

The Presidents of Lafayette College, Hastings College and Lindenwood College have been appointed by the Nexus Committee, of the Presbyterian College Union, to draw up a Set of Standards to be presented to the

Counseling Committee of the Division of Higher Education of the Board of Christian Education in October with the hope that a brief Set of Standards may be submitted to General Assembly next year.

#### RECOMMENDATIONS

It is recommended that the following new appointments to the faculty, subject to approval of the Faculty Committee, be approved:

Walker Edwards, Associate Professor in the Division of Social Sciences, at an annual salary of \$7,500.00. A.B., University of Denver; A.M., Stanford University; graduate study towards Ph.D., University of Colorado.

C. R. Keizer, Professor and Chairman of the Department of Chemistry, at an annual salary of \$10,000.00. A.B., Hope College; M.S., Ph.D., University of Illinois. To replace Dr. Helen Bedon.

John B. Little, Professor and Chairman of the Department of Music, at an annual salary of \$9,000.00. B.Mus., Southern Methodist University; M.M., and graduate work on Ph.D. at Eastman School of Music. To replace Dr. Kenneth Kincheloe.

Nancy Turner Richardson, Instructor in the Department to English, at an annual salary of \$5,600.00. A.B., Wellesley College; thesis pending for M.A. degree in English Literature from Washington University. To replace Mrs. Phyllis Rice.

Peter L. Simpson, Assistant Professor in the Department of English, at an annual salary of \$6,000.00. B.S., M.A., St. Louis University. To replace Mrs. Mary Christianson.

The Administration joins the Finance Committee of the Board in recommending adoption of the proposed budget.

The Administration joins in the recommendations of the Buildings and Grounds Committee and the Committee on Dormitories.

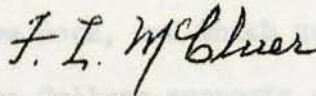
The College has not been in a position to set up a program providing for leaves of absence, or what is commonly known as a "Sabbatical leave plan".

It is recommended that we announce to the faculty in the year 1964-65 we shall

June 21, 1962

include in the operating income a sum equal to one-half of that of a professor who may be granted a leave, plus \$1,000 to be granted to a member of the faculty over 60, the beneficiaries of these grants to be recommended by the Dean and the President in accordance with the provisions of the policy presented for consideration last year. Copy of that policy is attached to this report.

Respectfully submitted,



F. L. McCLUER  
President of the College

Encs.

1. Purpose. The purpose of the sabbatical leave is to provide the faculty member with an opportunity to engage in study, travel, and rest without those pressures which accompany his regular teaching responsibilities. The leave of absence is not to be viewed primarily as a reward for having served a period of time at the College, although it is granted as a consequence of such service. Rather, it is an opportunity to refresh one's self intellectually and spiritually to bring one's self up-to-date through reading and study in areas where the daily pressures of the classroom have not permitted systematic and sustained attack on this perennial problem of the academic man to initiate or complete a piece of scholarly work germane to one's professional interests or otherwise to seek professional stimulation. It provides the opportunity to renew one's self so that he may return to the College refreshed and better able to contribute to the maintenance of a vigorous intellectual climate on the campus.

Although a plan for leaves of absence with pay should not be considered a luxury, it should be recognized that such leaves are expensive and that they place additional demands on the relatively limited funds available for the

## A SUGGESTED STATEMENT OF POLICY RELATIVE TO LEAVES OF ABSENCE

Lindenwood College believes that in order to maintain an instructional program of excellence, it is essential that the members of the instructional staff be provided with the facilities and conditions of service which will enable them to render their professional services most effectively. Among those benefits of greatest worth in promoting the professional growth of the instructor is the opportunity to spend time periodically in pursuits which sharpen his insights, which give him fresh perspectives on his own work, and which generally replenish his intellectual resources. To this end the College supports a program of sabbatical leaves as follows:

1. Purpose. The purpose of the sabbatical leave is to provide the faculty member with an opportunity to engage in study, travel, and rest without those pressures which accompany his regular teaching responsibilities. The leave of absence is not to be viewed primarily as a reward for having served a period of time at the College, although it is granted as a consequence of such service. Rather, it is an opportunity to refresh one's self intellectually and spiritually to bring one's self up-to-date through reading and study in areas where the daily pressures of the classroom have not permitted systematic and sustained attack on this perennial problem of the academic man to initiate or complete a piece of scholarly work germane to one's professional interests or otherwise to seek professional stimulation. It provides the opportunity to renew one's self so that he may return to the College refreshed and better able to contribute to the maintenance of a vigorous intellectual climate on the campus.

Although a plan for leaves of absence with pay should not be considered a luxury, it should be recognized that such leaves are expensive and that they place additional demands on the relatively limited funds available for the

support of the program of the College. The faculty member acknowledges his obligation to use the leave in a manner designed to make the maximum contribution to the improvement of his professional confidence.

2. Eligibility. All full-time members of the teaching faculty on tenure are eligible to participate in the sabbatical leave program. In cases in which the faculty member held a part-time appointment at the College, prior to his receiving a full-time appointment, the period of part-time service will be equated to a full-time basis.

3. Types of Plans Available. The following plans are available under this leave of absence policy:

a. After six years of service, the faculty member may be granted:

1. A semester's leave of absence at full salary.

2. A year's leave of absence at half salary.

b. After nine years of service, the faculty member may be granted a year's leave of absence at three-quarters salary.

c. In certain exceptional cases, a semester's or a year's leave of absence with full salary may be granted without regard to the period of service. Such leaves would be granted only to permit the undertaking of a project which has unusual professional significance and which cannot be delayed.

4. Provisions of the Leave of Absence Policy.

a. The faculty member availing himself of a leave of absence agrees to return to the College for at least one year following his leave.

b. Generally, the faculty member on leave will not engage in remunerative employment. Exceptions to this rule, however, may be made in cases that clearly indicate the purpose of the leave of absence plan is not being violated.

c. It is expected that the number of leaves granted in any one year will not exceed two, although exception to this policy may be made. Not more than one member of a department may be on leave during a given semester.

d. When an individual becomes eligible for a leave of absence, he may decline to take it that year should his own or departmental circumstances make it unwise for him to accept. In such cases he will be given first consideration the following year.

- e. During the period of leave, the faculty member will participate in any salary increases to which he would be entitled were he in residence, as well as in retirement, social security, and other benefits to which he is entitled.
- f. The order of granting the leaves of absence will be based on seniority. In the early years of the operation of the plan a large number of persons will be eligible; it will obviously not be possible to grant a leave to every one who is eligible. The College will endeavor to grant at least one, and as many more as financial and other circumstances permit each year until a normal situation exists.

4. Procedure to be followed. The faculty member eligible to receive a leave of absence will present to the Dean of the College an outline in writing of the manner in which he wishes to use his leave. The plan must give evidence of fulfilling the purpose of the leave of absence policy and indicate that the faculty member has carefully thought through how he wishes to use his time. This statement must be submitted by November 1st of the year prior to the year in which he wishes to take his leave.

#### A NOTE ON AN ADDITIONAL LEAVE OF ABSENCE PLAN

Eleven members of the faculty will be 60 years of age or older during 1961-62. Most persons in this group are unlikely to wish to undertake research or other professional pursuits ordinarily expected of those on leave. We have felt that a summer abroad would refresh them and help to revitalize them for their remaining years of service, and if the College is in a position to do it, we would be justified in making a grant of \$1,000 to each of them within the next five years.

(Ten members of the faculty will be 60 years of age or older during 1962-63.)



June 6, 1962

Mr. Arthur S. Goodall  
220 North Fourth Street  
St. Louis, Missouri

Dear Arthur:

Enclosed is a list of the work which the administration of the college recommended to the Buildings and Grounds Committee of the Board of Directors on April 28, 1962. These items received the approval of the Buildings and Grounds Committee and have been included in the appropriate places in the proposed budget for 1962-1963, except where otherwise noted.

I am sorry that it will not be possible for me to be present at the meeting of the Board of Directors on June 15, so if you have any questions in regard to this list, please call me before Friday afternoon of this week.

Yours sincerely,

R. C. Colson  
Business Manager

RCC:amw  
Encl.

Roemer Hall - Cover floors of classrooms and faculty offices with resilient type floor covering on the main floor only. The recommendation and approval included the entire second floor in addition; however, the amount involved for doing the second floor has been omitted from the budget.

Furniture and furnishings for classrooms and offices. Approval was given for an expenditure up to \$20,000 with the provision that this amount might be placed in the budget if possible. The proposed budget does not include the refurnishing of the classrooms and offices in Roemer Hall.

Biology Laboratory Partition. Estimated cost - \$1,000. This provides for two Biology Laboratories in an area now occupied by one very large laboratory.

Business Office Alteration. Estimated Cost \$1,400.

Ayres Hall  
Kitchen

- Install quarry tile floor and ceramic tile wainscoat. Firm proposal in the amount of \$16,900 has been received from Robert R. Wright, Inc. This amount will be reduced by reducing the height of the wainscoat from 6' to 4'6".

Fine Arts  
Building

- Remodel wall cabinets to provide additional and larger storage facilities. Estimated Cost \$800 - \$1,000.

## RESOLUTION

RESOLVED: A retirement plan for Lindenwood College is hereby established to be available to all regular, full time employees of the Administrative and Instructional Staff upon the following terms and conditions:

### 1. ELIGIBILITY

All full time employees of the Administrative and Instructional Staff shall be eligible to become a member of the Plan on the anniversary date of the Plan following the completion of three years of continuous service or at the discretion of the College.

### 2. PARTICIPATION

Any eligible employee with three or more years of service as of September 1, 1962 who declines to participate in the Plan shall sign a form which shall release Lindenwood College of any liability for retirement benefits in future years.

Current employees who are completing the eligibility service period of three years as well as employees who are employed on and after September 1, 1962 will be required to become a member of the Plan.

Eligible employees who were employed under an arrangement whereby their existing retirement policy would be continued shall be given an opportunity to continue those policies or to discontinue those policies and become a participant in the new Plan.

### 3. NORMAL RETIREMENT AGE

The normal retirement age for participants age 55 and under on the date of their entry into the Plan shall be age 65. By special vote of the Board of Directors extension of full time active service of teachers and administrative officers beyond the normal retirement age may be made for definite periods; but no such extension shall postpone retirement beyond the anniversary date of the Plan in which age 70 is attained.

### 4. RETIREMENT BENEFIT

Each participant in the Plan will receive a monthly retirement benefit at the normal retirement age equal to:

- (a) A retirement benefit credit of one-half percent (1/2%) of salary for each year of service from September 1, 1946 or from September 1 of the year of employment, if later, up to September 1, 1962.

- (b) A retirement benefit credit of three-quarters percent (3/4%) of salary for each year of service from September 1, 1962 or from September 1 of the year of entry into the Plan up to attainment of normal retirement age.
- (c) Eligible employees who, on September 1, 1962, are age 60 and over will be retired upon attainment of their normal retirement age and will receive their monthly retirement benefit direct from Lindenwood College. Employees in this group will not be eligible for the life insurance benefit.
- (d) Eligible employees who are between age 56 and age 59 inclusive on September 1, 1962 will be eligible for a life insurance benefit up to attainment of normal retirement age and will receive their monthly retirement benefit direct from Lindenwood College.
- (e) Eligible employees who are age 55 and under on September 1, 1962 will be eligible for a life insurance benefit and will receive their monthly retirement benefit from General American Life Insurance Company.

## 5. CONTRIBUTIONS

Each participant in the retirement Plan will contribute 5% of his or her regular monthly compensation, projected on a twelve month salary basis. The remaining cost of the Plan will be paid by Lindenwood College.

## 6. CONTRACTS

Special retirement policies which provide a death benefit prior to attainment of normal retirement age equal to \$1,000 for each \$10.00 of monthly income shall be purchased by the Trustee for participants who are age 59 and under on the date of their entry into the Plan.

These policies will be purchased and owned by the designated Trustee of the Plan.

A feature of the Plan is that special individual Ordinary Life pension policies and "Certificates Of Participation" are issued on the life of each participant of the Plan.

The funding of benefits provided by the Plan is based on a combination of:

- (a) A special Ordinary Life pension policy which will provide a life insurance death benefit up to the normal retirement age, and,
- (b) A separate Auxiliary Conversion Fund Account which will be placed with General American Life Insurance Company, will be used to accumulate funds to be applied under the Special Retirement Income Benefit provision of the Ordinary Life pension policy at normal retirement age to provide 100% of the retirement income benefit.

When the Auxiliary Conversion Fund Account is placed with General American Life Insurance Company it will be merged with the other assets of General American Life Insurance Company. Two and one-half percent (2.5%) interest will be guaranteed to retirement date. At this time, General American Life Insurance Company is paying 4% interest on its Auxiliary Conversion Fund Accounts.

Reversions to the Auxiliary Conversion Fund arising out of termination of employment or death of a participant are taken into account in determining subsequent contributions to the Auxiliary Conversion Fund Account.

No actuarial fees are charged for the annual evaluation of the Auxiliary Conversion Fund Account nor are any fees assessed for the handling of this account.

In using this method, a guaranteed rate for all annuities needed at this time is established, and interest is also guaranteed on the fund to retirement date. If a more favorable annuity rate is in effect at the time a withdrawal is made from the Auxiliary Conversion Fund Account, the more favorable annuity rate will apply.

In event of a subsequent increase, or increases in compensation which, by application of the retirement benefit formula would increase the monthly benefit by at least \$10, an additional policy may be purchased on the next anniversary date of the Plan.

In event of a decrease, or decreases in compensation which, by application of the retirement benefit formula would reduce the monthly benefit by at least \$10, an appropriate adjustment shall be made on the anniversary date of the Plan following the decrease in compensation.

7. TERMINATION OF EMPLOYMENT

Life Insurance Policy. If a participant terminates employment voluntarily or involuntarily under this type of plan, the life insurance policy on his life is normally transferred to him free and clear of the Trust.

Auxiliary Conversion Fund Account. The participant has no interest in any sums in the Auxiliary Conversion Fund Account.

8. DEATH BENEFIT BEFORE NORMAL RETIREMENT AGE

If the participant should die before attaining normal retirement age, the death benefit would be as follows:

- (a) If insurable at standard rates or at substandard rates where the necessary extra premium has been paid, there will be a life insurance death benefit of \$1,000 for each \$10 of monthly retirement benefit.
- (b) If uninsurable, or insurable at a substandard rate and the extra premium is not paid, and an Annuity policy has been issued, the death benefit will be the sum of annual premiums paid, or the cash value of the Annuity policy, whichever is the larger.

9. ADMINISTRATIVE DETAILS

Effective Date and Anniversary Date. The effective date of the proposed plan will be September 1, 1962.

The anniversary date in each succeeding year will be September 1.

In the first year, eligibility of employees to become participants will be determined by the effective date of the plan. The eligibility of employees to become participants in future years will be determined on each anniversary date of the plan.

Adjustments in pension benefits will be made as of the anniversary date each year and ages are taken to the nearest birthday on said anniversary date.

All policies will be dated as of the effective date or anniversary date, and premiums will become due on the same date each year.

12. Beneficiaries. Each participant has the right to nominate the beneficiary to receive any payments under his policy upon his death.

Ownership Of Policies. For this type of pension plan to qualify with the Treasury Department, a Trust must be established. This requires an agreement between the Employer and a Trustee. The Trustee owns all policies and handles all funds for the benefit of the participants. A corporate Trustee may be used or individuals may be more appropriate in a particular case.

Administration Of Plan. This is handled by the Trustee in accordance with instructions which are contained in the Trust Agreement between the Employer and the Trustee.

#### 10. PLAN FOR EXCLUSIVE BENEFIT OF EMPLOYEES

In order for the Plan to qualify for Treasury Department approval, it must be impossible for the contributions of the Employer to revert to the Employer or to be used for any purpose other than the benefit of the participants.

#### 11. PRESENT GENERAL AMERICAN LIFE ANNUITY POLICIES

Employees of Lindenwood College who now hold Annuity policies under the present plan enjoy the privilege of electing one of the following options due to termination of the present plan;

- (a) They could assume payment of the full amount of the present premium and thereby maintain their Annuity policies on their present basis, or
- (b) They could elect to continue only their present share of the premium, taking a Paid-Up Annuity on that part of the present policy which is not paid for by contributions of Lindenwood College, or
- (c) They could take a fully Paid-Up Annuity of a reduced amount and cease making future premium payments altogether, or
- (d) They could surrender the Annuity policy for the full amount of its cash value. This action would result in the entire cash sum arising from the contributions made by Lindenwood College to become taxable income to the employee.

12. LEAVE OF ABSENCE

During leave of absence on full pay, partial pay, or without pay, Lindenwood College will contribute contributions to monthly premiums on the basis of full salary, providing the participant does likewise.

13. AMENDMENT

Lindenwood College reserves the right to modify or discontinue this Plan at any time upon sixty days notice in writing to the Trustee and to General American Life Insurance Company.

of the  
RETIREMENT PLAN

Administrative and Instructional Staff

LINDENWOOD COLLEGE

As Approved By The Board of Directors of Lindenwood College

September 1, 1962



LINDENWOOD COLLEGE  
Administrative and Instructional Staff

September 1, 1962

Office of the President

To Administrative and Instructional Staff:

An Outline

Lindenwood College has always been concerned with the welfare and future security of Administrative and Instructional Staff. In an effort to improve on the retirement plan made available in 1946, the Board of Directors formally adopted a **RETIREMENT PLAN** for your benefit at its meeting June 21, 1962.

Briefly stated, this new Plan will ensure each participating employee a retirement benefit beginning at the normal retirement age and payable during lifetime. The amount of the retirement benefit will be based on years of service. **Administrative and Instructional Staff** new Plan are in addition to Social Security benefits.

The brochure which accompanies this letter explains the principal provisions, benefits, cost and the administrative features of this new Plan.

Participation in the Plan is optional. It is offered to you with the knowledge that it is your financial independence.

As Approved By The Board Of Directors Of Lindenwood College

Very sincerely,



A. L. McCluer  
President

September 1, 1962

LINDENWOOD COLLEGE  
SAINT CHARLES, MISSOURI

September 1, 1962

Office of the President

To Administrative and Instructional Staff:

Lindenwood College has always been concerned with the welfare and future security of Administrative and Instructional Staff. In an effort to improve on the retirement plan made available in 1946, the Board of Directors formally adopted a Retirement Trust Plan for your benefit at its meeting June 21, 1962.

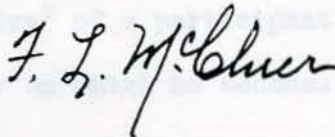
Briefly stated, this new Plan will assure each participating employee a retirement benefit beginning at the normal retirement age and payable during lifetime. The amount of the retirement benefit will be based on years of service and salary. Benefits provided by this new Plan are in addition to Social Security Benefits.

The brochure which accompanies this letter explains the principal provisions, benefits, cost and the administrative features of this new Plan.

Participation in the Plan is not compulsory, but it is offered to you with the knowledge that it will help assure you financial independence.

We sincerely hope that all eligible employees will avail themselves of the benefits of this new Plan.

Yours sincerely,



F. L. McCluer  
President

ELIGIBLE EMPLOYEES

All full-time employees of the Administrative and Instructional Staff shall be eligible to become a member of the Plan on the

DEFINITIONS OF TERMS

AGE

Shall mean the age at nearest birthday.

ANNIVERSARY DATE

September 1, of each calendar year.

BENEFICIARY

The person or persons entitled to receive any amount payable upon the death of a participant who dies prior to his normal retirement age.

COMPENSATION

The regular monthly compensation projected on a twelve month salary basis excluding any extra compensation.

DATE OF ENTRY

Shall mean September 1, 1962, and each anniversary of such date. The "date of entry" of a participant shall mean September 1 of the year on which he becomes or became a participant.

ELIGIBLE EMPLOYEE

All full-time employees of the Administrative and Instructional Staff shall be eligible to become a member of the Plan on the

anniversary date of the Plan following the completion of three years of continuous service with Lindenwood College or at the discretion of the College.

#### EMPLOYEE

A member of the Administrative and Instructional Staff.

#### EMPLOYER

Board of Directors of Lindenwood College

#### HE - HIS

Includes both male and female.

#### INSURANCE COMPANY

General American Life Insurance Company

#### NORMAL RETIREMENT AGE

Normal retirement age shall be 65. Participants will retire on September 1, of the year nearest their 65th birthday.

Those retained beyond this age by action of the Board of Directors may be continued in the Plan year by year.

#### PARTICIPANT

An eligible employee who becomes a party to the Retirement Plan.

#### PENSION TRUSTEES

Dr. Franc L. McCluer, Robert C. Colson, or their successors.

## TRUST AGREEMENT

The legal document which contains and specifies the terms and conditions under which the Plan will operate.

The primary purpose of the Plan is to provide a guaranteed income after retirement for each employee who participates in the Plan, and to assist in providing a benefit for his dependents in event of his death before retirement. Benefits provided by this Plan are in addition to Social Security Benefits.

### EFFECTIVE DATE OF PLAN

The Plan became effective on September 1, 1962. The "Anniversary Date" of the Effective Date is September 1, of each calendar year.

### WHO MAY JOIN PLAN

Any full-time employee of the Administrative and Instructional Staff shall be eligible to become a participant in the Plan on September 1 of the year which follows completion of three years of continuous service with the College, or on September 1 of the year in which the employee is made eligible at the discretion of the College. For this purpose, a staff member employed on or before December 1 of any year will be considered to have been employed on September 1 of that year.

### HOW TO JOIN PLAN

To become a participant under the Plan, eligible employees fill out forms which are provided by the Trustee. These forms are

THE LINDENWOOD COLLEGE RETIREMENT PLAN

PURPOSE OF PLAN

The primary purpose of the Plan is to provide a guaranteed income after retirement for each employee who participates in the Plan, and to assist in providing a benefit for his dependents in event of his death before retirement. Benefits provided by this Plan are in addition to Social Security Benefits.

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Any full-time employee of the Administrative and Instructional Staff shall be eligible to become a participant in the Plan on September 1 of the year which follows completion of three years of continuous service with the College, or on September 1 of the year in which the employee is made eligible at the discretion of the College. For this purpose, a staff member employed on or before December 1 of any year will be considered to have been employed on September 1 of that year.

HOW TO JOIN PLAN

To become a participant under the Plan, eligible employees fill out forms which are provided by the Trustee. These forms are

considered as an acceptance of the terms of the Plan. In some cases, a participant may be required to undergo a medical examination in order to receive life insurance. Unless an exception is made by Lindenwood College, participation in the Plan is mandatory.

#### NORMAL RETIREMENT AGE

The normal retirement age shall be age 65.

By special vote of the Board of Directors an extension of full time active service of participants beyond the normal retirement age may be made for definite periods; but no such extension shall postpone retirement beyond the Anniversary Date of the Plan in the year in which age 70 is attained. By special vote of the Board of Directors, an extension of service of administrative officers beyond age 70 may be made.

All retirements will take place on the September 1 Anniversary Date of the Plan nearest the normal retirement age of the participant. With approval of Lindenwood College a participant may retire prior to his normal retirement age. The amount of the monthly retirement benefit will be based on the number of years the participant has been under the Plan.

#### HOW THE RETIREMENT BENEFIT IS DETERMINED

The monthly income benefit upon attainment of normal retirement age will be based on a predetermined percentage of basic monthly salary which shall be determined by:

$1/2\%$  of basic monthly salary for each year  
of service from September 1, 1946, or from  
September 1 of the year of employment, if  
later, up to the date of entry into the Plan.  
- plus -  
 $3/4\%$  of basic monthly salary for each year  
of service from the date of entry into the  
Plan up to attainment of normal retirement  
age.

The total percentage of service credit established for a participant on the date of his entry into the Plan shall be "frozen" and applied in connection with all future salary increases or decreases in determining any increased or decreased amount of retirement benefit.

Example:

A faculty member, age 30, employed September 1, 1962 - annual salary, \$5,400.

The date of entry into the Plan for this faculty member would be September 1, 1965, after completion of three years of service.

This employee would have three full years of service prior to his entry into the Plan (age 30 to age 33) and 32 full years of prospective service (age 33 to age 65) until his normal retirement date. The retirement benefit for this faculty member would be determined as follows:



3 years of past service	x	1/2%	=	1.50%
32 years of future service	x	3/4%	=	<u>24.00%</u>
Total Service Credit Percentage				25.50%*

Monthly salary on date of entry into Plan		\$450.00
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Multiplied by Total Service Credit Percentage		<u>x 25.50%</u>
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Monthly retirement benefit at age 65		\$114.75
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Estimated Social Security Benefit		<u>127.00</u>
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Combined Monthly Retirement Benefit		\$241.75
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\* This percentage will always be applied to future salary increases for this employee to determine increased amounts of retirement benefit, or salary decreases and decreased amounts as the case may be.

Eligible employees who are age 60 and over on the date of their entry into the Plan will receive their monthly retirement benefit payments direct from Lindenwood College.

Eligible employees who are between age 56 and age 59 inclusive on the date of their entry into the Plan will receive their monthly retirement benefit payments direct from Lindenwood College.

Eligible employees who are age 55 and under on the date of their entry into the Plan will receive their monthly retirement benefit payments direct from the insurance company.

## INCREASES OR DECREASES IN COMPENSATION

The amount of retirement benefit provided when an employee becomes a participant will be based on his basic monthly salary at that time. Increases in benefits will be effected when the total service credit percentage established by the retirement benefit formula (described under "HOW THE RETIREMENT BENEFIT IS DETERMINED," Page 6) applied to any increase in salary, produces a resulting increase in retirement benefit amounting to \$10.00 per month or more. Decreases, if any, will be applied in the same manner.

## BASIC AND OPTIONAL RETIREMENT BENEFITS

The basic retirement option assures a stipulated monthly income benefit which is guaranteed throughout the participant's lifetime but ceasing upon death. A participant may, at retirement date, select other methods of payment. The amount of payment will vary depending on the option selected, but it will be the mathematical equivalent of the basic option. Alternate retirement options outlined below are illustrated for a male employee retiring at age 65, entitled to a retirement benefit of \$100 a month under the basic option.

Benefits shown are based on options contained in policies issued on September 1, 1962.

Option 1. \$82.53 a month for life, with the provision that if the retired employee dies before the sum of monthly retirement payments are equal

to the maturity value of the amount credited to his account at the normal retirement date, monthly payments of the same amount, \$82.53, will be continued to his beneficiary until the total of all payments (retired member and beneficiary combined) equals the value of the amount credited to his account at retirement date; or

Option 2. \$91.19 a month for life, with the provision that if the retired employee dies before receiving 120 monthly income payments, income payments of the same amount, \$91.19, will be continued to his beneficiary until a total of 120 payments (retired member and beneficiary combined) have been made; or

Option 3. \$72.40 a month during the joint lifetime of the employee and his beneficiary. Upon the death of the employee or his beneficiary, income payments of \$72.40 will be reduced 1/2 and, therefore, income payments of \$48.27 a month will be continued during the lifetime of the survivor. Benefit illustrations assume the employee and his beneficiary are both age 65 at the time the retirement income begins.

#### DEATH BENEFIT BEFORE RETIREMENT

In addition to helping eligible employees to achieve a measure

of financial security at retirement, Lindenwood College has included in the Plan a provision whereby a death benefit will be paid in event of death prior to attaining normal retirement age.

In the case of participants who are age 60 and over on the date of their entry into the Plan, the death benefit shall be the total sum of contributions made by the participant plus 2% interest. Such death benefit will be paid in a lump sum to the person or persons designated by the participant.

In the case of participants who are age 59 and under on the date of their entry into the Plan and who are insurable, the death benefit will be provided by a life insurance policy or policies in which the amount will be \$1,000 for each \$10.00 of monthly retirement income benefit. In the case of participants in this age category who are unable to qualify for life insurance, an Annuity policy or policies will be purchased and in this event the death benefit will equal the total sum of premiums paid or the cash value of the Annuity policy, whichever is greater.

In the case of either type of policy, payment to the beneficiary may be in a lump sum or in a monthly installments.

#### DEATH BENEFIT AFTER RETIREMENT

Under the basic option no further benefit is payable in event of death following retirement. If another option is chosen the amount of death benefit, if any, will depend upon the retirement option chosen by the participant prior to retirement date. (See "BASIC AND OPTIONAL RETIREMENT BENEFIT," Page 9.)

## BENEFICIARIES

Each participant may name one or more beneficiaries to receive death benefit proceeds which become due upon his death. Each participant enjoys the further privilege of changing beneficiaries and the manner in which they are to receive death benefit proceeds, at any time prior to retirement by giving written notice to the Trustee who administers the Plan.

## CONTRIBUTIONS

The cost of the Plan will be borne jointly by Lindenwood College and participating employees. Each participant contributes an amount equal to 5% of his regular monthly compensation projected on a twelve month salary basis, excluding any extra compensation, with the remaining cost to be borne by the College. Contributions of participants age 59 and under shall first be applied toward the cost of the life insurance, and the balance if any shall be applied toward the cost of the retirement benefits. Contributions will be handled as a payroll deduction.

## TERMINATION OF EMPLOYMENT

In event a participant who was age 61 or over on the date of entry into the Plan terminates employment prior to the attainment of normal retirement age, the Plan provides that such participant shall receive a benefit equal to the total sum of contributions made by the participant.

In the event a participant who was age 59 and under on the date of entry into the Plan terminates employment prior to the

attainment of normal retirement age, he shall have a fully vested interest in the cash value of any retirement policy or policies held on his behalf and the Trustee shall transfer to him such policy or policies free and clear of the Trust.

In event the total cash value of the policy or policies so transferred is less than the contributions made by the participant (but not including those contributions made by the participant for substandard extra premiums), the Trustee shall pay the difference in cash to such terminating participant.

After the policy or policies have been transferred to such terminating participant, he enjoys the privilege of electing one of the following choices:

1. Continue the full amount or a reduced amount of life insurance by paying premiums direct to General American Life Insurance Company.
2. Place the policy on a reduced fully paid-up insurance basis and pay no further premiums.
3. Surrender the policy for its cash value.

#### LEAVE OF ABSENCE

For a participant who shall be granted a leave of absence on full pay, partial pay, or without pay, Lindenwood College will contribute its share of the cost of premiums on the basis of full salary, providing the participant does likewise.

## AMENDMENT OR DISCONTINUANCE OF PLAN

Although Lindenwood College intends to continue the Plan indefinitely, it is possible that unforeseeable future circumstances may require modification or even termination of the Plan.

Accordingly, Lindenwood College reserves the right to amend or discontinue the Plan at any time upon sixty days notice in writing to the Trustee and to General American Life Insurance Company. However, no amendment can be made which will deprive any participant of any values which have been accrued by contributions already made for each participant. If the Plan should be completely discontinued, each participant would receive his policy or policies together with his proportionate share of any other assets of the Plan. No contributions made by Lindenwood College can ever go back to the College.

## ADMINISTRATION OF THE PLAN

The Plan is subject to the provisions of the formal Plan and Trust approved by the Board of Directors of Lindenwood College; and all questions and interpretations will be in accordance with said Plan and Trust.

Lindenwood College has appointed two Pension Trustees to interpret and administer the provisions of the Plan. The Pension Trustees will purchase, own and hold the life insurance and/or annuity policies on the life of each participant, to be issued by General American Life Insurance Company.

Each participant will be given a form which sets forth the

amount of his monthly retirement benefit, the date of the normal retirement age, the amount of the death benefit prior to normal retirement age and the name of the person or persons to whom the death benefit shall be paid.

The Plan establishes a separate fund, and regular contributions are made to this fund by Lindenwood College in order to supplement the values in the life insurance policies. This fund will be maintained by General American Life Insurance Company. However, this fund is held for the benefit of those participants who actually attain normal retirement age and, except in the case of early retirement, is not available for participants whose employment terminates or who die before attaining normal retirement age.

The Trustee will hold all of the policies but each participant will receive a "Certificate of Interest" as evidence of his participation.

#### PENSION TRUSTEES

There shall be two Pension Trustees, both of whom shall be appointed by the Chairman of the Board of Directors of the College, subject to approval of the Board of Directors.

The Pension Trustees shall have the sole duty and responsibility of directing the administration of the retirement plan as provided in the Trust Agreement.



LINDENWOOD COLLEGE RETIREMENT PLAN

Agreement made the 28<sup>th</sup> day of August, 1962, between Lindenwood Female College, an educational corporation created by an act of the legislature of the State of Missouri (hereinafter called the Employer), and Dr. Franc L. McCluer, President of the College and Robert C. Colson, Business Manager of the College (hereinafter called the Trustees), witnesseth:

WHEREAS, the Employer desires to assist its employees in providing a life income for their support when they shall have retired from the Employer's employ; and

WHEREAS, to accomplish that purpose, the Board of Directors of the Employer, at a meeting held on the 21st day of June, 1962, specifically approved and adopted by resolution the Plan embodied herein.

NOW THEREFORE, in consideration of the premises and of the mutual covenants herein contained, it is agreed by and between the Employer and the Trustees as follows:

ARTICLE I. PRELIMINARY MATTERS

1.01. The name of the Pension Trust Agreement shall be the Retirement Plan of Lindenwood Female College hereinafter known as "Lindenwood College Retirement Plan."

1.02. This Trust forms a part of a retirement plan of the Employer as hereinafter defined. It is for the exclusive benefit of the regular, full time employees of the Administrative and Instructional Staff of the Employer and their beneficiaries, and shall be interpreted and administered in a manner consistent with the requirements of Section 401(a) of the Internal Revenue Code of 1954, or as it may hereafter be amended, or of any future Internal Revenue Code of similar nature.

1.03. Under no circumstances shall any part of the corpus or income of this Trust be used for or diverted to purposes other than for the exclusive benefit of the regular, full time employees of the Administrative and Instructional Staff of the Employer or their beneficiaries, until after the satisfaction of all liabilities under the Trust to such employees and their beneficiaries.

1.04. September 1, 1962, shall be the effective date of this Trust.

1.05. This Trust shall be construed according to the laws of the State of Missouri.

1.06. If the continuation of this Trust beyond a certain period would cause it to fail, then it shall continue for the maximum period permitted by law and shall then terminate with distribution of all assets as hereinafter provided.

#### ARTICLE II. DEFINITIONS

2.01. The terms defined shall have the meanings shown unless the context requires otherwise.

2.02. "Age" shall mean the age at nearest birthday.

2.03. "Anniversary Date" shall mean September 1st of each calendar year and each anniversary thereof.

2.04. "Beneficiary" shall mean any person, estate, trust or organization entitled to receive any payment payable upon the death of a participant.

2.05. "Compensation" shall mean the regular monthly compensation projected on a twelve month salary basis excluding any extra compensation.

2.06. "Continuous Employment" shall mean that period during which an employee was employed continuously by the Employer.

2.07. "Date of Entry into Plan" shall mean the September 1st concurrent with or following the employee's becoming an eligible employee.

2.08. "Eligible Employee" shall mean an employee who at the time of entry into the Plan has had three (3) full years of continuous service with the Employer.

2.09. "Employee" shall mean any member of the Administrative and Instructional Staff who is regularly employed by the Employer on a salaried basis.

2.10. "Employer" shall mean Lindenwood Female College, sometimes hereinafter called "College."

2.11. "Insurer" shall mean a legal reserve life insurance company which shall issue a policy under this Trust.

2.12. "Normal Retirement Date" shall mean the anniversary date nearest to the sixty-fifth (65th) birthday of a participant. Those retained beyond this age by action of the Board of Directors may be continued in the Plan year by year.

2.13. "Participant" shall mean an eligible employee who becomes a party to the Retirement Plan on the date of entry into the Plan as herein defined.

2.14. "Retirement Policy" shall mean a level premium life insurance contract issued by an insurance company maturing for a monthly benefit at normal retirement age and providing for payment beginning at maturity of a monthly income for life upon payment of a stipulated amount to the insurance company at maturity.

2.15. "Trustees" shall mean the Trustees' signatory to this Trust Agreement and their successor Trustees.

2.16. The masculine pronoun shall be construed to include the feminine pronoun and the singular to include the plural, as the context requires.

### ARTICLE III. ELIGIBILITY AND ENTRY

3.01. Each employee shall be eligible to become a participant on the effective date or anniversary thereof which occurs on or after his completion of three (3) full years of continuous service.

3.02. Each employee shall be notified by his Employer of the existence of the Plan and of its provisions. In addition, each employee becoming eligible

following the effective date of the Trust shall be advised by the Trustees of his right to participate as of the next anniversary date.

3.03. In computing length of service with the Employer, both for purpose of determining the three-year waiting period and for the purpose of calculating benefits, any employee employed by the Employer on or before December 1st of any year shall be considered to have been employed on September 1st of that year.

3.04. To become a participant, an eligible employee must execute such application forms as are required. When required, he must agree to make available to the insurer any information required in connection with his application for a policy and must agree to the deduction by the Employer from the compensation otherwise payable to him of any contribution required of the employee under this Trust Agreement.

3.05. In the event of the termination of employment of a participant and subsequent rehiring, he shall be considered as a new employee and be required to meet the eligibility provisions of this Article III.

#### ARTICLE IV. POLICIES OF INSURANCE

4.01. Except to the extent that Section 4.02 and/or Section 5.02 may apply, benefits under this Trust are to be provided by a retirement policy or policies on the life of each participant to be acquired by the Trustees. All such retirement policies shall be applied for by the Trustees and shall be contracts between the Trustees and the insurance company. They shall provide for level annual premiums payable to normal retirement date and for such additional payment or transfer to the insurance company at such normal retirement date as shall be necessary under the terms of the policies to provide full monthly retirement income benefits at normal retirement date. The policies shall also provide a death benefit if death occurs prior to normal retirement date which shall be an amount equal to one hundred times the monthly retirement income benefit to which a participant under the terms of the Trust will be entitled. If the employee is found by the insurer to be insurable only at sub-standard rates, a policy or policies shall be obtained subject to a sub-standard extra annual premium provided the participant elects to pay the extra premium. In the event such

participant does not so elect or is not insurable, then Section 4.02 shall apply. In addition, said insurance policies shall provide for the following:

(a) On and after a participant's retirement date, retirement income shall be payable as directed by the Trustees.

(b) The Trustees shall be the sole owner of all policies purchased hereunder and they shall be so designated in each policy and application therefor. Each policy shall reserve to the Trustees all rights, options and benefits provided by the policy or permitted by the insurer. The right to name and change the beneficiary and to select and change the optional method of settlement of any death benefit shall also be so exercised by the Trustees, but they agree to do so only as directed by the participant.

(c) All premium refunds with respect to policies which are held under this Trust shall be paid to the Trustees. All other refunds and all dividends with respect to policies which are held under this Trust while such policies are on a premium paying basis shall also be paid to the Trustees, except that any mortuary dividend shall be paid to the beneficiary named by the participant.

(d) Each policy shall have an issue date the same as the effective date of this Trust or an anniversary thereof.

4.02. If retirement policies as herein provided for are not available as to any participant, then the policy or policies to be purchased on behalf of such participant by the Trustees shall consist of an annuity contract or contracts which shall provide full monthly retirement income benefits at normal retirement date and a death benefit if death occurs prior to normal retirement date equal to the sum of the annual premiums paid for such annuity contract or contracts or the cash value thereof, whichever is greater.

#### ARTICLE V. RETIREMENT AND DEATH BENEFITS

5.01. Each participant shall be entitled to receive a monthly retirement income benefit commencing at his normal retirement date and guaranteed for life of

an amount equal to (a)  $1\frac{1}{2}\%$  of the monthly equivalent of the basic rate of his compensation at his date of entry into the Plan multiplied by his previous years of continuous employment from September 1, 1946 or from September 1 of the year of his employment, if later, to his date of entry into the Plan, plus (b)  $3\frac{1}{4}\%$  of the monthly equivalent of the basic rate of his compensation at his date of entry into the Plan multiplied by the number of years of continuous employment from his date of entry to his normal retirement date.

5.02. Eligible employees who are age 60 and over on the date of their entry into the Plan will not be eligible for life insurance and will receive their monthly retirement income benefit direct from the Employer.

5.03. Eligible employees who are between age 56 and age 59 inclusive on the date of their entry into the Plan will be eligible for life insurance up to the normal retirement age and will receive their monthly retirement income benefit direct from the Employer.

5.04. Eligible employees who are age 55 and under on the date of their entry into the Plan will be eligible for life insurance and will receive their monthly retirement income benefit direct from the insurance company.

5.05. If on any anniversary of his entry date into the Plan a participant shall be receiving compensation which has been increased or decreased in such an amount as would produce a difference of ten dollars (\$10.00) or more in the monthly retirement income benefit when computed in accordance with such compensation and the formula in Section 5.01, the Trustees shall take such steps as may be necessary to adjust the amount of the monthly retirement income benefit.

5.06. In the event that a participant described in Section 5.02 dies prior to retirement, his beneficiary will receive a death benefit which shall be equal to the sum of his contributions plus credited interest. In the determination of this amount, interest is calculated at the rate of 2 percent, compounded annually on each year's contributions from September 1 following the date contributions are made to the first of the month in which death occurs, but in no event

beyond the normal retirement date. Such death benefits shall be paid to the beneficiary in a lump sum. In the event that a participant described in Section 5.03 or in Section 5.04 dies prior to his normal retirement date, his beneficiary shall receive the entire death benefit under the policy or policies held for his account. Such death benefit shall be paid to the beneficiary in the manner designated under the policy or policies.

#### ARTICLE VI. NORMAL RETIREMENT DATE

6.01. A participant shall have the right at any time prior to his normal retirement date to direct the Trustees regarding the method of payment of benefits effective on his retirement date, except that without the consent of the Trustees no election may be made which would provide a lump sum payment or payments for less than the life of the participant. The amounts actually payable may be more or less than those specified in the policy, depending upon the option of payment selected and upon dividend payments made in addition to the guaranteed payment.

6.02. At the normal retirement date, the Trustees shall take any action necessary so that the participant shall receive payment of his benefits either from the Employer or from the insurer as the Trustees may direct, but only if a participant shall actually cease to render services to his Employer.

6.03. By special vote of the Board of Directors an extension of full time active service of a participant beyond his normal retirement date may be made for definite periods; but no such extension shall postpone retirement beyond the anniversary date of the Plan in the year in which age 70 is attained. By special vote of the Board of Directors, an extension of service of administrative officers beyond age 70 may be made. In either event no further contributions shall be made for the benefit of such participant and the Trustees shall take action to postpone payment of retirement benefits until the actual retirement of the participant occurs.

6.04. If a participant shall cease to be an employee within five (5) years of his normal retirement date, other than by death, he shall be deemed to have

retired early and his pension shall be an actuarial reduction of that monthly life income which would have been payable at the normal retirement date. For annuity contracts, the benefits to be provided under this Section shall be those purchasable by the policy values at the early retirement date. The monthly retirement income benefit shall commence, at the discretion of the Trustees, on the early retirement date, or on the normal retirement date or on an intervening date.

#### ARTICLE VII. TERMINATION OF EMPLOYMENT

7.01. Upon the termination of a participant's employment for any reason other than by death or retirement, his rights in the values standing to his account under the Trust shall be disposed of as follows:

(a) In the case of a participant who was age 60 or over on the date of his entry into the Plan, he shall receive a vested interest equal to the combined total sum of contributions made to the Plan on his behalf.

(b) In the case of a participant who was age 59 or under on the date of his entry into the Plan, he shall be fully vested in the cash values of any retirement policy or policies held on his behalf and the Trustees shall transfer to him such policy or policies free and clear of the Trust. No participant shall have any vested interest in the Auxiliary Conversion Fund provided for in Article X hereof. In the event, however, that the total cash values so transferred are less than the contributions made by the participant (but not including those contributions made by the participant for sub-standard extra annual premiums pursuant to Section 4.01) the Trustees shall make up the difference by a withdrawal from the Auxiliary Conversion Fund.

(c) In the case of a participant who was age 59 or under on the date of his entry into the Plan and for whom any annuity contract



or contracts (has)(have) been purchased pursuant to Section 4.02, that part of the total value(s) in such annuity contract or contracts shall be vested in the participant as is determined by the following method:

(i) the annual premium for a life insurance policy, if such life insurance policy had been issued on his life pursuant to Section 4.01, at standard rates, in lieu of each such annuity contract, shall be determined;

(ii) the ratio which the annual premium for each such life insurance policy bears to the annual premium for each such corresponding annuity contract shall then be determined;

(iii) the ratio(s) determined in step (ii) (is)(are) then applied to the total value(s) of each corresponding annuity contract, and the resulting reduced amount(s) shall be vested in the participant.

To the extent that the values in any annuity contract or contracts shall not be fully vested, the participant may purchase the annuity contract or contracts from the Trustees for the difference between the amount to which he is entitled and the cash value of the contract or contracts. Any amount recovered for the Trust in accordance with this Section shall be added to the General Fund.

7.02. A leave of absence as authorized by the Employer in writing under uniform rules which will provide that all participants under similar circumstances will be treated alike shall not be construed as termination of employment, provided the employee returns to the service of the Employer on or prior to the expiration date of such leave of absence. If the employee does not return to his employment at the expiration of his leave of absence, he shall be deemed to have terminated his employment when the leave of absence became effective. The Trustees shall take appropriate action to recover for the Trust any values created by premiums while the employee was on leave in the event the employee does not return.

ARTICLE VIII. CONTRIBUTIONS AND PAYMENTS TO THE TRUST

8.01. All cash or other property paid or transferred to the Trustees by the Employer is to be used and disbursed by the Trustees solely and exclusively for the following purposes. In the case of participants who are age 60 and over on the date of their entry into the Plan, the Trustees shall retain or deposit or invest the sum of contributions made by this class of participants. For participants who are between age 56 and age 59 on the date of their entry into the Plan, the Trustees shall use the sum of contributions made by this class of participants for the purchase and maintenance of retirement policies or other forms of contracts undertaken and issued by the insurance company consistent with the provisions of this agreement. For participants who are age 55 and under on the date of their entry into the Plan, the Trustees shall use the sum of contributions made by this class of participants, as well as the sum of Employer contributions, (1) for the purchase and maintenance of retirement policies or other forms of contracts undertaken and issued by the insurance company consistent with the provisions of this Agreement, and (2) to provide funds for the Auxiliary Conversion Fund pursuant to Article X hereof, for the purpose of converting retirement policies at normal retirement date in order that such retiring participants may receive the required monthly retirement income benefit.

8.02. The Employer agrees to pay to the Trustees the monthly premium for policies as they become due; together with any additional amounts which may be required by the terms of this Trust. Each participant shall agree to contribute for the funding of his benefits herein provided by an amount equal to 5% of the monthly equivalent of the basic rate of his compensation together with any sub-standard extra premium as provided for in Section 4.01. Wherever applicable, the amount of the participant's contributions shall first be applied to pay the portion of the premium allocable to the purchase of life insurance, any excess being applied to the balance of the premium. The Employer shall advance the contribution of each participant to the Trustees and each participant shall agree to repay such advance and authorize the Employer to recover such advances by regular deductions from his compensation.

8.03. The Trustees shall pay the monthly premiums from funds made available by the Employer and from the General Fund. If funds are insufficient, the Trustees may borrow to pay the premiums, provided that if a loan is made on the policies, the remaining interests of the participants who are highly compensated employees shall proportionately be no greater than the interest of the other participants.

#### ARTICLE IX. GENERAL FUND

9.01. The Trustees shall establish a fund to be known as the General Fund which shall be separate from the Auxiliary Conversion Fund established pursuant to Article X. All amounts received by the Trustees other than amounts for the Auxiliary Conversion Fund and amounts to which participants, terminated participants, or their beneficiaries are entitled shall be placed in the General Fund. Such fund on hand on any anniversary date shall be used to pay current costs of the Plan and the excess, if any, shall be carried over by the Trustees to the next anniversary date.

#### ARTICLE X. AUXILIARY CONVERSION FUND

10.01. The Trustees shall establish a fund to be known as the Auxiliary Conversion Fund for the purpose of converting at the normal retirement date retirement policies held by them in order that retiring participants may receive the required monthly retirement income benefit. This fund shall be separate from the General Fund.

10.02. The Trustees shall have the right and power to invest any of the funds in the Auxiliary Conversion Fund in securities which are legal for the investment of trust funds or to deposit such funds with the insurer for the payment of interest thereon and the conversion of policies purchased under Section 4.01.

10.03. On each anniversary date of this Trust, the Trustees shall certify to the Employer the amount necessary for the Employer to contribute to the Auxiliary Conversion Fund in order that the required amount will be accumulated

in the fund to convert policies held under the Trust on their respective maturity dates to provide the required amount of monthly retirement income benefit for each participant. In determining the amount required for deposit in the Auxiliary Conversion Fund, the Trustees may accept the actuarial computations of the insurer or they may employ actuarial service to make such computations, assuming such interest rate and such discounts for probable mortality and termination of participants as they may deem prudent.

10.04. No participant shall have any separate interest in the Auxiliary Conversion Fund.

#### ARTICLE XI. AMENDMENT AND TERMINATION OF TRUST

11.01. This Trust may be amended by mutual consent of the Employer acting through its Board of Directors and may be amended or completely terminated by unilateral action of the Employer acting through its Board of Directors without the consent of the Trustees. No amendment shall deprive any participant or beneficiary of a deceased participant of any of the benefit to which he might then be entitled to under this Trust and no amendment shall provide for the use of funds or assets held under this Trust other than for the benefit of participants and their beneficiaries and no funds contributed to this Trust or assets of this Trust shall ever revert to or be used or enjoyed by the Employer and no amendment shall deprive the insurer of any of its exemptions or immunities with respect to policies issued by it prior to receipt by the insurer of notice of such amendment.

11.02. In event of termination of the Trust, the following steps shall be taken:

(a) The then total current amount of the fund being retained by the Trustees for participants who were age 60 and over on the date of their entry into the Plan and who have not retired, shall be added to,

(b) The then total current amount in the General Fund, and the combined total shall be added to,

(c) The then total current amount in the Auxiliary Conversion Fund and the grand total of such amounts shall be allocated and disbursed to the then unretired participants on the following basis;

(i) Each participant shall receive such part of the grand total as set out in (c) of this Section as his monthly contribution bears to the combined total monthly contributions of all other participants.

(ii) In the case of each participant for whom a retirement policy or policies is held, the then total cash value of such retirement policy or policies shall be applied as a partial payment of the share such participant is entitled to receive from the determination set out in (i) of this Section and all right, title and interest in such policy shall be transferred to each such participant.

The foregoing provisions shall be subject to the limitations set forth in Section 13.04.

#### ARTICLE XII. TRUSTEES

12.01. The Trustees shall have the sole duty and responsibility of directing the administration of the Plan.

12.02. There shall be two Trustees, both of whom shall be appointed by the President of the Board of Directors of the Employer, subject to approval of the Board of Directors.

12.03. Any Trustee may resign in writing addressed to the Employer. The Board of Directors of the Employer may remove any Trustee at any time and may appoint a successor Trustee. Such removal and appointment shall become effective immediately upon delivery of written notice thereof to the Trustee or successor Trustee signed by the President of the Board of Directors of the Employer. If during any period there are less than two Trustees, the Trustee then in office shall have full power and authority to act.

12.04. Acts and decisions of the Trustees shall be by a majority of the Trustees either in a meeting or by writing. Any one of the Trustees may sign,

on behalf of both, applications for retirement policies or annuities or any papers which may be required by the insurer in connection with its contracts of insurance or annuities.

12.05. No Trustee shall not by virtue of such office be precluded from becoming a participant under this Trust upon his meeting the requirements for eligibility.

12.06. The Trustees shall keep records of the operation of the Trust. A participant may inspect the Trustee's records as they relate to his own participation and the Employer may at any time inspect the records of the Trustees.

12.07. Except for gross negligence, willful misconduct or willful breach of this Trust, no Trustee shall incur any individual liability for act or failure to act pursuant to this Trust. No Trustee shall be liable for the act of any other Trustee. The duties and responsibilities of the Trustees under this Agreement shall be determined solely by the express provisions of this Agreement and no other further duties or responsibilities shall be implied. The Trustees shall be protected in acting upon any notice, resolution, request, consent, telegram, letter, or other paper or document believed by the Trustees to be genuine.

12.08. The Trustees may engage agents to assist them in their duties and may consult counsel, who may be counsel to the Employer. The Trustees shall be relieved of all responsibility for any thing done or not done in good faith upon advice of counsel.

12.09. The Trustees shall not be entitled to receive any compensation for their services as Trustees unless specifically authorized by the Employer but shall be entitled to pay out of funds held in trust such expenses of administration as printing, postage, and other incidental expenses which may be reasonably incurred.

#### ARTICLE XIII. MISCELLANEOUS

13.01. This Trust shall not be construed as creating any contract of employment between Employer and any employee.

13.02. Except as it may be necessary on termination of employment to repay advances contributed by the Employer to provide benefits under this Trust, no participant shall have the right to alienate or assign benefits provided under this Trust. If any participant shall attempt to alienate or assign such benefits or should such benefits be subject to attachment, execution, garnishment or other legal or equitable process, the Trustees shall take the necessary steps so that such benefits shall not be available to the participant, but shall be used by the Trustees for the benefit of the participant or for the members of his family.

13.03. No insurance company which may issue any policy, or contract, on the life of a participant of the Plan shall be considered a party to this Agreement for any purpose whatsoever, or be responsible for its validity; or be required to take or permit any action contrary to the provisions of said policies or contracts. No such insurance company shall be required to determine that any action by the Trustees is properly authorized by this Agreement or otherwise, or be responsible for the failure of the Trustees to do or perform any act or duty imposed upon the Trustees by the terms of this Agreement. Any such insurance company shall be fully discharged from any liability for any amount paid to the Trustees, or to any other person, in accordance with the direction of the Trustees, or for any change made or action taken upon such direction, and no such insurance company shall be obligated to see that funds so paid by it are properly distributed or applied. Any insurance company may issue any policy, or contract, for which application is made by the Trustees, without any responsibility for determining whether the application is properly made, and whether the proposed annuitant or insured is a participant under the Plan.

13.04. Notwithstanding any provisions in this agreement to the contrary, during the first ten (10) years after the effective date hereof, the benefits provided by the Employer's contributions for participants whose annual benefits provided by such contributions will exceed \$1,500.00, but applicable only to the twenty-five (25) highest paid employees as of the time of establishment of the

Plan (including any such high paid employees who are not participants at that time but may later become participants) shall be subject to the following conditions:

(a) Such benefits shall be paid in full which have been provided by the Employer's contributions not exceeding the larger of the following amounts: (1) \$20,000.00; or (2) an amount equal to 20 per cent of the first \$50,000.00 of the participant's average regular compensation multiplied by the number of years since the effective date of this Agreement.

(b) If the Plan is terminated or the full current costs thereof have not been met at any time within ten (10) years after the effective date, the benefits which any of the participants described in the first paragraph of this section may receive from the Employer's contributions, shall not exceed the benefits set forth in paragraph (a) of this section.

(c) If a participant described in the first paragraph of this section leaves the employ of the Employer or withdraws from participation in the Plan when the full current costs have been met, the benefit which he may receive from the Employer's contributions shall not, at any time, within the first ten (10) years after the effective date, exceed the benefits set forth in (a) herein.

(d) These conditions shall not restrict the full payment of any insurance, death, or survivor's benefits on behalf of a participant who dies while the Plan is in full effect and its full current costs have been met.

(e) These conditions shall not restrict the current payment of full retirement benefits called for by the Plan for any retired participant while the Plan is in full effect and its full current costs have been met.

(f) In the event of the termination of the Plan within ten (10) years after the effective date, distributions to the unretired participants, other than the participants described in the first paragraph of this section,



shall include an equitable apportionment among such other participants of all excess benefits purchased by Employer's contributions for the participants described in the first paragraph of this section, in the manner following: To each such participant in the ratio that the reserve liability then attributable to him bears to the total reserve liability under the Plan.

IN WITNESS WHEREOF, Lindenwood Female College by its Secretary as duly authorized by vote of its Board of Directors and with the Employer's seal affixed, and the Trustees, have caused these presents to be signed this 28<sup>th</sup> day of August 1962.

LINDENWOOD FEMALE COLLEGE

By Wm H. Armstrong  
Secretary

Franc L. McChes  
Robert C. Colson  
as Trustees under Lindenwood College Retirement Plan

L I N D E N W O O D   C O L L E G E  
S A I N T   C H A R L E S ,   M I S S O U R I

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P R O P O S E D   B U D G E T

JUNE 16, 1962 - JUNE 15, 1963

INCOMEBUDGET 1961-1962PROPOSED BUDGET 1962-1963EDUCATIONAL AND GENERALStudent FeesTuition

Resident Students

\$498,750

Day Students

27,600

Special Students

3,600

\$509,200

46,000

5,000Total Tuition

\$529,950

\$560,200

Incidentals5,0009,000Total Student Fees

\$534,950

\$569,200

Endowment Income

General Endowment Fund

247,130

244,000

Ford Faculty Fund )

13,600

14,000

Ford Accomplishment Fund )

M. L. Butler - Nellie Eastlick Pease Fund

28,000

29,000

Goodall Scholarship Fund

1,3001,800Total Endowment Income

290,030

288,800

Gifts and Grants

Board of Christian Education

27,000

28,000

Churches and Synod )

Individuals )

Corporations )

Alumnae )

Foundations )

70,000

58,000

Total Gifts and Grants

97,000

86,000

Other Income2,0002,000TOTAL EDUCATIONAL AND GENERAL\$923,980\$946,000

INCOMEBUDGET 1961-1962PROPOSED BUDGET 1962-1963AUXILIARY ENTERPRISES

Residence Halls  
 Dining Hall  
 Bookstore (Gross)  
 Tea Room (Gross)  
 Other Income

\$138,500  
 309,750  
 46,000  
 31,000  
9,000

\$140,920  
 316,240  
 50,000  
 32,000  
6,000

TOTAL AUXILIARY ENTERPRISES\$534,250\$545,160STUDENT AID

Income for Scholarships

2,000 \*

2,000 \*

TOTAL INCOME\$1,460,230\$1,493,160

\* In addition to the amount shown here, income from endowed scholarship funds will be allocated at the close of the fiscal year.

EXPENDITURESBUDGET 1961-1962PROPOSED BUDGET 1962-1963EDUCATIONAL AND GENERALGeneral Administration

Board of Directors Expense

\$ 200

\$ 200

President's Office

Salaries

\$25,400

\$27,850

Office Supplies &amp; Expense

1,000

1,000

Equipment &amp; Furnishings

100

-

Total President's Office

26,500

28,850

Business Office

Salaries

24,320

25,000

Office Supplies &amp; Expense

1,100

1,400

Equipment &amp; Furnishings

695

275

Total Business Office

26,115

26,675

Admissions and Public Relations Office

Salaries

15,910

17,230

Office Supplies &amp; Expense

5,000

7,000

Equipment &amp; Furnishings

790

-

Total Admissions and Public Relations Office

21,700

24,230

Dean's Office

Salaries

15,400

16,500

Office Supplies &amp; Expense

800

800

Equipment &amp; Furnishings

-

-

Total Dean's Office

16,200

17,300

Total General Administration

\$90,715

\$97,255

General ExpenseStudent ServicesRegistrar's Office

Salaries

6,800

7,600

Office Supplies &amp; Expense

600

700

EXPENDITURESBUDGET 1961-1962PROPOSED BUDGET 1962-1963EDUCATIONAL AND GENERAL (Continued)Student Services (Continued)Registrar's Office (Continued)

Equipment & Furnishings	\$ 10	\$ -
Staff Benefits	560	575
<u>Total Registrar's Office</u>	<u>7,970</u>	<u>8,875</u>

Dean of Students' Office

Salaries	14,090	15,040
Office Supplies & Expense	1,375	1,975
Equipment & Furnishings	60	965
Staff Benefits	685	710
<u>Total Dean of Students' Office</u>	<u>16,210</u>	<u>18,690</u>

Health Center

Salaries - Nurses	9,740	10,140
Wages - Housekeepers	2,450	2,560
Supplies & Expense (Includes Physician)	4,300	4,300
Equipment & Furnishings	850	425
Staff Benefits	230	245
<u>Total Health Center</u>	<u>17,570</u>	<u>17,670</u>

Total Student Services

\$41,750

\$45,235

Staff Benefits, General Administration

Retirement Insurance	3,275	3,450
Social Security	1,435	1,495
Pensions and Special Payments	1,500	3,450
Group Insurance	290	290

Total Staff Benefits, General Administration

6,500

8,685

EXPENDITURESBUDGET 1961-1962PROPOSED BUDGET 1962-1963EDUCATIONAL AND GENERAL (Continued)General InstitutionalAlumnae Office

Salaries	\$10,620	\$ 7,300
Office Supplies & Expense	1,800	17,250
Equipment & Furnishings	430	-
Staff Benefits	320	240
<u>Total Alumnae Office</u>	<u>13,170</u>	<u>24,790</u>

Development Office

Salaries	13,500	13,700
Supplies & Expense	8,410	7,410
Equipment & Furnishings	-	-
Staff Benefits	250	250
<u>Total Development Office</u>	<u>22,160</u>	<u>21,360</u>

Publications

Bulletins	5,600	8,600
Catalogs & Viewbooks	9,145	9,950
Postage	400	400
<u>Total Publications</u>	<u>15,145</u>	<u>18,950</u>

Student Promotion

Salaries - Admissions Counselors	37,400	37,400
Supplies & Expense	1,500	1,500
Staff Benefits, Admissions Counselors	2,400	2,400
Advertising	1,200	1,200
Travel Expense, Admissions Counselors	35,000	36,500
<u>Total Student Promotion</u>	<u>77,500</u>	<u>79,000</u>

Auditing	2,000	2,000
Membership Dues	1,005	1,500
Travel, President	1,500	1,500
Travel, General	800	800
Automobile & Truck Expense	2,000	2,000
Insurance (Public Liability & Theft)	1,400	1,500
Commencement Expense	500	500

EXPENDITURESBUDGET 1961-1962PROPOSED BUDGET 1962-1963EDUCATIONAL AND GENERAL (Continued)General Institutional (Continued)

Telephones & Telegraph	\$ 5,400	\$ 5,400
Investment Counsel and Service	6,500	6,300
Expenses, Cobbs Property	1,500	1,500
Special Entertaining	500	800
Interest (Other than Dormitories)	4,500	4,500
Taxes (Out-of-State Property)	90	90
Mo. College Joint Fund Expense	1,500	1,600
Miscellaneous Expense	<u>1,600</u>	<u>2,500</u>

Total General Institutional

\$158,770

\$176,590

Total General Expense

\$207,020

\$230,510

Instructional

Salaries - Faculty	\$374,215	\$410,000
Staff Benefits - Faculty	17,400	19,200

Department Supplies & Expense

Art	2,195	2,500
Biological Science	1,800	1,740
Chemistry	3,385	887
Classics	80	137
Economics	50	80
Education	600	630
English	800	788
History & Government	145	180
Home Economics	3,315	3,150
Mathematics	100	400
Modern Languages	150	1,500
Music	3,447	2,762
Nursery School	324	455
Office Management	900	685
Philosophy and Religion	325	425



EXPENDITURESBUDGET 1961-1962PROPOSED BUDGET 1962-1963EDUCATIONAL AND GENERAL (Continued)Department Supplies & Expense (Continued)

## Physical Education:

General	\$1,047 )		\$1,530 )	
Riding	3,500 )	\$ 4,547	3,500 )	\$ 5,030
Psychology		253		323
Radio - KCLC		771		1,618
Sociology		165		200
Speech & Theatre		<u>1,220</u>		<u>1,225</u>
<u>Total Department Supplies &amp; Expense</u>		\$24,572		\$24,715

Department Equipment

Art		780		2,830
Biological Science		160		2,447
Chemistry		4,618		2,132
Classics		80		30
Economics		880		-
Education		1,353		915
English		400		227
History & Government		58		118
Home Economics		820		418
Mathematics		192		1,487
Modern Languages		1,550		397
Music		705		800
nursery School		256		418
Office Management		3,800		3,300
Philosophy & Religion		-		20
Physical Education		1,008		218
Physics		2,000		-
Psychology		157		2,134
Radio - KCLC		-		320
Sociology		170		150
Speech & Theatre		<u>300</u>		<u>400</u>
<u>Total Department Equipment</u>		19,287		18,761

EXPENDITURESBUDGET 1961-1962PROPOSED BUDGET 1962-1963EDUCATIONAL AND GENERAL (Continued)Instructional (Continued)

Summer Scholarships - Faculty	\$ 600	\$ 600
Travel - Faculty	3,650	3,775
Travel - Applicants - Faculty	500	500
Office & Classroom Furnishings	2,750	1,975
Music Tours	2,000	2,000
Debate Instruction and Travel	1,000	-
General Instructional Expense	<u>7,750</u>	<u>9,800</u>

Total Instructional

\$453,724

\$491,326

Library

Salaries - Librarians	10,900	11,450
Wages - Housekeepers	1,200	1,260
Supplies and Expense	700	900
Equipment	1,788	810
Staff Benefits	750	750
Books	10,000	10,300
Magazines & Newspapers	2,000	2,000
Binding	<u>800</u>	<u>1,000</u>

Total Library

28,138

28,470

Operation of Plant

Salaries and Wages	68,900	72,350
Office Supplies & Expense	125	125
Staff Benefits	3,170	3,400
Heat	8,150	8,150
Light	6,700	6,700
Water	2,300	3,000
Gas	500	500
Maintenance & Janitorial Supplies	7,500	6,000
Property Insurance	6,700	5,000
Campus Upkeep	6,460	7,700
Heating Plant (Boiler Inspection Serv., Water Treat., etc.)	<u>1,200</u>	<u>1,200</u>

EXPENDITURESBUDGET 1961-1962PROPOSED BUDGET 1962-1963EDUCATIONAL AND GENERAL (Continued)Furniture & Equipment - Repairs & Replacements

Boiler House	\$ 1,250	\$ 700
Campus	2,725	4,385
Fine Arts Building	600	2,600
Home Management House	400	50
President's Residence	400	400
Roemer Hall	1,850	900
Miscellaneous	2,600	1,500
Watson Lodge	-	150
Health Center	1,200	450
Library	700	500
Automobile Replacement (President's Car)	-	3,200
Riding Stables	100	100
Sculpture House	-	150
<u>Total Furniture &amp; Equipment - Repairs &amp; Replace.</u>	\$11,825	\$15,085

Buildings - Repairs & Maintenance

Ayres Hall and Dining Room	8,150	22,600
Boiler House	675	600
Butler Hall and Gymnasium	23,700	5,700
Chapel	3,500	3,800
Cobbs Hall	4,000	3,900
Eastlick	250	250
Fine Arts	1,750	2,600
Gables	200	900
Garage & Storeroom	150	100
Greenhouse	750	300
Health Center	1,700	950
Home Management House	600	600
Irwin Hall	4,150	5,200
Library	1,600	1,600
The Lodge	550	500
McCluer Hall	350	1,500
Niccolls Hall	9,100	5,600
President's Residence	600	850
Pump Room	50	150
Quonset Huts	200	200
Riding Stable	475	400

<u>EXPENDITURES</u>	<u>BUDGET 1961-1962</u>	<u>PROPOSED BUDGET 1962-1963</u>
<u>EDUCATIONAL AND GENERAL (Continued)</u>		
<u>Buildings - Repairs &amp; Maintenance (Continued)</u>		
Roemer Hall	\$11,940	\$10,100
Sculpture House	100	100
Sibley Hall	2,900	3,400
Tunnels	450	400
Water Tower	1,600	200
Watson Lodge	250	250
General Repairs & Maintenance	<u>3,000</u>	<u>3,000</u>
<u>Total Buildings - Repairs &amp; Maintenance</u>	<u>\$82,740</u>	<u>\$75,750</u>
<u>Total Operation of Plant</u>	<u>\$206,270</u>	<u>\$204,960</u>
<u>TOTAL EDUCATIONAL AND GENERAL</u>	<u>\$985,867</u>	<u>\$1,052,521</u>
<u>AUXILIARY ENTERPRISES</u>		
<u>Residence Halls</u>		
Salaries - Head Residents	14,600	15,200
Wages - Housekeepers	17,500	18,375
General Expense	1,600	1,600
Staff Benefits	1,450	1,525
Laundry and Uniforms	500	500
Heat, Light, Water	14,500	15,500
Interest on Bank Loan (for McCluer Hall)	11,250	6,750
<u>Furniture &amp; Furnishings</u>		
Ayres Hall	1,500	400
Butler Hall	12,950	400
Cobbs Hall	1,200	1,200
Irwin Hall	800	700
McCluer Hall	300	520
Niccolls Hall	3,000	500
Sibley Hall	<u>3,580</u>	<u>1,240</u>
<u>Total Furniture &amp; Furnishings</u>	<u>23,330</u>	<u>4,960</u>
<u>Total Residence Halls</u>	<u>\$84,730</u>	<u>\$64,410</u>

<u>EXPENDITURES</u>	<u>BUDGET 1961-1962</u>	<u>PROPOSED BUDGET 1962-1963</u>
<u>AUXILIARY ENTERPRISES (Continued)</u>		
<u>Dining Hall</u>		
Wages - Kitchen & Dining Room	\$33,000	\$34,650
General Expense	3,600	3,600
Repairs and Equipment	7,200	7,280
Staff Benefits	1,525	1,600
Food	88,000	88,000
Heat, Light, Water and Gas	2,000	2,200
Dir. Food Service (Salary Reimbursement)	4,200	4,200
Food Service Management	8,000	8,000
Student Waitresses	23,850	23,850
Laundry	<u>3,300</u>	<u>3,300</u>
<u>Total Dining Hall</u>		
	\$174,675	\$176,680
<u>Bookstore and Post Office</u>		
Salaries	5,250	5,525
Equipment	750	300
Expense	150	160
Staff Benefits	175	200
Purchases	<u>35,000</u>	<u>38,000</u>
<u>Total Bookstore and Post Office</u>		
	41,325	44,185
<u>Tea Room</u>		
Salary and Wages	7,600	7,800
Equipment	950	600
Staff Benefits	230	245
Purchases	15,800	16,600
Management Service	500	500
Gas, Water, Heat & Electricity	<u>1,200</u>	<u>1,300</u>
<u>Total Tea Room</u>		
	<u>26,280</u>	<u>27,045</u>
<u>TOTAL AUXILIARY ENTERPRISES</u>	<u>\$327,010</u>	<u>\$312,320</u>

EXPENDITURES

BUDGET 1961-1962

PROPOSED BUDGET 1962-1963

STUDENT AID

Scholarships  
Student Assistants

\$82,700

\$72,000

22,100

24,350

TOTAL STUDENT AID

\$104,800

\$96,350

TOTAL EXPENDITURES

\$1,417,677

\$1,461,191

MINUTES OF MEETING OF BOARD OF DIRECTORS  
OF  
LINDENWOOD FEMALE COLLEGE

St. Charles, Missouri  
November 1, 1962

Pursuant to call and notice duly given each member of the Board of Directors and the members of the Advisory Board, in accordance with the By-Laws, the Annual Fall Meeting of the Board of Directors and of the Advisory Board of Lindenwood Female College was held at the Chase Hotel, St. Louis, Missouri, at 4:00 P.M., on November 1, 1962.

The following Directors and members of the Advisory Board, being a quorum, were present:

Howard I. Young	Mrs. John F. Lilly
Wesley L. Johnson	R. Wesley Mellow
Mrs. Arthur Stockstrom	Russell L. Dearmont
Mrs. Horton Watkins	Raymond E. Rowland
Sidney Studt	Wm. H. Armstrong
Sidney W. Souers	Mrs. Robert R. Wright
Dr. W. Sherman Skinner	

Dr. Franc L. McCluer, President of the College, and Mr. Robert C. Colson, Business Manager of Lindenwood College, were also present.

Mr. Young, President of the Board of Directors, acted as Chairman of the meeting, and Mr. Colson acted as Secretary of the meeting.

The meeting was opened with prayer by Dr. Skinner.

On motion made, seconded and carried, the minutes of the meeting of the Board of Directors and of the Advisory Board on June 21, 1962, were approved.

Dr. McCluer presented his report to the Board. A copy of the Report is attached to these minutes. The Report was accepted and the recommendations therein on pages 7 and 8 were approved on motion made, duly seconded and carried.

The recommendations are as follows:

That the Board approve the granting of a leave of absence to Dean Donald M. Mackenzie with the understanding that should it appear this study will keep him away from the College so long as to constitute a serious handicap, the leave may be terminated with his consent.

That the following appointments to the faculty be approved:

Bernard C. DeWulf - Professor in the Department of Education  
at an annual salary of \$9,000.

Meiba Fishman - Instructor in the Department of Psychology  
at an annual salary of \$5,200.

Donald Jay Mandell - Assistant Professor in the Department  
of Biological Science at an annual salary of \$7,000.

Eiva Valdivia-Remling - Assistant Professor in the Department  
of Modern Languages (Spanish) at an annual salary of \$6,500.

That the Board authorize the employment of an architect to prepare  
preliminary sketches for the laboratory building.

That the President of the Board appoint a committee to work with the  
administration of the College in seeking to make our development  
program more productive.

That Dr. Homer Clavenger be made Acting Dean of the College for the  
remainder of this year.

Admiral Souers, Chairman of the Finance Committee and the Auditing Committee,  
gave the report of the Finance Committee and moved that the Audit Report of  
June 16, 1962, prepared by Boyd, Franz & Company be accepted. The motion was  
duly seconded and carried. The report of the Finance Committee was received  
and a copy is attached to these Minutes.

In the absence of Mr. Goodall, the report of the Buildings and Grounds  
Committee was given by Dr. McCluer. Dr. McCluer reported that the work that had  
been recommended by the Buildings and Grounds Committee and the administration of  
the college during the summer months and included in the budget had been satis-  
factorily completed at an overall cost within the appropriation. There were no  
recommendations at this time.

Mrs. Stockstrom, Chairman of the Committee on Dormitories, reported that  
the repair and replacement of the furniture and furnishings in the dormitories  
and the Fine Arts Parlor as authorized in the 1962-1963 budget had been completed.  
No recommendations were made at this time.



The appointment of Dr. F. L. McCluer and Mr. R. C. Colson as Trustees of the Lindenwood College Retirement Plan by the President of the Board of Directors was approved on motion made, duly seconded and carried.

The Board of Directors unanimously approved the signing by the officers of the Board of Directors the easement granting to the City of St. Charles a right-of-way for the installation of a water line as authorized at the meeting of the Board of Directors on May 24, 1961. A copy of the easement is attached to these Minutes.

There being no further business, the meeting adjourned with the benediction given by Dr. McCluer.

\_\_\_\_\_  
Chairman

R. C. Colson  
Secretary

REPORT  
of the  
PRESIDENT OF THE COLLEGE  
to the  
BOARD OF DIRECTORS  
of  
LINDENWOOD COLLEGE

November 1, 1962

It is a pleasure to make this report to the Board of Directors and Advisory Board of Lindenwood College.

ENROLLMENT

The College opened this fall with 609 full-time students and 22 special students. The median score on the College Boards of entering freshmen was slightly above the median of last year. The enrollment of resident students is approximately the same as last year, but there is a decrease in the number of freshmen and an increase in the number of returning students. 92 of our students have relatives who attended Lindenwood College. Most of these students are daughters or grand-daughters of former students.

The dormitories were filled early in August, but cancellations between that time and the opening of College left us with extra spaces. The 92 students classified as seniors give us the largest senior enrollment we have ever had. It seems to us that we are getting an excellent start in class work this year.

The total income from all students, including special students, on the basis of the current year will amount to \$979,886.00, which is about \$45,000.00 short of our budgeted estimate. This shortage will be reduced by the number entering the second semester.

AUDIT REPORT

A copy of the audit report is enclosed with this report. Total income for the year was \$4,188 short of the total expenditures.

FALL EVENTS

A committee, consisting of President Bergethon, of Lafayette College (now President of the Presbyterian College Union), President Maxson, of Hastings College, and the President of Lindenwood College, was asked to prepare a brief statement describing administrative considerations for the colleges in the light of the action of the General Assembly in approving the Skinner report. Copy of the Skinner report was given to you last year. The statement prepared by this committee has been approved by the Nexus Committee of the Presbyterian College Union and will be submitted to the Presbyterian College Union at a special meeting October 29. We hope that it will receive the approval of the Presbyterian College Union. For your information copy of the statement follows:

"I. General Policy

- "A. Colleges related to the United Presbyterian Church in the U.S.A. shall have the declared purpose to fulfill the conditions and expectations set forth for the church-related colleges in the official statement, The Church and Higher Education, adopted by the 173rd General Assembly (1961).
- "B. The purpose of this church-college relationship, in keeping with the Reformed tradition, can be realized through academic excellence in the college and through the academic freedom which will assure each student and teacher independent initiative in his search for truth and in his encounter with the world. Integral elements in this freedom must be the opportunity to participate in an active exchange between the realm of faith and the academic disciplines, and the opportunity to experience community in religious conviction.

"C. It is recognized that the educational work of the Church through its related colleges takes place in varying circumstances. Complete uniformity in the manner of the Christian witness of the colleges may be no more possible or desirable than uniformity in academic policies and practices. Each church-related college, however, will seek to be a learning community which in word and act will provide for intellectual advancement and religious growth.

## "II. Administrative Policies

"A. The purpose of the institution as a college related to the United Presbyterian Church in the U.S.A. shall be clearly stated in the college catalogue and other appropriate publications of the institution.

"B. The church-related college will seek to have well qualified faculty members, administrative officers and trustees, who are dedicated to its declared institutional purpose and who will faithfully serve the primary objective of academic excellence in a community which encourages true piety with integrity of thought and character.

"C. Full accreditation by a regional accrediting agency shall be required, but it is to be regarded as a minimum indication of the quality to be sought by a college related to the United Presbyterian Church in the U.S.A.

"D. The college shall provide courses in religious studies, including study of the Bible, the staff for which shall be in scholarly preparation and accomplishment fully the equal of members of other departments, and shall require of each student a mature classroom encounter with the Judaic-Christian heritage.

"E. The college shall submit annually to the Board of Christian Education complete financial information for the year on forms supplied by the Board, and shall have an audit made by a certified public accountant. It is further recommended that the statements contained in the accountant's report shall conform with the accounting principles applicable to institutions of higher education."

Alumnae week-end October 19-20 attracted over 100 alumnae to the campus, many of whom stayed for two nights in Cobbs Hall. There were seven members of the class which was graduated fifty years ago who were honored at the dinner for the alumnae and seniors. An alumnae certificate of merit was awarded to each of the following at the Founders' Day Convocation on October 20:

Marguerite Urban Krueger  
Sarah Dearmont Hovis  
Betty Gray Proctor

The address at the Founders' Day Convocation was delivered by the President of the College at the request of the alumnae.

At the business meeting of the Lindenwood College Alumnae Association . . . the by-laws were changed so as to abolish dues and to have all funds given by alumnae come directly to the College.

The annual Alumnae Fund totals \$7,730 and will be concluded by the end of the calendar year. This total is in excess of the amount raised last year. The leadership of the Alumnae Association is making a vigorous effort to increase alumnae giving to the College.

#### LEAVE OF ABSENCE FOR DEAN MACKENZIE

Dean Donald M. Mackenzie has asked for a leave of absence, beginning November 1, in order that he may accept responsibility with The Danforth Foundation for a study of church related institutions of higher education throughout the nation. We regret to relinquish Dr. Mackenzie's services, but we are proud that The Danforth Foundation has turned to the staff of Lindenwood College for help in making its study.

#### THE CURRICULUM STUDY

The study of our curriculum, inaugurated under Dean Mackenzie's leadership last year with Dr. Walter Grundhauser making the faculty study, has led to some significant changes in the curriculum and has provided the basis for future changes.

Among the changes effected during the year are those reported to you last year with reference to the curriculum in the Department of Mathematics, the establishment of seminar studies involving the cooperation of several depart-

ments, and a revision of the course in History of Civilization, which is a basic course required of all students. During the coming year the study will be continued under the leadership of the divisional chairmen with Dr. Homer Clevenger, Acting Dean, as Chairman of the group. The divisional chairmen are:

Professor Martha May Boyer - The Division of the Humanities  
Professor C. R. Keizer - The Division of the Natural Sciences  
Professor Homer Clevenger - The Division of the Social Sciences  
Associate Professor Emma Purnell - The Division of Professional Education

A brief summary of the study made last year follows:

"Last year our faculty began to take a fresh look at Lindenwood's current curriculum. This new approach arose out of a number of concerns: the increasing knowledge now available and the problem of how to best present this; the desire to avoid setting up 'artificial barriers' which prevent the student from comprehending the relatedness of truth; the wish to provide the freshmen with a challenging college experience and the necessity for raising our standards to bring them into alignment with the increasingly advanced work now offered in high schools; the feeling that greater responsibility for the learning process should be placed upon the student and that student and teacher are engaged together in the cooperative enterprise of learning; the emphasis upon understanding one's own field of study in a personal way so that one can relate it to the subject matter of other fields. Across the country colleges are insisting upon study in depth through seminars, supervised reading courses and independent study programs. Students at Lindenwood last year indicated the need for an exciting intellectual atmosphere, the importance of limiting the enrollment in particular classes to students with adequate background, and the necessity for increased library facilities.

"Various questionnaires were submitted to our faculty in order to discover our broad educational philosophy. Some of us feel that we should give some attention to preparation of our students for a vocation. We do, however, view Lindenwood primarily as a college of the liberal arts.

"Our understanding of liberal arts centers on man - his nature, needs, and desires; his relationship to his social and physical environment and his relationship to his God.

"Regarding practical procedures, we are overwhelmingly in favor of comprehensive examinations for our students. But we tend toward departmental or divisional comprehensives rather than examinations covering general college requirements. We are anxious to try experimental courses and want our students to read in depth. We expect the majors in our departments to cover a minimum number of books from established reading lists. And we feel that our introductory courses need to be re-examined in view of the advanced courses now offered in high schools.

"Faculty opinion is divided on the question of whether we should be more prescriptive in setting forth our programs for degrees. However, in the Division of the Humanities, half of us favor core programs during the freshman and sophomore years, with one-fourth dissenting and one-fourth undecided. In the natural and social sciences, the idea of core programs met with less enthusiasm.

"We tend to want required divisional seminars in the senior year and are largely undecided about the junior year. We do not favor required seminars for freshmen and sophomores. We are undecided as to whether our college should be centered more around the library and laboratory rather than the classroom. But we do tend to feel that instructors should emphasize reading in primary and secondary sources rather than relying solely upon textbooks.

"From the studies just reviewed, it is clear that we are eager to improve the quality of some of our present course-offerings and want to experiment with new courses. We also want further study and information concerning some of the educational methods about which we were asked. The reports indicate that we are a faculty anxious to move forward without being precipitate and open to new educational techniques while desiring to conserve the values of proven methods."

#### DEVELOPMENT PROGRAM

The responses to our development program have been disappointing. The total gifts and pledges to our capital funds received from June 16, 1961 is \$70,185.00. This total does not include the \$10,000.00 from The Kellogg Foundation which is to be expended for books in the library. It does not include \$1,370.00 annual gifts pledged by twenty individual on a continuing basis, these gifts to go to the operating fund. Nor does it include gifts to the operating fund from corporations totaling \$21,063.00.

It does include gifts from four members of the Board, and the following gifts placed in reserves:

Hollenbeck Student Loan Fund	\$1,775.00
McCluer Hall Furnishings	4,065.00
Willie Honey Johnston Memorial	385.00
Bremen Van Bibber Memorial	239.00
Helen Holmes Hudson Student Loan Fund	1,020.00
Alice Parker Scholarship Fund	130.00
Nicole Johnson Memorial Book Fund	248.00

On Thursday evening, October 25, we are having a dinner meeting with representative businessmen in St. Charles with a view to launching a fund raising effort in the St. Charles community, to be sponsored by St. Charles businessmen. I shall report the results of this meeting to you orally.

Mr. Doenges is also working on an effort to organize our patrons for annual giving.

Requests for substantial gifts to the laboratory building are now pending before two corporations and will be submitted to two others in November. One of these corporations has asked us for more information about specific costs.

#### RECOMMENDATIONS

It is recommended that the Board approve the granting of a leave of absence to Dean Donald M. Mackenzie with the understanding that should it appear this study will keep him away from the College so long as to constitute a serious handicap, the leave may be terminated with his consent.

It is recommended that the following appointments to the faculty be approved:

Bernard G. DeWulf - Professor in the Department of Education at an annual salary of \$9,000.

Melba Fishman - Instructor in the Department of Psychology at an annual salary of \$5,200.

Donald Jay Mandell - Assistant Professor in the Department of Biological Science at an annual salary of \$7,000.

Elva Valdivia-Remmling - Assistant Professor in the Department of Modern Languages (Spanish) at an annual salary of \$6,500.

It is recommended that the Board recommend the employment of an architect to prepare preliminary sketches for the laboratory building.



It is recommended that the President of the Board appoint a committee to work with the administration of the College in seeking to make our development program more productive.

It is recommended that Dr. Homer Clevenger be made Acting Dean of the College for the remainder of this year.

Respectfully submitted,

*F. L. McCluer*

F. L. McCluer  
President of the College

ST. LOUIS UNION TRUST

General Investment Plan

Bonds  
Preferred Stocks  
Common Stocks

Ford Foundation Fund

Bonds  
Common Stocks

Ford Foundation Fund

Bonds  
Common Stocks

MORGENTHAU INVESTMENT

Bonds  
Common Stocks

FIRST NATIONAL BANK

Marble S. Merrill

Stocks - Mutual F.

LINDENWOOD FEMALE COLLEGE

ST. LOUIS UNION TRUST COMPANY

June 15, 1961

June 15, 1962

<u>General Endowment Funds</u>	<u>Book Value</u>	<u>Market Value</u>	<u>Income</u>	<u>Book Value</u>	<u>Market Value</u>	<u>Income</u>
Bonds	\$1,810,379	\$1,889,251	\$ 90,533	\$1,814,367	\$1,883,281	\$ 88,489
Preferred Stocks	203,905	219,643	10,500	198,505	220,336	10,500
Common Stocks	<u>1,197,375</u>	<u>1,235,793</u>	<u>161,460</u>	<u>1,201,574</u>	<u>3,737,800</u>	<u>147,729</u>
	\$3,211,659	\$6,344,687	\$262,493	\$3,214,446	\$5,841,417	\$246,718

Ford Foundation Faculty Endowment Funds

Bonds	\$ 112,832	\$ 107,400	\$ 4,841	\$ 112,832	\$ 108,375	\$ 4,841
Common Stocks	<u>86,168</u>	<u>130,291</u>	<u>3,721</u>	<u>86,214</u>	<u>108,891</u>	<u>3,658</u>
	\$ 199,000	\$ 237,691	\$ 8,562	\$ 199,046	\$ 217,266	\$ 8,499

Ford Foundation Accomplishment Funds

Bonds	\$ 75,387	\$ 73,759	\$ 3,375	\$ 74,362	\$ 73,653	\$ 3,325
Common Stocks	<u>45,367</u>	<u>55,100</u>	<u>1,700</u>	<u>44,438</u>	<u>46,384</u>	<u>1,667</u>
	\$ 120,754	\$ 128,859	\$ 5,075	\$ 118,800	\$ 120,037	\$ 4,992
Sub-total	\$3,531,413	\$6,711,237	\$276,130	\$3,532,292	\$6,178,720	\$260,209

MERCANTILE TRUST COMPANY

Bonds	\$ 224,208	\$ 230,215	\$ 8,800	\$ 174,520	\$ 183,435	\$ 8,766
Common Stocks	<u>230,557</u>	<u>640,880</u>	<u>20,930</u>	<u>230,543</u>	<u>563,810</u>	<u>21,107</u>
	\$ 454,765	\$ 871,095	\$ 29,730	\$ 405,063	\$ 747,245	\$ 29,873

FIRST NATIONAL BANK OF ST. CHARLES

Nannie S. Goodall Scholarship Fund

Stocks - Mutual Funds	\$ 18,921	\$ 24,932	\$ 1,206	\$ 20,849	\$ 22,883	\$ 1,757
Total	\$4,005,099	\$7,607,264	\$307,066 4.04%	\$3,958,204	\$6,948,848	\$291,839 4.17%

LINDENWOOD FEMALE COLLEGE

<u>SUMMARY</u>	<u>June 15, 1961</u>			<u>June 15, 1962</u>		
	<u>Book Value</u>	<u>Market Value</u>	<u>Income</u>	<u>Book Value</u>	<u>Market Value</u>	<u>Income</u>
Bonds	\$2,222,806	\$2,300,625	\$107,549	\$2,176,081	\$2,248,744	\$105,420
Preferred Stocks	203,905	219,643)		198,505	220,336)	
Common Stocks	<u>1,578,388</u>	<u>5,086,996)</u>	<u>199,517</u>	<u>1,583,618</u>	<u>4,479,768)</u>	<u>186,419</u>
Total	\$4,005,099	\$7,607,264. <i>201,024</i> <u>7,406,240</u>	\$307,066 4.04%	\$3,958,204	\$6,948,848	\$291,839 4.17%

During this period, stocks and bonds having a book value of \$88,951 were sold for \$201,024, showing a profit of \$112,073 over book value.

	<u>June 15, 1961</u>	<u>June 15, 1962</u>	<u>Increase (Decrease)</u>
TOTAL INCOME (Page 2 of Audit)	\$1,302,282	\$1,451,523	\$149,241
TOTAL EXPENSES	1,293,526	1,455,711	162,185
SURPLUS OF INCOME (deficiency)	8,756	(4,188)	(12,944)

Actual results showed a loss of \$4,188 against a budgeted surplus of \$42,553. A part of this was accounted for by the expenditure of \$21,000 for repairs and maintenance of buildings authorized subsequently by the Board.

EASEMENT

THIS INDENTURE, made this 3rd Day of October, 1962, by and between LINDENWOOD FEMALE COLLEGE, a Corporation under the laws of the State of Missouri, as party of the first part, hereinafter called "Grantor", and the CITY OF ST. CHARLES, a Municipal Corporation under the laws of the State of Missouri, as party of the second part, hereinafter called "Grantee."

WITNESSETH:

That for and in consideration of the sum of One Dollar and other valuable considerations in hand paid to the grantor by the grantee, the receipt of which is hereby acknowledged, said grantors hereby grant, bargain, sell, convey and warrant to the grantee, its successors, legal representatives and assigns, forever, a right-of-way and easement 40 feet in width, with the right, privilege and authority, to said grantee, its successors, legal representatives and assigns to construct, install, maintain, use, alter, repair, replace, remove and patrol a water line and appurtenances thereto, over, across and under and across the following described real estate, to-wit:

A strip of land, 40 feet wide, across Steen and Cunningham's Subdivision of St. Charles Commons, Township 47 North, Range 5 East, City of St. Charles, Missouri, described as follows: Said strip of land shall extend 10 feet Easterly and 30 feet Westerly of a line which is the approximate center line of the proposed pipe line and which traverses a course as follows: Beginning at a point 10 feet, more or less, South 54 degrees 36 minutes West from the Northwest corner of the Lindenwood College property; said corner being on the East line of Lot No. 3, Block No. 6, of the aforesaid subdivision and 562.3 feet, more or less, South 33 degrees 01 minutes East from a point on the South line of Duchesne Drive; thence from the said point of beginning South 33 degrees 01 minutes East, 1172.7 feet, more or less; thence South 10 degrees 17 minutes West, 34.0 feet, more or less; thence South 33 degrees 01 minutes East, 52.0 feet, more or less; thence South 76 degrees 19 minutes East, 28.0 feet, more or less; thence South 33 degrees 46 minutes East, 457.0 feet, more or less; thence South 9 degrees 01 minutes East, 416.0 feet, more or less; thence South 2 degrees 14 minutes West, 216.0 feet, more or less; thence South 34 degrees 46 minutes East to the property line of a tract of land presently owned by the City of St. Charles, Missouri.

However, the easement granted hereunder shall be a permanent easement for the Easterly 15 feet of the said 40-foot strip and the remainder of said 40 foot strip shall be a temporary easement and shall be used for construction of said water line only.

To Have and To Hold the said Easement, together with all rights and appurtenances to the same belonging unto the said grantee, and to its successors, legal representatives and assigns forever.

IN WITNESS WHEREOF, the grantor has executed this instrument the day and year first above written.



LINDENWOOD FEMALE COLLEGE

BY Howard S. Young  
Pres.

ATTEST:  
Her H. Armstrong  
Secretary

STATE OF MISSOURI )  
City of St. Louis ) SS.  
~~COUNTY OF ST. CHARLES~~ )

On this 3rd Day of October, 1962, before me appeared Howard S. Young, to me personally known, who, being by me duly sworn, did say that he is President, Board of Trustees of Lindenwood Female College, a corporation under the laws of the State of Missouri, and that the seal affixed to the foregoing instrument is the corporate seal of said corporation, and that said deed was signed and sealed in behalf of said corporation, by authority of its Board of Directors; and said Howard S. Young acknowledged said instrument to be the free act and deed of said corporation.

In Testimony Whereof, I have hereunto set my hand and affixed my notarial seal in the County and State aforesaid, the day and year last above written.

My commission expires on the 2nd Day of February, 1966.

Archie H. Chipps  
Notary Public

Appointed and Commissioned for City of St. Louis,  
which adjoins County of St. Louis, Missouri.



STATE OF MISSOURI )  
County of St. Charles ) ss.

I, the undersigned, Recorder of Deeds for said County and State, do hereby certify that the foregoing and annexed instrument of writing was filed for record in my office on the 8th day of November A.D. 1962.. at 3:00 o'clock P. M. and is truly recorded in book 382 Page 401

Witness my hand and official seal on the day and year aforesaid  
..... Deputy Recorder of Deeds Ernest E. Parke

# Board of Public Works

St. Charles, Missouri.

November 13, 1962

Mr. R. C. Colson, Business Manager  
Lindenwood College  
St. Charles, Missouri

Dear Mr. Colson:

Enclosed is your copy, for your files, of the easement granted by Lindenwood College, which has been recorded in the County Recorder's office in Book 382 - Page 401.

I want to thank you for your cooperation in this matter.

Yours truly,

*Walter G. Oelklaus*

Walter G. Oelklaus  
Superintendent

St. Charles Municipal Waterworks

WGO/mf

Enclosure

