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9-1969

## Lindenwood College Board of Directors Minutes and Papers, September 1969 to December 1971

Lindenwood College

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THE SUBCOMMITTEE on campus development of the BUILDINGS AND GROUNDS COMMITTEE of the BOARD OF DIRECTORS of LINDENWOOD COLLEGE met on Friday, September 26, 1969, at 12:30 p.m. at the University Club in St. Louis. Dr. Russell Crider, chairman of the Buildings and Grounds Committee, presided. Present for the meeting were subcommittee members James W. Quillian and John M. Wolff, Jr. President John Anthony Brown and Vice-President B. Richard Berg of The Lindenwood Colleges were also present.

The committee discussed the opportunities for improving undeveloped campus properties to increase income to the college and to provide for the long term growth of the colleges. The committee agreed to consider the back campus area as a total project related to the existing campus, planned as a unified complex, although it might be developed for a number of different uses at different times.

The committee also agreed to recommend to the Board of Directors that we move ahead with negotiations with the City of St. Charles in the development of a proposal in which the college would construct and lease to the city a new City Hall building for a period of twenty years. The building would contain approximately 22,000 square feet and would lease for approximately \$5.50 or less a square foot per year. Careful study of the financing was suggested; the college participation possibly could be the land, with outside financing of the buildings. Other possible tenants for the civic center building would be the St. Charles Chamber of Commerce and the St. Charles County Industrial Development Commission. The committee also considered the possibility of developing a new public library building on a similar lease arrangement and the development of a municipal auditorium which could serve both the college and the community. The committee agreed that any structures erected on the property should be designed by college employed architects to insure the possibility of multiple uses for any structure, since the useful life of the buildings under consideration would be far longer than the 20-year lease period.

Mr. Wolff presented a study of the back campus area which had been prepared at his request by James D. O'Hara of G.J. Nooney & Company. Mr. O'Hara's study of the land area resulted in the

recommendation that the location was ideal for the development of high quality garden apartments. It was felt that this kind of development could be achieved on 20 or more acres of the available land. A copy of that report is attached to these minutes.

The committee also agreed to recommend to the Board of Directors that an experienced campus planner be employed to determine on the basis of long-range projections the total land needs of the two colleges, the physical requirements of the institutions for the next 20 years, and the best locations for future campus buildings. On the basis of this planning, the development of the remaining land for better income production could be achieved on a lease basis.

The meeting was then adjourned.

Respectfully submitted,



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B. Richard Berg  
Acting Secretary

LINDENWOOD COLLEGE PROPERTY  
ST. CHARLES, MISSOURI

- Value: Two telephone calls were made to St. Charles real estate firms who were personal and business acquaintances. Neither man could name available acreage. Mr. Jenkins, in the City Engineer's office, said that this location was a valuable high price location. His definition of high price was between \$5,000 and \$10,000 per acre.
- Location: This ground is in the geographical center of the City of St. Charles. Frontage is on Duschene Drive, a prominent East-West street running through the better residential area from West Clay on the West to Randolph on the East. Property fronts 1045 feet on Duschene.
- Size: Approximately 68 acres.  
For dimensions see attached plot plan.
- Zoning: Institutional - Can be used only for first dwelling District "A".  
This zoning is single occupancy homes on a minimum lot of 6000 sq. ft.
- Configuration: Ground is roughly a square. On the West it borders a subdivision for 1600 feet. At this point Lindenwood Lane, a 20 foot street touches the property and could be used as a secondary access street. It also borders another subdivision for 650 feet. On the East side it borders a church for 578 feet and then a subdivision for 1250 feet. A creek forms the Southern boundary. Land is normal raw ground with rolling hills and valleys with a drain running North and South in about the center of the property. Normal grading costs can be expected.
- Possible Uses: Due to the location, lack of adequate streets and rail, this property is not adaptable for either industrial or commercial use.  
Industrial  
Commercial
- Apartments: The City of St. Charles is very short of apartments and if zoning can be obtained this should be a wonderful spot for an apartment project. Apartment zoning in St. Charles calls for a minimum density of 1500 square feet per unit. A buffer zone would be required on the East and the West side of the property but this would result in an even nicer development.
- Homes: The property would make a beautiful subdivision. This could be done without any zoning action and the zoning law calls for a minimum lot of 6000 square feet for a single occupancy building.
- Utilities: Time was not taken to locate and confirm the existence of utilities. It is taken for granted that Water - Sewers - Gas and Electricity are available.

Value: Two telephone calls were made to St. Charles real estate firms who were personal and business acquaintances. Neither man could name available acreage for a subdivision. They could not quote any past sales on which to base a price. Mr. Jenkins, in the City Engineer's office, said that this location was a valuable high price location. His definition of high price was between \$5,000 and \$10,000 per acre.

In my opinion the ground used under its present zoning has a market value of \$7,000 per acre. Rezoned to apartment use, the value should be \$10,000 per acre.

If the college desires to retain the ground for income and apartment zoning can be obtained, it is my opinion that they can anticipate an income of about \$800 per acre per year on a long term ground lease.

Full income should be achieved in about five years.

#### The Lindenwood Colleges

1. Lindenwood College II Board of Trustees
2. Progress on North Central Accreditation
3. Admissions Plans for 1970-71
4. Relationship of the Two Colleges
5. Campus Facilities
6. Interim Policy on Student Freedoms and Responsibilities

#### Lindenwood College for Women

1. Maintenance of Identity
2. Alumnae Attitudes and Support
3. Long Range Planning
4. A Spring Retreat - Students, Faculty, Administration, and Board

#### The Seven College Consortium

1. Program to Date.
2. Plans for 1969-70

#### Fine Arts Building Dedication

AGENDA

BOARD OF DIRECTORS AND BOARD OF OVERSEERS

LINDENWOOD COLLEGE

OCTOBER 24, 1969

John M. Black, President of Board, Presiding

- I. Invocation
- II. Minutes
- III. Report of President of the College
  - A. The Lindenwood Colleges
    1. Lindenwood College II Board of Trustees
    2. Progress on North Central Accreditation
    3. Admissions Plans for 1970-71
    4. Relationship of the Two Colleges
    5. Campus Facilities
    6. Interim Policy on Student Freedoms and Responsibilities
  - B. Lindenwood College for Women
    1. Maintenance of Identity
    2. Alumnae Attitudes and Support
    3. Long Range Planning
    4. A Spring Retreat - Students, Faculty, Administration, and Board
  - C. The Seven College Consortium
    1. Program to Date.
    2. Plans for 1969-70
  - D. Fine Arts Building Dedication

IV. Committee Reports and Recommendations

A. Faculty and Curriculum - Mrs. Stockstrom

B. Buildings and Grounds - Dr. Crider

C. Finance - Mr. Young

D. Auditing - Mr. Young

St. Charles, Missouri  
October 24, 1969

V. Unfinished Business

VI. New Business

Amendments to Retirement Program

VII. President's Remarks - Mr. Black

Minutes of the Meeting of the Board of Directors  
of  
Lindenwood Female College  
St. Charles, Missouri  
October 24, 1969

The following directors, being a quorum, were present:

John H. Black  
Russell J. Crider, M.D.  
Mrs. Thomas S. Hall  
David S. Jacobson  
James W. Quillian  
Arnold C. Stalnaker  
Mrs. Arthur Stockstrom  
The Reverend George E. Sweazey

The following members of the Board of Overseers were present:

Mrs. E. K. Barton  
Mrs. James A. Reed  
Mrs. Horton Watkins  
Mrs. Robert K. Wright

The following members of the Administration of Lindenwood College were also present:

John Anthony Brown, President of the College  
Howard A. Barnett, Vice President and Dean of the College  
B. Richard Burg, Vice President for Public Affairs  
Thomas A. Harig, Business Manager  
Edward C. Krahmeyer, Director of Development  
Mary Yeaker, Secretary to the President of the College

Mr. Black, President of the Board of Directors, presided.

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS  
AND BOARD OF OVERSEERS  
OF  
LINDENWOOD FEMALE COLLEGE

St. Charles, Missouri  
October 24, 1969

Pursuant to call and notice given each member of the Board of Directors and of the Board of Overseers, in accordance with the Bylaws, a meeting of the Board of Directors and of the Board of Overseers of Lindenwood Female College was held in the Tower Room of the Library Building at Lindenwood College, St. Charles, Missouri at 2 p.m., October 24, 1969.

The following directors, being a quorum, were present:

John M. Black  
Russell J. Crider, M.D.  
Mrs. Thomas S. Hall  
David S. Jacobson  
James W. Quillian  
Armand C. Stalnaker  
Mrs. Arthur Stockstrom  
The Reverend George E. Sweazey

The following members of the Board of Overseers were present:

Mrs. K. K. Barton  
Mrs. James A. Reed  
Mrs. Horton Watkins  
Mrs. Robert R. Wright

The following members of the Administration of Lindenwood College were also present:

John Anthony Brown, President of the College  
Howard A. Barnett, Vice President and Dean of the College  
B. Richard Berg, Vice President for Public Affairs  
Thomas A. Harig, Business Manager  
Edward C. Krehmeyer, Director of Development  
Mary Yonker, Secretary to the President of the College

Mr. Black, President of the Board of Directors, presided.



The meeting was opened with an invocation by Dr. Sweazey.

Mr. Black reported that there had been a misunderstanding in regard to the role of the members of the Board of Overseers. He expressed the hope that each member of the Board of Overseers would participate fully in all discussions and would vote on all matters except those requiring a legal form of the Board of Directors.

Mr. Jacobson moved that the minutes of the meeting of May 30, 1969, be approved as distributed. The motion was seconded and passed.

President Brown, in reporting on the Lindenwood College II Board of Trustees, said that this board began functioning last year with three members - George W. Brown, Walter L. Metcalfe, Jr., and John Anthony Brown. Since then, the following have been added:

- The Reverend E. J. Drummond, S.J.
- C. A. Mundt
- Joseph Sadusk, M.D.
- Edwin D. Van Woert

In regard to North Central accreditation, President Brown further reported, all Lindenwood College II students are listed as special students of Lindenwood College and receive degrees from Lindenwood College. Thus, Lindenwood II has instantaneous accreditation. North Central has been asked to come for a reevaluation, however, and hopefully we will be accredited as The Lindenwood Colleges following the evaluation in the spring of 1970.

Aside from the need for recreational facilities, Lindenwood II has ample facilities for at least two more years.

President Brown called attention to the Interim Policy on Preserving Academic Freedom, Individual Rights, and Personal Safety and Property at The Lindenwood Colleges, which was mailed to all Board members prior to the meeting and which was attached to the agenda. This statement has been formulated by the Administration until a permanent policy can be jointly formulated by students, faculty, administration, and board members. Mrs. Hall suggested that the Chairman of the Board appoint

members of the Board to an ad hoc committee to work with students and faculty on the development of a joint policy statement. Mr. Black appointed the following members to this ad hoc committee:

Mr. Armstrong  
Dr. Sweazey  
Mrs. Hall

In continuing his report, President Brown said that we must plan carefully over the next few years so that we will not lose our identity as a woman's college. We want to maintain two separate colleges. Following a suggestion that the identity of each college might be maintained more easily if each college had its own president President Brown said that we must get away from one president as soon as possible, but for many reasons this was not possible for the next year or two.

President Brown announced that the Lindenwood College II Board of Trustees plans to have a retreat in the spring, joined by some student leaders and some members of the faculty. They would like to include the Lindenwood College Board of Directors and Board of Overseers. Mrs. Hall moved that we endorse the idea of a retreat of these groups. The motion was seconded and approved.

The Seven College Consortium, which has been funded by the Ford Foundation following a proposal from Lindenwood College, has now been organized and is functioning, according to President Brown. A written report will be sent within the next few weeks. Frantzreb and Pray, a fund raising firm, has been employed, and will be contacting some of the members of this Board within the next two months.

President Brown indicated he would ask Chairman Black to appoint an ad hoc committee to help plan the dedication of the new fine arts building, which is completed and was ready for use when college opened in the fall. President Brown suggested a series of dedication events planned over a ninety day period.

Mrs. Stockstrom reported that a meeting of the Faculty and Curriculum Committee was held during the morning, prior to the Board meeting. The meeting of this committee was attended by Mrs. Hall, Mr. Black, Dean Barnett, and President Brown,

in addition to Mrs. Stockstrom. Mrs. Stockstrom reported that in regard to faculty-student representation on the Board, the committee came to the conclusion because of the small membership of the Board of Directors it would be more satisfactory if faculty and students served on committees on the Board, rather than hold membership on the Board. The Committee on Faculty and Curriculum believes also alumnae should be involved in committee work. Since there is no standing committee at the present time where students will fit in, the Committee on Faculty and Curriculum suggests that a new standing Committee on Campus and Student Life, consisting of three Board members, three faculty members, and three students, be formed. Mrs. Stockstrom moved the appointment of such a committee. The motion was seconded and approved. Some of the items with which the committee might concern itself would be the statement on student freedom and responsibility now under consideration, planning special events such as the art building dedication, and other areas of concern relating to student life.

Dr. Crider, Chairman of the Buildings and Grounds Committee, reported that enlargement of the post office and bookstore area, utilizing unused dormitory space for men students, and redecoration of the dining room came about because of the imagination of some of the members of the Administration, and was done at a minimal cost. He also reported that the desilting basin has been installed in the farm area and is working well. New signs and gates are a great asset to the campus.

Dr. Crider further reported that the Subcommittee on Campus Development met on September 26. In addition to himself, Mr. Quillian, Mr. Wolff, President Brown, and Mr. Berg attended the meeting. There are several projects which are being pursued but are not ready for presentation to the Board. None of these projects involve the college giving up any property. Mr. Jacobson moved that an experienced campus planner be employed, at reasonable expense, to determine the long-range needs of the two colleges, the physical requirements of the institutions for the next

twenty years, and the best locations for future campus buildings, as well as possible development of the remaining land on a lease basis. The motion was seconded and approved.

President Brown indicated that although the Board had previously authorized the renovation of Niccolls Hall for Lindenwood II students, there are no plans to do this work until all space in other buildings was being effectively utilized.

Mr. Jacobson reported on the progress of the tax reform bill currently pending in the Senate and the efforts of colleges and universities across the country to protect those provisions in the existing law which encourage private philanthropy to higher education. President Brown reported that more than 36% of all gifts to Lindenwood College last year were in the form of appreciated securities and that the pending tax revisions could have a serious effect on gifts to the college.

Mr. Harig reported on the following proposed changes in the college retirement program which is underwritten by General American Life Insurance Company. These revisions in the Lindenwood College Retirement Plan are recommended in order to correct certain provisions in the Trust Agreement which hinder attainment of personnel objectives which are of vital concern to Lindenwood College.

#### Section 6.03 - RETIREMENT AFTER NORMAL RETIREMENT DATE

This section relates to a participant who, upon attaining his normal retirement date, is retained in service by Lindenwood College. The last sentence of Section 6.03 instructs the Trustees to (1) discontinue its contributions on behalf of such participant after attainment of his normal retirement date and (2) to postpone payment of the monthly retirement benefit until the actual retirement of the participant occurs.

Recommendation: It is recommended that the last sentence of Section 6.03 be deleted and replaced with a new sentence which will allow for commencement of the monthly retirement benefit on the normal retirement date of a participant who is retained in service by Lindenwood College beyond his normal retirement date.

If this recommendation is accepted, the last sentence of Section 6.03 could read as follows:

In event of the extension of service beyond the normal retirement date, the Trustees shall take such action as is necessary so that the participant shall receive payment of his monthly retirement benefit either from the Trustees or from the Insurer, as the Trustees may direct, on the normal retirement date of the participant.

**Section 6.04 - RETIREMENT WITHIN FIVE YEARS OF NORMAL RETIREMENT DATE**

This section sets forth the basis for determining the monthly retirement benefit to be paid to a participant who ceases to be an employee within five (5) years of his normal retirement date. The first sentence of Section 6.04 states the monthly retirement benefit to be paid shall be an "actuarial reduction of the monthly income benefit which would have been payable at the normal retirement date of the participant."

The phrase "actuarial reduction" means different things to different people and as a result different amounts of monthly income benefit are developed for the same individual.

**Recommendation:** It is recommended that the first sentence of Section 6.04 be deleted and replaced with a new sentence which will clearly state the method which will be used to determine the monthly retirement benefit which will be payable to a participant who terminates employment within five (5) years of his normal retirement date.

It is further recommended that the following method be used to determine the monthly retirement benefit to be paid to a participant who is eligible to receive an early retirement benefit:

1. That the years of service benefit percentage factor of the participant which was established on the date of his entry into the Plan be reduced by 3/4% for each year of uncompleted service for the period between his date of early retirement and his date of normal retirement.
2. That the basic rate of monthly compensation of the participant as of the prior September 1 Anniversary Date of the Plan be multiplied by the reduced years of service benefit percentage factor to determine the monthly retirement benefit to be paid at the early retirement date.

If this recommendation is accepted, the first sentence of Section 6.04 could read as follows:

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. In the event of such early retirement, the amount of monthly income benefit shall be based on a modification of the formula set out in Section 5.01 by reducing the years of service benefit percentage factor of such participant by 3/4%

for each year of uncompleted service for the period between his early date of retirement and his normal date of retirement. The basic rate of monthly compensation as of the prior September 1 Anniversary Date of the Plan shall be multiplied by the reduced years of service benefit percentage factor to determine the monthly income benefit to be paid at the date of early retirement.

**Section 7.01 - VESTED BENEFIT, TERMINATION OF EMPLOYMENT**

This section covers the vested benefit to be paid to a participant upon termination of employment. Under the provisions of this section, the vested benefit of a participant is as follows:

- 1. Participants age 60 and over on the date of their entry into the Plan receive the sum of their contributions and the contributions of the College made on their behalf.
- 2. Participants age 59 and under on the date of their entry into the Plan receive the amount of their contributions. Participants in this group do not receive any vested benefit from the contributions of the College.

Recommendation: It is recommended that sub-section (a) and (b) of Section 7.01 be deleted and the following new sub-section (a) and (b) be substituted in lieu thereof:

- (a) In the case of a participant who was age 60 or over on the date of entry into the Plan he shall be entitled to receive either (1) the sum of his contributions with 3.5% interest compounded annually to the date of employment termination or, (2) to have an amount accruing to him in the Auxiliary Conversion Fund as of the prior September 1 Anniversary Date to currently fund the monthly income benefit which would have been payable on the normal retirement date applied as a single premium to purchase a Paid-Up Deferred Annuity to commence at the date which would have constituted his normal retirement date had he remained a participant of the Plan. Such Paid-Up Deferred Annuity shall provide a death benefit to the normal retirement date equal to the larger of the single premium payment or the cash surrender value of the Deferred Annuity on the date of death. At the normal retirement date, election can be made to receive (1) the maturity value of the Deferred Annuity in a single sum or (2) monthly income payments for life.
- (b) In the case of a participant who was age 59 or under on the date of entry into the Plan he shall be entitled to receive either (1) the sum of his contributions with 3.5% interest compounded annually to the date of employment termination or (2) to have the cash value of his policy or policies plus the amount accruing to him in the Auxiliary Conversion Fund on the prior September 1 Anniversary Date of the Plan applied as a single premium to purchase a Paid-Up Deferred Annuity to commence at the date which would have constituted his normal retirement date had he remained

a participant of the Plan. Such Paid-Up Deferred Annuity shall provide a death benefit to the normal retirement date equal to the larger of the single premium payment or the cash surrender value of the Deferred Annuity on the date of death. At the normal retirement date election can be made to receive (1) the maturity value of the Deferred Annuity in a single sum or (2) monthly income payments for life.

#### Section 12.02 - NUMBER OF TRUSTEES

This section of the Trust Agreement provides that there shall be two Trustees, who shall be appointed by the President of the Board of Directors, who shall have the duty and responsibility of directing the administration of the Plan.

Recommendation: It is recommended that this provision of the Plan be amended to provide that there will be three Trustees who will have the duty and responsibility of directing the administration of the Plan. It is further recommended that this additional Trustee be a member of the faculty. This appointment will strengthen the Plan and give the participants the feeling that they will always have representation as it concerns changes or revisions in the Plan.

#### PROVISION FOR TOTAL DISABILITY

The present Trust Agreement does not contain a provision covering the disability of a participant prior to attaining his normal retirement date.

Recommendation: It is recommended that the Trust Agreement be amended to provide a disability benefit which would be determined on a basis comparable to early retirement. This new provisions, which could be Section 7.03 of the Trust Agreement, would use the same definition of disability as that which is used under the Social Security Act.

If this recommendation is accepted, this new section of the Trust Agreement could read as follows:

7.03 In the event a participant, while in the active employment of the College, claims he is totally disabled then his claim shall be determined by the findings under the Federal Social Security Act. In the event the participant is declared totally disabled under the Federal Social Security Act such participant shall be retired with a monthly disability benefit. The amount of the disability benefit payable shall be based upon a modification of the formula set out in Section 5.01 by reducing the years of service benefit percentage factor of such participant by 3/4% for each year of uncompleted service for the period between the date of total disability and his normal date of retirement. The basic rate of monthly compensation as of the prior September 1 Anniversary Date of the Plan shall be multiplied by the reduced years of service benefit percentage factor to determine the amount of the monthly disability benefit.

INTERIM POLICY ON PRESIDENTIAL SAFETY AND PROPERTY AT THE LINDENWOOD COLLEGES

St. Charles, Missouri

I. Preamble

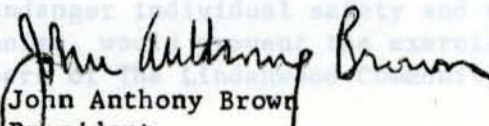
October 13, 1969

TO ALL MEMBERS OF THE LINDENWOOD COLLEGES

Events which I need not describe have caused various agencies with which we are associated to strongly recommend that all colleges and universities should have clearly stated and fully implemented policy and procedure relative to preserving academic freedom, individual rights and personal safety in all situations. Strong recommendations from the American Council on Education and other national groups suggest that such policy and procedure should be carefully worded and explicit, should regard the rights of individuals to make free choices without intimidation, should ban the use of force and reject the resort to violence which threatens the academic community.

The attached policy and procedure has been administratively formulated as interim policy. It reflects in many ways a document endorsed by the American Association of Colleges, the National Student Association, and the American Association of University Professors, particularly as it spells out rights and responsibilities of students in the academic community.

Within the very near future, the faculty and students in both colleges will be asked to elect members to an ad hoc committee to be called the Institutional Study Committee, which will be comprised of trustees of both colleges, students, faculty and administrators. The principle of elected and appointed members, part of the proposed faculty constitution, will be followed.

  
John Anthony Brown  
President

JAB:PJ

Official policy of the Administration of Lindenwood College and Lindenwood College II during the interim of The Institutional Study. Composed of students, faculty members, and administrative officers from both colleges, The Institutional Study Committee has been charged with developing the statements which represent a mutual agreement of policy and define its implementation.

\* Each or both hereinafter referred to as The Lindenwood Colleges or The Lindenwood Community.



INTERIM POLICY ON PRESERVING ACADEMIC FREEDOM, INDIVIDUAL RIGHTS, AND  
PERSONAL SAFETY AND PROPERTY AT THE LINDENWOOD COLLEGES\*

I. Preamble

Academic freedom may be delineated as the freedom to teach and the freedom to learn. To make certain that these freedoms do indeed exist, that the transmission of knowledge and pursuit of truth take place in an environment where critical judgment and intellectual independence may be exercised without fear, Lindenwood College\*\* and Lindenwood College II\*\* have undertaken to provide, to the best of their ability, appropriate opportunities and conditions in the classroom, on the campus, and in their relations to the larger community. In support of these objectives, the following policies are established as guides and regulations for the exercise of the authority residing with the officers of the two colleges.

II. Freedom of Expression and Inquiry

All members of The Lindenwood Colleges are free to examine and to discuss all questions of interest to them and to express opinions publicly and privately. They are free to support causes by orderly means which do not disrupt the regular and essential operation of the colleges. At the same time, it must be made clear to the academic and larger community that in their public expressions or demonstrations, all members of the academic community speak only for themselves; such expressions do not necessarily imply approval or endorsement by The Lindenwood Colleges.

III. Protection of Freedom of Expression

- A. General Statement. To make possible the advocacy of causes by orderly means, The Lindenwood Colleges must assure their members that they will be free from actions which endanger individual safety and which, by physical force or disruptive noise, would prevent the exercise of their freedom to speak. All members of The Lindenwood Community

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\* The official policy of the Administration of Lindenwood College and Lindenwood College II during the interim of The Institutional Study. Composed of students, faculty members, and administrative officers from both colleges, The Institutional Study Committee has been charged with developing the statements which represent a mutual agreement of policy and define its implementation.

\*\* Each or both hereafter referred to as The Lindenwood Colleges or The Lindenwood Community.

are under a strong obligation to protect its processes from these tactics. The administration of The Lindenwood Colleges has the particular responsibility, with appropriate consultation and regard for due academic process, to institute disciplinary proceedings against those who adopt such tactics. Any member of The Lindenwood Colleges who deliberately uses such tactics shall be subject to dismissal from The Lindenwood Community.

- B. The Classroom. The professor in the classroom and in conference shall encourage free discussion, inquiry, and expression. Student performance shall be evaluated solely on an academic basis, not on opinions or conduct in matters unrelated to academic standards.
1. Students shall be free to take reasoned exception to the data or views offered in any course of study and to reserve judgment about matters of opinion, but they are responsible for learning the content of any course of study for which they are enrolled.
  2. Any member of The Lindenwood Colleges who disrupts activities in the classroom by such methods as physical obstruction to the entrance, destruction of property, physical attack on the professor or other students, or tactics of harassment that prevent the normal functioning of the class shall be subject to dismissal from The Lindenwood Community.
- C. Guest Speaker Policy. The Lindenwood Colleges are dedicated to freedom of inquiry in the search for truth. Each college is thereby committed to encourage the presentation of all those responsible points of view and claims of truth which presume to be knowledge and which compete for the assent of man. The Lindenwood campus shall therefore be open to all public speakers, and all shall be welcome, subject only to the full responsibilities of sponsorship by recognized student (III. E.), faculty and administrative organizations within the campus community and to the availability of facilities. In order to insure an orderly scheduling of facilities, to provide adequate preparations for the public guest speaker, to ensure public safety, and to meet the obligations of group sponsorship, the event must be registered with the Office of the Dean of Students. It is further understood that The Lindenwood Community functions as an arena of freedom where ideas must stand on their merit alone and that The Lindenwood Colleges do not necessarily endorse the ideas therein presented.
1. Public guest speakers who are duly registered by the Office of the Dean of Students shall be accorded the same freedom of expression and inquiry (II) and the protection thereof, (III.A.) accorded to any member of The Lindenwood Community.
  2. Any member of The Lindenwood Colleges who does not properly register a public speaker will be in violation of college guest speaker policy and will be subject to disciplinary action.
  3. Administrative officers of The Lindenwood Colleges reserve the right to direct any public speaker who is not duly sponsored or registered to leave the campus property, or in emergency situations, in the interest of public safety, to terminate a meeting and to request participants to disperse.

4. Orderly presentation of contrary views is a right only as long as it does not interfere with the right of others to hear the duly registered speaker.

D. Student Communications Media. Official student communications are basic to an atmosphere for free and responsible discussion and for intellectual exploration on campus. They bring student concerns to the attention of the faculty and the institutional authorities and help formulate student opinion on various issues. Because of their financial and legal dependence, they are under the jurisdiction of the officers of The Lindenwood Colleges. The role of publisher is delegated by the officers of the college to the Publications Board, a body composed of students, faculty, and administrators. The Board appoints editors, may recall them, and may serve as a review board. Editors are free from any advance approval of copy and are guaranteed sufficient editorial freedom and financial autonomy to maintain their medium's integrity of purpose as a vehicle for free inquiry and free expression in the academic community. Student editors have the same responsibility toward their publisher and public as do all journalists, e.g. the avoidance of libel, indecency, undocumented allegations, attacks on personal integrity, and harassment or slanderous innuendo.

Editors of student publications are protected from arbitrary suspension and removal because of student, faculty, administrative, or public disapproval of editorial policy or content. The failure of The Publications Board and its appointed editors, however, to maintain the level of responsibility described above may lead to suspension of publication. Editors deliberately misusing their freedom in the judgment of The Publications Board may be dismissed. When, in the judgment of The Publications Board, further disciplinary action is warranted, the matter will be referred to the appropriate disciplinary jurisdiction.

All student publications must explicitly state that the opinions therein expressed are not necessarily those of either of The Lindenwood Colleges.

E. Recognition of Campus Association and Organizations. Recognizing that members of the campus community arrive with a variety of established interests and that they develop new interests as members of the community, The Lindenwood Colleges guarantee the freedom to organize and to join associations for the pursuit of common concerns.

1. The President's Council, as the committee which combines representation from all segments of the college community, officially charters organizations on behalf of the colleges, making its own criteria for the granting and revocation of charters consistent with the general policies of the colleges.
2. No organization shall be required to submit a list of members as a condition of campus recognition.
3. While student organizations are encouraged to seek faculty participation in their activities, they shall not be required to do so as a condition of institutional recognition.
4. Affiliation with an extramural organization will not of itself disqualify a campus organization from institutional recognition.

5. Only such persons as hold bona fide membership in the community of The Lindenwood Colleges shall be members of recognized college organizations.
6. Each association and organization bears responsibility for the conduct and financial support of its program(s).

F. College Records. The Lindenwood Colleges, by virtue of their obligation to provide evidence of student's performance in and completion of courses and other official college programs, must maintain records of integrity and completeness. In the process of serving the student's personal and the college's general needs, additional files relating to disciplinary action and extracurricular participation necessarily accumulate. The college, through the officer specifically charged with maintaining these records, acts as custodian and will allow their use only by authorized persons and then with care for their confidentiality. The following safeguards are provided:

1. The Lindenwood Colleges will not maintain records of a student's membership in organizations.
2. The student's transcript will contain only information about academic accomplishment and status. This shall be interpreted to include the recording of institutional action, such as dismissal or suspension for reasons of academic standards, health, or disciplinary action, which may affect a student's eligibility to re-register at The Lindenwood Colleges.
3. Specific records of disciplinary action and other information as may be accumulated in a student's folder, not in support of the transcript, will not be retained beyond graduation from The Lindenwood Colleges. For students who have terminated prior to graduation or transferred from The Lindenwood Colleges, the information will not be retained longer than five years.
4. Other information that may be accumulated as part of a student-placement file such as interview statements and letters of reference, shall not be released to any individual or agency, public or private, without the expressed written request and consent of the student.

Except for authorized action, (as in 3. above), any member of The Lindenwood Colleges who removes, destroys, improperly reveals the contents of, or alters the records, files, or personal property of a student, faculty member, or administrative officer shall be subject to dismissal from The Lindenwood Community and/or civil action.

G. College Property and Student Privacy. The College reserves the right to inspect and check dormitory rooms at any time, and for any purpose. The college respects the student's individual rights and will make such inspections, whenever possible, in the presence of the student. (See p. 92 of the 1969-71 catalog.)

H. Recruitment by Service and Employment Agencies.

1. Any bona fide Equal Opportunity Employer--governmental or private--will be permitted to use the Lindenwood College Placement Office facilities.
2. No member of The Lindenwood Colleges has the right to disrupt the activities of the Placement Office, which provides a service to those who wish to use it, and no member of the college community will be allowed to interfere with the freedom of those who voluntarily seek its service.

I. Presence on Campus of Persons Not Affiliated with The Lindenwood Colleges.

Visitors are welcomed on the campus during the time when the buildings are normally open. Guests or acquaintances who plan to be on campus beyond the hour of closing, or beyond the time when their host or hostess retires for the night, must be registered in the Dean of Students Office and be in quarters properly assigned to them.

Visitors shall be subject to policies and procedures stated within (I-VI). Visitors not under direct jurisdiction of The Lindenwood Colleges are expected to accept campus policies and will be asked to leave the campus if they refuse to do so. Violators of civil law will be prosecuted.

IV. Members of The Lindenwood Colleges and Off-Campus Freedom

- A. The Rights of Citizenship. Members of The Lindenwood Colleges who are citizens of the United States, as well as members of an academic community, enjoy the same freedom of speech, peaceful assembly, and right of petition that other citizens enjoy. All members of the academic community are subject to the obligations which accrue to them by virtue of this membership.
- B. Institutional Authority and Civil Penalties. Members of The Lindenwood Colleges who are in violation of civil law may request institutional officials for advice, but The Lindenwood Colleges are in no way obliged to provide sanctuary or additional assistance.

Members of The Lindenwood Colleges who violate the law are subject to the penalties prescribed by civil authorities, but the authority of The Lindenwood Colleges will not be used merely to duplicate the function of general laws. Only when the interests of Lindenwood as an academic community are distinct and clearly involved will the special authority of the college be asserted.

The member of The Lindenwood Community who violates institutional regulations in the course of off-campus activity, such as those relating to class attendance, shall be subject to no greater and no lesser penalty than would normally be imposed under different circumstances.

V. Campus Security: Additional Understandings

- A. Possession of Firearms and/or Explosives. Possession of firearms and/or explosives on the premises of The Lindenwood Colleges is absolutely prohibited. Violation of this regulation by a member of the college community shall lead to immediate dismissal.
- B. Request for Identification. Administrative officers, members of the faculty, campus security guards, and certain student officers to whom responsibility is delegated by the President, are authorized to request persons to identify themselves when, in the opinion of those authorized, identification is necessary for the protection of academic freedom or individual rights, the security of personal safety or campus property. Request for proper identification shall be conducted according to two guidelines:
1. Members of the community so authorized to request identification shall first reveal their own identification, hence authority.
  2. Authorized members of the community may thereafter request that the individual or person presumed to be a student of The Lindenwood Colleges present and/or turn over his personal I.D. card. Students of The Lindenwood Colleges shall comply with this request. Should the student believe the request is unreasonable, a complaint may be filed with an appropriate administrative or student officer, but he shall comply with the initial request.
- Failure on the part of an individual to comply with request for identification shall result in the following:
1. The authorized member of the community will automatically assume that the individual is not a student of The Lindenwood Colleges. At his personal discretion, the authorized agent may make appropriate charges against the individual with college or civil authorities.
  2. If the individual is later found to be a student of The Lindenwood Colleges, he will be subject to disciplinary action, under appropriate regard for academic due process (VI).
- C. Guidelines for Controlling Disruptive Tactics. (Those tactics described in III. A.)
1. At all times, members of The Lindenwood College Community will attempt to maintain a sense of proportion as to the magnitude of any threat that is facing The Lindenwood Colleges.
  2. In dealing with disruption, institutional officials will first make a deliberate attempt to respect and honor reason and persuasion before choosing any other mode of action which is normally antithetical to the nature of an institution of higher learning. However, failure to receive a prompt and "in kind" reply will necessarily obligate institutional officers to choose a different mode of action.

3. Institutional officials will not negotiate under conditions of duress. If disruptive tactics are not promptly halted after a short period in which reason and persuasion are sincerely attempted, an institutional official will inform the student that he is officially dismissed from The Lindenwood Colleges. Appeal of this decision will be recognized by institutional authorities only after the disruptive tactics in question have been terminated. Scheduling of an appeal hearing will be at a time designated by institutional officials, but there must not be unreasonable delay. The appeal hearing will be conducted in executive session by The President's Council. Any member of The President's Council who was or is alleged to be involved in the disruption under question will be automatically disqualified from hearing the case.
4. Should disruption not be terminated after the student is informed of his dismissal from The Lindenwood Colleges, civil authorities will be called for assistance. The specific procedure for transferring jurisdiction to civil authorities will be at the discretion of institutional officials.

## VI. Disciplinary Standards, Judicial Jurisdiction, and Sanctions

- A. Procedural Standards in Disciplinary Matters. In developing responsible student conduct, disciplinary proceedings play a role substantially secondary to example, counseling, guidance, and admonition. At the same time, The Lindenwood Colleges have a duty and the corollary disciplinary powers to protect their educational mission through the setting of standards of scholarship and conduct for the students. In exceptional circumstances when the preferred means fail to resolve problems of student conduct, certain procedures will be taken to protect both the academic community and the student:
  1. Minor Infractions. Practices in disciplinary cases vary in formality with the gravity of the offense and the sanctions which may be applied. In cases of minor infraction of community standards, minimum procedures require:
    - a. that the student be informed of the nature of the charges against him, preferably in writing;
    - b. that the student be given a fair opportunity to refute the charges;
    - c. that no individual or judicial group take arbitrary action;
    - d. that there be a provision for appeal of a decision.

Mary Yonker, Assistant Secretary

Mark, Chairman

Neutrong, Secretary

2. Major Infractions. When the possible consequences attached to alleged student misconduct may have serious implications for the student's future, a larger number of procedural requirements will be observed. In such cases, the student:

- a. shall be informed of the charge against him in writing and in sufficient time to prepare for a hearing;
- b. shall have an opportunity to present witnesses on his behalf and to question witnesses against him;
- c. shall have the benefit of a faculty advisor (or anyone else within the Lindenwood Community) to speak on his behalf;
- d. shall have a summary of the proceedings recorded in some permanent way;
- e. shall have the opportunity for appeal.

B. Judicial Jurisdiction in Cases Involving Infractions of Academic Standards.

Review of violation of academic standards shall come under the jurisdiction of the Appeals Board of The Lindenwood Colleges (see Student Handbook - Academic Responsibility Code).

C. Judicial Jurisdiction in Cases of Social Misconduct. The jurisdiction is defined according to procedures established by Lindenwood College and Lindenwood College II.

D. Disciplinary Sanctions. Ultimate sanctions which may be imposed by The Lindenwood Colleges are two:

1. Academic Sanctions: Clearly, the ultimate academic authority The Lindenwood Colleges have over their members is the sanction of dismissal from the community.
2. Civil Sanctions: Officers of The Lindenwood Colleges will seek civil sanctions against members of The Lindenwood Community as a last resort. Civil sanctions will be sought against individuals who are not members of The Lindenwood Colleges who violate The Lindenwood Community through disruptive tactics.



ADDITION TO TRUST AGREEMENT

3.06 If an employee declines to come into the plan within ninety days following completion of his eligibility requirement, he shall then be denied during future years of employment to become a participant.

Mr. Quillian moved that subject to the taking of any steps necessary in the opinion of counsel, including Internal Revenue Service review, the above changes be made in the Lindenwood College Retirement Plan so that the benefits of the program would be comparable to those available to employees in the alternate program available to them through TIAA-CREF. The motion was seconded by Mr. Jacobson and passed on a roll call vote of the corporate directors. Mr. Staknaker abstained from voting on the resolution.

Mr. Black presented his report, and commented on the progress which he felt the college was making. He underscored the importance of developing an over-arching committee to facilitate relationships between The Lindenwood Colleges and foster their growth and development.

Mr. Black appointed himself and Mr. Armstrong, from the Executive Committee, to serve as members on the coordinating committee, and Mr. Young, from the Finance Committee, as an additional member. He recommended that Mr. Harig and President Brown also participate as members of the coordinating committee for the two colleges, and stated he would ask Mr. Metcalfe, Chairman of the Board of Lindenwood College II, to appoint representatives from that board to the coordinating committee.

There being no further business, the meeting was adjourned.

The next meeting of the Board of Directors and the Board of Overseers will be held at Lindenwood College, Monday, January 19, 1:30 p.m.

Approved:

Mary Yonker, Assistant Secretary

John M. Black, Chairman

Wm. H. Armstrong, Secretary



The President's Room

the retention figures, and I report with a great deal of pleasure that 83% of the senior class this year started her freshman year at Lindenwood. In 1968-69 the retention was 70%; in 1967-68, 74%; and in 1966-67 74% of the senior class began college studies at Lindenwood.

International Students. I ought to comment about a small number of students who can make a very profound impact on all of us. We have the most diverse group of international students we have ever had. In the judgment of those who have been here for many years, this group of students seems to understand the goals and

REPORT TO THE MEMBERS OF THE BOARD OF LINDENWOOD COLLEGE FOR WOMEN - October 1969

An extremely busy summer has ended with fall registration, and I wish to report, as briefly as possible, on events at Lindenwood College.

Enrollment. None of the problems we have dealt with as an administration has been more difficult than the problem of maintaining enrollment at Lindenwood during a very difficult period for private colleges in general, for women's colleges in particular, and, of course, a period of great change here with all the impact that change has on a traditional constituency. Therefore, all of us can be truly delighted by the fact that freshman input this fall, now that final registration figures are complete, into the Lindenwood complex, finds a total input some forty percent above last year. The exact figures, as of September 17, are:

	<u>1968-69</u>	<u>1969-70</u>
New Students	184	255
Total Enrollment	595	676

Enrollment in Lindenwood College II is 117, rather than the fifty we originally planned for, or the seventy we finally budgeted for. Eighty-nine of these are new students.

On the SAT Board scores, we have made an increase in the overall level of our student body. Preliminary figures indicate that the mean verbal score will rise from 507 to 510.4. The mean math score will show an even greater increase because the male students bring a much higher math proficiency.

The registration of men was accomplished without giving appreciably more financial aid than was the case in Lindenwood College for Women. The formula which the Board of Lindenwood College II developed for financial aid was not used to its full extent, and close to half of the men are paying the full \$2,950 comprehensive charge at the college. Our preliminary figures indicate that the relationship of financial aid to ability is such that many of the finest men students we have are paying their full way, including several with Board scores in both verbal and math that are in the 700 level. All of them receive only the level of aid called for by the standard evaluation made by the Parents' Confidential Statement.

When looking at our student body as a whole and analyzing the statistics, I find one of the most important long-range statistics to be that which deals with the problem of retention. I have expressed my intention to the Board to do something

about the retention figures, and I report with a great deal of pleasure that 83% of the senior class this year started her freshman year at Lindenwood. In 1968-69 the figure was 70%; in 1967-68, 74%; and in 1966-67 74% of the senior class began their college studies at Lindenwood.

International Students. I ought to comment about a small number of students who can make a very profound impact on all of us. We have the most diverse group of international students we have ever had. In the judgment of some who have been here for many years, this group of students seem to understand the goals and objectives of the college and to be interested in the long-term relationship with the college, rather than the one year that was the customary period of residence for most of our foreign students in the past. This year we have students from Afghanistan, Peru, Greece, Lebanon, Thailand, Iceland, Turkey, Denmark, Japan, and Hong Kong. Mrs. Brown and I had these students for breakfast this past Sunday, and they were one of the most interesting groups of young people we have had to such an occasion. We are now getting experienced enough to claim to be experts in dealing with young people at breakfast!

Admissions Staff. I must not move to discussion of another area of activity without remarking on the exceptional job done by Mr. Davis, our Director of Admissions, and the people on his staff. Very late last year, we made some very profound shifts in the approach to our admissions work. We developed an entirely new set of publications describing the college and its programs and had these publications in part designed by a professional designer who caught the feel of what we were trying to do. Mr. Davis and I believe that these publications, all of which you have seen, and some exceptional work done by two new members of the staff, including a young woman who graduated from Lindenwood last December and went on the road as an Admissions Intern for us, were greatly responsible for this successful accomplishment.

Physical Facilities. I must report to the Board something that I never expected to report, for in my experience in education it has not happened very often. The contractor completed the new Fine Arts Building roughly one hundred and twenty days ahead of contract schedule. The building was turned over to us technically on the eighteenth of August. We believe it to be one of the finest buildings of its kind in the country. It is not as complex, and it does not encompass as broad a spectrum of activity, as the fine arts building at Macalester or the superb one at Dartmouth; but for the areas served, principally painting, sculpture, ceramics, printmaking, and dance, it is really an outstanding facility. The building came to us so far ahead of contract that the furniture and moveable equipment had not been delivered. We borrowed from other areas of the college and used furniture in storage so that we actually were in the building by the time students arrived. This required a great deal of extra effort, which I would not care to repeat. You could have caught the Chairman of the Art Department waxing the slate floors in the lobby of the new Art Building in order to make the deadline if you had been here in early September. He is very pleased with the structure and has put in many extra hours preparing the new building for the students' arrival. The students themselves love the building and are all very proud of it. It is already serving the larger college community effectively in many ways.

The second project that is having a very great impact on us is very much smaller than the Art Building, with a total budget of something in the order of \$5,000. We have needed more space for an adequate bookstore for some time. The advent of paperbacks, the absence of stores close at hand to the Lindenwood campus where

students can purchase personal items, and the desire of students and faculty to buy many items such as pullover sweaters, sweatshirts, room decorations with college insignia, lamps, and similar items, led us to reorganize our use of the terrace level here in Roemer. We developed the terrace level as an arcade, with windows and small shop fronts that give a very different feeling than we used to get from what was really a basement hallway. Unable to spend very much money on this project, we did not get architects, but made it a personal project. Mr. Harig and I, with Mr. Berg's help, worked with carpenters and our own staff to put together what I believe is an extremely attractive post office and bookstore. Quite frankly, it is the most popular spot on campus at the moment, and sales in our bookstore are running at a level which would indicate that we will be able to amortize our costs the first year. Be sure to see it when you come to the campus.

An additional physical change that ought to be called to your attention is a result of the fact that the number of men we were able to recruit increased throughout the whole summer. We had agreed in our discussions with the Board that we would proceed with the quick renovation of Niccolls if it looked as if we could fill it with men by May 15. At that date, the thought that we would have one hundred and seventeen men never crossed our minds. Indications were that we would have between sixty and seventy. We prepared our budget for seventy, and it was mid-August before it became obvious that we would fill Ayres and have an overflow. By the third week in August, we were aware that even though we were putting sixty-seven men in Ayres, rather than the fifty-four women we traditionally housed there, we would need another ten to twenty residence spaces for men living on campus. The Board had authorized us to consider the development of the terrace level of Irwin Hall where there were unused rooms, which were once maids' rooms, and piano practice rooms, which are no longer needed. On an emergency basis, we painted and rearranged the area without any major structural work, closing off access to the upper reaches of the building; and, because there was a separate entrance, we designated the terrace level of Irwin Hall as Ayres Hall Annex, for men only. All the work we have done--including the installation of some new showers in a very old bathroom and new lighting fixtures where bare lightbulbs had formerly hung on long cords from the ceiling--is a step toward the development of the terrace level for Irwin Hall residents when we can fill it with young women. None of us wishes to maintain the present arrangement beyond this year. It seems to be working satisfactorily on the basis of a few weeks' experience. We have fifteen men in the Ayres Hall Annex.

We had a small item in the budget for the dining hall. I need not point out to members of the Board who know our campus well that one of the problems in the dining hall at Lindenwood College was exposed pipes, numerous and conspicuously present, at the ceiling level. Several consultants and Vice President Berg had urged me to have the ceiling painted a dark color, preferably black. This required more courage than I possessed until the past summer. Having appropriated money to paint the dining hall, I decided to run the risk and paint a portion of the ceiling a color that had been recommended by a consultant we brought in from the West Coast--a color almost black, called black walnut. To my delight, the experts were proved right. The room is essentially transformed by this, and the pipes and all the paraphernalia against the ceiling seem to fade away unless one looks at them deliberately and consciously.

New draperies and a coat of paint on all the walls further enliven the dining area. Since the day when all of us sat down to eat at one time at Lindenwood College, the

east wing of the dining hall has not been in use, and it became a kind of storage area. Since there was no lounge area adequate for the men living in Ayres Hall, and no place we could install ping pong tables and pool tables that men need for recreational purposes, we put up a temporary partition in the back part of the dining room, thus creating a lounge and recreation area for Lindenwood College II students.

I have recognized for some time the need for a private dining area. Again, a temporary wall, placed across the new west end of the dining room, provides a small dining area where there can be greater formality and less noise than in the main dining hall itself. Actually, this invasion of the total space of the dining hall makes the remaining area more intimate, and the area is filled to greater capacity, which improves the dining environment.

I report to the Board that almost complete dissatisfaction with the food service during the course of the summer school led us to take emergency action and ask several of the best known food service companies in the country to make proposals to us. The two most interesting proposals came from ARA Slater and Saga Food Service. After careful deliberation, the Slater proposal was accepted; and they are now operating our dining service. They have made a very fine start, although they received the contract only about ten days before the start of the school year.

Members of the Board will remember that when it was agreed that we would lease Ayres Hall to Lindenwood College II it was understood that Lindenwood College II would refurbish Ayres at their expense. This action was taken and the residence hall was totally refinished from top to bottom. Every room and hallway was repainted; and the upstairs hallways were carpeted with a good, but inexpensive, grade of commercial carpeting. The building responded to this treatment in a very positive way, and we are delighted at the initial reaction, particularly to the carpeting. The halls were noisy, and the linoleum floors expensive and difficult to maintain.

The privilege of selecting a color for the walls of individual student rooms had grown up through the years at Lindenwood, and our painting contractor laughingly told me that he thought half his work was painting pink rooms blue and blue rooms pink. Sound management precludes the continuation of this procedure, and in the renovation of Ayres Hall by Lindenwood II a standard color was chosen for the rooms on each floor. However, pink was not among the colors considered as we attempted to give a more masculine appearance to the hall. The economies of this policy are obvious.

I ought to point out that the costs of the development of the recreation room area in Ayres, the cost of refurbishing Ayres in carpeting, the costs of the development of the terrace level of Irwin will all be charged to Lindenwood College II. As President of Lindenwood College for Women, all I can say is that they can afford it, and that I will have to sign the checks as President of Lindenwood College II with a smile.

Campus Signs. Through the efforts of Vice President Berg we have new identification and direction signs on the campus and on our buildings. The campus is now identified as the habitat of "THE LINDENWOOD COLLEGES", and all of the buildings should be appropriately signed by the end of October.

Front Entrance. The front entrance to the college is still plagued by highway construction, but progress is being made on the completion of the entrance gates and pillars for installation of a decorative iron fence around the front of the campus.

Cynthia Yost Memorial Walkway. A matching contribution from a member of the Board of Directors made possible the completion this summer of the Cynthia Yost Memorial Walkway joining the college campus with the Trinity Episcopal Church. The walk was constructed in memory of a young student who died last fall, but left with many of us a new perspective on the college to which she had come.

Mini-bus. Alumnae, parents, students, and friends have been contributing books of S & H Green Stamps to purchase a mini-bus for use in transporting students to cultural events in St. Louis. The bus is now on campus and in use as the Alumnae Association continues its campaign to finish paying for the twelve-passenger bus.

Faculty. We begin the year with a full complement of faculty. All posts were filled by early summer. The following new people join our faculty in this 1969-70 year:

- Mr. John N. Bartholomew, Acting Chairman, Assistant Professor, Sociology
- Mr. Carl E. Batt, Assistant Professor, Sociology
- Mr. Vincent T. Brescia, Assistant Professor, Biology
- Mr. Craig B. Carlson, Assistant Professor, English and Communication Arts  
Departments
- Dr. Patrick F. Delaney, Jr., Chairman, Professor, Biology
- Mr. Philip R. Enoch, Adjunct Assistant Professor, Communication Arts
- Mrs. Karen Caine, Visiting Instructor in the Department of Physical Education
- Mr. Klaus H. Gradinger, Assistant Professor, Modern Languages
- Mr. Rudolf Hirschmann, Assistant Professor, Modern Languages
- Mr. Roosevelt Johnson, Instructor, part-time, Sociology and Education
- Mr. Henry E. Knickmeyer, Instructor, part-time, Art Department
- Dr. Aaron H. Konstam, Director of the Computer Center, Associate Professor,  
Mathematics
- Dr. Lynnewood F. Martin, Assistant Professor, History
- Mr. John Nichols, Assistant Professor, Center for the Undergraduate Study  
of Mathematics
- Mr. Anthony Perrone, Instructor, Modern Languages
- Dr. Dominic C. Soda, Director of the Center for the Undergraduate Study of  
Mathematics, Associate Professor of Mathematics.

A president always feels that the new faculty people he has are the best crop yet. I certainly feel that way about this group of people. I want to comment particularly about the three very fine people we have been able to attract in mathematics. This is an area about which we have high hopes and great dreams. With Mrs. Reed's help we launched the Center for the Undergraduate Study of Mathematics, and none of us has ever had a moment's doubt that the basic idea was a very sound one. The difficulty, we found, was persuading top people in mathematics to come to an undergraduate institution to teach. In a very real sense, an outstanding faculty person, particularly a person whose career is just beginning, runs a great risk in doing so, because the academic community measures its members by their writing and research

productivity. While we talk a great deal about teaching, particularly at the universities, we promote those who write and produce research results. We are, therefore, very fortunate that we have been able to attract three people into the Math Center who, without a shadow of doubt, are ideally qualified, and bring with them outstanding reputations for teaching. Now we have the concept; we have the faculty; we have adequate computer facilities (but not for long!), and we can really perform at the level we promised when we started talking about the Math Center. I must comment that Mrs. Huesemann, who has been with us for some time, fits in with the three new people very well. She is an excellent teacher and has the capacity to direct students into the field of mathematics who are not sure of themselves when they come to Lindenwood. She and the three men give us what we need to further develop our reputation in mathematics.

Sociology is an area in which we have never been strong. Members of our faculty over the years have come and gone in this field, and the development of the department has taken time. Last year Dr. George Warheit made a tremendous impact on the campus. It was his first year; he was a brilliant teacher; he had a tremendous rapport with students, and developed a quick respect on the part of other faculty people. When he was given an offer to go to Florida State and head a large research project this past January, we were filled with despair. As you might expect, students chose him as Teacher of the Year, while those of us at the top administration knew that he was going to leave at the end of the year because he felt the offer he received was a kind of once-in-a-lifetime situation. Sociology is one of the most difficult fields in which to recruit faculty. The same factors that pertain in mathematics pertain, except that sociologists all want to be in the big cities and are very much in demand by various government agencies, particularly those involved with urban affairs. We give our student body this fall two new sociologists, and I would predict that the new acting chairman will develop the same level of respect and esteem that Dr. Warheit developed. Mr. Bartholomew comes to us from Princeton Theological Seminary, although his advanced degree work in sociology was at Princeton University. He has bought a home here in St. Charles, and we are very hopeful that he is going to become a long-time member of our faculty.

Members of the Board may wonder about areas of interest that have been expressed by the men as they have chosen courses and indicated their fields of major emphasis. Our emphasis in attracting men was in the Natural Sciences. To our surprise, a majority of our men continue to show an interest in the Humanities, which has long dominated the Lindenwood scene. Areas of interest to our new students include the Communication Arts, which we strengthened with the Syers' bequest, mathematics, and political science. To my delight, a very considerable portion of our male enrollment has turned to courses in philosophy; and we have a larger enrollment in economics than we have had, to my knowledge, in the history of the college. The information coming to me this past week from faculty sources indicates that we started our year with more enthusiasm and more vigorous discussion in the classroom than has been the case in the past. We all hope that this situation maintains itself throughout the rest of the year.

Lindenwood College for Women Students. This past summer I had the privilege of participating in two conferences in Nevada as Consultant to the Governor's Commission on the Status of Women. At a conference at the University of Nevada in Las Vegas I was keynote speaker; at a conference in Reno some two weeks later I participated as a resource person and member of a panel discussing the status

of women. Following this experience, I was invited by the National Federation of Business and Professional Womens Clubs to be the keynote speaker at their annual convention, which happened to be their fiftieth anniversary convention, here in St. Louis at Kiel Auditorium. Earlier in the summer I had been asked to speak again on the education of women and the relationship between women's colleges and the American Association of University Women at the annual convention of that group.

All of these efforts sharpened my conviction that our decision to maintain the integrity of Lindenwood College as an institution concerned with the education of women was sound. Many people associated with the college recommended the coordinate over the outright coeducational approach because they felt there were legal and financial reasons for doing so. I personally felt we could always overcome the legal and financial reasons if coeducation seemed the best solution for us. But I personally turned to the development of a second institution because I deeply felt that the education of young women, while it ought to be with the participation of young men, should be planned consciously and deliberately with the special roles, problems, opportunities, and life styles of women in mind.

It became obvious to me this year, after only a few days in operation with 117 men on campus, that if we do not work at it, the two colleges will rather quickly blend into one. I am determined to work at the maintenance of the distinctive characteristics of Lindenwood College for Women, and even to enhance and strengthen our efforts to deal effectively with the educational problems of women.

Last year, with some fifteen or sixteen men, we learned this number is either too many or not enough. One hundred and seventeen men improves but does not entirely correct the situation. There are not enough young men to go around. For those young women here who cannot gain notice, or for those who deliberately and consciously do not wish to, the step we have taken remains unpopular. There are already some minor tensions between the two student bodies. Men tend to be activists and much more interested in student activity and student organizations than the young women. Until we reach relative equality in the size of the student bodies, there is likely to be a kind of tension which we can then expect to disappear or, if not to disappear, to certainly become a less potent factor in our life here.

When will that occur? Our planning last year indicated that, if we were fortunate, we could reasonably assume that the size of the two student bodies would be relatively the same--perhaps something in the area of six hundred and fifty to seven hundred--by 1974 or 1975. On the basis of our successful effort to attract male students this past year, and with considerable evidence at hand that young women are now coming here because we have men here (several of the best young women in our freshman class have told us that they would not have come if they had not been assured that there would be men in the classes here), we now think that we may be able to reach the level of equality earlier than we thought. Without making a commitment, I am inclined to think it's possible, if we work very hard, to do it by 1973-74. This would mean that we would be almost doubling the student enrollment here in four years. Our goal for the coming year is a minimum of three hundred new students. We hope to do this without adding to the total amount of financial aid granted. We hope to do this and even further increase the Board score level of our student body.



As we approach our October Board Meeting, there are four or five issues which will have to be dealt with at that time. We ought to spend some time in consideration of structural problems and relationships of the two colleges. Particularly there is a problem of relating the Development Committees of the two Boards and making those committees active and productive in their efforts to win support for the two colleges. How do we relate the work of those two committees? How soon can we reasonably develop a long-range projection for the two colleges which will reveal our income and expenditure estimates over the next five to ten years? When should we launch a capital campaign to strengthen the two colleges by completing the building program conceptualized during the last years of Dr. McCluer's administration? A further matter to come before the Board for eventual consideration is the administrative structure that we wish to have operational when Lindenwood College II is large enough to support its own administrative framework. While I can serve in these early years as President of both colleges, I cannot see that this is a long-term solution. Perhaps the Executive Committee of both Boards should meet jointly with administrators to discuss an appropriate administrative structure which we can look forward to implementing when the time comes.

January 13, 1970.

The following directors, being a quorum, were present:

- Mr. H. Armstrong
- Mr. H. Black
- Samuel J. Snyder, M.D.
- Mr. Thomas F. Bell
- James M. Gilliam
- Arthur S. Goodall
- Mr. Arthur McKinstry

*John Anthony Brown*  
 John Anthony Brown  
 President

JAB:PJ

The following members of the Board of Trustees were present:

- Arthur S. Goodall
- Mr. Edward V. Sherman Skinner
- Mr. Boston Watkins

The following members of the Administration of Lindenwood College were present:

- John Anthony Brown, President of the College
- Edward A. Barnett, Vice President and Dean of the College
- A. Richard Berg, Vice President for Public Affairs
- Thomas A. Harig, Business Manager
- Edward G. Frabonjar, Director of Development
- Nary Yunker, Secretary to the President of the College

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS  
AND BOARD OF OVERSEERS  
LINDENWOOD FEMALE COLLEGE

St. Charles, Missouri  
January 19, 1970

Pursuant to call and notice given each member of the Board of Directors and of the Board of Overseers, in accordance with the Bylaws, a meeting of the Board of Directors and of the Board of Overseers of Lindenwood Female College was held in the Tower Room of the Library Building at Lindenwood College, St. Charles, Missouri, at 1:30 p.m., January 19, 1970.

The following directors, being a quorum, were present:

Wm. H. Armstrong  
John M. Black  
Russell J. Crider, M.D.  
Mrs. Thomas S. Hall  
James W. Quillian  
Armand C. Stalnaker  
Mrs. Arthur Stockstrom

The following members of the Board of Overseers were present:

Arthur S. Goodall  
The Reverend W. Sherman Skinner  
Mrs. Horton Watkins

The following members of the Administration of Lindenwood College were also present:

John Anthony Brown, President of the College  
Howard A. Barnett, Vice President and Dean of the College  
B. Richard Berg, Vice President for Public Affairs  
Thomas A. Harig, Business Manager  
Edward C. Krehmeyer, Director of Development  
Mary Yonker, Secretary to the President of the College

Mr. Black, President of the Board of Directors, presided. The meeting was opened with an invocation by Dr. Skinner.

A motion was duly made and seconded that the minutes of the meeting of October 24, 1969, be approved as distributed. Mrs. Hall moved that the motion be amended to correct the statement on page 4 of the minutes in regard to the Committee on Campus and Student Life from "...that a new standing Committee on Campus and Student Life, consisting of three Board members, three faculty members, and three students, be formed" to "...that a new standing Committee on Campus and Student Life be formed." The amendment was seconded and passed. The motion to accept the minutes, as amended, was approved.

In making his report to the Board, President Brown stated that he and other administrative officers have had several planning sessions this fall in regard to an administrative reorganization and a projected three year financial proposal. To secure a balanced budget we must add almost 400 students. In terms of physical facilities the College could easily handle another 400 students (this includes 250 to 300 resident students). In terms of faculty, we could increase the size of our student body by several hundred with an increase of only two or three faculty, and it would not be necessary to add any administrative officers. The problem of enrollment has come to the forefront as the problem with which we must deal. The President will devote a great deal of attention in the next few months to the admissions program.

President Brown next referred to the proposal for administrative reorganization. Rather than ask the North Central Association to accredit Lindenwood College II, which at this time has no buildings, no faculty, and no endowment, we are asking the North Central Association to accredit "The Lindenwood Colleges," President Brown said, and we must, therefore, show them how we intend to administer The Lindenwood Colleges. President Brown showed and explained the organizational chart, copy of which is attached. President Brown pointed out that under the

present plan thirteen people report to the President of the Colleges. Under the proposed plan four people will report to the President of the Colleges.

Mr. Goodall moved that this reorganization be approved and that the coordinate committee from the two boards take the necessary steps to make it effective. The motion was seconded and passed. The Board agreed that joint committees should be established in appropriate areas with representation from the Boards of both of The Lindenwood Colleges to ensure greatest possible coordination rather than have the problem of duplicate committees performing overlapping functions.

Mr. Black asked that President Brown and his colleagues leave the meeting for a short time. Mr. Black then presented information to the Board in regard to President Brown's salary. He stated that the President had had only one increase since he had been employed. In spite of the fact that the college is having financial difficulties, these difficulties are not of the President's doing. Mr. Black emphasized the fact that the college is very fortunate to have had relatively little difficulty from students or faculty as a result of President Brown's leadership, and asked that the Board give consideration to increasing President Brown's salary. Mr. Armstrong moved that the salary of President Brown be increased to \$28,000 a year, effective January 1, 1970. The motion was seconded and passed. President Brown and the other administrative officers were asked to return to the meeting.

Mrs. Stockstrom, as Chairman of the Faculty and Curriculum Committee, reported that she and Mrs. Hall, along with President Brown and Dean Barnett, had met with the A.A.U.P. Salary and Tenure Committee, which consisted of Mr. DeWulf, Chairman, Mrs. Carpenter, Mr. Wehmer, and Miss Williams, during the morning preceding the Board meeting, and that members of the faculty voiced extreme disappointment to the projected 5% faculty salary increases for each

of the next three years. Mrs. Hall expressed the hope that the Faculty and Curriculum Committee would have opportunities in the future to meet with members of the faculty other than the A.A.U.P. committee, and to discuss issues other than salaries.

In the absence of Mr. Young, Chairman of the Finance Committee, Mr. Harig discussed the three year budget projection for The Lindenwood Colleges, copy of which is attached. Mr. Black pointed out that we could overcome the deficit by increased gifts, and by getting the State of Missouri to recognize the problem of the private colleges and to help these colleges through legislation similar to that taken in other states. It is believed by many that the State would be helping its own public colleges and universities by aiding the private colleges. Mr. Black stated that a meeting of the Finance Committee scheduled for January 16 had been cancelled by the Chairman, Mr. Young. In a subsequent talk with Mr. Black on January 17, Mr. Young requested in his absence from the meeting that the Board be informed that the Finance Committee was aware of the financial problem and would meet at an early date to take suitable action to resolve the situation.

Dr. Crider, Chairman of the Buildings and Grounds Committee, had no formal report, but he said that he would like to compliment the Administration on improved utilization of existing space.

In accordance with motion passed at the October 24, 1969, Board meeting that an experienced campus planner be employed, at reasonable expense, to determine the long-range needs of the two colleges, the physical requirements of the institutions for the next twenty years, and the best locations for future campus buildings, as well as possible development of the remaining land on a lease basis, Team Four, Inc. was asked to make a proposal. President Brown discussed the proposal made by this organization, copy of which is attached. Dr. Crider moved

that the Administration be authorized to employ Team IV, Inc. to present the Stage I report, for development of the campus, at the May Board meeting. The motion was duly seconded and passed.

Mrs. Hall reported that the Campus and Student Life Committee has had several organizational meetings but is moving slowly. She expressed the hope that representatives of both colleges would serve on this committee.

Mr. Black appointed Mrs. Hall, Chairman, Mrs. Stockstrom, and Mr. Jacobson to serve on a Nominating Committee to present a slate of officers at the May meeting. It was agreed that the Executive Committee, and not the Nominating Committee, will make recommendations in regard to prospective new Board members.

Mrs. Hall moved that Mr. Armstrong be empowered to seek Court permission to enlarge the Board of Directors from fifteen to thirty. The motion was seconded and approved.

There being no further business, the meeting was adjourned.

The next meeting of the Board of Directors and the Board of Overseers will be held at Lindenwood College, Friday, May 29, at 1:30 p.m.

Mary Yonker, Assistant Secretary

Approved:

John M. Black, President

William H. Armstrong, Secretary

REPORT TO THE BOARD OF DIRECTORS

THREE YEAR BUDGET PROJECTION FOR THE LINDENWOOD COLLEGES

This projection is based on certain enrollment estimates and, therefore, will be adjusted as these estimates become firm figures.

	<u>1970-71</u>	<u>1971-72</u>	<u>1972-73</u>
Enrollment	750	900 *	1,000
Income	\$2,594,594	\$3,061,006	\$3,341,500
Expense	<u>2,839,356</u>	<u>3,144,973</u>	<u>3,327,507</u>
	(\$ 244,762)	(\$ 83,967)	\$ 13,993
Student/Faculty Ratio	13/1	14/1	15/1

General Assumptions:

- A. Enrollment.
- B. Endowment - adjusted for annual 4% growth factor only.
- C. 5% cost of living. Cost, Goods, and Services built in to 1970-71 and 1971-72 budgets.
- D. Optimum instructional program in terms of faculty staffing.
- E. Same administrative staffing for three-year period.

\* Capital expenditure for renovation and furnishing of Niccolls Hall - Estimate \$175,000 - \$200,000. This would be in addition to budgeted expenditures.

CRITERIA FOR 1970-71 BUDGET - THE LINDENWOOD COLLEGES

Income:

- A. Enrollment 747 - 75% Resident Students.
- B. Endowment Income - minimum estimate used.

Expense:

- A. 5% Cost of Living and Cost of Goods & Services used except where firm figures were available or where special programs dictated start-up expenditures.
- B. Optimum Instructional Program.

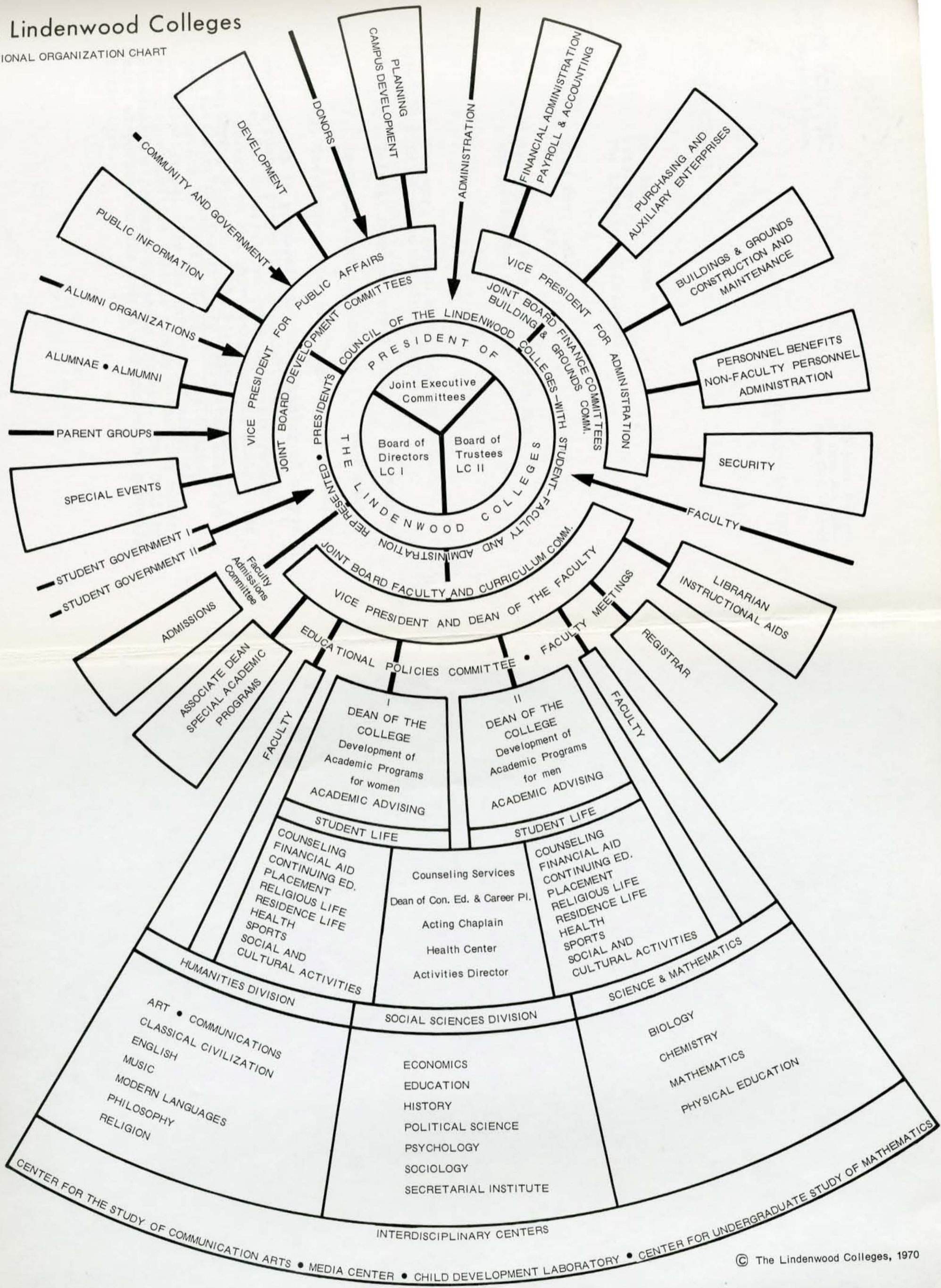
Plan for adjusting budget based on enrollment factor:

<u>Enrollment</u>	<u>700</u>	<u>750</u>
Income Differential	\$ -108,000	0
Deficit	352,762	\$ 244,762
Instructional Reduction	-32,000	None
Across Board Salary Increased	Yes	Yes
Administration & Services Adjustment and Aid Adjustment	-28,000	-
Gift and Grant Increase	<u>48,000</u>	<u>-</u>
Adjusted Deficit	\$ 244,762	\$ 244,762



# The Lindenwood Colleges

## FUNCTIONAL ORGANIZATION CHART



January 16, 1970

STUDY PROPOSAL

TO: Dr. John A. Brown  
President  
The Lindenwood Colleges

FROM: Team Four inc.

RE: Development Plan and Program for  
The Lindenwood Colleges.

The work program which follows is divided into three successive stages:

- |      |                              |            |
|------|------------------------------|------------|
| I.   | Initial Concept Formulation  | 4 months   |
| II.  | In-Depth Planning Studies    | 5-8 months |
| III. | Development Plan and Program | 4-6 months |

It is proposed that the planning of campus and non-campus properties be undertaken as two parallel but interrelated lines of investigation which converge on the third stage of the study. The accompanying Diagram of the Planning Process and the following Outline of Study Activities describe this approach in greater detail. The Diagram describes graphically the interrelationship of planning activities. It is simply a tool for understanding the proposed planning process. The Outline also elaborates on the nature and content of planning activities.

Campus Facilities  
A general description of the conditions and utilization of present facilities projected into the future.

## STAGE I.

### 1-B The INITIAL CONCEPT FORMULATION

Better than expending considerable time and resources finding out initially all of the things that might eventually be helpful or necessary, we feel it will be most valuable to immediately formulate some preliminary concepts for the coordinated development of the Lindenwood College property. Existing data inputs would be utilized largely as they exist. In short, we would take what is available and brainstorm the options which appear to be open.

#### OBJECTIVES OF STAGE I.

1. Give all concerned (especially ourselves) a better feeling for the scale and nature of the problems for which solutions are required.
2. Expand the horizons with respect to the options which are open for the future.
3. Provide a firm starting point and benchmark against which to measure more refined planning concepts.
4. Provide a clear set of priorities for the conduct of In-Depth Planning Studies in Stage II.

#### CONTENT OF STAGE I.

##### I-A General Policies and Educational Philosophy

An initial formulation of perceived directions.

##### I-B The Student Faculty and Staff Population

An overview of the present and expected future composition of the student body, patterns of social organization, etc.

##### I-C Campus Facilities

A general description of the condition and utilization of present facilities projected into the future.

IN-DEPTH PLANNING STUDIESI-D The Site

A first round analysis of the constraints and opportunities inherent in the site.

I-E Municipal Facilities Plans

A rough picture of the opportunities presented by the City's need for new governmental and civic facilities.

I-F Commercial and Residential Markets

A broad study of the types and amounts of private development activity which can be captured for the Lindenwood Colleges.

I-G Description and Evaluation of Alternative Campus Growth Patterns

A first round examination of the range of options which are open for the expansion of campus facilities.

I-H Description and Evaluation of Alternative Patterns for the Development of Non-Campus Areas

A first round examination of patterns of non-campus development.

I-I General Development Concept

A first round concept plan for the coordinated development of campus and non-campus lands.

The function of the present Colleges and plans for additional Colleges.  
The interrelationships between College activities, Academic standards,  
Curriculum development and teaching techniques.

II-C Student Population

(Lindenwood Colleges with Team Four)

Size and demographic characteristics.  
Growth rate and ultimate size.  
Housing desires and needs.

II-D IN-DEPTH PLANNING STUDIES

Specialized studies will be made of the major factors influencing coordinated development of the Campus and Non-Campus properties. A firm idea of the scope and content of each study can be determined most effectively once a range of development concepts have been examined in Stage I. The collection, analysis and projection of data will be undertaken as appropriate phases within each study. While certain of the specialized studies would be the primary responsibility of Team Four, others would be better undertaken by the staff and faculty of the Lindenwood Colleges (ex. Educational Program Development), or by other consulting specialists (ex. Utilities Inventory). Team Four would coordinate all such specialized planning studies.

## OBJECTIVES OF STAGE II

1. Provide a sound informational and program basis for a staged Development Plan and Program.
2. Bring specialized skills to bear on discrete problem areas.

## CONTENT OF STAGE II

II-A Definition of Short and Long-Range Goals and Objectives for the Lindenwood Colleges

(Lindenwood Colleges with Team Four)\*

II-B Educational Program Development

(Lindenwood Colleges with Team Four)

The function of the present Colleges and plans for additional Colleges.  
The interrelationships between College activities.  
Academic standards.  
Curriculum development and teaching techniques.

II-C Student Population

(Lindenwood Colleges with Team Four)

Size and demographic characteristics.  
Growth rate and ultimate size.  
Housing desires and needs.

4.

II-D Inventory of Physical Facilities

(Architectural Consultant)

Age and condition of buildings.  
Size and function of buildings.  
Space utilization of buildings.  
Parking.

II-E Analysis and Projection of Facilities Requirements

(Team Four with Lindenwood Colleges)

Size and type of space needs.  
Functional relationships.  
Multi-use and strategies for the flexible use of facilities.

II-F Administrative Requirements and Support Programs

(Lindenwood Colleges with Team Four)

Office and service space needs.  
Research programs.  
Faculty housing.  
Size and character of faculty and staff population.

II-G Inventory of Utilities and Mechanical Systems

(Engineering Consultant)

Heating and air conditioning systems.  
Storm and sanitary sewerage systems.  
Electrical, telephone, and gas systems.  
Size, condition, capacity and location of various systems.

II-H Utility Organization Concepts and Projections of Long Range Capacities

(Engineering Consultant with Team Four)

Projected future demand and locational preferences.  
Plan and Program for accommodating expected future growth.

II-I Topographic Survey

(Engineering or Surveying Consultant)

An up to date survey of the total site at a scale 1 inch equals 100 feet or less with contours at 2 feet or smaller intervals.

II-J Site Analysis

(Team Four with Landscape Consultant)

Age, type and quality of existing plant materials.  
Slope and drainage analysis.  
Geology and soils.  
Visual analysis (views, imageability, etc.)

II-K Feasibility Analysis of St. Charles' Municipal Facilities

(Team Four)

A new City Hall.  
City library.  
Public recreation facilities.  
Trade-offs with campus needs and facilities.

II-L Feasibility Analysis of Office and Retail Commercial Facilities

(Team Four)

Past trends and distribution patterns.  
Projected future demands and location preferences.

II-M Feasibility Analysis for Residential Facilities

(Team Four)

Rental vs. sale housing options.  
Market and growth patterns.  
Sale vs. rental values.  
Projected future demand and locational preferences.  
Plan and Program for accommodating expected future growth.

II-I Topographic Survey

(Engineering or Surveying Consultant)

An up to date survey of the total site at a scale 1 inch equals 100 feet or less with contours at 2 feet or smaller intervals.

II-J Site Analysis

(Team Four with Landscape Consultant)

Age, type and quality of existing plant materials.  
Slope and drainage analysis.  
Geology and soils.  
Visual analysis (views, imageability, etc.)

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(Team Four)

Rental vs. sale housing options.  
Market and growth patterns.  
Sale vs. rental values.  
Projected future demand and locational preferences.  
Plan and Program for accommodating expected future growth.



6.

III-C Allocation of Development Areas

STAGE III.

DEVELOPMENT PROGRAM AND PLAN

This stage is in some ways a refinement of Stage I with an improved basis for decision-making. The separate planning studies of Stage II will be brought together to form separate programs for the Campus and Non-Campus sites. These in turn will be balanced and combined into one coordinated strategy for development.

We would test and evaluate alternative patterns for physical development prior to selecting a single preferred development plan and program for the combined site. The refinement of an explicit first phase site plan would complete Stage III.

OBJECTIVES OF STAGE III

- III-F Testing Physical Elements of Plan
1. Systematically evaluate alternative patterns of development in financial and administrative as well as physical terms.
  2. Select and define in phases (5 years, 10 years and a "horizon", phase) a preferred plan and program for the site.
  3. Devise a specific site plan for the first phase of development (perhaps the next five years).

CONTENT OF STAGE III

III-A Composite Program for Campus Development

A program for the Lindenwood Colleges which integrates and balances the findings of the preceding specialized studies into a single planning framework.

III-B Composite Program for Non-Campus Development

A program for the Non-Campus area which integrates and balances the findings of the preceding studies into a single planning framework.

### III-C Allocation of Development Areas

Balancing III-A with III-B to arrive at a single unified program (III-D) for the development of the overall Lindenwood College properties.

### III-D Coordinated Development Program

A program for the coordinated development of Campus and Non-Campus properties.

### III-E Generation of Plan Alternatives

Translation of the coordinated program (III-D) into planning alternatives which in turn are to be tested and evaluated (III-F) through III-K which follow below).

### III-F Testing Physical Elements of Plan

Evaluating the pros and cons of each plan with respect to vehicular circulation, building form and massing, pedestrian movement, social patterns implied, service areas and parking, flexibility, etc.

### III-G Testing Staging Strategies of the Physical Plan

Defining a staged process for physically building the plan alternative.

### III-H Testing Financial Elements of Plan

Relating the general financial costs to resources and to a financing strategy for each alternative plan.

### III-I Testing Staging Strategies of the Financial Plan

Defining in stages the financial means of implementing the plan (lease, sale, income source, etc.).

## II-J Testing Administrative Elements of Plan

Weighing the legal, and administrative organizational requirements of each plan alternative (logistics) against implementation constrains.

## II-K Testing Staging Strategies of the Administrative Plan

Defining in stages an organization strategy for each plan alternative.

## III-L Synthesis and Composite Evaluation of Plan

Synthesizing the components (III-F - III-K) and weighing the general costs and benefits of each.

## III-M Selection of Preferred Plan

Selecting from among tested alternatives a single Development Program and Plan to be implemented.

## III-N Refinement of First Stage Site Plan

Developing in detail a site plan for the first phase of the preferred Development Program and Plan.

COST AND DURATION

STAGE I - INITIAL CONCEPT FORMULATION

We propose that you authorize a Stage I budget for professional services and expenses not to exceed \$6,500.00. Direct expenses such as research materials and report production would be invoiced at their cost to us and would be shown as separate items on our invoices, which would be submitted monthly in accordance with our standard accounting procedures. Our charges for professional services are based upon the actual time devoted to your project by our personnel.

On the basis of our current commitments, we would expect to start work within four weeks after executing a contract and complete Stage I study within four months. We shall present our findings in appropriate graphic and written media. Five copies will be provided of any final graphic materials and ten copies of any written materials.

STAGE II - IN-DEPTH PLANNING STUDY

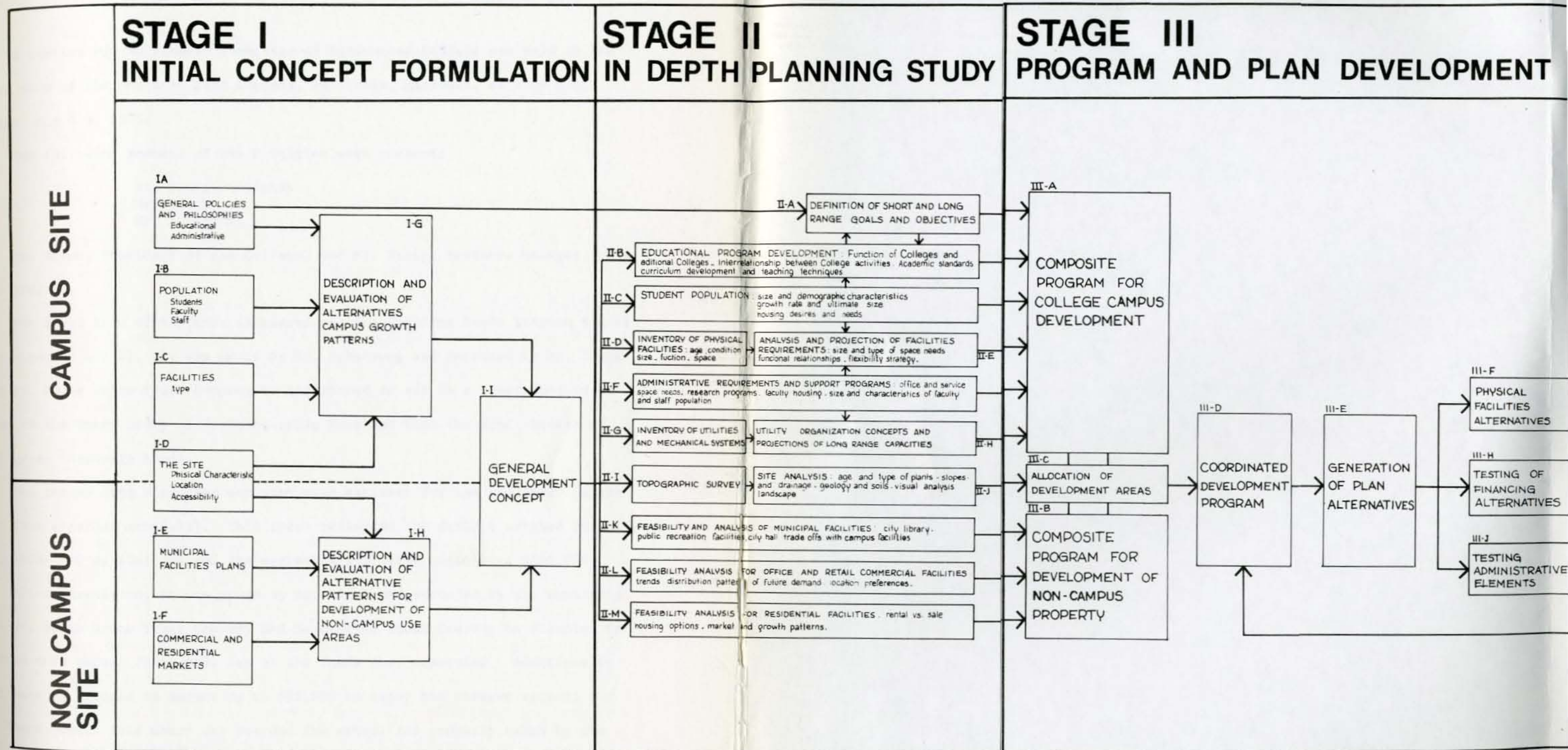
An explicit budget estimate for Stage II is not feasible until Stage I studies are underway and Stage II tasks are outlined in greater detail. Several of the Stage II items are the real "nitty-gritty" of the overall planning process and therefore the most time consuming. Work proposals will have to be sought from other specialist consultants for certain discrete elements. The division of labor between Team Four and the staff of the Colleges on certain program items (such as items II-C, B, C, and E) must be defined.

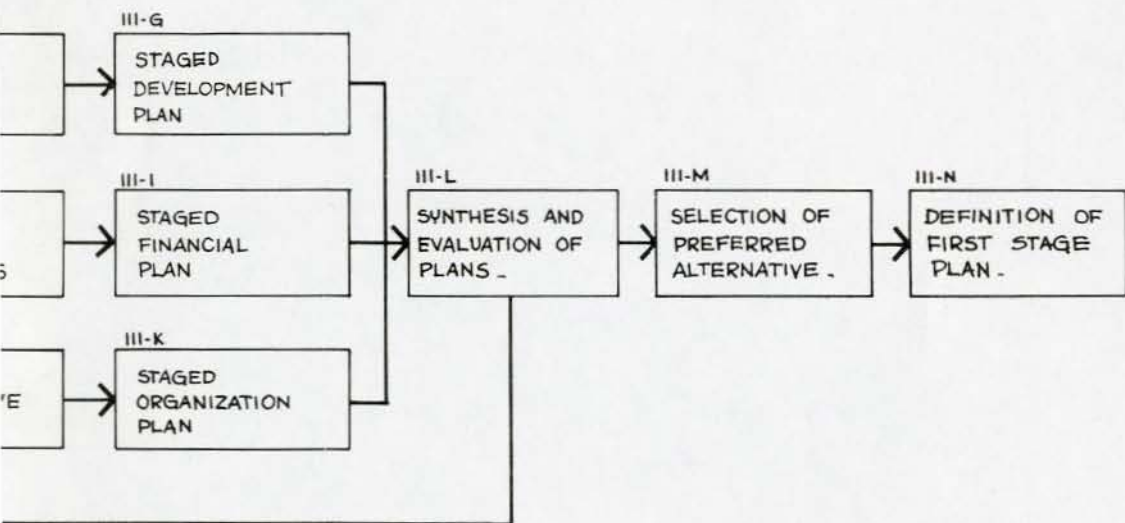
Assuming that Stage I is used to further define and "gear up" for Stage II, about six to eight months should suffice to complete the latter stage.

STAGE III - DEVELOPMENT PROGRAM AND PLAN

Although a budget for Stage III can only be defined when Stage II is well underway, it should fall between 1.5 and 2.0 times the cost of Stage I. About four to six months should suffice to complete this final stage of the program.

# THE LINDENWOOD COLLEGES - PLANNING PROCESS DIAGRAM





**Team Four inc**  
  Urban Design and Planning

203 North Meramec  
St. Louis, Mo. 63105  
Phone: 314-721-0466

*Corrected copy*

MINUTES OF MEETING OF  
FINANCE COMMITTEE  
OF  
LINDENWOOD COLLEGE

St. Charles, Missouri  
March 6, 1970

A meeting of the Finance Committee of Lindenwood College was held in the Board Room of the American Zinc Company, St. Louis, Missouri, at 4:00 p.m., Friday, March 6, 1970.

The following members of the committee were present:

- Mr. Young, Chairman
- Mr. Black
- Mr. Armstrong

Dr. Brown, President of the College, and Mr. Harig, Business Manager, were also present.

The first item of business discussed was the Caroline Hardy Riordan Bequest (see attached brief). It was moved by Mr. Armstrong and seconded by Mr. Young that St. Louis Union Trust Company be instructed to set up a trust fund to be known as the Nancy Drury Hardy Scholarship Fund and that the fund consist of high grade corporate bonds.

The second item discussed was cash need estimate for the remainder of the year (see attached schedule). This total reflected the deficit carried forward from 1968-1969 of \$241,266 and the estimated 1969-1970 deficit of \$530,000.

After discussion, it was moved by Mr. Black and seconded by Mr. Armstrong that St. Louis Union Trust Company and Mercantile Trust Company be directed to produce this amount (\$241,266) out of the funds they supervise. Additionally they were to produce an amount up to \$85,000 to repay the reserve account for the fence, etc. This money was awarded the school for property taken by the State. Up until now it had been used for operating purposes.

The formula for arriving at the share of money to be raised by each trust company followed the general percentages that were used in conjunction with the operating deficit for the school year ending June 15, 1968. Using this same

percentage breakdown, we would ask St. Louis Union Trust Company to come up with 75% of our needs and Mercantile Trust Company 25%.

The deficit for 1969-1970 will be acted upon at the May 1970 Finance Committee Meeting.

The endowment policy was discussed. Both St. Louis Union Trust and Mercantile Trust had submitted papers outlining various courses of action (see attached). After discussion, it was decided to maintain the same investment approach as is now being implemented. Mr. Armstrong did report that the Leggatt Fund, the Roemer Fund, and the Eastlick Fund, all set up by Mrs. Butler, were free from any restriction as to principal or income; thus if need be, subject to Board approval, these funds could be used for operating purposes.

Next the proposed budget for 1970-1971 was discussed at length (Budget copy attached). It was pointed out that this budget was based upon 747 full-time students and upon an endowment yield of 5½% rather than the 4% presently being realized. A detailed proposed budget for 1970-1971 will be presented at the May 1970 Finance Committee Meeting.

An Art Building Report was given which showed the financial source of funds and expenditures through March 1, 1970 (see attached).

President Brown brought up for discussion the possibility of increasing the Student Activity Fee by \$25.00. The proceeds of this increased fee would go toward the improvement of the recreation room which is located behind Niccolls Hall. President Brown said that if approved by the Finance Committee it would be submitted to the student body for a vote. A motion that a \$25.00 Student Activity Fee increase be approved, subject to a student vote, was moved by Mr. Armstrong and seconded by Mr. Young.

---



File St. Louis  
Union Trust

St. Louis Union Trust

NANCY DRURY HARDY SCHOLARSHIP FUND

Caroline Hardy Riordan Bequest received 7-23-69- \$ 25,000.00

Terms: The fund is to be known as shown above.

The college is to manage said Fund- the same to be invested in high grade securities including common and preferred stocks, bonds of the U.S. or of an agency thereof, or of any State, county, municipality, school district etc.

XXXXXXXXXXXX

Trustees

Income The net income from said fund shall be available for scholarships to be granted on an annual basis to students from the State of Illinois to be selected by the duly authorized Scholarship awards committee of the College. The amount of individual scholarships, to the extent feasible, to be based on net income from Fund in the previous year, in order that the amount of each scholarship may be definitely announced in advance of the respective year. Scholarships may be awarded to one or more students.

Notification of the names and addresses of the students receiving such scholarships shall be sent, as long as they live, to the following :  
Ava Hardy, Melissa Hardy Olk, and Edith Hardy Kern all at  
200 Hardy Lane  
Waterloo, Illinois  
and to - David M. Hardy  
7414 Somerset Avenue  
Clayton, Missouri

*St. Louis Union Trust Company*  
*St. Louis, Mo.*

January 13, 1970

Mr. Richard A. Young  
American Zinc Company  
20 South Fourth Street  
St. Louis, Missouri 63102

In Re: Lindenwood Female College - Endowment Funds

Dear Mr. Young:

We acknowledge your comment that the monetary needs of the College necessitate a reexamination of the general investment policies currently adhered to by the Finance Committee.

You should have available the results produced by the Finance Committee policies over the last 11 years. In our 10 year study for the period ending December 1968, the total account produced an average compounded rate of growth of 4.3%. This combined with the income factor of around 4% resulted in a total return of approximately 8.3% annually. The common stocks grew at a rate of 6.1% excluding income, compared to a 5.3% annual rate of appreciation in the Dow Jones Industrial Average. The performance for the last 11 months was reported at the committee meeting in December. When compared to the average performance of other school endowment funds, Lindenwood's endowment has fared rather well. However, due to the size of the impending operating deficit, it is only fair to state that the current policy will neither produce the income required nor long term appreciation at a rate to permit realized gain distributions as a substitute for income.

We are of the opinion that three alternative investment approaches are available for consideration as a way to achieve the school's monetary requirements.

The first possibility is one in which the total account would be liquidated and reinvested in current coupon corporate bonds. The end result would be a yield of around 8% in today's market or a total income of between \$480,000 and \$500,000 per year compared to \$307,000 currently realized. Assuming that inflation will continue at the 3 - 4% rate level, a Fixed Income Fund of this type yielding 8% with little or no appreciation potential would actually produce a 4 - 5% net return. While income would be substantially higher than currently, it would be far from completely closing the gap on required funds. With little or no appreciation potential to make up the difference, principal withdrawals would be required resulting in a reduction of invested funds and future income.

Mr. Richard A. Young  
 January 13, 1970  
 Page Two

The second possibility is one in which the funds would be divided 50% in bonds and 50% in above average yielding equities. To achieve this balanced approach, about \$1,000,000 would have to be taken from stocks to bonds. As an example, we could sell about \$1,000,000 in stocks producing \$20,000 income and buy bonds to produce \$80,000 (8%) annually. An additional \$10,000 of income might be achieved through a bond switch program. The net result would be a \$70,000 increase in income or to about \$377,000 annually.

While the total return on this type of fund should be greater than a total Fixed Income Fund, potential appreciation will be limited thus restricting the source of realized gains for distribution.

\* Another alternative approach is a combination of income and capital gain, the latter hopefully achieved through realized appreciation. Such a program could be accomplished by the following division of investment classifications.

<u>% of Account</u>	<u>Classifications</u>	<u>Type of Issues</u>	<u>Expected Income</u>
40%	Fixed	Bonds	High
40%	Quality Equity	High Grade Convertible Preferred & Common Stocks	Above Average
20%	Growth Equity	Higher Risks, High Growth Issues	Low

This division of the account should result in an annual income very near that currently realized or around the 4 1/2 - 5% level. With 20% of the total account invested in growth oriented higher risk issues there would then be the opportunity to achieve capital appreciation at a faster rate than now possible. A portion of realized appreciation could then be distributed to the College for application to operational needs. This rate of withdrawal should be carefully set and then retained at a reasonable level in order to restrain needless liquidation and wholesale withdrawals. Should this approach be considered by the Finance Committee, it should be remembered that fluctuations in market value for the portion of the funds allocated to appreciation will probably be much more severe than those now witnessed.

In light of the future needs of the College, continued inflationary pressure, and the general economic outlook, we at St. Louis Union Trust Company recommend the third approach to your committee as a possible substitute for current general investment policies. We, of course, should point out that the recommendation assumes that 20% of the total funds are unrestricted and the principal legally free for distribution to operations.

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Mr. Richard A. Young  
January 13, 1970  
Page Three

We would appreciate your Committee's consideration of our suggestion  
and notification of your decision.

Sincerely,

A handwritten signature in black ink, appearing to be 'LGL', written in a cursive style.

Lewis G. Laughlin

LGL:lrw

CC: The Finance Committee



# MERCANTILE TRUST COMPANY

NATIONAL ASSOCIATION

SAINT LOUIS, MISSOURI 63166, TELEPHONE 314/231-3500

January 12, 1970

Mr. Richard A. Young, Chairman  
Mr. John M. Black  
Mr. William H. Armstrong  
Mr. John Wolff  
Dr. David Jacobson  
Finance Committee  
Mr. John Anthony Brown, President  
Lindenwood College  
St. Charles, Missouri 63301

RE: Lindenwood Female College Managing Agency U/A 3/15/57 #9839-62

Gentlemen:

Mr. Thomas A. Harig advised me that the College was in urgent need of additional income and requested that we review the portfolio for the purpose of determining what should be done in order to increase income. By way of background, you will recall that your portfolio as of September 22, 1969, was summarized as follows:

	<u>Indicated Value</u>		<u>Indicated Income</u>	<u>Yield</u>
Total Bonds	\$140,664	16.4%	\$ 9,119	6.48%
Total Preferred Stocks	16,000	1.9%	900	5.63%
Total Common Stocks	702,786	81.7%	28,400	4.04%
TOTAL	\$860,253		\$38,419	4.47%

With respect to the bonds held by the portfolio, they are all of sound trust investment quality and they sell on a yield basis. For example, as of September 22, 1969, the yield on the analysis was indicated at 6.48%. The current yield on similar quality bonds is approximately 8-1/2%, so consequently, if any of the bonds now held were sold with the hope of increasing the income, they would be sold on about an 8-1/2% yield basis resulting in a discount, and the reduced amount of proceeds reinvested in similar quality bonds on an 8-1/2% yield basis would not result in an increase of income. Therefore, we must turn our attention essentially to the stock portion of the portfolio which represents a substantial part of the overall account; namely, 81.7% of the total, producing an annual income of about \$28,400, at which the yield is about 4.04%.

Lindenwood College  
January 12, 1970  
Page -2-

Again by way of comparison only, the Dow Jones 30 Industrial Stocks yield approximately 3.93% and the Standard and Poors 425 Industrial Stocks yield about 3.13%. Therefore, you can see that the common stocks now held have a current yield somewhat above the recognized broad averages.

Nonetheless, this does not satisfy your need for additional current income. Merely as an illustration, and not a recommendation, we could, for example, sell all of the common stocks having a market value of approximately \$700,000 and reinvest the proceeds in investment quality corporate bonds to yield about 8-1/2% which would produce an annual income of approximately \$59,500 compared with the income now being received on the common stocks of about \$28,400, or in other words, the annual income could be increased approximately \$31,100 by selling all of your common stocks and reinvesting the entire proceeds in higher yielding corporate bonds. Naturally, if a smaller amount of common stocks were sold and the proceeds reinvested in bonds, the income increase would be proportionally reduced.

Since all of your common stocks are of sound investment quality, broadly diversified, and producing a higher rate of income than the recognized averages, there is not too much to be gained in any significant way by realigning the stock portfolio.

There are two reasons why we believe you should not sell any of your common stocks at this time with reinvestment of the proceeds in bonds for the sole purpose of increasing the current income. In the first instance, this seems to be an inopportune time to sell common stocks, because common stock prices appear unduly depressed in view of the near term unfavorable outlook. The second reason, the sale of stocks will stop the growth in future income by reason of dividend increases.

My suggestion would be that you consider the advisability of encroaching upon the principal of the portfolio to the extent necessary to carry you over your present tight money position. I believe that over a period of time, the advance in common stock prices will possibly more than offset the amount you withdraw from principal.

The assets of this account were received as a distribution for the Margaret L. Butler Trust Under Agreement in March of 1957. Our file on the Butler Trust has been closed for many years, and is now located in our warehouse. I have ordered the file and will review the Butler Trust instrument to determine whether or not there are any restrictions with respect to the College using the principal. Naturally, I cannot recall the terms of the Butler Trust, but my recollection is that the property went to Lindenwood outright and without restrictions. Just as soon as I obtain a copy of the trust instrument, I will let you know in this regard.

ART BUILDING

SOURCE OF FUNDS 3-1-70

Endowment Loan - Unrestricted Funds (St. Louis Union Trust)	\$ 259,773.00	
Gifts - Development	6,735.81	
Gifts - Fifty Million Fund	4,243.23	
Government Grant 1, 2, 3, & 4	318,142.00	
Government Loan	<u>429,000.00</u>	\$1,017,894.04

EXPENDITURES to 3-1-70

Eligible Project Costs - Building

Site Preparation - Wabash Drilling	\$ 337.50	
Advertising	154.36	
Inco Testing Lab	2,198.50	
Insurance	765.40	
Interest	30,999.22	
Security Bank Notes	216.50	
Legal Fees	100.00	
Architect	37,615.05	
Westlake - Contractor	<u>850,043.21</u>	922,429.74

Eligible Project Costs - Equipment

Almann's	1,018.40	
All American Welding Co.-Movable Equip.	448.88	
Blackwell-Wielandy-Movable Equipment	87.72	
Bona Venture Supply	1,150.80	
Charles Brand Machine, Inc.	500.20	
Brod-Dugan - Movable Equipment	410.05	
Brodhead-Garrett Co.-Movable Equipment	9,782.95	
Richard Buchman	100.00	
Buschart Bros.	1,096.28	
Central States Machinery	36.50	
Denver Fire Clay Co.	3,908.12	
F & I Cooperative	1,673.56	
Daniel Hamm, Drayage	557.65	
Harris Audio Craft-Movable Equipment	2,274.15	
Chester L. Harvey Co.	4,795.50	
Langeneckert, Inc.	184.80	
Lea's Cabinet Shop	1,729.00	
McDonald Machine Company	446.51	
L. A. Marler - Movable Equipment	199.50	
Mar Osiek - Movable Equipment	71.90	
Mrs. Chas. Quest (Printing Press) Mov.Eq.	500.00	
Royal Typewriter - Movable Equipment	269.50	
Saugh Truck Lines	17.14	
Stanley Photo	2,641.95	
Westlake Construction	184.48	
T. C. Whitney - Movable Equipment	136.04	
Berry Office Equipment	<u>435.50</u>	<u>\$ 34,657.08</u>
Eligible Project Costs		\$ 957,086.82

Federal Costs - Equipment

Admiral Rental (Chairs)	\$ 175.50
Berry Office Equipment	320.00
Decorative Kitchens	669.50
Central Hardware	166.46
Geo. R. Forstmann Co.	280.88
Greg's - Door Mats, etc.	72.62
Sears - Coat Racks	<u>38.50</u>

al Non-Eligible Project Costs

\$ 1,723.46

al Cost of Project to Date

\$ 958,810.28

Cash on Hand 3-1-70

\$ 59,083.76



ESTIMATED CASH NEEDS - 1/16/70

<u>Monthly Cash Need</u>		<u>Cumulative</u>
January 30 - Notes Payable Boatmen's - \$200,000		\$200,000
January 16-February 15	130,000	330,000
February 16 - March 15	120,000	450,000
March 16 - April 15	123,000	573,000
April 16 - May 15	90,000	663,000
May 16 - June 15	107,000	770,000

Variables Not Reflected in Above Estimate

1. Reserve expenditures
2. Seven College Consortium
3. Boatmen's Loan Stipulation - \$100,000 average balance checking account in conjunction with \$500,000 Line of Credit.

1970-71 Proposed Budget  
For The Lindenwood Colleges  
Expense

	<u>Actual</u> 1968-69	<u>Budget</u> 1969-70		<u>Proposed</u> 1970-71
Administration	\$ 244,406	\$ 277,551	(1)	\$ 295,596
		(52,045)		(55,750)
Student Services	100,331	126,900	(2)	135,070
Institutional	168,224	200,446	(3)	191,635
		(32,222)		(19,000)
Debt Service	4,260	41,565		75,550
		(4,250)		(4,250)
Long Range Planning		6,000	(4)	3,000
		(6,000)		(3,000)
Instructional				
Salaries	635,296	652,767		675,899
		(7,500)		(7,875)
Fringe Benefits	42,917	45,000		47,313
Supplies & Expense	41,041	48,482	(5)	51,906
Equipment	37,087	22,864	(6)	27,864
		(4,000)		(5,000)
General Instructional	59,728	56,360		57,200
Library	81,245	93,080		97,484
		(5,000)		(10,000)
Plant	288,168	300,207		343,524
		(13,900)		(35,003)
Auxiliary Enterprises				
Residence Halls	132,076	138,206		133,250
		(9,900)		(36,108)
Dining Hall	190,162	219,054		243,800
		(34,320)		(72,000)
Bookstore	64,777	73,442		78,460
Tea Room	919	200		1,000
Summer School	-	3,500		4,000
Miscellaneous	2,310	7,000		4,500
		(1,000)		(2,000)
Student Aid				
Scholarships	198,071	224,225	(7)	251,864
Grants		(89,225)		(86,744)
Student Assistants	47,993	42,430	(7)	56,389
		(11,000)		(13,145)
Totals	\$2,339,011	\$2,579,279		\$2,775,304
	(238,773)	(160,956)		(97,927)

Notes:

- (1) 5% increase salary-only  
L.C. II - new admissions person
- (2) 5% increase salary-only, with exception Dean of Students Supplies & Ex.+\$1000
- (3) 5% increase-salary only
- (4) Does not include Team IV
- (5) 5% increase + \$1000 Music Dept. - new program
- (6) 5% increase + \$7500 Communication Arts-expansion & renovation
- (7) Amount expended 1969-70

March 20, 1970

Mr. Richard A. Young  
American Zinc Company  
20 South Fourth Street  
St. Louis, Missouri 63102

Dear Dick:

With the thought of getting the Finance Committee Minutes out as soon as possible due to the need for the sale of endowment, I placed more than the normal amount of pressure on my secretary. In short, a mistake was made in the Minutes as far as the location of the meeting, and by this letter I wish to change the wording on your copy to read that the meeting was held "in the Board Room at the American Zinc Company, St. Louis, Missouri" rather than "in the Tower Room of the Library Building at Lindenwood College, St. Charles, Missouri".

Thank you for your cooperation.

Yours sincerely,

Thomas A. Harig  
Business Manager

TAH: amw

cc: Members of the Finance Committee

AGENDA

BOARD OF DIRECTORS AND BOARD OF OVERSEERS

LINDENWOOD COLLEGE

May 29, 1970

John M. Black, President of Board, Presiding

Invocation

Minutes

Approval of baccalaureate degree candidates

Approval of honorary degrees for:

Jennifer Sullivan Buchwald - Doctor of Laws  
John C. Danforth - Doctor of Humane Letters  
George E. Sweazey - Doctor of Humane Letters

Report of the President of the College

Committee reports and recommendations

Faculty and Curriculum - Mrs. Stockstrom

Buildings and Grounds - Dr. Crider

Finance - Mr. Young or Mr. Black

Budget 1970-71

Health Fee

Authorization for audit

Campus and Student Life - Mr. Stalnaker (in Mrs. Hall's absence)

Nomination and election to fill Board of Directors vacancies

Recommendations of Alumnae Council - President Brown

Unfinished business

Fine Arts Building dedication - Mr. Berg

Retirement Plan Amendment - Mr. Armstrong

Compulsory Retirement Plan - President Brown

New business

Dates for 1970-71 meetings

- October 23, 1970 (Friday)
- January 18 or 25, 1971 (Monday)
- May 28, 1971 (Friday - day of baccalaureate)

Approval of Sabbatical Leave

Arthur L. Kanak - Spring Term 1971

Resignation of Mrs. Robert R. Wright from Board of Overseers

Appointment of committee to review bylaws

Approval of emeritus status for:

- C. Eugene Conover - Professor
- Marion Dawson Rechtern - Professor
- Dorothy Ross - Professor
- Marjorie Ann Banks - Associate Professor

Joint Statement of Policy on Academic Freedom, etc. - President Brown

Proposed Faculty Constitution - President Brown

President's remarks - Mr. Black

Nomination and election of officers - 1970-71

Nominations Committee report - Mrs. Stockstrom

Election of officers

Election of three members to Board of Trustees of The Lindenwood Colleges

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS  
AND BOARD OF OVERSEERS  
LINDENWOOD FEMALE COLLEGE

St. Charles, Missouri  
May 29, 1970

Pursuant to call and notice given each member of the Board of Directors and of the Board of Overseers, in accordance with the Bylaws, a meeting of the Board of Directors and of the Board of Overseers of Lindenwood Female College was held in the Tower Room of the Library Building at Lindenwood College, St. Charles, Missouri, at 1:30 p.m., May 29, 1970.

The following directors, being a quorum, were present:

Wm. H. Armstrong  
John M. Black  
Russell J. Crider, M.D.  
William B. Harris  
James W. Quillian  
David Q. Reed  
Armand C. Stalnaker  
The Reverend George E. Swezey  
John M. Wolff, Jr.  
Richard A. Young

The following members of the Board of Overseers were also present:

Arthur S. Goodall  
Mrs. Horton Watkins

The following members of the Administration were present:

John Anthony Brown, President of the College  
Howard A. Barnett, Vice President and Dean of the College,  
Lindenwood College  
Gary H. Quehl, Vice President and Dean of the College,  
Lindenwood College II  
B. Richard Berg, Vice President for Public Affairs  
Thomas A. Harig, Business Manager  
Sandra C. Thomas, Dean of Students  
Edward C. Krehmeyer, Director of Development  
Mary Yonker, Secretary to the President of the College, and  
Assistant to the Secretary of the Board

Mr. Black, President of the Board of Directors, presided. The meeting was opened with an invocation by Dr. Swezey.

Mr. Goodall moved that the minutes of the meeting of January 19, 1970, be approved as distributed. The motion was seconded and passed.

Mr. Harris moved that baccalaureate degrees be conferred on the candidates as listed on the attachment to the agenda, subject to completion of requirements. The motion was seconded and approved.

Mr. Wolff moved that honorary degrees be conferred at commencement May 30 as follows:

Jennifer Sullivan Buchwald - Doctor of Laws  
John C. Danforth - Doctor of Humane Letters  
George E. Sweazey - Doctor of Humane Letters

The motion was seconded and passed.

President Brown made his report to the Boards. Copy of this report will be mailed to Board members.

Dr. Crider, Chairman of the Buildings and Grounds Committee, reported that his committee met May 20 to hear the full report of Team Four on future campus development. Mr. Richard Ward, of Team Four, was then asked to attend this meeting so that the report of their conclusions and recommendations could be presented to all members of the Boards. Summary of Mr. Ward's report is attached. After Mr. Ward left the meeting, there was discussion in regard to the report. On motion made by Dr. Crider, which was seconded and passed, the report was adopted as a guide for future development and it was agreed that further planning would be done subject to approval of the Finance Committee. It was the opinion of some members of the Board that this next step should be a feasibility plan.

Dr. Crider then reported that eighteen lots in Lindenwood Terrace subdivision, adjacent to campus-owned land, are available for purchase in one package. The property would provide for access to college property and the lots not needed could be sold, probably at a profit. According to Dr. Crider, the Buildings and Grounds Committee believes that if it is possible it is highly desirable for

the college to control this property. The Buildings and Grounds Committee recommends the purchase of this property and Dr. Crider moved that if the Finance Committee can find ways and means to finance the purchase that the lots be acquired. Prior to the purchase, the Buildings and Grounds Committee should determine what lots could be resold and refer the matter to the Finance Committee. The motion was seconded and approved.

Dr. Crider then reported that the old brick water tower located on the campus is being transferred from the City of St. Charles to Lindenwood College for preservation as an historical landmark. Further, Lindenwood will provide the Board of Public Works of St. Charles with an easement to relocate a sixteen inch water main which now goes under Parker Hall. Dr. Crider moved that these two procedures be approved by the Board. The motion was seconded and passed.

Dr. Crider recommended that in light of the study made by Team Four any attempt to renovate Niccolls Hall at this time be delayed.

Mrs. Stockstrom, Chairman of the Faculty and Curriculum Committee, reported that this committee had met during the morning with members of the faculty who have taught the Common Course this past year, and that the discussion had been very productive.

Mr. Young, Chairman of the Finance Committee, said that the college will operate at a deficit of approximately \$500,000 for the 1969-70 year, bringing the deficit for three years to \$1,000,000. Following a meeting of the Finance Committee with the President of the College and the Business Manager, the Finance Committee feels that the Board should not adopt an unbalanced budget for 1970-71 involving further deficit at this time, and that the Finance Committee should meet again with administrative officers after enrollment for the fall has been determined. Mr. Young then moved that the proposed budget for 1970-71, resume of which is attached to the agenda, be accepted as a maximum budget with the



understanding that the administrative officers will keep this under surveillance and work with the Finance Committee during the summer to reduce to a minimum deficit spending, and that the matter be discussed again at the October meeting of the Board. The motion was seconded and adopted.

On the recommendation of the Finance Committee Mr. Young moved that the firm of Boyd, Franz & Co. be employed to do the audit for the year ending June 15, 1970. The motion was seconded and passed.

After explanation by Mr. Harig, Mr. Young moved that the college institute a health fee of \$25.00 per year for all resident students effective with the 1970-71 year. The motion was seconded and approved.

Mr. Stalnaker, reporting for Mrs. Hall, Chairman of the Campus and Student Life Committee, said that a report of this committee would be deferred until the next meeting of the Board.

President Brown stated that the Alumnae Council recommends the election of the following to the Board of Directors and Board of Overseers:

Barbara Ringer Hamill (Mrs. James C.), 821 N.W. 37th Street, Oklahoma City, Oklahoma 73118, to the Board of Directors. B.A., 1932. Alumnae Council member 1964-65. Vice President, Alumnae Association 1965-66. President, Alumnae Association 1966-70. Volunteer, Legal Aid. Husband's occupation - attorney.

Deann Duff Smith (Mrs. J. L.), General Delivery, Houston, Mo. 65483, to the Board of Overseers. B.A., 1963. Major: Political Science. Law Degree, 1966, Stanford University. First woman assistant to the Attorney General of the State of Missouri, 1968. Present occupation: Legal counsel, National Labor Relations Board, St. Louis Office. Husband's occupation - electrical engineer.

Victoria Smith, 7495 Ahern Court, St. Louis, Mo. 63130, to the Board of Overseers. B.A., 1967. Major: English. Present occupation: Assistant editor, Washington University Alumni News.

Patsy Holloway, 19234 Mary Ellen, Pampa, Texas 79065, to the Board of Overseers. B.A., 1970. Major: Political Science. Chairman, Social Council 1969-70. Linden Scroll. Women's Symposia Committee. Young Republicans. Who's Who in American Colleges and Universities.

After discussion and an explanation of the various boards of Lindenwood Female College, Lindenwood College II, and The Lindenwood Colleges, Mr. Goodall moved that Mrs. Hamill be elected to the Board of Directors of Lindenwood College to fill a vacancy in the term of office which expires in January, 1973, and that Mrs. Smith, Miss Smith, and Miss Holloway be elected to the Board of Overseers. The motion was seconded and passed.

Mr. Berg explained that the committee planning the dedication of the New Fine Arts Building met April 15. The committee is planning a series of events throughout the year and it is hoped that these events will attract a number of people to the campus. There are some funds in the grant for art purchases which may be used for a dedication exhibit, students are using their lecture funds to invite one or two art lecturers, but no other money will be spent.

Upon motion made by Mr. Armstrong, which was seconded and passed, Section 5.05 of the LINDENWOOD COLLEGE RETIREMENT PLAN will be restated in its entirety to provide as follows:

Section 5.05. If on any anniversary date of his entry 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 \$10 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.

If an increase in compensation would produce a difference of \$10 or more in the monthly retirement income benefit, the Trustees shall, in accordance with the provisions of Section 4.01. obtain an additional policy for such participant and such participant shall execute the application forms as are required by the insurer. In the event such participant declines to execute the application forms for an increase in the amount of his monthly retirement income benefit, such participant shall be denied the right to receive an increase in the amount of his monthly retirement income benefit based on an increase in compensation during his future employment.

In the case of a participant who declined to execute an application for an increase in the amount of his monthly retirement income benefit based upon an increase in compensation prior to the effective date of this Amendment, if a subsequent increase in compensation would produce a difference of \$10 or more in the monthly retirement income benefit, the Trustees shall,

nevertheless, in accordance with the provisions of Section 4.01., obtain an additional policy for such participant and such participant shall execute the application forms as are required by the insurer. The computation of a monthly retirement income benefit of such participant, insofar as it is based upon such participant's compensation, shall not include any increases in compensation for which the participant previously declined to execute application forms for an increase in the amount of his monthly retirement income benefit. In the event such participant declines to execute the application forms for an increase in the amount in his monthly retirement benefit, such participant shall be denied the right to receive an increase in the amount of his monthly retirement income benefit during future employment.

After discussion, Mr. Armstrong moved that if an employee of the College does not participate in a retirement plan relating to or based upon his employment and services after three years of full-time service at the College, the employment of that person should be terminated. The motion was seconded and approved.

It was agreed that the dates for the meetings of the Board of Directors and Board of Overseers for 1970-71 will be:

Friday, October 23, 1970, 1:30 p.m.  
 Monday, January 25, 1971, 1:30 p.m.  
 Friday, June 4, 1971, 1:30 p.m.

Upon motion made, seconded, and passed, a Sabbatical leave for the January and Spring Terms of the 1970-71 year was approved for Arthur L. Kanak.

Mr. Black read a letter from Mrs. Robert R. Wright asking that her resignation from the Board of Overseers be accepted. Upon motion by Mr. Wolff, which was seconded, and passed, this resignation was accepted with the recommendation that a letter be sent to Mrs. Wright by the President of the College expressing appreciation for her service.

It was moved, seconded, and approved that the Executive Committee review the bylaws of the Board of Directors of Lindenwood Female College.

Mr. Wolff moved that emeritus status be granted to the following members of the faculty who are retiring at the end of the 1969-70 college year:

C. Eugene Conover, Professor of Philosophy and Religion  
 Marion Dawson Rechtern, Professor of Biology  
 Dorothy Ross, Professor of Physical Education  
 Marjorie Ann Banks, Associate Professor of Education

The motion was seconded and adopted.

The Joint Statement of Policy on Academic Freedom, Individual Rights, and The Safety of Persons and Property at The Lindenwood Colleges, as adopted by the Institutional Studies Committee May 20, 1970, which had been sent to members of the Boards prior to the meeting and which is attached to the agenda, was discussed. One of the important points in this policy gives the President of the Colleges the authority in several areas to take immediate action if it is necessary. In addition, it protects the right of free speech and the right of recruiters to conduct interviews on campus. Several of the members of the Board commented on the fact that this is the best statement of its kind that they had seen.

Mr. Stalnaker moved the adoption of this joint statement of policy. The motion was seconded. Mr. Reed moved that the first sentence of the Joint Statement of Policy on Academic Freedom, etc. be changed from "We, the students, faculty and administration of The Lindenwood Colleges, declare that this is our institution..." to "We, the students, faculty, administration, directors, and trustees of The Lindenwood Colleges, declare that this is our institution..." Mr. Quillian seconded the amendment which was passed. The motion, as amended, was passed unanimously. Mr. Armstrong suggested that a copy of the document be sent to the parents or guardians of every student and to each student, and that the parents or guardians be asked to subscribe to it as well as all students.

Mr. Black read a letter from Mrs. Barton expressing thanks for flowers which had been sent to her while she was in the hospital.

In making his report to the Board as President, Mr. Black stated that in spite of the changing and troubled times Lindenwood has been fortunate. However, we do have great need for additional money and the primary way of getting that is by getting more students. He further stated that the college has had good leadership,

and the Board should be commended for the leaders they have chosen. Members of the Board must assist the President of the College and the other officers in maintaining the reputation Lindenwood has had over many years. He also stated that the Board should consider seriously whether or not the college should remain in the Missouri Colleges Fund. Mr. Black recommended that this be investigated and asked President Brown to report on this at the October meeting.

Mrs. Stockstrom, in making the report of the Nominating Committee for Mrs. Hall, the Chairman of the Committee, expressed appreciation for the leadership of Mr. Black as President of the Board, as well as appreciation for the work Mr. Armstrong has done for many years as Secretary-Treasurer.

The Nominating Committee presented the following slate of officers for the 1970-71 year:

President	Armand C. Stalnaker
Vice President	John M. Wolff, Jr.
Vice President	Russell J. Crider, M.D.
Treasurer	James W. Quillian
Secretary	Mrs. Arthur Stockstrom

Mrs. Stockstrom moved that this slate of officers be accepted. The motion was seconded and passed unanimously.

The Nominating Committee recommended the election of the following directors to the coordinating Board of Trustees of The Lindenwood Colleges:

John M. Black  
Armand C. Stalnaker  
Russell J. Crider, M.D.

President Brown commented on the proposed Faculty Constitution, which has just been approved by the Faculty, copy of which is attached to the agenda. He stated that the Administration had not had time to study it and, therefore, does not make a recommendation at this time. The members of the Administration will work with the Faculty and Curriculum Committee during the summer and bring a recommendation to the Board later. 7

There being no further business, the meeting was adjourned.

The next meeting of the Board of Directors and the Board of Overseers will be held at Lindenwood College, Friday, October 23, at 1:30 p.m.

Mary Yonker, Assistant Secretary

Approved:

John M. Black, President

William H. Armstrong, Secretary

*[Faint, illegible text, likely a list of names or minutes]*

\*indicates

LINDENWOOD COLLEGE

CANDIDATES FOR DEGREES

MAY 30, 1970

BACHELOR OF ARTS DEGREE

Olliean Abrams	*Lucia Catherine Jester
Judith Marion Arnold	Deborah Jimenez
Nancy Eastman Arthur	Vera Ruth Kauder
Anne Carol Aspoas	Daraka Kiattinat
Gail Louise Bartels	Joanne Kleberger
Judith Mary Bassnett	Chris Ann Kleinholz
Elizabeth Abbott Baugh	Phyllis Joan Hungate Kolb
Mary Ann Black	Judith Ann Kraak
Bonnie Anna Bogden	Katherine Ann Krueger
Mary Kathryn Bordner	Donna Anne MacInnes
Harvadene Brock	Jean Ann Mackiewicz
Linda Jane Brown	Patricia Ann Malin
Mary Jane Brown	Patricia Sue Costello Martin
Janet Michaela Buckingham	Margaret Maryanne Murdock
Deborah Joyce Burns	Birgitt Bonitz Noblit
Cheryl Kay Buse	Karen Ellen Diehr Oelschlaeger
Louis Albin Comici	Mary Ellen Packard
Janet Louise Culbertson	Pamela Lynn Parrish
Taren Marie Desko	*Elva Dianne Percival
Wicki Mae Dohrmann	*Barbara June Pettibone
Mary Michael Donovan	Laura Prestridge
Mary Craig Dooley	Mary Christine Ratliff
Lucinda Jean Drake	Jane Kay Reed
Gail Ann Driver	Linda Stukenbroeker Rogers
Kathleen Louise Duello	Linda Louise Ross
Mary Dell Dunham	Barbara Joan Roth
Mary Lou Durbin	Virginia Marie Ruesch
Elizabeth English	Patricia Louise Ruth
Mary Ellen Enley	Ann Elizabeth Schaberg
Bertha Inez Thomason Ethridge	*Patricia Ann Schaeffer
Eleanor Jane Fenwick	*Virginia Taylor Schultz
Brittany Ann Grace Fisher	Jane Ellen Scowcroft
Phyllis Marie Forstmann	Carolyn Wiese Siemers
Barbara Elizabeth French	Mary Margaret Smith
Galerie Cecelia Gemeinhardt	Maria Louise Stephens
Julie Anne Goodman	Jan Carolyn Stevens
Paige Louise Graening	Janice Hunt Stieferman
Elizabeth Forsyth Grey	Karen Elisabeth Stub
Blane Gridley	Patricia Earleen Flathers Tignor
Lesley VanWinkle Herzog	Nancy Elaine Turnure
Kathleen Irene Bryant Hettich	Nancy Jane VanAllen
Justine Ann Higgins	Jill Vance
Patsy Lou Holloway	Lucille Gale Walters
Sylvia Rae Hunsicker	Dianne Elizabeth Wentink
Floria Jacovou	Melanie Anne Whitehead
Harriet Ross Jardine	Margaret Cunningham Zesch

\*-Indicates requirements to be completed

## BACHELOR OF SCIENCE DEGREE

Waren Rae Adelman	Lois Eldora Johnston
*Georgia J. Anderson	Mary Cecelia Jones
Thomas James Arnold	*Karen Ann Keck
Barbara Joy Batt	Sara Berniece Kelley
Ellen Marie Baumrucker	Sandra Lee McCandless
Amy Virginia Beckett	Janet Sue Meader
Priscilla Ellen Bensberg	*Ellen Jeanne Meyers
Bonnie Alice Bollinger	Joan Marie Finck Nissing
Nancy Viola Brice	Lynn Pendleton
Barbara Craig Broadfoot	Sally Lynn Quillian
Bruce Nelson Brustin	Mary Elizabeth Hildmann Rash
Louise Prescott Burkhardt	Diane Jean Ruhl
*Mary Lucille Burns	Val Francis Sampson
Barbara Jean Bushman	Peggy Lee Schiermeyer
Valerie Claire Campbell	Judith Ann Schoeps
Patricia Anne Clapp	Patricia Burdick Smith
Ivalee Cox	Margaret Ailsa Stahl
Lillis Deogracias	*Betty Lou Starks
Lawrence Stacey Dilks, Jr.	Barbara Jean Svoboda
*Janice Carol Elwood	*Carol Mackes Taylor
Wona Karleen Fant	Nancy Ann Terhune
*Pamela Willets Gordon	Sheileen Loretto Thompson
Edith Normandie Scott Graff	Laura Clagett Thorsell
Sue Gibson Griffith	Jeanette Ilma Treuel
Donna Jean Hammon	E'Lane Reatherford Tufts
Marol Todd Henry	*Mary Douglas Underdown
Geraldine Herhold	Patricia Ellen Uren
Janet Wallace Hoffmann	Leah Nease Vigil
Sandra Walker Jackson	Linda Sue Wyrock
Pamela Dale Jacobs	

\*-Indicates requirements to be completed



PRESIDENT'S REPORT TO THE BOARD OF LINDENWOOD COLLEGE FOR WOMEN

May 29, 1970

This has been a traumatic year for higher education in our country. Events on college campuses have invaded the headlines. Our newspapers, magazines, television screens and radios on a daily basis cover happenings at colleges which have little to do with learning. Several of our greatest colleges and universities have closed this spring, short of completing the term. This year violence and various forms of intimidation have become a new and alarming part of the academic atmosphere on many campuses.

Over the past several years there has been a serious effort on the part of colleges and universities to search for new forms of governance, forms that would more deeply involve students and faculty in the determination of policy. Responsible academic leaders, and this term includes students and faculty, as well as administrators, sought approaches to the problems of governance that would make full and responsible participants of students and faculty. In some instances this quest for new forms of governance gave way to a desperate search for almost any form of governance.

The academic community has long had a way of doing things. The way included systems of respect and discipline and orderly accommodation to change through due process. The way included civilized procedures for dealing with the various members of the academic community. The ordinary decencies of life prevailed as we dealt with each other as members of a community held together by common respect and mutual acceptance of basic goals and objectives. The occupation of offices, even buildings, the screaming of profanities, the denunciation of individuals in what became name-calling contests, came upon the academic community as a storm without warning. Change within the institutions was not fast enough. Students began to revolt against the institutions themselves, and many came to refuse to accept the due process the institutions had set up to protect what can only be called academic

integrity. It is a tribute to the students and faculty at The Lindenwood Colleges that the extremes I am describing did not take place on this campus. There was no violence of any kind, and we were able to keep our heads and remain cool while we showed great concern about issues which divide us in many ways. I believe it was Clemenceau who said that democracy is a form of government in which people discipline themselves so they will not be disciplined by others. In a very real sense, The Lindenwood Colleges undertook self-discipline during 1969-70 so that it would not be necessary here to undertake any outside intervention to maintain order on this campus. But here, as elsewhere, there were a small number of students who were in revolt against society itself, and the Establishment in particular. These students have begun to identify our colleges and universities as instruments of the status quo. This conclusion may or may not be valid; I think it is not. The important thing is that it was the conclusion that colleges and universities served the status quo that radicalized some students in many cases.

Thus, it followed that if one was in revolt against the status quo, one was in revolt against the college itself.

The position of the colleges and universities would be precarious enough if they were caught in a revolution that was only political and economic in its context. We are caught in a great social revolution as well, a revolution which impacts on the most firmly established bulwarks of our society: the family, the church, sexual relations, commonly accepted goals and objectives. The revolution we are in sets sons and daughters against parents, against the life style of the parents, against ambitions and life objectives of parents.

Who would believe that the length of hair could divide as many sons from their fathers, as have been divided? Who could believe the style of clothing or the simple refusal to wear shoes could divide as many daughters from their mothers as have been divided? Who could believe that as many of us over thirty would look with displeasure and actual dislike on as many under twenty-one as we do, standing apart

from their music, looking with disdain on their heroes, reacting with bitterness to their attitudes about the society which we have built? And who would have dreamed, only a few years ago, that so many of the youth would come to dislike their parents, their homes, their communities, the basic institutions which provide our security and traditionally promote the general welfare? Who could have seen that the divorce rate would be as high or attendance at church as low as it has gone the last ten years? Who could have predicted that the largest gathering of human beings in the history of the world would take place in Woodstock, New York, at a rock festival, where a life style repugnant to most adults was loudly proclaimed by almost everyone present, and where almost everyone present was twenty-five or younger?

Perhaps there is no occupation in America which provides a greater vantage point than a college presidency to see the tension between son and father, daughter and mother, parents and children. In this kind of a revolution hearts are broken. In this kind of a revolution there is little room for love and compassion. Those who have gone to the extreme--on the side of the young, the hippies; and on the side of the parents, the inflexibly conservative and strict--what possibility is there that the same world can accommodate them both? The flower children, singing songs of love, have no flowers for parents and no love either. The rigid parent, transfixed by the life style of a son or daughter, hears nothing and sees nothing but the surface manifestations of a profound rebellion.

The Lindenwood Colleges, faced with this manifestation of student-parent conflict in some cases, did not follow the path that some colleges have followed, which is to recognize that today's student wishes to be totally divorced from parental control, and follow that recognition by failing to communicate in significant ways with parents. Certainly it's possible to recognize the growing independence of students. We do. Certainly it's possible that in the normal order of things students, in the age bracket of seventeen to twenty-two, see the world differently from their parents.

We know that. Certainly it's necessary to give students greater responsibility for their lives than they had when they lived at home. The Lindenwood Colleges give them this responsibility. But it seems to me, personally, that it's equally obvious that not all students are ready for total responsibility, nor is it a humane and responsible thing to sever the tie that binds a son or daughter with the parent by encouraging the son or daughter to disregard parental views. We have consistently tried to communicate fairly and honestly with parents, and we have tried to involve them in the life of the college as much as possible. Additional steps to do this are being planned, and it is hoped that through the Fathers Club and other organizations even greater levels of understanding between students and their parents can become part of the Lindenwood pattern.

But an annual report should not be a sermon or a sociological treatise, it should be a report on things that happened and things that one wants to happen. Where was Lindenwood College for Women during all this? What happened to Lindenwood College II in its first year of existence, in the midst of this revolution? Where were we?

The major mark of our existence in both colleges was diversity. Suddenly, as in a switch of channels on television, Lindenwood College for Women, which had changed gradually with the years and had embraced within its walls young women not exclusively but certainly primarily from similar backgrounds with common aspirations and certainly shared values for the most part--suddenly Lindenwood College for Women faced a large group of young men, looked around and saw black students in significant number, reacted to foreign students coming from Scandinavia and Peru, from Hong Kong and Beirut, from Thailand and Cypress.

Diversity hit us with a great impact because we found that we had become not just culturally diverse, but economically diverse; and we were rich and poor, from every social class and every economic level. In the freshman class there was a student who had published his first novel, and among the students there were transfers

from places as different as Pomona and the University of Missouri in St. Louis. Our diversity taught us that you cannot tell the true quality of a person by the length of hair or by matters of ordinary grooming. Phrases which had held us together, such as are found in the very liberal dress code at Lindenwood which says that here a young woman dresses appropriately for the occasion, came to have no meaning. We found ourselves no longer able to "define the social situation."

All these different young people began to do their different things, and we were not used to that. We had wanted diversity and had planned for it, but when it came we found that we were really not prepared for it. It's fair to report that over the course of the year a much broader and a much gentler understanding of individual rights and personal tastes developed. But still, our diversity and our new freedoms led to excesses. Broad-minded individuals who did not object to bare feet on the campus on a warm, sunny day found themselves "up tight" when bare feet appeared in the dining room and in the arcade of Roemer Hall. Fair-minded people who believed individuals should not be judged by the length of their hair suddenly found themselves in direct contact with a group of young people who possessed long hair and seemed to insist that it did have a meaning--that it was a badge of some kind, a token of an attitude about life.

When I began writing annual President's Reports I did not expect to be writing about bare feet or long hair, or the individual choice made by students of wearing apparel. It would be dishonest, however, to neglect to make the observation that few things tied the college in a tighter knot than the impact of what could be called "the new life style" of some of our students on other students, some of the faculty, many of the administration, and certainly a lot of very vocal people in our town. My mail indicates real concern about the meaning of this new style, and that concern is from people who are not narrow-minded or intolerant. Reactions from town indicate vital interest in the meaning of this new phenomenon, and the people who express this interest are not more illiberal in their attitudes about

the "new life stylists" than the students who exercise this freedom at Lindenwood are about them. As students have gone to what some of us believe are extremes in their personal choice of apparel and in their appearance, it has become increasingly clear that this impacts on the ability of the college to attract other students who do not accept these styles and financial support from people who do not understand. The solution to the problems raised by the impact of what could be called a kind of youth culture on those of us who are older is to be measured in terms of support for the college at a time when support is vital to the life of the college. This is not a problem for the President, or for the Deans, or for the faculty in committee, it's a problem for this college community. It will only be solved by a very careful definition of the social situation here and by the fullest and most explicit explanation of what is expected of all of us here. The 1970-71 year will find us working together in the development of standards which permit us to exercise our freedom but restrict us within bounds that are acceptable to those who will recognize the importance of appropriate levels of self-discipline.

We moved through the year, with our new diversity, learning a great deal about the social revolution which is sweeping the country and questioning almost every generalization that anybody can make about today's situation.

If we were diverse, we were also tense. Lindenwood suddenly decided it should free itself of social inhibitions and restrictions as it has freed itself of traditional academic inhibitions and restrictions. If our curriculum could be loosened up and made modern, why could not our social regulations? Suddenly, the administration found itself under pressure from many directions. Remove the residence hall hours, change the sign-in rules, and eventually by late fall we were faced with the problem of dormitory intervisitation.

After weeks of discussion, debate, and a great deal of give and take, the intervisitation problem came to a head in the President's lap, so to speak. He decided that he ought to close the discussion. A very careful position paper was prepared,

and intervisitation was ruled out for the rest of the 1969-70 year and for 1970-71.

The President's action was not popular on campus, although there were many students who did not agree with him who were pleased to see a decision made because they were tired of the debate and the argument. It was the President's judgment, and that of his administrative colleagues, that a liberal policy of intervisitation in the residence halls of Lindenwood would lose a great deal of the financial support now coming to the college at a time when we could not afford the loss, would irritate a great many parents who had chosen Lindenwood because it was not as liberal socially as state universities, and would invade almost the last sanctuary the young women at Lindenwood College have--their residence hall rooms. But perhaps his most impelling conclusion was the deep feeling that intervisitation stacked the cards against a young woman who did not wish to accept the new social situation that is fast becoming the dominant aspect of student life on many campuses.

If we were diverse and tense, there was a certain additional intensity to be found in the academic program. Lindenwood, in the 1969-70 year, possessed a good faculty made better by several years of successful recruiting of new faculty. New levels of ambition began to be felt in mathematics and biology, where new faculty leadership raised the sights of everyone. The new science building aided and abetted these high ambitions, and vigorous encouragement by members of the faculty led students to engage in research. The year saw academic accomplishment that was truly remarkable. Two students had articles published in the Journal of Physical Chemistry and the Journal of Nuclear Medicine, journals in which student publications are not often found. One could see a matching growth in the creative arts, where the outstanding effect of the new fine arts building, compiled with new approaches to curriculum and teaching, paid rich rewards. In painting and print-making, in creative writing and broadcasting, new levels of accomplishment were achieved.

ough St. Charles to the County Court House was the Repository was  
served in October. Our students acted in absolute decorum and followed the advice

The January term saw new peaks of excellence reached in terms of independent study and special courses that would not normally be offered at Lindenwood. This new academic intensity is recognized by all of us, but particularly the students. While they may be very critical of the administration, or the character of the social life, they almost invariably speak with high praise of the quality of the faculty and the standards which the faculty has imposed on students in recent years.

Reporting these academic accomplishments is not enough, for it is our business to see that they are understood and supported by the many friends of The Colleges. We have invested considerable sums of money in the Communication Arts program, in the Mathematics Center, and in the new fine arts and music programs. During the coming year we must make these programs more widely known. We must take additional steps to strengthen what we are already doing very well in these areas. At The Lindenwood Colleges we have become aware of the fact that there is an approach to the education of the exceptionally creative person that is different from the approach one must make to the education of an individual whose skills are more verbal or more mathematical. Standard aptitude tests and rank in class for high school students tells nothing about the level of artistic creativity. We are aware of this and intend to direct our attention to the development of an atmosphere which encourages and nourishes creativity.

1969-70 was also a period in which many of our students demonstrated levels of concern about problems external to the campus, but internal to their very being. The continuation of the war in Vietnam, which for a large majority of young people is a wrong war, became a marked feature of the lives of many students on this campus. Perhaps it was the influx of one hundred and eighteen young men that brought this concern. Certainly the previous year did not see the kind of interest and awareness that possessed us this year. For the first time there was a Lindenwood student march through St. Charles to the County Court House when the Moratorium was observed in October. Our students acted in absolute decorum and followed the advice



of the St. Charles Police Department as to how they should march and what they should do. Some people in St. Charles saw this as a sign of life and vitality; others, looking at the new kind of student at Lindenwood, saw it as an alarming demonstration of a life style that was not to them acceptable.

We were affected during the course of the year by the women's liberation movement, by the great new interest in ecology, and we had our own Earth Day celebrations. Speakers on the campus came from every direction, including some very radical and, in my judgment, irresponsible speakers. But the college policy, that our students have the right to hear any speaker who is properly registered and sponsored, put to the test proved valid. No one was shouted off the platform here, although some speakers certainly did not reflect majority opinion. No one was denied access to the college audience here, although it is clear that not all shades of opinion were represented in the selection of speakers. We remained, in this era of concern, a free place, not willing to be used by any group in a way that would expend our resources and make them unavailable next year and the year following for other groups who may have different opinions.

We ended the year with an outburst of concern over the decision by President Nixon to extend our military operations in Southeast Asia into Cambodia. I was proud of The Lindenwood Colleges on Monday, May 11, when all day long our faculty and students busied themselves in the most intensive kind of discussion and declared themselves in the most honest and open way as to their feelings about the new foreign policy, about the tragedy that had occurred at Kent State, and about the strong issues that divide us nationally.

Almost before we could get our breath, the black students at Lindenwood, representing just under six percent of our student body, chose to express their deep-felt feelings about the college and what we had done for them and to them. They made a series of demands which came under intensive discussion. The black students dramatized their position by refusing to leave our library during the

several days of negotiations and talk.

This intense concern on the part of our students for the world in which they are going to spend their lives is a matter of vital importance if we are to be a college that is not out of step with the urgency of our times. Let's listen to our students; we must aid and abet them in their expression of concern; and we must concede that their criticism of our institutions, and even our value system, has its merit. But we will not be fulfilling our responsibility as educators if we agree with things that we know are based on premature or superficial evaluation. Human beings listen and respond, and we have the obligation to respond to our students with reaction, honest and intense, when the times require it.

We have tested the nature of our freedom here by bringing a great number of speakers who have presented positions that are extremely critical of almost every aspect of our society. We must now show some concern for balance and depth in terms of the forum we present for views on the campus. It is to be hoped that in the coming year the various committees here which are involved in the development of our lectures and convocations will give regard to the fact that there are many in our society who believe that some of our institutions, built laboriously over the years at great sacrifice, should be changed only with great care and caution so that the contributions they make to us as free individuals can be maintained and prolonged. What I am saying, and what I am advocating, is simple. My understanding of the student generation is that it wishes to be heard, and we must listen carefully. But to hear is not necessarily to agree, and to treat people with respect is not to pretend that one agrees in the face of profound disagreement. What I hope for at The Lindenwood Colleges is a climate of give and take, within the bounds of respect, that has action and reaction flowing in all directions with no one preempting the institution for his particular points of view.

One could quickly say that all of this was merely part of being involved in the great crisis in American life which marked the 1969-70 academic year. One can

say that all of this simply proves the validity of the vital academic program at Lindenwood and the broad and intensive effort we have made to bring students of many kinds into our relatively small student body. One could say, as a member of our faculty does frequently, that we proved we were alive in 1969-70. We were alive, and we were bothering some people.

We were bothering, particularly, people in our community who had looked upon Lindenwood as a relatively quiet, dignified and serene place, where education took place in the classroom and the students behaved themselves, at least in public. The Lindenwood Colleges, as any educational institution, have extensive interrelationships with the community. We are dependent for police and fire protection on St. Charles; and our students, of course, are found in the stores and on the streets of the town. The town surrounds us, and our newspaper is read by many. Several hundred St. Charles people are contributors on an annual basis to the college; and they look at us, I hope proudly, as a place that they support voluntarily. The diversity, the social tension, the new life styles, particularly the political and social concern that marked our student body during 1969-70, brought the college to the town in new ways.

On the advice of many of our good friends, we undertook an extensive program of explanation, designed to bring about better understanding of our students and the nature of our academic community. Perhaps never in the history of the relationship between the college and the town has there been as much exchange of opinion in both directions, with students and a few faculty saying what they thought of the town, and the townspeople saying what they thought of the college in ways which the President tried to modify. Fortunately for him, some students understood the crisis in town-gown relations, and particularly the editor of our student newspaper undertook to improve the communications both ways.

If we began to bother the town, we also disturbed some of our alumnae. I can appreciate their concern. As an alumnus of Princeton, I am furious when I return

and see what they have done there in the last few years. There are girls all about, and it's hard to see how they have been able to fill Princeton with men who do not look like Princeton men.

The same phenomenon takes place at Lindenwood when the alumna returns. She may have yearned to run barefoot across campus when she was here, and she may have stormed because the administration did not permit it. But now she fumes because the administration does not stop it. And she may have known when she was here that something had to be done about the problem of bringing men into the environment, but now she looks at what has been done and decides that these men do not look like Betas she used to date twenty years ago.

One of the problems in alumnae relations here is the fact that for many years the college did not solicit alumnae support in a vigorous way. With an excellent physical plant and a level of endowment that surpasses most other institutions in this part of the country, Lindenwood did not present itself as a place that needed financial support. Those days are over. We now grant very heavy financial aid to a significant portion of our student body; we have an outstanding Mathematics Center; our Communication Arts Department requires a kind of equipment not formerly known to the college, including an active and important FM radio station, KCLC\*FM. A computer purrs away in the new science building where there is opportunity for independent student research. All these things are costly, and there is no escaping the fact that Lindenwood must raise something in the area of \$200,000 to \$300,000 a year to meet operational costs in the years immediately ahead. Certainly a portion of this must come from those who know us best and have the deepest attachment to us: the alumnae of the parent college.

We must do a more effective job of communicating with our alumnae. In order to accomplish this we must make the concept of the coordinate college understood by alumnae, for we chose the coordinate plan of creating two colleges, with all the cumbersomeness and complexities involved, in an effort to maintain the integrity of

Lindenwood College for Women. If Lindenwood College for Women is in any way threatened by the very rapid growth of Lindenwood College II, a growth that far exceeds our expectations, it is all the more necessary for those who believe in the woman's college to support it vigorously now by giving it their financial support and by recommending it to young women who would benefit from its academic program. We have, in every sense, maintained the academic, the fiscal, and the legal integrity of Lindenwood College for Women. The college deserves the support of its graduates more than ever before.

The fact that the two colleges share facilities and faculty does not mean that they are the same, as can be quickly proved by talking to the student government leaders of the two colleges, or looking at the academic programs of the two colleges, or talking with the deans of the two institutions about the plans they have for the student bodies enrolled in each.

The college that is bothering people finds it very difficult to raise money. The 1969-70 year was one of serious deficit at The Lindenwood Colleges. Decline in the stock market impacted negatively on our investments; the cost of everything--labor, supplies, equipment, travel--increased drastically. Our new physical plant adds thousands of square feet of additional space to be maintained, heated and lit. And while our total enrollment was up, and our freshman class was larger than the previous year, 1969-70 still saw us with unused capacity at The Lindenwood Colleges. Therefore, we had less income than was budgeted.

Earlier we had gone ahead vigorously, building new buildings, enlarging the library, building the science building and the fine arts building, creating additional capacity at a time when the market for the private college was shrinking everywhere. A recent survey indicates that, with the exception of recreational and physical education facilities, The Lindenwood Colleges now have adequate physical plant in terms of laboratories, classrooms, library, and other academic facilities, for slightly more than twice the number of students that we have enrolled. Fortunately

for us, at the moment, our applications are running ahead of last year at this same time. We are one of the few colleges for which this is true. Present indications are that our retention of students will be improved. This combination means that there will be an increase in the size of the student body in the fall of 1970-71, but it will not be a great increase, and there will be resources that will be under utilized. This means that we function somewhat uneconomically, and every effort is being made to more widely distribute information about The Lindenwood Colleges so that we can put this magnificent physical plant to its best use.

The President is charged with fund-raising responsibility ultimately, and it's clear that a great part of his time should be in the field winning financial support for the institution. The tensions I have described make this task difficult. You cannot be negotiating with the black students and raising additional funds for them at the same time. You cannot be determinedly arranging for implementation of the free speech policy that Lindenwood has on its campus without offending some people who are traditional supporters of the college. The President cannot be under pressure for three weeks during which students are demanding intervisitation rights and be visiting the New York foundations at the same time. Nor can a president accept the fund-raising responsibility alone. He needs the help of his associates, and particularly the help of this Board. ~~ion. We are a private institution, and as~~

This report should not close without particular reference to the outstanding support we have received from the St. Charles community. We are raising more from our friends in St. Charles, including our own staff and faculty; more than ever before from corporate and foundation sources. If we have succeeded in securing additional financial support from St. Charles, it is because those who know the college well from our small city have worked as never before to gain us this new support. The Chairman of this year's campaign, Mr. Boyle Rodes, has done a great service for the college; and the Chairman of the campaign for the last several years, Mr. James Fitz, has continued to work this year with his usual energy and enthusiasm.

It has brought us a very significantly increased level of financial support, but it has also given the President and the members of the Boards of the two colleges a kind of encouragement that we needed in a difficult year.

We need to establish strong and vigorous Committees of Development for the two Boards that will work with the President in winning additional support for the two colleges from every source.

In the planning that has taken place here over the four years, certain things have fallen into place; and we are no longer in any sense an experimental institution. The college went on the 4-1-4 calendar when to do so was truly an innovation; but that calendar is now a tried and true part of our life here. We began to give certain kinds of emphasis to the January term at a time when there were few examples for us to follow, but now we provide an example for others to follow. The college did away with extensive requirements in general education and made it possible for students to tailor-make an educational program at a time when this was quite unusual. Our emphasis on independent study and on overseas and off-campus study--new to us three years ago--is now a working part of the Lindenwood approach to higher education. We said at Lindenwood in October of 1966 that we must so define our goals and objectives that those who believe in us would support us and those who did not, would not. We must reiterate that position. We are a private institution, and as a private institution we must be able to clarify our role in higher education so clearly that people will pay the tuition that we charge and know exactly what they are getting for it.

As a private college, we have a right to be, in a sense, exclusive. I am not advocating exclusiveness in a social sense--to be educationally viable we need all kinds of people here. I am not advocating exclusiveness in an economic sense; we could hardly do our educational job if we were all rich or all terribly poor. The college is a place in which people from different backgrounds can blend as long as they are willing to abide by the basic goals and objectives of the institution.

itself. Our exclusiveness then resides in the fact that we have the right to exclude those who do not respect the kind of academic freedom which makes a liberal arts college viable and effective. We have the right to exclude those who are not interested in learning, but are merely looking for a hideaway from the draft, or from the real world, or from a society they have come to abhor and believe cannot be changed. We have the right to exclude those who would undertake to transform us into an imitation university or a political or social action society. The resources of The Lindenwood Colleges have been put together over a hundred and forty years for educational purposes; and they have, and deserve, tax exemption for that reason. We cannot devote them to political action without threatening that exemption, nor can we devote our institutional resources and time to political action in ways which fundamentally interfere with the organized process of learning which must, in the long run, prevail at a liberal arts college.

We often hear young and harsh voices renouncing Lindenwood in years past as a finishing school. These same young people would now, in many cases, transform Lindenwood into a place for shouting and pushing, rather than a place for studying and learning, a place where the quick conclusion and the devastating phrase are enshrined rather than words of logic and reason. It has been many, many years since Lindenwood deserves to be called a finishing school; and I hope it will never be finished as a school--for it is a school, a place to learn, that we are and must be.

Where do we go from here? Is it not clear that we must seek students who believe in the liberal arts and will respect the college as a free place in which freedom to learn protects itself? I believe we have such students now. The philosophy of Lindenwood College for Women, where we are dedicated to the idea that there are special and different things that can be done to educate young women for the years ahead, must be widely known. The President cannot do it, but he must do much of it. The Dean of Lindenwood College for Women cannot do it, but she must do much of it. Members of the Board of the College must make it their business to understand what



we are trying to do in the college and join us in an effort to make the college program better known.

We must bring our finances into line with reality. I believe there was justification for the deficits we have had. We did not overspend seriously in budgeted items; we invested money in a turnaround which we knew would be costly. We must reduce our expenditures, and I regret to say that it is clear that we cannot maintain the level of financial aid we have been granting for the last three or four years. The projected deficit is almost exactly equal to the total given in financial aid in 1969-70. The Finance Committee of the Board has agreed to work with the administration during the course of the summer to find new sources of financial support, to look very hard at all areas of the budget that are not frozen by contract, including the costs of maintenance of our facilities, and to review investment policy which is a troublesome problem in times of economic shifts as significant as those that are now taking place in the stock market. This is to say that we do not accept the thought that we can afford another deficit of \$300,000 in the year following one in which the deficit has been over half a million. I welcome the decision of the Finance Committee to work with us in doing something about that.

We must not only raise more money for current expenses, but we must raise money for capital purposes. Our construction program over the last several years has taken close to a million dollars out of our reserves. This million dollars is not bringing income to the college, but indeed has been devoted to the erection of buildings which now add to the costs of maintenance in the college. It must be replaced, and we must undertake a vigorous campaign for capital purposes, including additional funds for endowment. It is my hope that this Board will take the step I have long advocated of increasing its size. To mount the committees we need, including the strengthening of the Finance Committee and the Development Committee, will require us to bring into our midst a significant number of new people who believe in this college.

Within a matter of days, the steps we have long planned to create a coordinating Board, comprised of three members from this Board and three members from the College II Board, will be consummated by the granting of a charter to The Lindenwood Colleges in Jefferson City by the Secretary of State of Missouri. This action follows the approach that has been taken with the North Central Association in lodging accreditation for our two colleges in a coordinating legal entity. The Board of The Lindenwood Colleges will have as its primary function the coordination of the efforts of our two institutions. It will in effect serve as if it were a joint executive committee.

The most important thing we must do is clarify our understanding of the exceptional academic program that has become part of the life at The Lindenwood Colleges, so that each of us, members of the Boards, members of the administration, the faculty, and our students, can give answers to the simple question, "What is it that we do at The Lindenwood Colleges that justifies the expenditure of over \$3,000 each year by the parents of our students, and by those students who are self-supporting?" It is the vital question which we must answer if we are to survive. The money will come if we can answer this question; students will come if we can answer this question; new Board members will come if we can answer it. Anything else we need will be here.

We have determined that the present academic or teaching facilities can accommodate at least twice as many students as are presently attending the College. This substantial increase to a 1200-1400 student enrollment will be possible by means of greater time efficiency of space utilization along with a slight increase in the average class size.

Dr. John Anthony Brown  
Mr. Richard Berg

May 29, 1970

Team Four inc  
  Urban Design and Planning

203 North Meramec  
St. Louis, Mo. 63105  
Phone (314) 721-0456

May 29, 1970

MEMORANDUM

TO: Dr. John Anthony Brown, President;  
Mr. Richard Berg, Vice President; and  
The Board of Directors of  
The Lindenwood Colleges

FROM: Richard C. Ward  
Team Four, inc.

RE: Summary/Conclusions: Stage I,  
Development Plan and Program

Based upon the studies undertaken by our firm during the past four months, we have drawn the following salient conclusions relating to long range planning for Lindenwood College.

The College Campus

1. Current Utilization vs the Capacity of Academic Facilities

We have determined that the present academic or teaching facilities can accommodate at least twice as many students as are presently attending the College. This substantial increase to a 1200-1400 student enrollment will be possible by means of greater time efficiency of space utilization along with a slight increase in the average class size.

Dr. John Anthony Brown  
Mr. Richard Berg

May 29, 1970

2. Campus Planning Alternatives

Having evaluated numerous alternatives for long range campus growth, it was decided that no attempt should be made to develop two academic campuses as a reflection of the two college concept. It is further recommended that the present north-south "corridor" of academic facilities be simply intensified according to an explicit campus plan as demanded over the course of long range growth and development.

3. The Capacity for Campus Growth

It has been determined that the intensified development of the existing academic "corridor" parallel to Watson Road, could more than double the presently available capacity. This would allow for an ultimate maximum enrollment of perhaps 3500 students assuming efficient space utilization.

The realization of such intensified campus development will necessitate an efficient internal campus circulation system utilizing both the central drive and a new point of access from Watson Road near the Fine Arts Building.

4. The Role of On-Campus Housing

Despite increasing enrollments, the Lindenwood Colleges have more than adequate on-campus dormitory space for the foreseeable future due to a strong trend in student preference away from this type of housing.

5. The Need for a New Gymnasium, Swimming Pool and Student Center Complex

The need for such a facility is critical today and will be more so in the future. The inclusion of a new cafeteria/dining room should be considered also.

Dr. John Anthony Brown  
Mr. Richard Berg

May 29, 1970

# THE LINDENWOOD COLLEGES -

## The Non Campus Property

### 6. A Staged Development Plan

The property found to be unneeded for future campus growth should be developed in stages by a variety of developer/architect teams according to a definite plan and program for its use. Such development can be both complementary and beneficial to the Lindenwood Colleges in many ways.

### 7. A City Hall/Commercial Office Complex

Immediate action should be taken to develop a new City Hall facility and/or commercial office complex at the new entrance off West Clay Street adjacent to the City Water towers.

### 8. A "Luxury" Townhouse Complex

Immediate action should likewise be taken to develop a complex of "luxury" rental townhouses on about 15 acres with access off Duchesne.

### 9. Additional Access and Other Development

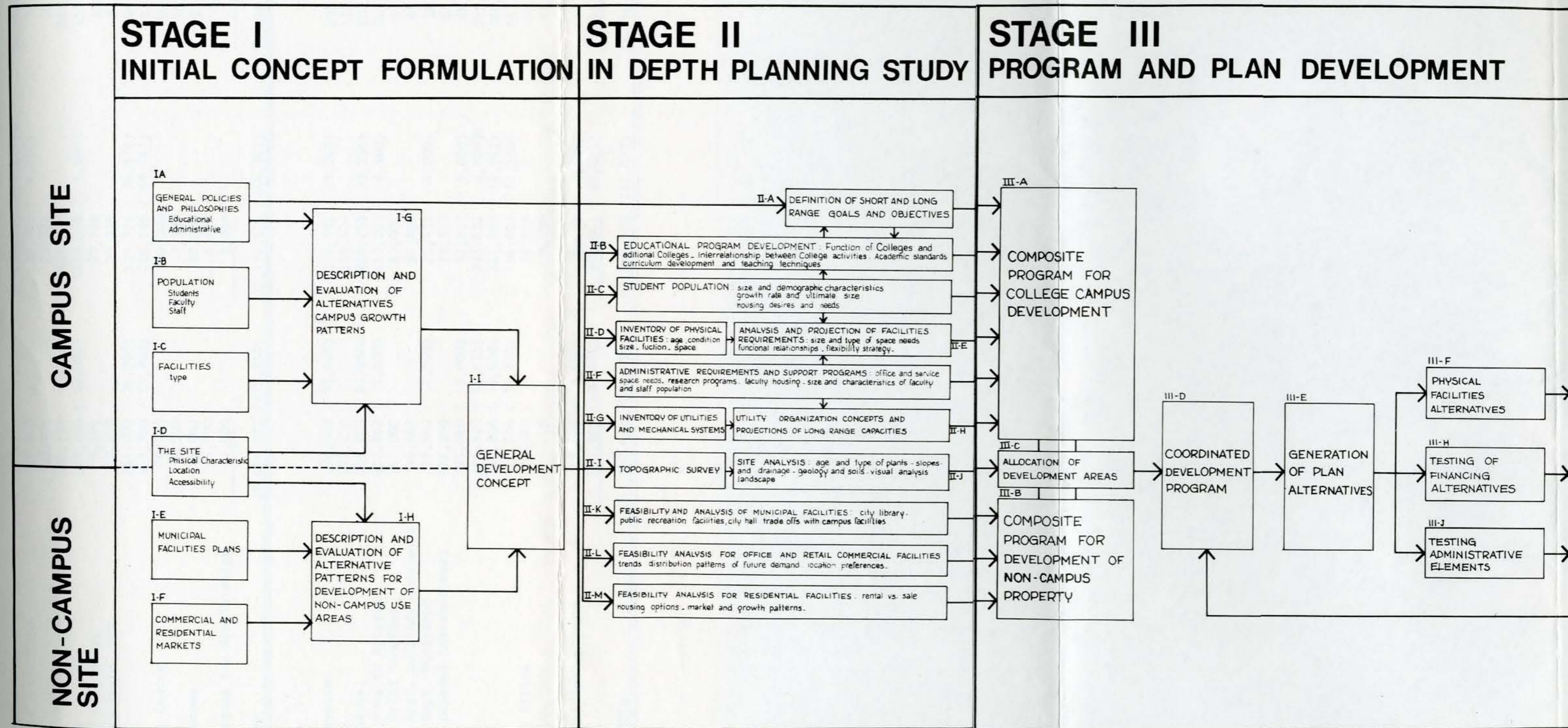
Every effort should be made to obtain additional access to the non-campus property from the west. The feasibility of providing for other uses and activities should likewise be explored within the framework of the development plan and program, including consideration of:

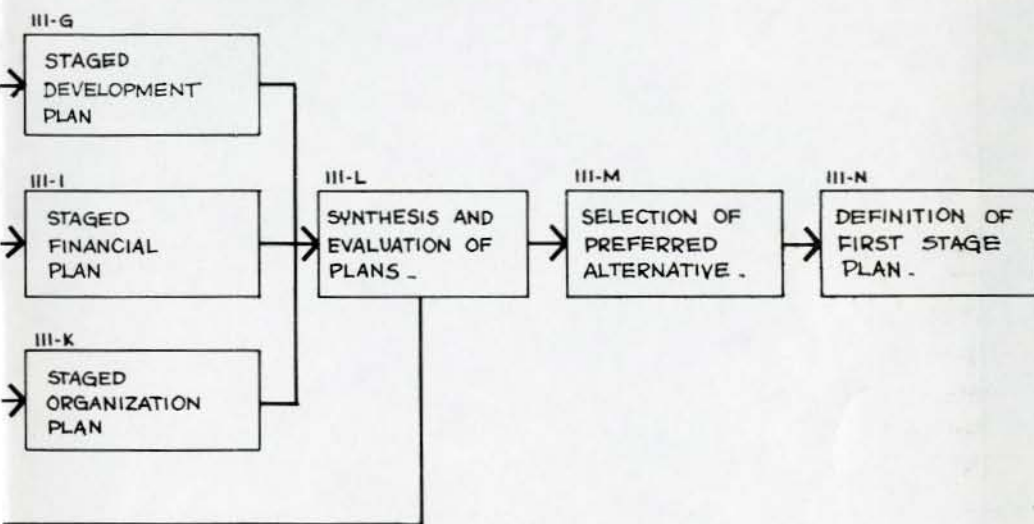
- a City library
- an office/research industrial park
- multi-family housing oriented to the married student/faculty market
- a small neighborhood shopping center

CAMPUS SITE

NON-CAMPUS SITE

# THE LINDENWOOD COLLEGES - PLANNING PROCESS DIAGRAM





**Team Four inc**  
  Urban Design and Planning

203 North Meramec  
St. Louis, Mo. 63105  
Phone: 314.721-0466

\* Student Enrollment  
INCOME

600  
BUDGET 1969-1970

558  
ESTIMATED 1969-1970

635  
PROPOSED BUDGET 1970-1971

Tuition *	\$ 989,012 (170,662)	\$ 891,914 (173,914)	\$1,082,442 (383,342)
Incidental Income - Students	16,000	18,000 ( 4,310)	32,200 ( 9,350)
Summer School	25,905	25,332	30,000
Endowment	494,112	451,000	415,200
Gifts and Grants	210,000 ( 10,000)	138,000 ( 1,000)	155,000 ( 3,000)
Grants - Federal Government	9,494	33,710	10,500
Application Fees, Rents, etc.	20,000	20,000	23,000 ( 3,000)
Residence Halls	241,000 ( 39,000)	209,076 ( 38,876)	244,000 ( 87,000)
Dining Hall	313,300 ( 50,700)	268,169 ( 50,241)	317,200 (113,100)
Bookstore & Post Office	70,000	90,000	100,250
Tea Room	1,500	7,300	14,000
Miscellaneous Income	16,000	18,000	20,000
Summer School	4,000	4,613	5,000
Student Aid - Income for Scholarships	2,000	2,000	2,000
<b>TOTAL INCOME</b>	<b>\$2,412,323 (270,362)</b>	<b>\$2,177,114 (268,341)</b>	<b>\$2,450,792 (598,792)</b>

EXPENSES

General Administration	276,901 ( 52,045)	319,791 ( 53,363)	308,559 ( 53,242)
Student Services	127,250	133,474	117,727 ( 100)
General Institutional	234,883 ( 29,250)	266,758 ( 29,256)	280,580 ( 16,970)
Instructional - Faculty Salaries	652,767 ( 7,500)	659,000 ( 7,500)	645,346 ( 7,875)
Staff Benefits	45,000	45,000	45,313
Dept. Supplies & Expense	48,482	51,800	44,854
Dept. Equipment	22,864 ( 4,000)	20,433 ( 4,000)	20,364
General Instructional	56,360	75,579	65,850 ( 500)
Library	93,080 ( 5,000)	97,457 ( 5,000)	88,907 ( 10,000)
*Plant	296,922 ( 10,615)	331,454 ( 8,000)✓	363,857 ( 33,583)✓
Residence Halls	138,206 ( 9,900)	141,183 ( 11,591)	140,730 ( 29,902)
Dining Hall	219,054 ( 34,320)	194,405 ( 34,320)	237,996 ( 78,538)
Bookstore & Post Office	73,442	79,890	87,698
Tea Room	200	9,200	15,000
Summer School Expense	3,500	1,145	4,500
Miscellaneous Auxiliary Expense	7,000 ( 1,000)	9,000 ( 1,000)	10,000 ( 2,000)
Student Aid	266,565 (100,225)	308,001 ( 97,023)	273,253 ( 96,744)
<b>TOTAL EXPENSES</b>	<b>\$2,562,476 (253,855)</b>	<b>\$2,743,570 (251,053)</b>	<b>\$2,750,534 (329,454)</b>



JOINT STATEMENT OF POLICY ON ACADEMIC FREEDOM, INDIVIDUAL RIGHTS, AND  
THE SAFETY OF PERSONS AND PROPERTY AT THE LINDENWOOD COLLEGES

As Adopted by Institutional Studies Committee May 20, 1970

I. Preamble

We, the students, faculty and administration of The Lindenwood Colleges, declare that this is our institution and set forth this statement of governance of our colleges as it relates to academic freedom, individual rights and the safety of persons and property.

Academic freedom may be delineated as the freedom to teach and the freedom to learn. To make certain that these freedoms do indeed exist, that the transmission of knowledge and pursuit of truth take place in an environment where critical judgment and intellectual independence may be exercised without fear, Lindenwood College\* and Lindenwood College II\* have undertaken to provide, to the best of their ability, appropriate opportunities and conditions in the classroom, on the campus, and in their relations to the larger community. In support of these objectives, the following policies are established as guides and regulations for the exercise of the rights of citizenship by members of The Lindenwood Colleges Community.

II. Freedom of Expression and Inquiry

All members of The Lindenwood Colleges are free to examine and to discuss all questions of interest to them and to express opinions publicly and privately. They are free to support causes by orderly means which do not disrupt the regular and essential operation of the colleges. At the same time, it must be made clear to the academic and larger community that in their public expressions or demonstrations, all members of the academic community speak only for themselves; such expressions do not necessarily imply approval or endorsement by The Lindenwood Colleges.

III. Protection of Freedom of Expression

- A. General Statement. To make possible the advocacy of causes by orderly means, The Lindenwood Colleges must assure their members that they will be free from actions which endanger individual safety and which, by physical force or disruptive noise, would prevent the exercise of their freedom to speak. All members of The Lindenwood Community are under a strong obligation to protect its processes from these tactics. The administration of The Lindenwood Colleges has the particular responsibility, with appropriate consultation and regard for due academic process, to institute disciplinary proceedings against those who adopt such tactics. Any member of The

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\* Each or both hereafter referred to as The Lindenwood Colleges or The Lindenwood Community

Lindenwood Colleges who deliberately uses such tactics shall be subject to various levels of disciplinary action including in serious cases suspension or dismissal. The ranking officer of the colleges taking such action shall immediately file a detailed report with the Council of The Colleges for its review.

- B. The Classroom. The professor in the classroom and in conference shall encourage free discussion, inquiry, and expression. Student performance shall be evaluated solely on an academic basis, not on opinions or conduct in matters unrelated to academic standards.
1. Students shall be free to take reasoned exception to the data or views offered in any course of study and to reserve judgment about matters of opinion, but they are responsible for learning the content of any course of study for which they are enrolled.
  2. Any member of The Lindenwood Colleges who disrupts activities in the classroom by such methods as physical obstruction to the entrance, destruction of property, physical attack on the professor or other students, or tactics of harassment that prevent the normal functioning of the class shall be subject to various levels of disciplinary action including in serious cases suspension or dismissal. The ranking officer of the colleges taking such action shall immediately file a detailed report with the Council of The Colleges for its review.
- C. Guest Speaker Policy. The Lindenwood Colleges are dedicated to freedom of inquiry in the search for truth. Each college is thereby committed to encourage the presentation of all those responsible points of view and claims of truth which presume to be knowledge and which compete for the assent of man. The Lindenwood campus shall therefore be open to all public speakers, and all shall be welcome, subject only to the full responsibilities of sponsorship by recognized student (III. E.), faculty and administrative organizations within the campus community and to the availability of facilities. In order to insure an orderly scheduling of facilities, to provide adequate preparations for the public guest speaker, to ensure public safety, and to meet the obligations of group sponsorship, the event must be registered with the Office of the Dean of Students. It is further understood that The Lindenwood Community functions as an arena of freedom where ideas must stand on their merit alone and that The Lindenwood Colleges do not necessarily endorse the ideas therein presented.
1. Public guest speakers who are duly registered by the Office of the Dean of Students shall be accorded the same freedom of expression and inquiry (II) and the protection therefore, (III. A.) accorded to any member of The Lindenwood Community.
  2. Any member of The Lindenwood Colleges who does not properly register a public speaker will be in violation of college guest speaker policy and will be subject to disciplinary action by the judicial board of the appropriate college.
  3. Administrative officers of The Lindenwood Colleges reserve the right to direct any public speaker who is not duly sponsored or registered to leave the campus property, or when public safety is threatened, to terminate a meeting and to request participants to disperse.

4. Orderly presentation of contrary views is a right only as long as it does not interfere with the right of others to hear the duly registered speaker.

D. Student Communications Media. Official student communications are basic to an atmosphere for free and responsible discussion and for intellectual exploration on campus. They bring student concerns to the attention of the faculty and the institutional authorities and help formulate student opinion on various issues. Because of their financial and legal dependence, they are under the jurisdiction of the officers of The Lindenwood Colleges. The role of publisher is delegated by the officers of the college to the Publications Board, a body composed of students, faculty and administrators. The Board appoints editors, may recall them, and may serve as a review board. Editors are free from any advance approval of copy and are guaranteed sufficient editorial freedom and financial autonomy to maintain their medium's integrity of purpose as a vehicle for free inquiry and free expression in the academic community. Student editors have the same responsibility toward their publisher and public as do all journalists, e.g., the avoidance of libel, indecency, undocumented allegations, attacks on personal integrity, and harassment or slanderous innuendo.

Editors of student publications are protected from arbitrary suspension and removal because of student, faculty, administrative, or public disapproval of editorial policy or content. The failure of The Publications Board and its appointed editors, however, to maintain the level of responsibility described above may lead to suspension of publication. Editors deliberately misusing their freedom in the judgment of The Publications Board may be dismissed. When, in the judgment of The Publications Board, further disciplinary action is warranted, the matter will be referred to the appropriate disciplinary jurisdiction.

All student publications must explicitly state that the opinions therein expressed are not necessarily those of either of The Lindenwood Colleges.

E. Recognition of Campus Association and Organizations. Recognizing that members of the campus community arrive with a variety of established interests and that they develop new interests as members of the community, The Lindenwood Colleges guarantee the freedom to organize and to join associations for the pursuit of common concerns.

1. A committee composed of all student members of the Council of The Colleges officially recognizes student organizations on behalf of the colleges. The committee establishes its own criteria for the granting and revocation of official recognition consistent with the general policies of the colleges. However, organizations which draw their membership solely from one college shall obtain official recognition from the student government of that particular college.
2. No organization shall be required to submit a list of members as a condition of campus recognition.

3. While student organizations are encouraged to seek faculty participation in their activities, they shall not be required to do so as a condition of institutional recognition.
  4. Affiliation with an extramural organization will not of itself disqualify a campus organization from institutional recognition.
  5. Only such persons as hold bona fide membership in the community of The Lindenwood Colleges shall be members of recognized college organizations.
  6. Each association and organization bears responsibility for the conduct and financial support of its program(s).
- F. College Records. The Lindenwood Colleges, by virtue of their obligation to provide evidence of student's performance in and completion of courses and other official college programs, must maintain records of integrity and completeness. In the process of serving the student's personal and the college's general needs, additional files relating to disciplinary action and extracurricular participation necessarily accumulate. The colleges, through the officer specifically charged with maintaining these records, act as custodian and will allow their use only by authorized employees of the colleges and then with care for their confidentiality. The following safeguards are provided:
1. The Lindenwood Colleges will not maintain records of a student's membership in organizations.
  2. The student's transcript will contain only information about academic accomplishment and status. This shall be interpreted to include the recording of institutional action, such as dismissal or suspension for reasons of academic standards, health, or disciplinary action, which may affect a student's eligibility to re-register at The Lindenwood Colleges.
  3. Specific records of disciplinary action and other information as may be accumulated in a student's folder, not in support of the transcript, will not be retained beyond graduation from The Lindenwood Colleges. For students who have terminated prior to graduation or transferred from The Lindenwood Colleges, the information will not be retained longer than five years.
  4. Other information that may be accumulated as part of a student-placement file such as interview statements and letters of reference, shall not be released to any individual or agency, public or private, without the expressed written request and consent of the student.

Except for authorized action, (as in 3 above), any member of The Lindenwood Colleges who removes, destroys, improperly reveals the contents of, or alters the records, files, or personal property of a student, faculty member, or administrative officer shall be subject to dismissal from The Lindenwood Community and/or civil action.

G. College Property and Student Privacy. The colleges reserve the right to enter student rooms for maintenance purposes. The colleges respect the student's individual rights and will make every effort to notify the student of the maintenance problem in advance and give the student an opportunity to be present. Inspection of student rooms for any other purposes shall be made only after a warrant has been issued by an officer of the colleges with responsibility for student affairs in consultation with a student officer from the residence hall. The warrant will state the reason for the inspection, approximate time for the inspection, who is to conduct the inspection, and who requested the inspection. Validation of the warrant shall be indicated by the signature of the issuing officer, and the inspection, whenever possible, shall be conducted in the presence of the student officer who has participated in the warrant procedures.

H. Recruitment by Service and Employment Agencies.

1. Any bona fide Equal Opportunity Employer--governmental or private--will be permitted to use The Lindenwood Colleges Placement Office facilities.
2. No member of The Lindenwood Colleges has the right to disrupt the activities of the Placement Office, which provides a service to those who wish it, and no member of the college community will be allowed to interfere with the freedom of those who voluntarily seek its service.

I. Presence on Campus of Persons Not Affiliated with The Lindenwood Colleges.

Visitors are welcomed on the campus during the time when the buildings are normally open. Guests or acquaintances who plan to be on campus beyond the hour of closing, or beyond the time when their host or hostess retires for the night, must be registered and be in quarters properly assigned to them.

Visitors shall be subject to policies and procedures stated within (I-VI). Visitors not under direct jurisdiction of The Lindenwood Colleges are expected to accept campus policies and will be asked to leave the campus if they refuse to do so. Violators of civil law will be prosecuted.

IV. Members of The Lindenwood Colleges and Off-Campus Freedom

A. The Rights of Citizenship. Members of The Lindenwood Colleges who are citizens of the United States, as well as members of an academic community, enjoy the same freedom of speech, peaceful assembly, and right of petition that other citizens enjoy. All members of the academic community are subject to the obligations which accrue to them by virtue of this members.

B. Institutional Authority and Civil Penalties. Members of The Lindenwood Colleges who are in violation of civil law may request institutional officials for advice, but The Lindenwood Colleges are in no way obliged to provide sanctuary or additional assistance.

Members of The Lindenwood Colleges who violate the law are subject to the penalties prescribed by civil authorities, but the authority of The Lindenwood Colleges will not be used merely to duplicate the function of general laws. Only when the interests of Lindenwood as an academic community are distinct and clearly involved will the special authority of the colleges be asserted.

The member of The Lindenwood Community who violates institutional regulations in the course of off-campus activity, such as those relating to class attendance, shall be subject to no greater and no lesser penalty than would normally be imposed under different circumstances.

#### V. Campus Security: Additional Understandings

- A. Possession of Firearms and/or Explosives. Possession of firearms and/or explosives on the premises of The Lindenwood Colleges is absolutely prohibited. Violation of this regulation by a member of the college community shall lead to immediate dismissal.
- B. Request for Identification. Administrative officers, members of the faculty, campus security guards, and certain student officers to whom responsibility is delegated by the President, are authorized to request persons to identify themselves when, in the opinion of those authorized, identification is necessary for the protection of academic freedom or individual rights, the security of personal safety or campus property. Request for proper identification shall be conducted according to two guidelines:
1. Members of the Lindenwood Community are authorized to request identification after first revealing their own identification.
  2. Authorized members of the community may thereafter request that the individual or person presumed to be a student of The Lindenwood Colleges present his personal I.D. card. Students of The Lindenwood Colleges shall comply with this request. Should the student believe the request is unreasonable, a complaint may be filed with an appropriate administrative or student officer, but he shall comply with the initial request.

Failure on the part of an individual to comply with request for identification shall result in the following:

1. The authorized member of the community will automatically assume that the individual is not a student of The Lindenwood Colleges. At his personal discretion, the authorized agent may make appropriate charges against the individual with college or civil authorities.
2. If the individual is later found to be a student of The Lindenwood Colleges, he will be subject to disciplinary action, under appropriate regard for academic due process (VI).

C. Guidelines for Controlling Disruptive Tactics. (Those tactics described in III. A.)

1. At all times, members of The Lindenwood Colleges Community will attempt to maintain a sense of proportion as to the magnitude of any threat that is facing The Lindenwood Colleges.
2. In dealing with disruption, institutional officials will first make a deliberate attempt to respect and honor reason and persuasion before choosing any other mode of action which is normally antithetical to the nature of an institution of higher learning. However, failure to receive a prompt and "in kind" reply will necessarily obligate institutional officers to choose a different mode of action.
3. Institutional officials will not negotiate under conditions of duress as determined by the ranking official of the colleges. If disruptive tactics are not promptly halted after a short period in which reason and persuasion are sincerely attempted, an institutional official will inform the student that he is officially suspended from The Lindenwood Colleges. Appeal of this decision will be recognized by institutional authorities only after the disruptive tactics in question have been terminated. Scheduling of an appeal hearing will be at a time designated by institutional officials, but there must not be unreasonable delay. The appeal hearing will be conducted in executive session by The Council of the Colleges. Any member of The Council of The Colleges who was or is alleged to be involved in the disruption under question will be automatically disqualified from hearing the case.
4. Should disruption not be terminated after the student is informed of his suspension from The Lindenwood Colleges, civil authorities will be called for assistance. The specific procedure for transferring jurisdiction to civil authorities will be at the discretion of institutional officials.

VI. Disciplinary Standards, Judicial Jurisdiction, and Sanctions

- A. Procedural Standards in Disciplinary Matters. In developing responsible student conduct, disciplinary proceedings play a role substantially secondary to example, counseling, guidance, and admonition. At the same time, The Lindenwood Colleges have a duty and the corollary disciplinary powers to protect their educational mission through the setting of standards of scholarship and conduct for the students. In exceptional circumstances when the preferred means fail to resolve problems of student conduct, certain procedures will be taken to protect both the academic community and the student as detailed in the judicial code of each college.
- B. Judicial Jurisdiction in Cases Involving Infractions of Academic Standards. Review of violation of academic standards shall come under the jurisdiction of the Appeals Board of The Lindenwood Colleges (see Student Handbook - Academic Responsibility Code).

- C. Judicial Jurisdiction in Cases of Social Misconduct. The jurisdiction is defined according to procedures established by the judicial code of Lindenwood College and the judicial code of Lindenwood College II.
- D. Disciplinary Sanctions. Ultimate sanctions which may be imposed by The Lindenwood Colleges are two:
1. Academic Sanctions: Clearly, the ultimate academic authority The Lindenwood Colleges have over their members is the sanction of dismissal from the community.
  2. Civil Sanctions: Officers of The Lindenwood Colleges will seek civil sanctions against members of The Lindenwood Community as a last resort. Civil sanctions will be sought against individuals who are not members of The Lindenwood Colleges who violate The Lindenwood Community through disruptive tactics.

## II. Faculty Duties

### VII. Ratification and Amendment

- A. This document shall become effective upon ratification by the Board of Directors of Lindenwood College and the Board of Trustees of Lindenwood College II.
- B. Revisions of this document may be instituted by the Council of The Colleges subject to ratification by the Board of Directors of Lindenwood College and the Board of Trustees of Lindenwood College II.

#### A. Division Chairmen

1. Selection
2. Duties

#### B. Department Chairmen

1. Selection
2. Duties

#### C. Librarian

1. Selection
2. Duties

## V. Faculty Appointments and Promotions

- A. Appointments (See also I, B-1, c-1)
- B. Promotions

## VI. Leaves of Absence

- A. Sabbatical Leaves
- B. Other Leaves

## VII. Retirement

- A. Date (See also V, A-2)
- B. Emeritus Status
- C. Changes in Retirement Plans and Fringe Benefits

## VIII. Bylaws

## IX. Amendments to the Constitution



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A faculty member (Preamble to be written) in the use of controversial material in the classroom.

## I. Academic Freedom and Faculty Status

### A. Academic Freedom, Responsibility, and Tenure

The Lindenwood Colleges endorse basic principles of academic freedom, responsibility, and tenure as described below. In general, they subscribe to the statement in regard to academic freedom, responsibility, and tenure issued jointly by the American Association of University Professors in 1940.

#### 1. Academic Freedom

Institutions of higher education are conducted for the common good. At The Lindenwood Colleges, the common good depends upon a free search for truth and its free expression. Hence, it is essential that a faculty member be free to pursue scholarly inquiry, and to voice and publish his conclusions concerning the significance of evidence that he considers relevant. He must be free from the corrosive fear that others, inside or outside the college community, because their vision may differ from his own, may threaten his professional career or the material benefits accruing from it.

Each faculty member is entitled to full freedom in the classroom in discussing the subject which he teaches. Each faculty member, as a citizen of his nation, state, and community must be free from institutional censorship or discipline when he speaks, writes, or acts.

#### 2. Academic Responsibility

The concept of academic freedom must be balanced by the equally important concept of responsibility, shared by the boards of directors (trustees), administrators, faculty members, and students.

The fundamental responsibilities of a faculty member as a teacher and scholar include a maintenance of competence in his field of specialization and the exhibition of such competence in teaching, publications and other professional activities.

Exercise of professional integrity by a faculty member includes recognition that the public will judge his profession and his institution by his statements. Therefore, he should strive to be accurate, to exercise decorum, to show respect for other people, and to avoid creating the impression that he speaks or acts for the whole institution or his department when he speaks or acts as a single faculty member or a private person.

A faculty member should be judicious in the use of controversial material in the classroom.

A faculty member has the responsibility to provide adequate notice of his intention to interrupt or terminate his service to the institution.

### 3. Academic Tenure

The system of faculty tenure supports the integrity of The Lindenwood Colleges. Tenure means assurance to an experienced faculty member that he may expect to continue in his academic position unless adequate cause for dismissal is demonstrated in a fair hearing, following established procedures of due process.

## B. Faculty Status

Faculty status is a matter of shared responsibility. Faculty interest in this matter is represented by the Faculty Council.

### 1. Faculty Council

The Faculty Council is comprised of as many members as there are departments in the college, one member from each department, plus the Dean of the Faculty who is chairman without vote.

#### a. Selection

- 1) Each department elects its own Faculty Council representative.
- 2) If a department fails to elect a representative, the Faculty Council themselves select a representative from that department to join them.
- 3) The term of office is one year, and the representative is eligible for re-election.

#### b. Definition of Terms

When making a decision, the Faculty Council and the Administration share responsibility in one of two ways, following either the principle of consultation or of joint action.

##### 1) Consultation

Consultation means that after discussion with the Administration, the Faculty Council formally present their judgement in the form of a recommendation, vote, or other expression sufficiently explicit to record their position or positions for the Administration. This explicit expression of judgement must take place in time to affect administrative action.

### B. Individual 2) Joint Action

1. To carry out Joint action means that agreement to a proposal by both the Faculty Council and the Administration is required for action. Either party has the right to appeal a veto to the Board of Directors Committee on Faculty and Curriculum through procedures outlined in the bylaws.

### III. Faculty Committees

#### A. All c. Areas of Responsibility

- 1) To consult with the Administration in the establishment of priorities concerning faculty appointments.
- 2) To consult with the Administration concerning re-appointments, non-renewals of contract, promotions and salary.
- 3) To take joint action with the Administration concerning tenure.
- 4) To take joint action with the Administration concerning dismissal of tenured faculty for incompetence, moral turpitude, or financial exigency.
- 5) To recommend criteria to serve as guidelines for the institution regarding judgements to be made concerning appointments, re-appointments, non-renewals of contract, promotions, salary, and tenure.
- 6) To review proposed bylaws, to amend such proposed bylaws if deemed appropriate, and to present a recommendation thereon to the next succeeding regular faculty meeting (or special meeting in which it is included in the call).

### IV. Faculty Having Administrative Responsibility

#### II. Faculty Duties

##### A. Corporate Duties

1. To determine the membership categories of the Faculty for the purposes of voting (The Board of Directors has established the principle that the President and Vice President and Dean of the Faculty are by nature of their appointments voting members of the Faculty).
2. To determine, in consultation with the Administration, the academic curriculum.
3. To determine the requirements for earned degrees.
4. To determine the nature of the system to be used in grading students in courses.
5. To recommend to the Board of Directors candidates for earned and honorary degrees.
6. To make recommendations to the President and the Dean of the Faculty concerning any other matters of educational policy.

## B. Individual Duties

1. To carry out duties described under Academic Responsibility (I, A-2 above).
2. To serve on Faculty Committees. Committee service shall be distributed as equitably as possible.

## III. Faculty Committees

- A. All standing committees contain some members elected by the Faculty and some appointed by the President.
- B. All committee members shall serve for one term as the terms are defined for each committee in the bylaws. No member may succeed himself.
- C. The election to standing committees for any academic year shall take place before the end of the preceding academic year. Vacancies in elected positions may be filled at any time.
- D. Unless otherwise indicated, each committee shall elect its own chairman.
- E. All committees shall make at least an annual report to the Faculty in writing at least two weeks before the close of each academic year.
- F. The President of the Colleges and the Dean of the Faculty are ex officio members without vote of all committees, except those on which they serve as regular members.
- G. Other administrative personnel with faculty status may be designated in the bylaws to serve as either regular or ex officio members of the committees that relate to their areas of responsibility.

## IV. Faculty Having Administrative Responsibility

### A. The Division Chairman

#### 1. Selection

- a. Division chairmen are elected by the faculty of the division, from a list of members of the division previously approved by the Dean of the Faculty.
- b. The term of office is two years, and a chairman is eligible for re-election.

#### 2. Duties

- a. He shall coordinate the various departmental plans for curricular development with the division.
- b. He shall be a member of the Educational Policies Committee.

### A. Appointments

Appointment to the Faculty is made by the President upon the authority granted him by the Board of Directors.

- B. The Department Chairman appointments, the President acts in consultation with the department chairmen.
1. Selection
    - a. Department Chairmen are appointed by the President, on recommendation of the Dean of the Faculty, subject to the consent of the department.
    - b. The term of office is for two years, and a chairman is eligible for reappointment.

## VI. 2. Duties

- a. He shall be responsible to the Dean of the Faculty.
- b. He shall be the administrative officer of his department and shall, by means of departmental meetings and personal consultation, involve his colleagues in the department in the making of decisions. He may also delegate administrative duties.
- c. He shall consult the members of the department as to promotion, tenure, and nonrenewal of contract, and present the results to the Faculty Council.
- d. He shall consult with returning members of the department as to new staff appointments and present the results to the Faculty Council.
- e. He shall confer with the division chairman when the curricular matters in the department affect the other departments in the division.

- C. The Librarian members of the Faculty may be granted leave with or without pay in accordance with the following provisions.

### 1. Selection

The Librarian shall be appointed by the President on recommendation of the Dean of the Faculty and subject to the consent of the Faculty Council.

### 2. Duties

- a. The Librarian shall be responsible to the Dean of the Faculty.
- b. With the advice of the Library Committee, the Librarian shall be responsible for formulating such policies as will promote the fullest use of the library by students and faculty and, in general, make the library an effective educational organization.

## V. Faculty Appointments and Promotions

### A. Appointments

Appointment to the Faculty is made by the President upon the authority granted him by the Board of Directors.

- VII. Part 1. In making specific appointments, the President acts in consultation with the department chairman.
- A. 2. Persons over 65 may be appointed on annual contract according to the usual practices of the Colleges.
- B. Promotions
- C. Promotions, whether they originate in a department or elsewhere, are made by the President in consultation with the Faculty Council.

## VI. Leaves of Absence

### A. Sabbatical Leave

1. A member of the Faculty may apply for Sabbatical leave after completion of six full years of service prior to each leave.
2. Sabbatical leave shall include a whole academic year or one long term and one short term. The compensation for a Sabbatical leave shall be equal to half salary for one year or full salary for one long term and one short term. A person on Sabbatical leave shall continue to receive the college contribution to his retirement pension and his major medical insurance policy and other fringe benefits. He shall not forfeit his status in connection with salary increments.

### B. Other Leaves

Full-time members of the Faculty may be granted leave with or without pay in accordance with the following provisions.

1. Leaves may be granted by the President for special or emergency reasons.
2. Leaves may be granted by the President for military duty or other government service. Members called for such duty will have the privilege of returning to the service of the Colleges at the beginning of the term following their release from duty provided the Colleges have been notified at least six months in advance so that arrangements can be appropriately made.
3. Time spent of leaves mentioned in 1 or 2 above will not be counted in computing the maximum probationary period, assuming the leave is longer than an interim term.
4. Persons on leave, except those on military leave, shall continue to receive the Colleges' contribution to the retirement pension and their major medical insurance policies. They shall not forfeit their status in connection with salary increments. Exception to these provisions is possible only if clearly stipulated as a condition of the leave.

## VII. Retirement

- A. A member of the Faculty shall retire from The Lindenwood Colleges on September 1 of the year nearest his 65th birthday.
- B. A member of the Faculty or an officer of administration with long and distinguished service to the Colleges may, upon retirement, be awarded emeritus status.
- C. All changes in retirement plans and fringe benefits are to be made only after the approval of the Faculty.

## VIII. The Bylaws

The necessary procedures to implement the provisions of this constitution shall be established by the adoption of bylaws. These shall be consistent with the provisions of this constitution.

Bylaws shall be adopted by the following procedure.

- A. Any committee or individual may introduce a proposed bylaw at a regular faculty meeting, or at a special meeting in which the proposal is part of the call of the meeting.
- B. A proposed bylaw shall be referred to the Faculty Council which may amend the proposed bylaw, and shall present it, together with the Council's recommendation thereon, to the next succeeding regular faculty meeting (or special meeting in which it is included in the call). The Faculty shall then vote, with a simple majority sufficient to carry.
- C. A bylaw may be temporarily suspended by a three-fourths vote of those present and voting.

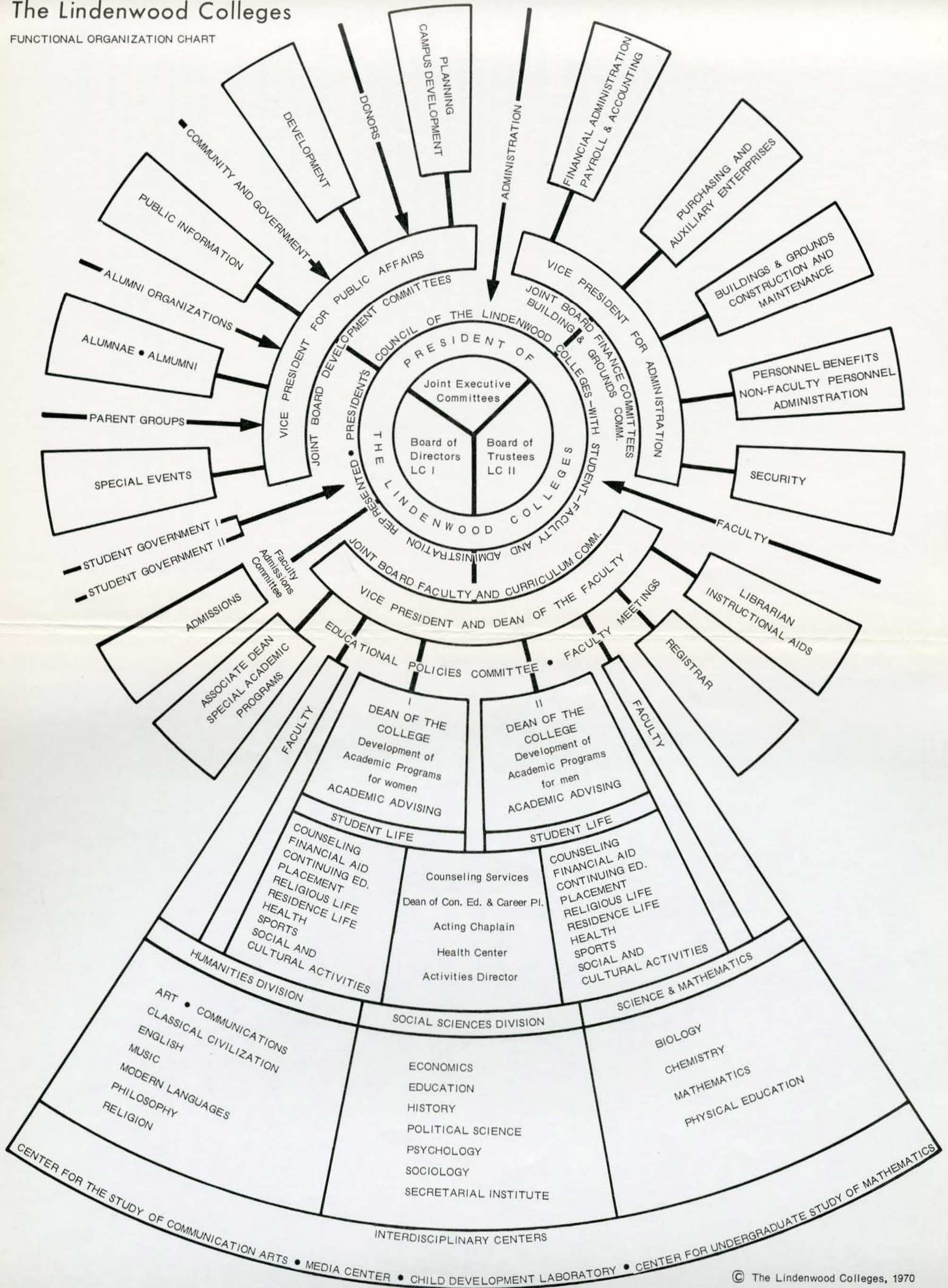
## IX. Amendments to the Constitution

Any member of the Faculty may propose an amendment to this constitution. If a simple majority of the Faculty present and voting affirm that the idea is worthy of consideration, a special committee of five persons shall be elected to consider the amendment. This committee may revise the proposed amendment and shall report its recommendation to the Faculty in writing as part of the call for the meeting in which it is to be considered. The final faculty vote to amend the constitution shall require a two-thirds majority. This amendment shall then be referred to the Board of Directors for ratification.



# The Lindenwood Colleges

FUNCTIONAL ORGANIZATION CHART



No. NP-10305



# STATE of MISSOURI

JAMES C. KIRKPATRICK, Secretary of State

Corporation Division

ARTICLES OF INCORPORATION

## Certificate of Incorporation A General Not For Profit Corporation

WHEREAS, duplicate originals of Articles of Incorporation of  
THE LINDENWOOD COLLEGES

have been received and filed in the office of the Secretary of State and which Articles, in all respects, comply with the requirements of The General Not For Profit Corporation Law of Missouri:

NOW, THEREFORE, I, JAMES C. KIRKPATRICK, Secretary of State of the State of Missouri, by virtue of the authority vested in me, do hereby certify and declare

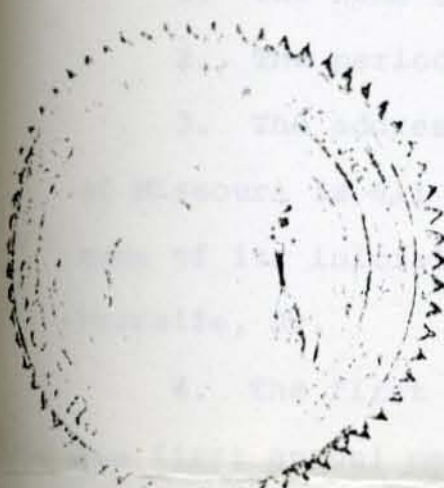
THE LINDENWOOD COLLEGES

a body corporate, duly organized this day, that it is entitled to all rights and privileges granted corporations organized under The General Not For Profit Corporation Law of Missouri; that the address of its initial Registered Office in Missouri is

611 Olive Street, St. Louis 63101

and that its period of existence is perpetual

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the GREAT SEAL of the State of Missouri, at the City of Jefferson, this 4th day of June, 1970



*James Kirkpatrick*  
Secretary of State

Deputy Secretary of State

Thereafter the management of this corporation shall be vested in a Board of six, three of whom shall be nominated and elected by Lindenwood Female College from among the members of its Board of Directors and three of whom shall be nominated and elected by the Board of Trustees of Lindenwood College II Corporation from among its members.

5. The purposes for which the corporation is organized include the coordination of the conduct of Lindenwood Female College and Lindenwood College II in affording instruction in the liberal arts and sciences and related fields to men and women to secure cooperation and unity of action between the respective institution, and to promote in general the welfare of the Lindenwood Community. To that end the Board of Control shall have the power to appoint faculty, prescribe courses of study and grant degrees, or coordinate the same, and this corporation shall have the power to receive, hold, enjoy and disburse all property and money of every name and nature, donated, bequeathed, devised, conveyed or transferred to it, and particularly to assign and pay over from time to time to the respective institutions as may be affiliated with this corporation, such proportion of its property, funds and income as may be determined by this corporation.

To do and engage in any and all lawful activities that may be incidental or reasonably necessary to any of the foregoing purposes, and to have and exercise all other powers and authorities now or hereafter conferred upon not-for-profit corporations under the laws of the State of Missouri;

PROVIDED, HOWEVER, that in all events and under all circumstances, and notwithstanding merger, consolidation, voluntary or involuntary, or by operation of law, the following provisions shall apply:

A. This corporation shall not have or exercise any power or authority either expressly, by interpretation or by operation of law, nor shall it directly or indirectly engage in any activity, that would prevent this corporation from qualifying and continuing to qualify as a corporation, the contributions to which are deductible for Federal Income Tax purposes; nor shall it engage in any activities that are unlawful under the laws of the United States of America, or the State of Missouri, or any other jurisdiction where such activities are carried on.

B. This corporation shall never be operated for the primary purpose of carrying on a trade or business for profit. Neither the whole, nor any part or portion, of the assets or net earnings of this corporation shall be used, nor shall this corporation ever be organized or operated, for purposes that are not exclusively charitable, scientific, literary or educational.

C. No compensation or payment shall ever be paid or made to any member, officer, director, trustee, creator, or organizer of this corporation, or substantial contributor to it, except as a reasonable allowance for actual expenditures or services actually made or rendered to or for this corporation; and neither the whole nor any part or portion of the assets or net earnings, current or accumulated, of this corporation shall ever be distributed to or divided among any such persons; provided, further, that neither the whole nor any part or portion of such assets or net earnings

shall ever be used for, accrued to, or inured to the benefit of any member or private individual.

D. In the event of termination, dissolution or winding up of this corporation in any manner or for any reason whatsoever, its remaining assets, if any, shall be divided equally between and distributed equally to Lindenwood Female College and Lindenwood College II Corporation only if such organization(s) is one described in the Federal income tax laws as one to which contributions are deductible, and if neither one is so described, to (and only to) one or more organizations described in the Federal income tax laws as one to which contributions are deductible.

E. The powers and purposes of this corporation shall at all times be so construed and limited as to enable this corporation to qualify as a not-for-profit corporation organized and existing under Chapter 355 of The General Not-for-Profit Corporation Law of the State of Missouri.

John M. Black  
John Anthony Brown  
W. H. H. H. H. H.

MINUTES OF THE MEETING OF THE  
BOARD OF TRUSTEES  
LINDENWOOD COLLEGE II

St. Charles, Missouri  
June 15, 1970

The following persons, constituting a quorum of Board of Trustees of Lindenwood College II Corporation, met at 11:30 a.m., on Monday, June 15, 1970, in the Lounge of the Howard I. Young Hall of Science, on The Lindenwood Colleges' campus, St. Charles, Missouri:

George W. Brown  
John Anthony Brown  
The Reverend E. J. Drummond, S.J.  
Walter L. Metcalfe, Jr.  
Carol A. Mundt  
Edwin D. Van Woert

The following members of the Administration were present:

Gary H. Quehl, Vice President and Dean of the College,  
Lindenwood College II  
Thomas A. Harig, Business Manager  
B. Richard Berg, Vice President for Public Affairs  
Howard A. Barnett, Vice President and Dean of the College,  
Lindenwood College for Women  
Edward C. Krehmeyer, Director of Development  
Pat Jackson, Secretary to the President.

Mr. Walter L. Metcalfe, Jr., Chairman of the Board of Trustees, presided.

The ad hoc committee on membership nominated the following persons for membership on the Board of Trustees of Lindenwood College II:

Edward W. Cissel, Class of 1969-75  
Thomas R. Remington, Class of 1969-71  
Herbert W. Schooling, Class of 1969-73  
Earl J. Wipfler, Jr., M.D., Class of 1969-73.

Mr. George W. Brown moved that the above named be elected to membership on the Board of Trustees. The motion was seconded and passed.

THE BOARD RECESSED FOR LUNCH AT THE PRESIDENT'S HOUSE

The meeting reconvened at 1:30 p.m. The new members of the Board, Mr. Cissel, Mr. Remington, Dr. Schooling, and Dr. Wipfler, were seated as voting members of the Board of Trustees.

The Reverend E. J. Drummond moved that the minutes of the October 13, 1969, meeting of the Board of Trustees be approved as previously distributed. The motion was seconded and passed.

President John Anthony Brown distributed copies of his report to the Board of Directors of Lindenwood College for Women at its meeting on May 29, 1970. Therefore, his report to the Board of Lindenwood College II was brief to avoid duplicating information contained in that report. President Brown gave a brief description of the reasons for founding the new men's college. There had been discussion for some thirty years about bringing men into the Lindenwood scene. The three main reasons for founding Lindenwood College II were: (1) established faculty of high quality, (2) the national trend away from sexually segregated campuses, and (3) the exceptional physical plant already in being at Lindenwood.

The reasons for choosing coordination instead of coeducation were:

- (1) The charter of Lindenwood College for Women, granted by the legislature of the State of Missouri, provides specifically for the education of women. Any changes could conceivably affect the endowment and other property rights of the college.
- (2) We believed in the educational philosophy that there should be programs uniquely designed for the education of women.
- (3) It was the desire of our women students to maintain the structure of Lindenwood College for Women so they could still have leadership roles in extracurricular activities. On coeducational campuses, men are almost always presidents of organizations, while the women students invariably are elected secretaries.

Thus, the coordinate approach was chosen. The men's college would lease from the parent college dormitory facilities and faculty, under contractual arrangements.

Lindenwood College for Women's enrollment has fallen, but the men's college enrollment has risen much higher than expected. Although applications, at the moment, are up at The Lindenwood Colleges, it is due to the great increase in applications to Lindenwood College II.

President Brown described the diversity of the students now attending The Lindenwood Colleges. No longer does the large majority of our students come from the middle-class, white society, as was once true. We now have a significant number of black students on campus, disadvantaged white students, and more foreign students.

The original idea, that the two colleges would be quite separate, is already threatened by experience, except in the legal sense. In sharing the same faculty, attending classes together, having some common extracurricular activities, the two institutions tend to function as one institution. The President warned that it would be necessary to carefully plan the areas of separate activity for the men's college.

President Brown said that we have had some difficult times on this campus during the year because of the new life styles of many of our students. He believes this new situation may have contributed to the decline in the number of students in the women's college. We now have all of the ingredients necessary for student protests such as have taken place across the country. Although we went through the year without any major disruption on campus, the Administration realized the need to issue a policy statement on student disruption at The Lindenwood Colleges. Students, faculty, and administration worked together to draft the statement entitled "Joint Statement of Policy on Academic Freedom, Individual Rights, and



The Safety of Persons and Property at The Lindenwood Colleges," a copy of which is attached to these minutes. The statement was approved by the Board of Directors of Lindenwood College for Women at its May 29, 1970, meeting.

In returning to the problem of enrollment, President Brown stated that week after week this spring there have been almost twice as many applications from men as women. The admissions staff is working on the women's enrollment almost exclusively at the moment in order to bring that enrollment up. Although the women's enrollment has fallen, the quality of the women applicants has risen in terms of Board Scores.

Dean Quehl presented his report to the Board of Trustees, a copy of which is attached to the minutes.

President Brown reported on the status of granting accreditation by the North Central Association to The Lindenwood Colleges. The Certificate of Incorporation from the Secretary of State of Missouri, dated June 4, 1970, for The Lindenwood Colleges Corporation has been received, and the North Central has been sent copies of the Certificate of Incorporation. President Brown gave a brief summation of the North Central Visitation Team's visit. He will meet with the North Central Review Committee on July 21, 1970, at which time the Committee will take action on transfer of accreditation from Lindenwood College for Women to The Lindenwood Colleges.

The A.B.C. demands, copies of which were distributed to the Board, were discussed by President Brown. No violence whatever took place during the negotiations and discussions with the black students. The Administration will try to meet as many of the demands as possible.

President Brown explained the organizational chart, a copy of which is attached to the minutes. There have been some changes since the chart was printed: namely, the Admissions Office will report to the Vice President for Public Affairs; the Joint Executive Committees will be known as the Board of

Control of The Lindenwood Colleges; and the President's Council has been renamed the Council of the Colleges. Under the existing organizational chart thirteen people report directly to the President; under the new chart only three people will report directly to the President.

President Brown announced the resignation of Gary H. Quehl, Vice President and Dean of Lindenwood College II, effective July 1, 1970, and expressed appreciation to Dr. Quehl for his outstanding service to both colleges. Dean Quehl will become Executive Director of the College Center of the Fingerlakes, Corning, New York.

Mr. George Brown moved that the administrative officers presently serving Lindenwood College for Women be appointed to perform similar duties for Lindenwood College II as outlined in the new organizational chart, which is attached to the minutes. The motion was seconded and approved. The names of the administrators are attached to these minutes.

Mr. B. Richard Berg explained the stages of study done by Team Four, Inc. to determine the long-range needs of the two colleges, the physical requirements of the institutions for the next twenty years, and the best locations for future campus buildings, as well as possible development of the remaining land on a lease basis.

The budget for 1970-71 was presented by Mr. Thomas A. Harig, based on an estimated enrollment in Lindenwood College II for next year of 229 students (174 resident students; 55 day students). Following discussion of the budget, Father Drummond moved that the proposed budget be accepted. The motion was seconded and passed. The President pointed out the necessity to review the budget at the level of The Lindenwood Colleges Board of Control, and relate it carefully to the budget of the parent college.

Chairman Metcalfe reported that the anticipated large increase in enrollment in Lindenwood II next year necessitates leasing Irwin Hall, in addition to Ayres Hall, from Lindenwood College for Women. Mr. Cissel moved that the contract with

Lindenwood College for Women for leasing dormitory space be revised to read:

Resident hall space in Ayres and Irwin Hall would be leased at a rate computed by combining the previous year's costs for heat, light, and water and adding 15 percent for overhead maintenance costs. Additional costs for contracted maintenance services would be at the expense of the lessee.

The motion was seconded and unanimously approved.

President Brown, on behalf of the Nominations Committee, presented the following nominations for officers of the Board for 1970-71:

Walter L. Metcalfe, Jr., Chairman  
George W. Brown, Vice Chairman  
Carol A. Mundt, Secretary and Treasurer.

Mr. Remington moved that the nominations be closed and that the officers be approved as presented. The motion was seconded and passed.

Chairman Metcalfe discussed the Charter of The Lindenwood Colleges Corporation. The management of this corporation will be carried out by a Board of six, three of whom shall be elected from Lindenwood College for Women Board of Directors and three of whom shall be elected from the Board of Trustees of Lindenwood College II. Mr. Van Woert moved that the Charter of The Lindenwood Colleges Corporation be approved. The motion was seconded and passed.

Dr. Schooling moved that Article II, Section 12, of the By-Laws be amended to read:

The Executive Committee shall consist of the Chairman of the Board, Vice Chairman of the Board, and the Secretary and Treasurer of the Board, and the President of Lindenwood College II, and so many other members of the Board as may, from time to time, be appointed. This Committee, in the intervals between the meetings of the Board, shall be charged with the responsibility and authority for carrying out the programs and policies of the Board of Trustees. Three members of this Committee, including the Chairman, Vice Chairman, and either Secretary or Treasurer, shall also serve on a combined Board of The Lindenwood Colleges which will coordinate the activities of Lindenwood College II with Lindenwood Female College.

The motion was seconded and approved.

As a result of the amendment to Article II, Section 12, of the By-Laws the following persons become members of the Board of Control of The Lindenwood Colleges: Walter Metcalfe, George Brown, and Carol Mundt.

President Brown gave a brief summation of the "Joint Statement of Policy on Academic Freedom, Individual Rights, and The Safety of Persons and Property at The Lindenwood Colleges." Following discussion, Dr. Schooling moved the adoption of this statement. The motion was seconded and approved.

Dean Howard Barnett presented the proposed Faculty Constitution. President Brown stated that the Administration had not studied the proposed constitution in depth and, therefore, does not have a recommendation at this time. President Brown said he anticipated that this Board will have a Faculty and Curriculum Committee which will meet with the same committee of the Lindenwood College for Women Board. It will probably be October or January before the document is brought before the Board for approval.

Chairman Metcalfe announced that appointments to the committees of the Board will be made this summer. He emphasized the point that The Lindenwood Colleges are two separate colleges legally, although it is difficult to keep them separate in fact when they share the same faculty and facilities. The separateness that has been established has been due in large measure to the efforts of Dean Quehl. Father Drummond moved that it be made a part of these minutes the appreciation of the Board of Trustees for the work Dean Quehl has done and best wishes for him in his new position. The motion was seconded and approved.

There being no further business, the meeting was adjourned.

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John Anthony Brown, Secretary and Treasurer

Approved:

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Walter L. Metcalfe, Jr., Chairman

OFFICERS OF ADMINISTRATION

THE LINDENWOOD COLLEGES

1970-71

ATTACHMENT TO MINUTES OF LINDENWOOD COLLEGE II - 6/15/70

John Anthony Brown - PRESIDENT

Howard A. Barnett - VICE PRESIDENT AND DEAN OF FACULTIES

B. Richard Berg - VICE PRESIDENT FOR PUBLIC AFFAIRS

Mary E. Ambler - LIBRARIAN

Lula Clayton Beale - REGISTRAR

Robert H. Betts - CHAPLAIN

M. Patricia Cronin - DIRECTOR OF PUBLIC INFORMATION

Thomas A. Harig - VICE PRESIDENT FOR ADMINISTRATION

James F. Hood - DEAN OF LINDENWOOD COLLEGE II

Janice Jackson - DIRECTOR OF INTERCULTURAL PROGRAMS

Edward C. Krehmeyer - DIRECTOR OF DEVELOPMENT

Mary E. Lichliter - DEAN OF CONTINUING EDUCATION AND CAREER PLANNING

Nancy McClanahan - DIRECTOR OF ALUMNAE AFFAIRS

Ronald Mills - ACTING DIRECTOR OF ADMISSIONS

Sandra Thomas - DEAN OF LINDENWOOD COLLEGE FOR WOMEN

OVERVIEW

ATTACHMENT TO MINUTES OF LINDENWOOD COLLEGE II - 6/15/70

This first annual report to the Board of Trustees of Lindenwood College II has at least one major limitation that influences its character. Unfortunately, the pages that follow must be viewed as a kind of interim or temporary arrangement of thought because all the data are not in. Moreover, the kind of report that must and will be made to the Board at a later date is postponed at this time because the vision of what we wanted to have happen and what actually did happen during the 1969-70 year is still somewhat blurred. In short, the year that has just ended is far too warm for any

THE FIRST ANNUAL REPORT TO THE LINDENWOOD COLLEGE II

BOARD OF TRUSTEES

I must also state my preference for a different kind of reporting than that which follows. My own inclination from

THE OFFICE OF THE VICE-PRESIDENT AND

DEAN OF THE COLLEGE

approach to strategy and finance. A cool presentation of data can be very helpful, but the true spirit and life of "the year that was" at Lindenwood II cannot be portrayed in this way.

In having to temporarily settle for this less substantive kind of reporting, I must say, however, that the data which are offered here were gathered as carefully as possible. In this sense -- and only in this sense -- should the interim report be considered "objective" in nature. My attempt to interpret and illuminate the data must be viewed as a very personal kind of thing. Those who disagree with my assumptions and my observations will do so honestly but probably rather strenuously. And this is as it must be, for the key to an understanding of our first year of planning and existence is to be found in the constant attempt to define the proper

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I must also state my preference for a different kind of reporting than that which follows. My own inclination is toward a more philosophical approach in attempting to make sense out of human experience. A cool presentation of data can reconstruct the anatomy, but the true spirit and life of "the year that was" at Lindenwood II cannot be portrayed in this way.

In having to temporarily settle for this less substantive kind of reporting, I must say, however, that the data which are offered here were gathered as carefully as possible. In this sense -- and only in this sense -- should the interim report be considered "objective" in nature. My attempt to interpret and illuminate the data must be viewed as a very personal kind of thing. Those who disagree with my assumptions and my observations will do so honestly but probably rather strenuously. And this is as it must be, for the key to an understanding of our first year of planning and existence is to be found in the constant attempt to define the proper

Gary H. Ouehl  
June 15, 1970

relationship between utopian preferences and realistic necessities. This was and is a very personal activity. Each student, faculty member, administrator, or trustee who shared in any of the common experiences of the year viewed them and must report them in his own way.

The 1969-70 academic year was purposely designated as the year to firmly establish the style of student life at Lindenwood II. It was a year for planning political philosophy and for creating community government organization, and very little else in the dean's office received a higher priority. The joys and the disappointments that were encountered, the planning and the dynamic cycles of growth that occurred -- indeed the whole array of creative human stuff that gave our new college substance -- will receive a careful and, I hope, sensitive treatment in a forthcoming report to the Board.

In presenting my observations, I have chosen to organize the report as a series of three profiles. At this time, my foremost concern is to successfully convey an understanding of the nature of the male students who came to us, how they performed, and the ways in which they impacted on Lindenwood College for Women. My secondary purpose is to share at least some sense of the dynamics of organic growth that took place during the year. Finally, I have also briefly discussed what I believe to be the need to more carefully define our social situation as a prerequisite for the important work that must be initiated next academic year. As our student life programs enter a new level of maturity in the second year, we will move our level of formal planning to the next stage of development, which is the creation of a distinctive academic program for Lindenwood College II.

Gary H. Quehl  
June 15, 1970



## I. PROFILE OF THE LINDENWOOD COLLEGE II STUDENT

Standing as a major assumption of this interim report is the belief that each college and university has a distinctive climate which acts as an invisible thread to attract some students and repel others. I offer this assumption not only because social scientists have found it to be true; I recommend it as the centrally most pertinent criterion by which we should evaluate the immediate past, judge the present, and plan the future of Lindenwood College II.

There are more than 2,100 colleges and universities in the United States. With such numbers and diversity, we can assume that an opportunity exists for almost anyone who wants to go to college. It is reasonable that we should try to discover, then, as much as we can about the kind of young men who would be attracted to a new college, especially one that is located on a campus which has served young women for almost a century and a half.

This knowledge is important because it whets our curiosity and helps us to understand our first year, but it is more important because the young men who joined with us this year have already contributed heavily to that intangible force known as institutional image. Those young men who entered in the fall of 1969, those who will return in the fall of 1970, those who left us during 1969, and those who will not return in the fall of 1970 have already set in motion a dynamic process of institutional self-selection.

What we have been this year directly influences what we will be and can be next year; prospective students have already been attracted by whatever prismatic image now exists, and others have been repelled. And, as we shall see throughout the report, this magnetic field has also had a profound impact on our parent college, Lindenwood College for Women.

The identification of positive and negative internal forces is essential, especially because the negative pull operates more strongly than the positive, which is one reason why it is so difficult to reverse or even arrest. If a college or university develops a widening reputation, say, for violence, what is important is not so much that radical students will seek it as that non-radical students will shun the institution. Thus, as we cautiously but confidently begin next year to define and build our distinctive educational mission as an institution of higher learning, I would urge that we carefully identify those existing forces which may impair that mission for Lindenwood II.

Let me proceed, then, by forwarding several basic questions: Who were these young men that came to Lindenwood College II? Why did they come? What, by virtue of their background, did they bring with them in the way of attitudes, preferences, values, and personal objectives? Because we are two colleges, how do the answers to some of these questions compare with what is known about Lindenwood College for Women students? Finally, what can be said, in a comparative way, about those new students we already know will be joining us in the fall of 1970?

#### Social and Economic Background Characteristics

Data about the social and economic background of our students are limited in this report to the freshman class of Lindenwood II and Lindenwood College for Women, since it is these students who will cogently affect the future reputation and image of the colleges. A more penetrating treatment of similar data is offered in Basic Institutional Data of The Lindenwood Colleges (pp. 49-52), Part II of our recent North Central Association self-study.

Of the characteristics considered, it is important to discover that there are very few salient student differences between the colleges; those few differences worth identifying are geographic distribution and the religious background and preferences of the freshman class of each college. While these differences are important and undoubtedly do contribute to a kind of value differentiation between the colleges, the most telling observation is that there are greater social and economic differences within each college than between them. We have, then, achieved a rather heterogeneous student population when social and economic background characteristics are considered. A summary of these characteristics follows:

The Number Who Enrolled: Lindenwood II enrolled 115 full-time and 51 part-time students during the 1969-70 academic year. Fifty-eight (58) of the full-time students were freshmen, and slightly less than one-half (57) were transfer or returning upperclass students. Of all the contemporary attempts to bring men to traditionally women's colleges, either coeducational or coordinate, ours appears to be among the most successful.

Age: Lindenwood II students were slightly older than their female counterparts. Males ranged in age from 16-41, with an average age of slightly less than 20.

Racial Background: Both of The Lindenwood Colleges largely enroll Caucasian students, but substantial gains have been made over the last several years in attracting Black and Oriental students. Lindenwood College for Women enrolls slightly more non-Caucasian students than Lindenwood College II (9% as compared to 7%).

Urban-Rural Distribution: While The Lindenwood Colleges have accelerated the tendency to attract students from urbanized settings, this is more true of Lindenwood II students. To a greater extent than women students, males come from large cities (15%, 11%) or the suburbs of large cities (41%, 32%).

Geographic Distribution: Students of The Lindenwood Colleges represent 38 different states and 12 foreign countries. The majority of both male and female students come from the Midwestern states, although this is more true of female students (65%, 52%) than males. Missouri leads all Midwestern states for both males and females.

The major difference in geographic distribution between Lindenwood II and Lindenwood College for Women students is found in opposite parts of the country. Significantly more male than female students come from the East and Northeast (33%, 11%). Female students, on the other hand, come in greater numbers than males from the West and greater Southwest (12%, 3%).

Insofar as we have information about new male students for next academic year, the geographic distribution holds to the same general pattern, with the exception being that fewer men appear to be coming from the Midwest and South-Southeast; significantly more will come from states in the West and greater Southwest.

Lindenwood II enrolled a larger percentage of foreign students this year than Lindenwood College for Women, although it would appear that next year will see an enrollment of about the same proportion of foreign students in each college (2%, 2%).

Educational Background of Fathers: Differences between the educational attainment of students' fathers are less significant than the distribution of differences throughout The Lindenwood Colleges. While it is true that a greater proportion of the fathers of female students have earned post-graduate degrees, one-half of both male and female students report their fathers have earned at least a college degree, and more than two-thirds are alleged to have had at least several years of college in their educational background. The most significant observation to be made about fathers' educational background is that we have a rather large proportion of women students whose fathers achieved less than a high school education (21%). This is much less true of the fathers of Lindenwood II students (13%). It is reasonable to suppose that fathers' educational attainment bears a close relationship, in most cases, to annual earning power and, hence, their ability to finance a Lindenwood education.

Parental Income: Keeping in mind that the comprehensive annual fee for attending Lindenwood, excluding financial aid, is \$2,950, it is significant to discover that the distribution of annual income falls into three fairly equal categories for the parents of both Lindenwood College for Women and Lindenwood II students. Slightly less than one-third of the students in both colleges come from homes where the annual income is as much as \$10,000, and this is more true for female than male students (24%, 28%). The serious implications of our having to provide substantial financial aid to almost one-third of our male and female students are compounded not by lack of will or perseverance but by the very real financial crisis that faces The Lindenwood Colleges.

More than one-third of the male and female students report annual parental incomes of almost \$20,000; this is truer of male than female students (42%, 32%). Finally, more than one-third of the male and female students report that parental income exceeds \$20,000, this being more the case for women than men students (40%, 34%).

Religious Background - Religious Preference: Rather major differences in religious background exist between the students of Lindenwood II and Lindenwood College for Women. More than three-fourths (80%) of the women, but less than one-half (47%) of the men, were raised in a Protestant denominational tradition. This difference between the colleges is largely attributed to a higher proportion of Roman Catholic male students (33%). Each college has approximately the same proportion of Jewish students (9%, 9%) represented.

Among the most compelling differences in values between Lindenwood II and Lindenwood College for Women students is seen in the choice of present religious preference. More than one-half of the male students, but less than one-fifth of the female students, reported they had no present religious preference. The greatest change for both male and female students occurred among those who had been raised in a Protestant denominational tradition.

#### Secondary School Achievements

Lindenwood II freshmen earned a considerably larger number of secondary school distinctions than the national norm for college male freshmen.

While in high school, the Lindenwood males exceeded their counterparts across the nation to the extent that a greater proportion of them were elected president of a student organization, participated in a state or regional speech contest, had a major part in a play, won an award in art competition, edited their school paper, had an original writing published, participated in a National Science Foundation Summer Program, were active in a state or regional science contest, and received recognition in National Merit competition.

Compared to the national norm for college male freshmen, however, fewer Lindenwood II students earned a high school varsity letter in athletics (21%), or a position in their high school scholastic honor society (19%). That they exceeded the national norm in National Merit Scholarship recognition but fall below the national norm in secondary school scholastic accomplishment is an especially distinguishing feature of the

1969-70 Lindenwood II freshmen class. More will be said throughout the report about this disparity between academic ability and performance.

Why They Came: Institutional Image - Cause or Effect?

We know that the public reasons people give for making choices do not always bear a direct relationship to their private decision-making processes. Nevertheless, the Lindenwood II students did have an opportunity to record their reactions to a series of twenty-four possible reasons that may have influenced their decision to enroll in Lindenwood II. For the highest percentage of Lindenwood II students, the reasons that most influenced them tended to cluster around the notion of "college as an intellectual process." The men said they enrolled to discover more about certain fields of knowledge, and they came with serious intellectual curiosities they felt only Lindenwood II could satisfy. It is significant to note, however, that less than half of the freshmen said they chose Lindenwood II because they enjoyed studying or wanted to continue academic work. This seemed to suggest the presence of a strong intellectual drive that was not then accompanied by an equally strong commitment to the ground rules that are required in the formal learning experience. It also helps to explain the disparity between their high intellectual ability and rather mediocre high school performance.

While the male students have repeatedly stated that they came to Lindenwood II because of the distinctive features in our academic program (flexibility, elective system, independent study, interdisciplinary coursework, the January Term, the 4-1-4), my own judgment is that many

were also lured here to participate in the creation of a new social organization and to act out their value preferences and personal objectives.

The opportunity for personal creativity, and the elbow room to exploit it were seen as distinguishing features of Lindenwood II. For better or for worse, correctly or incorrectly, many young men tended to view the new college as "a pretty free and swinging place," one that set few limitations on their personal freedom. *of social action could be developed.*

It is possible to substantiate this notion if one momentarily assumes that a student probably comes to a given college because he tends to see that college in the image of his own values, preferences, and personal objectives. Using this reasoning, the political preferences of Lindenwood freshmen, for example, would suggest that Lindenwood is a very "liberal" place. On this value, the Lindenwood II freshmen greatly exceeded both the freshmen of Lindenwood College for Women and the national norm for college male freshmen. Lindenwood II students stated they felt the Federal Government should play a greater role in developing tax incentives to control the birth rate, provide compensatory education for the disadvantaged, control firearms, eliminate poverty, and desegregate schools. They also felt the army should be voluntary, that marijuana should be legalized, that divorce laws should be liberalized, that abortion should be legalized, and that capital punishment should be abolished. One detects by almost any standard, then, that the typical member of the 1969 Lindenwood II freshman class regarded himself as being socially and politically liberal. Since Lindenwood II had no history before this year, can it be assumed that these students saw Lindenwood II as a socially and politically liberal place? Experiences during the year seem to indicate this was true.

Academic Ability and Interests

Significantly more than the national college norm for college males, Lindenwood II freshmen also expressed the preference to influence the political structure, to influence social values, to protest U. S. military policy, and to protest racial and ethnic policy. This would suggest that the average member of the freshman class saw himself as being prone to active involvement and, hence, that he also tended to see Lindenwood II as a place where a kind of meaningful program of social action could be developed.

Continuing with this same line of reasoning, we can assume that the average freshman probably saw Lindenwood II as a place that provided many degrees of personal independence but where people were tolerant of each other. For example, more than the national male freshman norm, the Lindenwood II freshman tended to place a high value on the opportunity to develop a philosophy of life, to help others in difficulty, to have friends different from themselves, but not to be obligated to other people.

Finally, the average Lindenwood II freshman saw himself as being very creative and expressive. He saw Lindenwood II as a place to achieve in a performing art, to create works of art, and to write original works.

It is hard to escape the conclusion, then, that the Lindenwood College II freshman undoubtedly had a particular image of the college when he arrived in the fall: He saw Lindenwood II to be socially and politically liberal, as a place to foster programs of social action, as an environment where he could exercise personal independence but find and respect different kinds of people, and as a place where he could be creative and expressive. It would be interesting to discover whether his acting out of these values actually gave Lindenwood II the image he saw it to have.



### Academic Ability and Interests

The Lindenwood Colleges use two conventional measures to assess a high school senior's aptitude for college work. While other more subjective and, perhaps, meaningful criteria are also used in making individual admissions decisions, Scholastic Aptitude Test scores are a good general indicator of the kind of student verbal and mathematical ability that is required for college work. A more accurate predictor of an applicant's chances for success and staying power in college, however, is his past record of achievement, which is most commonly and efficiently measured by his secondary school rank in class.

The profile of the 1969 freshman class of Lindenwood II yielded a very unusual and somewhat disturbing relationship between these two conventional measures. Freshmen men generally were found to possess a higher than average verbal and mathematical aptitude for college work ( $V = 561$ ;  $M = 566$ ), and, in this regard, they greatly exceeded the freshman class averages of Lindenwood College for Women ( $V = 496$ ;  $M = 478$ ). That the Lindenwood II freshmen were a capable group, then, was never in question. What aroused our concern is that they generally exhibited a rather low ranking in their high school graduating class, and this measure ought to have correlated highly with their more than average level of verbal and mathematical ability. As compared to Lindenwood women freshmen, who stood significantly higher in class rank, less than half of the Lindenwood II freshmen achieved well enough in high school to place in the upper half of their respective graduating class. From this information, it seemed reasonable to conclude that we had recruited a class of very capable young men who had yet to establish themselves as being motivated and committed to the formal learning

with our new interdisciplinary Communication Arts Center serving as the  
area of concentration that has attracted the greatest male student interest  
process. Later in the interim report, data will be offered to show how  
true this actually was but how decidedly it could be changed.

In looking forward to next fall, we are pleased to discover that those  
male students who have been admitted and have at this time indicated they  
will join our freshman class appear to support an entirely different kind  
of profile than the 1969 freshmen. Not only do they stand higher in  
terms of average verbal and mathematical ability ( $V = 588$ ;  $M = 582$ ),  
their markedly higher secondary school class rank suggests a much stronger  
drive for personal achievement. One-third of these students have ranked  
in the upper ten percent, almost fifty percent have ranked in the top  
quarter, and almost three-fourths of next year's freshmen will have been  
graduated in the top half of their high school class. If our reports  
about prospective new students continue this way over the summer, we  
can be most confident about next year -- especially if this progress can  
be attributed to the kind of institutional image we have tried to project.

For many years, Lindenwood College for Women attracted students who were  
largely interested in the disciplines of the humanities. It has only  
been during the last decade -- and really the last four or five years --  
that we have expanded our curricular offerings to include, indepth, major  
social science and natural science disciplines. However, the magnetic  
tradition of Lindenwood's commitment to the humanities had a stronger  
pull in attracting students to Lindenwood II than did either the social  
sciences or the natural sciences. Approximately 44% of our returning  
male students have tentatively chosen to major in the Humanities Division,

with our new interdisciplinary Communication Arts Center serving as the area of concentration that has attracted the greatest male student interest (20% of the student body). Approximately 28% of all returning men have made a tentative decision to major in the Social Science Division, and our Department of Political Science seems to be drawing the most sizeable interest from the student body (18%). Finally, about 20% of the returning Lindenwood II students have made a tentative decision to major in the Natural Science Division. Our newly conceived and reorganized Center for the Undergraduate Study of Mathematics is responsible for attracting the highest percentage of the male students (11%) to the natural sciences. Because college freshmen typically change their academic interests several times before settling on a divisional major and an academic discipline, little real confidence would normally be placed in the tentative interests expressed by new students prior to the end of the fall term. Of those young men who will join the freshman class of 1970, however, it would seem that the same divisions and the same three areas of concentration (Communication Arts, Political Science, Mathematics) will continue to draw about the same proportion of student interest as they did from the 1969 students.

#### Academic Performance During the 1969-70 Year

Given the rather low level of motivation for formal learning that was suggested by their secondary school class ranking, it was not surprising that many students in the 1969 freshman class got off to a very slow and, for many, very painful start in their academic program. Essentially, most of the freshmen lacked adequate study skills, but at bottom many also lacked a history of self-discipline that makes excellent academic performance possible.

Their inherent abilities, their keen and probing interests, their rare insights into significant ideas and problems, and their penchant for active involvement in vital social issues were all clearly visible during the fall term. But somehow they could not hitch these analytic and creative talents to the formal classroom experience. An anxious climate of discontent crept into the fall term: Procrastination in completing course assignments, a brilliantly deceptive program of individual excuses for almost everything, and excessive class absences in the name of "independent" and "informal" learning were more the rule than the exception. It must also be said that many faculty members' high level of expectation for and generous patience with the new male students had an inadvertent way of accelerating these chaotic tendencies.

The ensuing panic that consumed many freshmen as fall term final examinations approached exceeded anything many of us had ever witnessed from college students. For many, this anxiety produced a kind of sincere desperation that comes when people discover they really do want something very much. The fact that rather significant numbers of freshmen failed to accomplish more than a very mediocre academic record during the fall term followed them home to haunt their Christmas vacation. Of the 58 full-time freshmen who enrolled in the 1969 fall term, three were suspended and ten were placed on academic probation.

The jolt of the fall term was a sufficient stimulus to most freshmen, and they returned searching for a different kind of commitment. One student expressed it for many when he said to a member of the faculty, "You guys shoot with real bullets." The January term was exciting for both

colleges, and the academic program finally caught on in Lindenwood II. It's contagion propelled us through the rest of the year.

Our fifty-seven transfer and returning students started the 1969-70 year in a very different way. Those members of our original group of fifteen students in 1968 who returned generally did so with the conviction that Lindenwood II offered them an outstanding academic opportunity. A few failed to find this kind of personal objective, and their failure to establish their way firmly in the academic program led to suspension in one case and academic probation for three other students.

The most dramatic performance emerged, however, from our 33 first-time transfer students, some of whom were extremely capable but had not performed well at the first college they attended. We originally admitted to Lindenwood II about fourteen of these transfer students as academic risks, and we were quite pleased to discover that our confidence in their ability and motivation was justified. Almost all of these "risk" transfer students (12) not only removed themselves from academic probation by the level of fall term performance, they generally led the way to arouse a climate of confidence and commitment that so many of our freshmen students needed. Throughout the academic year, individual students of Lindenwood II emerged to place their talents on public display; academic excellence in a variety of forms was not uncommon. Plays were written and produced; films were shot, edited, and shown. At the end of the fall term, 11% of the student body had earned a grade-point average of 3.50 or higher, which placed them on the first Dean's List ever published at Lindenwood II.

This year, the Common Course faculty initiated a program of incentive awards for the purpose of stimulating and recognizing outstanding freshman work. At the end of the spring term, these faculty carefully selected the four most excellent independent study projects, from among all Lindenwood freshmen, that were produced during the last seven weeks of the Common Course. Three of these awards were earned by Lindenwood II students. Receiving "Highest Honors" and a \$300 scholarship was Daniel Maddox, for his paper, "A Molecular Basis of Learning and Memory: A Chemical Soul?" David Churchill received "High Honors" and a \$200 scholarship for his essay, "The Cosmic Comedy, A Narrative Symphony in Three Parts." That his work is of such quality that it deserves to be published surprises no one, for David published his first novel before coming to Lindenwood II. Tied for third place with a female student, and receiving "Honors" and a \$100 scholarship, was Edward Zimmer, for his "Nine Middle Poems." And so it went, throughout the year.

The extent of change and growth that occurred during the year can be most clearly seen when the all-college grade-point averages for each term are compared. At the end of the fall term, the Lindenwood II average was 2.39. By the end of the spring term, the Lindenwood II grade-point average had risen to 2.65. The Lindenwood II freshman class average moved from 2.23 in the fall to 2.52 for the term just ended.

The Graduates, Attrition, and the Returning Students

A small group of six men constituted the first graduating class of Lindenwood College II. Standing first in this class was a 41 year-old man who distinguished himself as our outstanding senior scholar. He completed his Lindenwood program in the discipline of history. This will be his second career, for he already completed a long and equally distinguished career of service in the United States Air Force. Another graduate joined a well-known St. Louis radio station, and still another will begin to test a career in the theatre. Two other Lindenwood II men headed for graduate school, and one has had the uncommonly good fortune of being invited to release his creative talents as an intern with one of the nation's more creative and successful motion picture producers, Edgar Sherick.

In this age of the buyer's market in higher education, when students (and parents) can move rather freely from institution to institution, a college can roughly measure the success of its impact by the degree to which it is able to retain a high proportion of its student body. When approximately one-half of the students that attend American colleges and universities leave before advancing their education to the point of graduation, we would hope to look forward to a much better record for Lindenwood II. While there is no way of predicting whether Lindenwood II will fail to retain as many as half of each freshman class over every four year cycle, the voluntary choice of 77% of our students to return next fall is significant, especially for a new college.

Finally, it must be attributed to the good sense of our students,

Some may wish that this attrition rate were lower, but we should not necessarily consider voluntary withdrawal to be a misfortune for either the student or the college. Twelve students withdrew during the 1969-70 year for what can only be described as "personal reasons," but three of these students who dropped out at the end of the fall term have made application to return to us next fall. Six other students informed us that they plan to transfer to another college or university, and they mentioned among their possible choices the University of Maine, Boston University, the University of Minnesota, St. Louis University, Bard College, Quinnipiac College, Monmouth College (N.Y.), North Texas College, and the University of Colorado. These institutions share very little in common. Perhaps each student who transfers out is attracted to an intangible thread of institutional reputation that more readily meets his personal needs and expectations than did Lindenwood II. The same dynamics operate for the new students who will transfer to Lindenwood II in the fall.

There are other students, however, who will not return next fall because they failed to achieve minimum standards of scholarship. Among the 115 full-time students that enrolled in the fall of 1969, ten have been suspended or permanently dismissed from Lindenwood II (four at the end of the fall term and six at the end of the spring term). One student who was suspended at the end of the fall term has requested that we allow him to return on academic probation next fall. His sharing of intimate personal experiences since the time of his withdrawal leads me to believe that Lindenwood II may, in fact, be the best place in which he can live and grow. Finally, it must be attributed to the good sense of our students,



II. PROFILE OF LINDENWOOD COLLEGE II AND LINDENWOOD COLLEGE FOR WOMEN:  
 to the patient counseling of our faculty and administrative staff, and  
 to the effective impact of our judicial code and student-faculty judicial  
 board that while some students did have disciplinary action taken against  
 their personal misconduct, no case was sufficiently serious to warrant  
 suspension or dismissal from the institution.

In completing the reading of this profile of the Lindenwood College II  
 student, one may detect that I have prudently attempted to look at  
 the best, while having to share the worst. This impression is essentially  
 correct, although I have attempted to avoid dealing in fewer lofty general-  
 izations than my personal biases would support.

Whether one is prepared to accept at face value this assessment of the  
 1969-70 Lindenwood II student body, he will find it hard to ignore the  
 mounting evidence that they have had a profound impact on the campus, and  
 that it has largely been good. The mixed cadre of able, anxious, idealistic,  
 confused, pleasant young men that entered last fall accomplished distinctive  
 personal achievements, and they succeeded in giving the idea of our new  
 college life and substance. The rich history of this record will be  
 reported at another time, but the following two profiles attempt to give  
 some insight into its essence.

As a complex reaction to a set of highly volatile values and circumstances  
 that as a collision between two very distinctive life styles -- one good,  
 the other not so good -- represented in Lindenwood College for Women and  
 Lindenwood College II.

## II. PROFILE OF LINDENWOOD COLLEGE II AND LINDENWOOD COLLEGE FOR WOMEN:

## A STRUGGLE FOR LIFE STYLE

The rubric used to identify this part of the report may be a bit misleading, for it might suggest that the creation of Lindenwood II contributed something entirely new in the way of fundamental social values that never before existed on the Lindenwood campus. At bottom, such a view might hold that male students imported these values and, hence, that most problems which now exist at The Lindenwood Colleges can be rather directly traced to the presence of men and the creation of Lindenwood College II.

Ostensibly, this would seem to be an unnecessary and even defensive opening statement, but the Board should be informed that there are those among our internal and external constituency who subscribe to such a theory and often act as if it were true. I suggest that it is a simplistic and indefensible notion. Almost every time I have personally acted on behalf of this theory during the year, I found an unexpected complicity of more than just Lindenwood II students. We truly are The Lindenwood Colleges. Advocacy is essential for attitudinal change. That is why I would like to propose an alternative theory: The social and intellectual climate of The Lindenwood Colleges during the 1969-70 year can better be understood as a complex reaction to a set of highly volatile values and circumstances than as a collision between two very distinctive life styles -- one good, the other not so good -- represented in Lindenwood College for Women and Lindenwood College II.

What I am really suggesting is that there are desirable and undesirable elements in the life style of both Lindenwood College for Women and Lindenwood II, and that the real struggle is not between the colleges but between those social characteristics that would deny us or ensure us of our common future as The Lindenwood Colleges. A few personal thoughts about several of these dynamic elements may at least convey the range and kind of dominant ethos that emerged last year.

### The Adrenalin Factor

From the very beginning of the year, one detected a climate of curiosity, excitement, and aspiration that acted as a community of persuasion to generate a whole series of legitimate issues, which ranged from rather "local" concerns between individuals, student sub-cultures, and between the two colleges to the domestic and international problems that plagued Everyman this year.

What began as a sonorous drone crescendoed to a kind of shattering, pounding, probing of issues, ideas, and assumptions that drained every member of the community, at some time, of emotional energy and patience, personal trust and confidence, and even the vision of our larger purpose. For example, the national reputation that we have rather immodestly accepted for our freshman year interdisciplinary course, The Common, was lost in the petty whine of student complaints about required class attendance (the only general institutional course so required). To recover from such discouragement, however, one needed only to stroll by Ayres Hall or Ayres Hall Annex almost any time of the day or evening to hear an aroused debate about Vietnam or Israel or the population problem or pollution or

the racial crisis. When students tired of these issues, there was always a local supply available: dormitory intervisitation, the "repressive" administration, student evaluation of faculty. So it went, from Moratorium Day in October to Earth Day in April to "A Day of Learning" in May.

The adrenalin factor allowed no single view to capture the campus for long. While many sincere students insisted that the colleges should take a corporate position on such public policy questions as Vietnam and Cambodia, other more prudent students took time to write personally inspired letters to the local newspaper in defense of President Brown's decision to keep the colleges free and open to all ideas that compete for the assent of man. Such was the vitality of the year!

#### The Academic Program

Since implementing our new academic program in 1967, Lindenwood College for Women achieved many extraordinary objectives. Not the least of these was to improve the rate of student retention, especially after the freshman year. More than one-half of the freshmen women students did not return as sophomores in 1967. In two short years, this attrition rate has been reduced to 22%, with the good likelihood that it will again be sharply reduced next fall.

While the academic program and great teaching were obviously the most important factors in achieving this new level of student retention, the faculty held to their basic belief that the new academic program would never become truly dynamic and valid until male students became a significant part of the educational program of Lindenwood College. In discussing

whether we should establish a coordinate college for men, the faculty consistently maintained that the classroom learning climate would be greatly improved. Many women students expressed this view, but many others did not.

It is difficult to determine the extent to which faculty expectations were confirmed during last year. Given the aptitude of male students, faculty members started the year with high hopes. Certainly, however, the faculty were generally disappointed at the performance of male students during the fall term, but this changed noticeably in the January Term, and it dramatically improved throughout the spring term. There does not appear to be any evidence, at any rate, that the presence of male students in most classes operates in any other than a very beneficial way to the education of young women. From what we have seen, I would suggest that the benefit is mutual.

#### Campus Leadership Opportunities

One of the traditional reasons that is offered in defense of a woman's college is that it allows, and especially encourages, young women to seek leadership opportunities and experiences that normally might not be available on a coeducational campus. Had there been a strong tradition of effective student leadership at Lindenwood College for Women over the last three or four years in key positions, such as editor of the newspaper, one could point to the presence of male students and expect a women's challenge to their vigorous attempts to take over key campus positions. But there was not such a tradition and they did. Most of the major leadership positions in the radio station, the campus newspaper, and other

literary publications have been won by male students. There is evidence, however, that a new kind of leadership style and commitment is emerging from Lindenwood College for Women, and that competition for key positions of responsibility will be keen in the years ahead.

#### Student Social Behavior and Appearance

Despite the vitality of the year just ended, there were other characteristics of the campus ethos that added a disproportionately harmful contribution to the reputation of The Lindenwood Colleges. I am referring to a radical change in the style of public student behavior more than to the serious private problems which have to some degree always existed at Lindenwood and every college, (e.g. drugs, abortion, alcohol, theft, etc.). My intention is not to create the impression that the latter problems are unimportant or that they go unattended or unobserved by at least some members of our community; it is merely to suggest that a very noticeable change in what some young people came to do publicly on the Lindenwood campus last year marked a change in life style that has had a significantly negative influence on our institution.

I need not elaborate much on these problems beyond mentioning them, for they are quite familiar to all of us: unclean bodies, unkept long hair and beards, blatant displays of affection between the sexes, bare feet regardless of health standards, and bizzare dress. The list is endless and well-known because these traits have become a standard part of the uniform and code which identifies members of certain youth cultures. The fact that most of these public behaviors are rather petty (to even mention) and that they actually harm no one except, perhaps in some psychological way,

the offender, in no way reduces the power of these traits to generate annoyance and anger and even violent reaction from the general lay population and even within the broader student population. There is little doubt that this polarization between American life styles unnecessarily harms young people and intimidates large segments of an older generation. But it also unnecessarily harms an institution that is dedicated to learning about the more profound experiences of man. To be so caught between the cracks in the veneer of our civilization represents a cogent warning that a college cannot afford to ignore if it is to have any kind of future. Unfortunately but especially is this the case for the private liberal arts college.

III. PROFILE OF LINDENWOOD COLLEGE II: THE NEED FOR CLEAR DEFINITION

I mention the power of aroused and countervailing public opinion because -- from an administrative standpoint -- the most pressing problem facing The Lindenwood Colleges is that we have not been able to attract in sufficient kind and numbers the new young women we need if we are to ensure the future for which we have all planned and worked so hard to attain over the last number of years. Many of the reasons for this problem are clearly beyond our control, but there does exist the factor of the negative pull that can be attributed to many of the public social behaviors that have been mentioned above. While there is no doubt that we are a better institution of higher learning than we have been in recent years, the ominous presence of these public behaviors -- often purposely put on display by a small number of men and women students -- has created precisely the kind of reaction that is prophesized by social scientists: To the degree

that our two colleges encourage a developing reputation for this life style, what is important is not so much that those who live this style will choose to attend The Lindenwood Colleges as that those who do not will shun the colleges.

Admittedly, then, the negative pull seems to operate more strongly than the positive. But the struggle for institutional reputation and image need not be dominated by gloom alone or by dwelling only on the crass. It is true that some men did use illegal drugs. Some of the men also had unkempt, long hair and beards, as do many young men these days. Some of the men failed to observe elementary physical hygiene standards and this offends many of us, as well it should them. A very few of the young men would have enjoyed nothing more than to lead a campus revolt, regardless of the issue, but they found few takers and largely ended the year as impotent isolates in the peer group. And some of the men were arrogant and disrespectful of other people, and other people's ideas, and other styles of life.

But for the most part, the men of Lindenwood II did not possess or display these qualities. Most of the men can be considered to have a "liberal" social orientation, if we mean that they are vocal and do believe deeply and sincerely about important human questions, such as our foreign policy or our environmental disintegration. And we are a richer educational institution because of it. Most of the men have successfully struggled with those potent forces which might have defeated Lindenwood College II as a special place of learning. Most love this institution and regard it as their home; they respect and value its faculty; especially do they appreciate and value the special opportunities for personal growth and the chance to create a new tradition in a new college.



With few exceptions, it is these latter young men who will return in the fall of 1970. We must, I believe, receive them as the full citizens they have become. We should exercise special care not to destroy their trust or faith in our leadership or their confidence in our good intentions with perjorative language or by taking unwarranted action, based on any of last year's experiences.

Those eighty or more men who return next year will continue to make us a better place; it is these men who will enculturate our new students. And it is the two classes together who will largely determine what kind of place we can become and will become two years from now.

In continuing to establish our reputation, I have confidence that we will heed the words of warning that Robert Hutchins gave to Harris Wofford, Jr. before planning of the New College at Old Westbury, in New York began:

"You will be blown away unless your educational banner is very good, very clear, and very firmly planted, and unless you make very sure that every person you ask to join you understands and agrees." <sup>1</sup>

Unfortunately, this advice was not taken, as Old Westbury now stands in witness. As Vice-President and Dean of Lindenwood College II, I believe we must move confidently and firmly away from any ambiguity about the kind of place we cannot afford to become. We should apply the same standard to Lindenwood College II that has so effectively guided the sweeping change in Lindenwood College for Women over the last four years. We must, in the words of President Brown, at the time of his inaugural

". . . keep our definition so clear, with our statements so specific that our strengths will shine forth only moderately brighter than our weaknesses. Our program and its emphasis will be made clear for those who believe in it to accept and support. Those who do not should not." <sup>2</sup>

<sup>1</sup> Harris Wofford, Jr., "The New College at Old Westbury," Educational Record, Winter, 1970, Vol. 51, No. 1, p. 35.

<sup>2</sup> Inaugural Address of President John Anthony Brown, Jr., October 20, 1966.

MINUTES OF MEETING OF  
THE LINDENWOOD COLLEGES  
FINANCE COMMITTEE MEETING  
September 8, 1970

September 8, 1970

A G E N D A

1. Endowment Investment Policy
2. Sale of Los Angeles property (part of Syers Bequest)
3. Development Proposal - Back Campus
4. Loan to President Brown - \$14,000
5. Authorization of Mr. Young to sign notes on Line of Credit with Boatmen's
6. Merging of accounting records of Lindenwood College and Lindenwood II except for income accounts
7. Repayment of Line Credit - Boatmen's
8. Deficit 1969-70 - \$610,000 (subject to Audit Report)
9. Revised Proposed Budget 1970-71

- 2 -  
MINUTES OF MEETING OF  
FINANCE COMMITTEE OF  
LINDENWOOD COLLEGE

September 8, 1970

A meeting of the Finance Committee of Lindenwood College was held at the St. Louis Union Trust Company at 2:00 p.m., September 8, 1970. The following members of the committee were present:

Mr. Young, Chairman  
Mr. Armstrong

Dr. Brown, President of Lindenwood College, and Mr. Harig, Vice President for Administration, were also present.

The first item of business discussed was the Endowment Investment Policy. As requested by the Finance Committee representatives of St. Louis Union Trust and Mercantile Trust presented investment plans that would result in an increased endowment income. St. Louis Union suggested moving into bonds that would lend themselves toward easy liquidation in order that a return to equity investment could be made as the interest rate on bonds decreased (see attached proposals). St. Louis Union estimated conservatively that over a twelve month period, we could expect an additional \$100,000 endowment income; however, for the remainder of the school's fiscal year, we could expect about half of this or \$50,000.

Mercantile then made their presentation which followed the same reasoning as the St. Louis Union Trust presentation (see attached proposals). Mercantile estimated conservatively that over a twelve month period we could expect an additional \$10,000 endowment income; however, for the remainder of the school's fiscal year we could expect about half of this or \$5,000.

At that point Mr. Young moved that we accept the St. Louis Union's proposal, Mr. Armstrong seconded this resolution and it was passed. Mr. Young then moved that we accept Program #1 of Mercantile, Mr. Armstrong seconded this resolution and it was passed.

Mr. Young, Mr. Armstrong, and President Brown then mentioned the names of the following companies to whom business (resulting from sale of stock, etc.) should be directed:

Merrill, Lynch, Pierce, Fenner & Smith  
Newhard Cook & Company  
Reinholdt & Gardner  
G. H. Walker & Company  
Rowland & Company

At this point in the meeting, the representatives of St. Louis Union Trust and the representatives of Mercantile Trust left the meeting.

The second item discussed was that of the Los Angeles property located at 1471 West Jefferson. This was left to the College in the Syers bequest. It had been under lease but the leasee, Mr. Schutzman, filed bankruptcy. A California lawyer by the name of Mr. Dan S. Hammack, Jr. of the firm of Hammack, Pugh & Vawter is handling the property for the College. He had been in contact with both Mr. Black and Mr. Armstrong regarding the property. It is his judgment, and the Finance Committee concurs, that the property be sold for \$35,000. (Details of the sale agreement are attached)

Mr. Young moved that the proper officers be authorized to sign the necessary documents to complete the transaction. Mr. Armstrong seconded this motion, and it was passed.

Next, the development proposal presented by Sverdrup-Parcel & Associates, Inc. was discussed. No specific action was made with regard to this proposal. It was suggested that the Buildings and Grounds Committee invite other firms to submit proposals. General American Life Insurance Company was mentioned as a possibility.

Next, a resolution was made by Mr. Armstrong and seconded by Mr. Young which confirmed the verbal approval given to President Brown with regard to the College loaning him \$14,000 which is to be paid back to the College over a five year period. (See attached schedule)

Next, a resolution was made by Mr. Armstrong and seconded by Mr. Young which confirmed the verbal approval given to President Brown with regard to the College loaning him \$14,000 which is to be paid back to the College over a five year period. (See attached schedule)

Next, Mr. Armstrong moved that Mr. Young, as Chairman of the Finance Committee, Mr. Stalnaker, as President of the Board of Lindenwood College, be authorized to sign notes on the Line of Credit with Boatmen's Bank. It was seconded by Mr. Young and passed. *approved by the Finance Committee for presentation to the Board.*

The next item of business discussed was the merging of accounting records of Lindenwood College and Lindenwood II. The college auditors, Boyd, Franz & Company, made a recommendation to the College that, with the exception of income accounts, all accounts could be merged (see attached letter). All income pertaining to Lindenwood II would be received into the bank account of Lindenwood II. It then would be transferred to Lindenwood College who in turn would pay all expenses for both colleges. Complete records will and must be maintained on all transfers. By combining the accounts of both colleges, more meaningful finance reports would be sent to the Finance Committee of the respective colleges, duplication of record keeping and check writing will be eliminated. Mr. Metcalfe, Chairman of Lindenwood had been consulted on this matter and he concurred.

Mr. Armstrong moved that the accounting records of Lindenwood I and Lindenwood II be merged, with the exception of the income accounts. Mr. Young seconded this motion. It was passed.

The next item discussed was repayment of the \$500,000 line of credit at Boatmen's. It is due on September 30, 1970. The line of credit resulted from the deficit operation for the fiscal year 1969-70. The deficit for the combined operation of Lindenwood I and Lindenwood II was \$610,420. At this time the difference between \$610,420 and \$500,000, which is \$110,420, was not needed because cash was generated from fiscal 1970-71 which temporarily covered this amount.

After discussion, Mr. Armstrong moved that St. Louis Union be authorized to liquidate funds held as endowment in the amount of \$500,000 as requested by the Chairman of the Finance Committee. Mr. Young seconded this motion. It was then passed.

The final item of business discussed was that of the revised proposed budget for 1970-71. (See attached summary revision). After an area by area analysis and discussion, it was moved by Mr. Young that the revised proposed budget be approved by the Finance Committee for presentation to the Board. He made one correction and that was adjusting the endowment income to reflect an increased income of \$55,000. This increased the projected deficit from \$332,760 to \$350,760. (The increased income had been budgeted at \$73,000) The motion was seconded by Mr. Armstrong. It was then passed.

LEIGHWOOD COLLIER  
 GENERAL MANAGER  
 T. P. 30-15277-20

	Expenses	Income	Deficit
65	\$ 9,750	\$3,80	\$170
76	19,000	4,00	1,000
62	15,500	3,40	850
68	17,000	3,50	875
76	19,000	3,50	875
87	82,690	4,12	4,869
84	22,000	4,25	1,068
22	111,165	1,00	5,093
79	120,900	2,20	6,880
12	120,000	.95	5,600
44	45,496	1,10	1,197
74	222,000	3,40	10,200
36	72,000	1,20	2,400
34	142,356	1,00	2,400

CONSIDER SALELINDENWOOD COLLEGE  
GENERAL ENDOWMENT  
T. D. 50-45277-00

<u>Amount</u>	<u>Issue</u>	<u>Approximate</u>		<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
		<u>Price</u>	<u>Proceeds</u>			
BONDS						
\$15,000	Food Machinery & Chemical Corp. 3.80% S. F. Debs. due 7/15/81	\$65	\$ 9,750	\$3.80	\$570	5.9%
25,000	Honeywell Inc., 4% S. F. Debs., due 8/1/76	76	19,000	4.00	1,000	5.3
25,000	U. S. Plywood Corp., 3.40% S. F. Debs., due 1/1/80	62	15,500	3.40	850	5.4
25,000	Northern Ill. Gas Co., 3.50% 1st mtge., due 1/1/79	68	17,000	3.50	875	5.2
25,000	Tennessee Gas Transmission Co., 3 1/2% 1st mtge	76	19,000	3.50	875	4.6
95,000	Texas & Pacific Railway, 5 1/8% Equipment Trust, due 2/1/70	87	82,650	5.12	4,869	5.2
25,000	Western Maryland Railway, 4 1/4% Equip. Trust, due 11/15/74	84	21,000	4.25	1,063	5.0
COMMON STOCKS						
5,053 shs	First National Bank of St. Charles	22	111,166	1.00	5,053	4.5
3,100 shs	First Union Incorporated	39	120,900	2.20	6,820	5.6
10,000 shs	General Bancshares Corp.,	12	120,000	.56	5,600	4.6
1,034 shs	Government Employees Insurance	44	45,496	1.10	1,137	2.5
3,000 shs	General Motors Corporation	74	222,000	3.40	10,200	4.6
2,000 shs	Johns Manville	36	72,000	1.20	2,400	3.3
2,614 shs	Emerson Electric Company	54	141,156	1.00	2,614	1.8

CONSIDER SALE

LINDENWOOD COLLEGE

T. D. 50-45277-00

<u>Amount</u>	<u>Issue</u>	<u>Approximate</u>		<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
		<u>Price</u>	<u>Proceeds</u>			
2,250 shs	Sunbeam Corporation	\$22	\$ 49,500	\$ .80	\$1,800	3.6
2,500 shs	Caterpillar Tractor	33	82,500	1.20	3,000	3.6
3,830 shs	Edison Brothers Stores	23	88,274	1.00	3,838	4.3
1,800 shs	J. C. Penney Company	44	79,200	1.00	1,800	2.2
1,000 shs	Sears Roebuck Company	66	66,000	1.35	1,350	2.0
1,115 shs	American Zinc Company	8	8,920	-0-	-0-	-0-
1,784 shs	Atlantic Richfield	61	108,824	2.00	3,568	3.3
3,850 shs	Mobil Oil Corporation	50	192,500	2.40	9,240	4.8
670 shs	Squibb Beech-Nut Company	60	40,200	1.50	1,005	2.5
1,026 shs	Brown Shoe Company	26	26,676	1.50	1,539	5.7
813 shs	Interco Corporation	30	24,290	1.10	894	3.7
2,000 shs	Eastman Kodak Company	64	128,000	1.28	2,560	2.0
1,500 shs	Olin Corporation	18	27,000	.88	1,320	4.9
2,310 shs	American Telephone and Telegraph Company	46	106,260	2.60	6,006	5.6
1,750 shs	Public Service Company of Indiana	41	71,750	2.08	3,640	5.1
1,000 shs	Union Pacific Corporation	36	<u>36,000</u>	2.00	<u>2,000</u>	5.5
TOTAL OF COMMON STOCKS AND BONDS			<u>\$2,152,612</u>		<u>\$37,486</u>	



CONSIDER SALE

LINDENWOOD COLLEGE  
FORD FOUNDATION FACULTY FUND  
T. D. 50-45350-00

<u>Amount</u>	<u>Issue</u>		<u>Approximate</u> <u>Price Proceeds</u>	<u>Dividend</u>	<u>Income</u>	<u>Yield</u>	
600 shs	Babcock & Wilcox		\$18	\$10,800	\$ .50	\$300	2.7%
345 shs	International Paper Company		36	12,420	1.50	518	4.2
200 shs	Kraftco Corporation		38	7,600	1.70	340	4.5
400 shs	Virginia Electric and Power		21	8,400	1.12	448	5.3
248 shs	National Gypsum Company		19	4,712	1.05	260	5.5
408 shs	Oklahoma G. & E.		23	9,384	1.16	473	5.0
\$20,000	Atlantic Coast Line R. R. 4 1/8% Equipment Trust, due 9/1/72		92	18,400	4.12	825	4.6
\$20,000	Food Machinery and Chemical Corporation, 3.80 Debenture, 7/15/81		65	<u>13,000</u>	3.80	<u>760</u>	5.9
	TOTAL			<u>\$84,716</u>		<u>\$3,924</u>	

CONSIDER SALE

LINDENWOOD COLLEGE  
FORD FOUNDATION ACCOMPLISHMENT FUND  
T. D. 50-45352-00

<u>Amount</u>	<u>Issue</u>	<u>Approximate</u> <u>Price Proceeds</u>		<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
200 shs	Kraftco Corporation	\$38	\$ 7,600	\$1.70	340	4.5
400 shs	Virginia Electric and Power	21	8,100	1.12	448	5.3
\$15,000	Tennessee Gas Transmission Co., 1st mtge., Pipe Loan, 3 1/8%, due 2/1/76	74	11,100	3.87	581	5.3
\$ 5,000	Southern Pacific, 4 1/4%, Equipment Trust, due 4/1/75	80	4,000	4.25	213	5.3
428 shs	Oklahoma G. & E.	23	9,844	1.16	496	5.0
	<b>TOTAL</b>		<u>\$40,644</u>		<u>\$2,078</u>	

CONSIDER PURCHASES

LINDENWOOD FEMALE COLLEGE

<u>Amount</u>	<u>Issue</u>	<u>Approximate</u> <u>Price</u>	<u>Cost</u>	<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
	T. D. 50-45277-00 GENERAL ENDOWMENT FUND					
\$2,200,000	Current Coupon Corporate Bonds	\$100	\$2,200,000	8.50	\$187,000	8.5%
	T. D. 50-45350-00 FORD FOUNDATION FACULTY FUND					
84,000	Current Coupon Corporate Bonds	100	84,000	8.50	7,140	8.5%
	T. D. 50-45352-00 FORD FOUNDATION ACCOMPLISHMENT FUND					
40,000	Current Coupon Corporate Bonds	100	40,000	8.50	3,400	8.5%
	<b>TOTAL</b>		<u>\$2,324,000</u>		<u>\$197,540</u>	

CONSIDER SALELINDENWOOD COLLEGE  
GENERAL ENDOWMENT  
T. D. 50-45277-00

<u>Amount</u>	<u>Issue</u>	<u>Approximate Price</u>	<u>Proceeds</u>	<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
BONDS						
\$15,000	Food Machinery & Chemical Corp. 3.80% S. F. Debs. due 7/15/81	\$65	\$ 9,750	\$3.80	\$570	5.9%
25,000	Honeywell Inc., 4% S. F. Debs., due 8/1/76	76	19,000	4.00	1,000	5.3
25,000	U. S. Plywood Corp., 3.40% S. F. Debs., due 1/1/80	62	15,500	3.40	850	5.4
25,000	Northern Ill. Gas Co., 3.50% 1st mtge., due 1/1/79	68	17,000	3.50	875	5.2
25,000	Tennessee Gas Transmission Co., 3 1/2% 1st mtge	76	19,000	3.50	875	4.6
95,000	Texas & Pacific Railway, 5 1/8% Equipment Trust, due 2/1/70	87	82,650	5.12	4,869	5.2
25,000	Western Maryland Railway, 4 1/4% Equip. Trust, due 11/15/74	84	21,000	4.25	1,063	5.0
COMMON STOCKS						
5,053 shs	First National Bank of St. Charles	22	111,166	1.00	5,053	4.5
3,100 shs	First Union Incorporated	39	120,900	2.20	6,820	5.6
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2,000 shs	Johns Manville	36	72,000	1.20	2,400	3.3
2,614 shs	Emerson Electric Company	54	141,156	1.00	2,614	1.8

CONSIDER SALE

LINDENWOOD COLLEGE  
 T. D. 50-45277-00

<u>Amount</u>	<u>Issue</u>	<u>Approximate</u>		<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
		<u>Price</u>	<u>Proceeds</u>			
2,250 shs	Sunbeam Corporation	\$22	\$ 49,500	\$ .80	\$1,800	3.6
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3,830 shs	Edison Brothers Stores	23	88,274	1.00	3,838	4.3
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1,000 shs	Sears Roebuck Company	66	66,000	1.35	1,350	2.0
1,115 shs	American Zinc Company	8	8,920	-0-	-0-	-0-
1,784 shs	Atlantic Richfield	61	108,824	2.00	3,568	3.3
3,850 shs	Mobil Oil Corporation	50	192,500	2.40	9,240	4.8
670 shs	Squibb Beech-Nut Company	60	40,200	1.50	1,005	2.5
1,026 shs	Brown Shoe Company	26	26,676	1.50	1,539	5.7
813 shs	Interco Corporation	30	24,390	1.10	894	3.7
2,000 shs	Eastman Kodak Company	64	128,000	1.28	2,560	2.0
1,500 shs	Olin Corporation	18	27,000	.88	1,320	4.9
2,310 shs	American Telephone and Telegraph Company	46	106,260	2.60	6,006	5.6
1,750 shs	Public Service Company of Indiana	41	71,750	2.08	3,640	5.1
1,000 shs	Union Pacific Corporation	36	<u>36,000</u>	2.00	<u>2,000</u>	5.5
TOTAL OF COMMON STOCKS AND BONDS			<u>\$2,152,612</u>		<u>\$87,486</u>	

CONSIDER SALE

LINDENWOOD COLLEGE  
FORD FOUNDATION FACULTY FUND  
T. D. 50-45350-00

<u>Amount</u>	<u>Issue</u>	<u>Approximate</u>		<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
		<u>Price</u>	<u>Proceeds</u>			
600 shs	Babcock & Wilcox	\$18	\$10,800	\$ .50	\$300	2.7%
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400 shs	Virginia Electric and Power	21	8,400	1.12	448	5.3
248 shs	National Gypsum Company	19	4,712	1.05	260	5.5
408 shs	Oklahoma G. & E.	23	9,384	1.16	473	5.0
\$20,000	Atlantic Coast Line R. R. 4 1/8% Equipment Trust, due 9/1/72	92	18,400	4.12	825	4.6
\$20,000	Food Machinery and Chemical Corporation, 3.80 Debenture, 7/15/81	65	<u>13,000</u>	3.80	<u>760</u>	5.9
	TOTAL		<u>\$84,716</u>		<u>\$3,924</u>	

CONSIDER SALE

LINDENWOOD COLLEGE  
FORD FOUNDATION ACCOMPLISHMENT FUND  
T. D. 50-45352-00

<u>Amount</u>	<u>Issue</u>	<u>Approximate</u> <u>Price Proceeds</u>		<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
200 shs	Kraftco Corporation	\$38	\$ 7,600	\$1.70	340	4.5
400 shs	Virginia Electric and Power	21	8,100	1.12	448	5.3
\$15,000	Tennessee Gas Transmission Co., 1st mtge., Pipe Loan, 3 1/8%, due 2/1/76	74	11,100	3.87	581	5.3
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428 shs	Oklahoma G. & E.	23	9,844	1.16	496	5.0
	<b>TOTAL</b>		<u>\$40,644</u>		<u>\$2,078</u>	

CONSIDER PURCHASES

LINDENWOOD FEMALE COLLEGE

<u>Amount</u>	<u>Issue</u>	<u>Approximate Price</u>	<u>Cost</u>	<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
	T. D. 50-45277-00 GENERAL ENDOWMENT FUND					
\$2,200,000	Current Coupon Corporate Bonds	\$100	\$2,200,000	8.50	\$187,000	8.5%
	T. D. 50-45350-00 FORD FOUNDATION FACULTY FUND					
84,000	Current Coupon Corporate Bonds	100	84,000	8.50	7,140	8.5%
	T. D. 50-45352-00 FORD FOUNDATION ACCOMPLISHMENT FUND					
40,000	Current Coupon Corporate Bonds	100	40,000	8.50	3,400	8.5%
	TOTAL		<u>\$2,324,000</u>		<u>\$197,540</u>	



CONSIDER SALELINDENWOOD COLLEGE  
GENERAL ENDOWMENT  
T. D. 50-45277-00

<u>Amount</u>	<u>Issue</u>	<u>Approximate</u> <u>Price Proceeds</u>		<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
BONDS						
\$15,000	Food Machinery & Chemical Corp. 3.80% S. F. Debs. due 7/15/81	\$65	\$ 9,750	\$3.80	\$570	5.9%
25,000	Honeywell Inc., 4% S. F. Debs., due 8/1/76	76	19,000	4.00	1,000	5.3
25,000	U. S. Plywood Corp., 3.40% S. F. Debs., due 1/1/80	62	15,500	3.40	850	5.4
25,000	Northern Ill. Gas Co., 3.50% 1st mtge., due 1/1/79	68	17,000	3.50	875	5.2
25,000	Tennessee Gas Transmission Co., 3 1/2% 1st mtge	76	19,000	3.50	875	4.6
95,000	Texas & Pacific Railway, 5 1/8% Equipment Trust, due 2/1/70	87	82,650	5.12	4,869	5.2
25,000	Western Maryland Railway, 4 1/4% Equip. Trust, due 11/15/74	84	21,000	4.25	1,063	5.0
COMMON STOCKS						
5,053 shs	First National Bank of St. Charles	22	111,166	1.00	5,053	4.5
3,100 shs	First Union Incorporated	39	120,900	2.20	6,820	5.6
10,000 shs	General Bancshares Corp.,	12	120,000	.56	5,600	4.6
1,034 shs	Government Employees Insurance	44	45,496	1.10	1,137	2.5
3,000 shs	General Motors Corporation	74	222,000	3.40	10,200	4.6
2,000 shs	Johns Manville	36	72,000	1.20	2,400	3.3
2,614 shs	Emerson Electric Company	54	141,156	1.00	2,614	1.8

CONSIDER SALELINDENWOOD COLLEGET. D. 50-45277-00

<u>Amount</u>	<u>Issue</u>	<u>Approximate</u>		<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
		<u>Price</u>	<u>Proceeds</u>			
2,250 shs	Sunbeam Corporation	\$22	\$ 49,500	\$ .80	\$1,800	3.6
2,500 shs	Caterpillar Tractor	33	82,500	1.20	3,000	3.6
3,830 shs	Edison Brothers Stores	23	88,274	1.00	3,838	4.3
1,800 shs	J. C. Penney Company	44	79,200	1.00	1,800	2.2
1,000 shs	Sears Roebuck Company	66	66,000	1.35	1,350	2.0
1,115 shs	American Zinc Company	8	8,920	-0-	-0-	-0-
1,784 shs	Atlantic Richfield	61	108,824	2.00	3,568	3.3
3,850 shs	Mobil Oil Corporation	50	192,500	2.40	9,240	4.8
670 shs	Squibb Beech-Nut Company	60	40,200	1.50	1,005	2.5
1,026 shs	Brown Shoe Company	26	26,676	1.50	1,539	5.7
813 shs	Interco Corporation	30	24,390	1.10	894	3.7
2,000 shs	Eastman Kodak Company	64	128,000	1.28	2,560	2.0
1,500 shs	Olin Corporation	18	27,000	.88	1,320	4.9
2,310 shs	American Telephone and Telegraph Company	46	106,260	2.60	6,006	5.6
1,750 shs	Public Service Company of Indiana	41	71,750	2.08	3,640	5.1
1,000 shs	Union Pacific Corporation	36	<u>36,000</u>	2.00	<u>2,000</u>	5.5
TOTAL OF COMMON STOCKS AND BONDS			<u>\$2,152,612</u>		<u>\$37,486</u>	

CONSIDER SALE

LINDENWOOD COLLEGE  
FORD FOUNDATION FACULTY FUND  
T. D. 50-45350-00

<u>Amount</u>	<u>Issue</u>		<u>Approximate</u> <u>Price Proceeds</u>	<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
600 shs	Babcock & Wilcox		\$18 \$10,800	\$ .50	\$300	2.7%
345 shs	International Paper Company		36 12,420	1.50	518	4.2
200 shs	Kraftco Corporation		38 7,600	1.70	340	4.5
400 shs	Virginia Electric and Power		21 8,400	1.12	448	5.3
248 shs	National Gypsum Company		19 4,712	1.05	260	5.5
408 shs	Oklahoma G. & E.		23 9,384	1.16	473	5.0
\$20,000	Atlantic Coast Line R. R. 4 1/8% Equipment Trust, due 9/1/72		92 18,400	4.12	825	4.6
\$20,000	Food Machinery and Chemical Corporation, 3.80 Debenture, 7/15/81		65 <u>13,000</u>	3.80	<u>760</u>	5.9
	TOTAL		<u>\$84,716</u>		<u>\$3,924</u>	

CONSIDER SALE

LINDENWOOD COLLEGE  
FORD FOUNDATION ACCOMPLISHMENT FUND  
T. D. 50-45352-00

<u>Amount</u>	<u>Issue</u>	<u>Approximate</u>		<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
		<u>Price</u>	<u>Proceeds</u>			
200 shs	Kraftco Corporation	\$38	\$ 7,600	\$1.70	340	4.5
400 shs	Virginia Electric and Power	21	8,400	1.12	448	5.3
\$15,000	Tennessee Gas Transmission Co., 1st mtge., Pipe Loan, 3 1/8%, due 2/1/76	74	11,100	3.87	581	5.3
\$ 5,000	Southern Pacific, 4 1/4%, Equipment Trust, due 4/1/75	80	4,000	4.25	213	5.3
428 shs	Oklahoma G. & E.	23	9,844	1.16	496	5.0
	<u>TOTAL</u>		<u>\$40,644</u>		<u>\$2,078</u>	

CONSIDER PURCHASES

LINDENWOOD FEMALE COLLEGE

<u>Amount</u>	<u>Issue</u>	<u>Approximate</u> <u>Price</u> <u>Cost</u>	<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
	T. D. 50-45277-00 GENERAL ENDOWMENT FUND				
2,200,000	Current Coupon Corporate Bonds	\$100 \$2,200,000	8.50	\$187,000	8.5%
	T. D. 50-45350-00 FORD FOUNDATION FACULTY FUND				
84,000	Current Coupon Corporate Bonds	100 84,000	8.50	7,140	8.5%
	T. D. 50-45352-00 FORD FOUNDATION ACCOMPLISHMENT FUND				
40,000	Current Coupon Corporate Bonds	100 40,000	8.50	3,400	8.5%
	TOTAL	<u>\$2,324,000</u>		<u>\$197,540</u>	

St. Louis Union Trust Company  
St. Louis, Mo.

RECEIVED  
BUSINESS OFFICE  
LINDENWOOD COLLEGE  
AUG 34 8 51 AM '70

September 2, 1970

Mr. Richard Young  
No. 24 Clermont  
St. Louis, Mo. 63124

In Re: Lindenwood Female College  
General Endowment Funds  
T. D. 50-45277-00  
Ford Foundation Faculty Fund  
T. D. 50-45350-00  
Ford Foundation Accomplishment Fund  
T. D. 50-45352-00

Dear Mr. Young:

We have reviewed the college's endowment funds in light of your advise that the Finance Committee is desirous of changing the investment objective of the funds for the next couple of years to one of maximizing income.

In order to achieve the committee's preliminary goal to increase annual income by about \$100,000, it would be necessary to liquidate all bonds with a current yield of less than 6%, regardless of yield to maturity, and to switch out of two-thirds of the common stocks holdings. All stocks yielding less than 6% would, therefore, be sold. The proceeds would then be reinvested in Corporate Bonds with an 8 1/2% current return. Upon completion of such a program, \$1,000,000 or 20% of the total assets would remain invested in income oriented common stocks.

The attached sheets detail this stock-to-bond switch program, and would increase annual income by about \$104,000. We are prepared to discuss the proposed changes at the committee's meeting to be held in our office on September 8, 1970.

Sincerely,



Lewis G. Laughlin

LGL/dfb

CC: Mr. John M. Black  
Mr. John M. Wolff, Vice President  
Mr. William A. Armstrong  
Dr. John A. Brown  
David S. Jacobson

CONSIDER SALE

LINDENWOOD COLLEGE  
GENERAL ENDOWMENT  
T. D. 50-45277-00

<u>Amount</u>	<u>Issue</u>	<u>Approximate Price</u>	<u>Proceeds</u>	<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
2,250 shs	Subsea Corporation					
<u>Amount</u>	<u>Issue</u>	<u>Approximate Price</u>	<u>Proceeds</u>	<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
2,500 shs	Caterpillar Tractor					
BONDS						
3,830 shs	Elison Brothers Stores					
\$15,000	Food Machinery & Chemical Corp. 3.80% S. F. Debs. due 7/15/81	\$65	\$ 9,750	\$3.80	\$5.70	5.9%
25,000	Honeywell Inc., 4% S. F. Debs., due 8/1/76	76	19,000	4.00	1,000	5.3
25,000	U. S. Plywood Corp., 3.40% S. F. Debs., due 1/1/80	62	15,500	3.40	850	5.4
25,000	Northern Ill. Gas Co., 3.50% 1st mtge., due 1/1/79	68	17,000	3.50	875	5.2
25,000	Tennessee Gas Transmission Co., 3 1/2% 1st mtge	76	19,000	3.50	875	4.6
95,000	Texas & Pacific Railway, 5 1/8% Equipment Trust, due 2/1/70	87	82,650	5.12	4,869	5.2
25,000	Western Maryland Railway, 4 1/4% Equip. Trust, due 11/15/74	84	21,000	4.25	1,063	5.0
COMMON STOCKS						
5,053 shs	First National Bank of St. Charles ✓	22	111,166	1.00	5,053	4.5
3,100 shs	First Union Incorporated	39	120,900	2.20	6,820	5.6
10,000 shs	General Bancshares Corp.,	12	120,000	2.56	5,600	4.6
1,034 shs	Government Employees Insurance	44	45,496	1.10	1,137	2.5
3,000 shs	General Motors Corporation	74	222,000	3.40	10,200	4.6
2,000 shs	Johns Manville	36	72,000	1.20	2,400	3.3
2,614 shs	Emerson Electric Company	54	141,156	1.00	2,614	1.8

## LINDENWOOD COLLEGE

T. D. 50-45277-00

<u>Amount</u>	<u>Issue</u>	<u>Price</u>	<u>Approximate Proceeds</u>	<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
2,250 shs	Sunbeam Corporation	\$22	\$ 49,500	\$ .80	\$1,800	3.6
2,500 shs	Caterpillar Tractor	33	82,500	1.20	3,000	3.6
3,830 shs	Edison Brothers Stores	23	88,274	1.00	3,838	4.3
1,800 shs	J. C. Penney Company	44	79,200	1.00	1,800	2.2
1,000 shs	Sears Roebuck Company	66	66,000	1.35	1,350	2.0
1,115 shs	American Zinc Company	8	8,920	-0-	-0-	-0-
1,784 shs	Atlantic Richfield	61	108,824	2.00	3,568	3.3
3,850 shs	Mobil Oil Corporation	50	192,500	2.40	9,240	4.8
670 shs	Squibb Beech-Nut Company	60	40,200	1.50	1,005	2.5
1,026 shs	Brown Shoe Company	26	26,676	1.50	1,539	5.7
813 shs	Interco Corporation	30	24,390	1.10	894	3.7
2,000 shs	Eastman Kodak Company	64	128,000	1.28	2,560	2.0
1,500 shs	Olin Corporation	18	27,000	.88	1,320	4.9
2,310 shs	American Telephone and Telegraph Company	46	106,260	2.60	6,006	5.6
1,750 shs	Public Service Company of Indiana	41	71,750	2.08	3,640	5.1
1,000 shs	Union Pacific Corporation	36	36,000	2.00	2,000	5.5
TOTAL OF COMMON STOCKS AND BONDS			\$2,152,612		\$37,486	



CONSIDER SALE

LINDENWOOD COLLEGE  
FORD FOUNDATION FACULTY FUND  
T. D. 50-45350-00

<u>Amount</u>	<u>Issue</u>		<u>Approximate Price</u>	<u>Proceeds</u>	<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
600 shs	Babcock & Wilcox		\$18	\$10,800	\$ .50	\$300	2.7%
345 shs	International Paper Company		36	12,420	1.50	518	4.2
200 shs	Kraftco Corporation		38	7,600	1.70	340	4.5
400 shs	Virginia Electric and Power		21	8,400	1.12	448	5.3
248 shs	National Gypsum Company		19	4,712	1.05	260	5.5
408 shs	Oklahoma G. & E.		23	9,384	1.16	473	5.0
\$20,000	Atlantic Coast Line R. R. 4 1/8% Equipment Trust, due 9/1/72		92	18,400	4.12	825	4.6
\$20,000	Food Machinery and Chemical Corporation, 3.80 Debenture, 7/15/81		65	<u>13,000</u>	3.80	<u>760</u>	5.9
	<b>TOTAL</b>			<u>\$84,716</u>		<u>\$3,924</u>	

CONSIDER SALE

LINDENWOOD COLLEGE  
 FORD FOUNDATION ACCOMPLISHMENT FUND  
T. D. 50-45352-00

<u>Amount</u>	<u>Issue</u>	<u>Price</u>	<u>Cost</u>	<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
<u>Amount</u>	<u>Issue</u>	<u>Approximate Price Proceeds</u>		<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
200 shs	Kraftco Corporation	\$38	\$ 7,600	\$1.70	340	4.5
400 shs	Virginia Electric and Power	21	8,100	1.12	448	5.3
\$15,000	Tennessee Gas Transmission Co., 1st mtge., Pipe Loan, 3 1/8%, due 2/1/76	74	11,100	3.87	581	5.3
\$ 5,000	Southern Pacific, 4 1/4%, Equipment Trust, due 4/1/75	80	4,000	4.25	2.3	5.3
428 shs	Oklahoma G. & E.	23	9,844	1.16	496	5.0
<b>TOTAL</b>			<u>\$40,644</u>		<u>\$2,078</u>	

CONSIDER PURCHASES

LINDENWOOD FEMALE COLLEGE

<u>Amount</u>	<u>Issue</u>	<u>Approximate Price</u>	<u>Cost</u>	<u>Dividend</u>	<u>Income</u>	<u>Yield</u>
	T. D. 50-45277-00 GENERAL ENDOWMENT FUND					
12,200,000	Current Coupon Corporate Bonds	\$100	\$2,200,000	8.50	\$187,000	8.5%
	T. D. 50-45350-00 FORD FOUNDATION FACULTY FUND					
84,000	Current Coupon Corporate Bonds	100	84,000	8.50	7,140	8.5%
	T. D. 50-45352-00 FORD FOUNDATION ACCOMPLISHMENT FUND					
40,000	Current Coupon Corporate Bonds	100	40,000	8.50	3,400	8.5%
	<b>TOTAL</b>		<b>\$2,324,000</b>		<b>\$197,540</b>	

After Completion of Proposed Stock to Bond Investment Program

Investment of July 1, 1970 (Estimated)

LINDENWOOD COLLEGE  
TOTAL ENDOWMENT FUND

LINDENWOOD COLLEGE  
TOTAL ENDOWMENT FUND

Valuation as of July 14, 1970 (adjusted)

<u>Class</u>	<u>Approx. Value</u>	<u>Percent of Class</u>	<u>Annual Income</u>	<u>Yield</u>
Bonds	\$1,423,099	28%	\$100,993	7.1%
Conv. Bonds	97,500	2	6,875	7.1
Conv. Pfds.	40,410	1	3,080	7.6
Common Stocks	3,260,248	65	172,057	5.3
Commercial Paper	<u>195,000</u>	<u>4</u>	<u>14,625</u>	<u>7.5</u>
<b>TOTAL</b>	<b><u>\$5,016,257</u></b>	<b><u>100%</u></b>	<b><u>\$297,630</u></b>	<b><u>5.9%</u></b>

After Completion of Proposed Stock to Bond  
Investment Program

<u>Class</u>	<u>Approx. Value</u>	<u>Percent of Class</u>	<u>Annual Income</u>	<u>Yield</u>
Bonds	\$3,568,000	69%	\$294,557	8.2%
Conv. Bonds	97,500	2	6,875	7.1
Conv. Pfds.	40,410	1	3,080	7.6
Common Stocks	1,366,680	26	91,050	6.6
Commercial Paper	<u>95,000</u>	<u>2</u>	<u>7,125</u>	<u>7.5</u>
<b>TOTAL</b>	<b><u>\$5,167,590</u></b>	<b><u>100%</u></b>	<b><u>\$402,687</u></b>	<b><u>7.8%</u></b>

LINDENWOOD COLLEGE  
TOTAL ENDOWMENT FUND

Valuation as of July 14, 1970 (adjusted)

<u>Class</u>	<u>Approx. Value</u>	<u>Percent of Class</u>	<u>Annual Income</u>	<u>Yield</u>
Bonds	\$1,423,099	28%	\$100,993	7.1%
Conv. Bonds	97,500	2	6,875	7.1
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<b>TOTAL</b>	<u><u>\$5,016,257</u></u>	<u><u>100%</u></u>	<u><u>\$297,630</u></u>	<u><u>5.9%</u></u>

After Completion of Proposed Stock to Bond  
Investment Program

<u>Class</u>	<u>Approx. Value</u>	<u>Percent of Class</u>	<u>Annual Income</u>	<u>Yield</u>
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Common Stocks	1,366,680	26	91,050	6.6
Commercial Paper	<u>95,000</u>	<u>2</u>	<u>7,125</u>	<u>7.5</u>
<b>TOTAL</b>	<u><u>\$5,167,590</u></u>	<u><u>100%</u></u>	<u><u>\$402,687</u></u>	<u><u>7.8%</u></u>

St. Louis Union

LINDENWOOD COLLEGE  
TOTAL ENDOWMENT FUND

Valuation as of July 14, 1970 (adjusted)

<u>Class</u>	<u>Approx. Value</u>	<u>Percent of Class</u>	<u>Annual Income</u>	<u>Yield</u>
Bonds	\$1,423,099	28%	\$100,993	7.1%
Conv. Bonds	97,500	2	6,875	7.1
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Commercial Paper	<u>195,000</u>	<u>4</u>	<u>14,625</u>	<u>7.5</u>
<b>TOTAL</b>	<u><u>\$5,016,257</u></u>	<u><u>100%</u></u>	<u><u>\$297,630</u></u>	<u><u>5.9%</u></u>

After Completion of Proposed Stock to Bond  
Investment Program

<u>Class</u>	<u>Approx. Value</u>	<u>Percent of Class</u>	<u>Annual Income</u>	<u>Yield</u>
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Common Stocks	1,366,680	26	91,050	6.6
Commercial Paper	<u>95,000</u>	<u>2</u>	<u>7,125</u>	<u>7.5</u>
<b>TOTAL</b>	<u><u>\$5,167,590</u></u>	<u><u>100%</u></u>	<u><u>\$402,687</u></u>	<u><u>7.8%</u></u>

LINDENWOOD FEMALE COLLEGE MANAGING AGENCY 098390L62

Program #1

<u>Sell:</u>		<u>Recent Market</u>	<u>Approx. Cost</u>	<u>Approx. Income</u>
1,200 shs.	J. C. Penney Co. common stock @42 ( 51-3/8 - 37-3/8 )	50,400	9,036	1,200
600 shs.	Procter & Gamble Co. common stock ( 55 - 40-1/8 ) @52	31,200	3,316	840
1,000 shs.	Sears Roebuck Co. common stock @66 ( 69-3/8 - 51 )	66,000	4,094	1,350
662 shs.	Goodyear Tire & Rubber Co. common stock ( 31-3/4 - 21 ) @27	<u>17,874</u>	<u>9,273</u>	<u>563</u>
		165,474	25,719	3,953
	Total Cost-	<u>25,719</u>		
	Net Gain -	<u>139,755</u>		

\$165,474 Proceeds of Sales  
1,634 Principal Cash Balance  
 \$167,108 Available for Reinvestment

Purchase:

167,000 Corporate Bonds yielding approx. 8-1/2% 14,195

Program #2

<u>Sell:</u>		<u>Recent Market</u>	<u>Approx. Cost</u>	<u>Approx. Income</u>
300 shs.	Chase Manhattan Corp. common stock ( 28-1/4 - 27-1/2 ) @49	14,700	12,515	540
662 shs.	Goodyear Tire & Rubber common stock ( 31-3/4 - 21-5/8 ) @27	17,874	9,273	562
400 shs.	McGraw Edison common stock @28 ( 34-3/4 - 21-5/8 )	11,200	9,075	560
1,200 shs.	J. C. Penney Co. common stock @42 ( 51-3/8 - 37-3/8 )	50,400	9,036	1,200
600 shs.	Procter & Gamble common stock @52 ( 55 - 40-1/8 )	31,200	3,316	840
400 shs.	R. C. A. Corp. common stock @24 ( 34-5/8 - 18-1/8 )	9,600	19,272	400
1,000 shs.	Sears Roebuck & Co. common stock ( 69-3/8 - 51 ) @66	66,000	4,094	1,350
515 shs.	Singer Co. common stock @64 ( 85-3/4 - 53-1/4 )	32,960	41,378	1,236
789 shs.	Square D Co. common stock @20 ( 23-1/4 - 12-7/8 )	15,780	7,033	750
800 shs.	Standard Oil of Ind. common stock ( 50 - 35 ) @49	<u>39,200</u>	<u>6,543</u>	<u>1,840</u>
		288,914	121,535	9,278
	Total Cost-	<u>121,535</u>		
	Net Gain -	<u>167,379</u>		

\$288,914 Proceeds of Sales  
 1,634 Principal Cash Balance  
\$290,548 Available for Reinvestment

<u>Purchase:</u>		<u>Recent Market</u>	<u>Approx. Cost</u>	<u>Approx. Income</u>
290,000	Corporate Bonds yielding approx. 8-1/2%			24,650

PROJECTED CHANGES IN INCOME

\$33,133 Total Indicated Income 8/27/70

Program #1

\$14,195 Indicated Income of Bonds to be purchased  
 3,953 Less Indicated Income of Stocks to be sold  
\$10,242 Net Increase in Income

\$43,375 Net Total Indicated Income after Program #1

Program #2

\$24,650 Indicated Income of Bonds to be purchased  
 9,278 Less Indicated Income of Stocks to be sold  
\$14,928 Net Increase in Income

\$48,061 Net Total Indicated Income after Program #2

CHANGE IN PORTFOLIO DIVERSIFICATION

8/27/70 Approx. Diversification:

	7/10/70 Bonds:	127,000	18.6%
8/27/70 -	(com. & pfd. stk.	554,127	81.2%
	(cash balance	1,634	.2%
	<u>Total Value</u>	<u>682,761</u>	

Program #1

\$167,000 Increase in Bonds  
 165,474 Decrease in Stocks

New Approx. Total of Bonds 294,000 43.1%  
 \*New Approx. Total of com & Pfd. Stocks 388,653 56.9%

\*INCLUDING:

YIELD:

400 shs.	Sun Oil Co. \$2.25 conv. pfd. stk.	6.09
300 shs.	Chase Manhattan Corp. com. stk.	3.68



472 shs.	General Motors Corp. com. stk.	5.14
662 shs.	Goodyear Tire & Rubber Co. com. stk.	3.13
400 shs.	McGraw Edison com. stk.	5.00
400 shs.	R.C.A. Corp. com. stk.	4.17
330 shs.	Sherwin Williams com. stk.	5.26
515 shs.	Singer Co. com. stk.	3.75
789 shs.	Square D Co. com. stk.	4.75
140 shs.	Standard Oil of Col. com. stk.	5.96
800 shs.	Standard Oil of Ind. com. stk.	4.70
935 shs.	Standard Oil of N. J. com. stk.	5.68

Program #2

290,000 Increase in Bonds  
 288,914 Decrease in Stocks

New Approx. Total of Bonds 417,000 61.1%  
 \*New Approx. Total of com. & Pfd. Stocks 265,213 38.9%

INCLUDING		YIELD
400 shs.	Sun Oil \$2.25 conv. pfd. stk.	6.09
472 shs.	General Motors Corp. com. stk.	5.14
330 shs.	Sherwin Williams com. stk.	5.26
140 shs.	Standard Oil of Ind. com. stk.	5.96
935 shs.	Standard Oil of N. J. com. stk.	5.68

D. M. HAMMACK, 1848-1918  
D. S. HAMMACK, 1893-1953

DAN S. HAMMACK, JR.  
ARTHUR E. PUGH, JR.  
RICHARD H. VAWTER

LAW OFFICES OF  
HAMMACK, PUGH & VAWTER

SUITE 1820 CROCKER-CITIZENS PLAZA

611 WEST SIXTH STREET

LOS ANGELES, CALIFORNIA 90017

AREA CODE 213 624-7576

GERTRUDE R. CHAMBERLIN  
OF COUNSEL

August 24, 1970

Mr. John M. Black  
Fruco & Assoc.  
1706 Olive St.,  
St. Louis, Mo. 63141

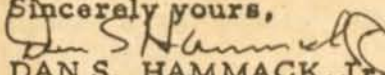
Dear Mr. Black:

I am enclosing three sets of Escrow Instructions for the sale of the property owned by Lindenwood College. These were delayed somewhat by some changes that I required. The escrow is until November 2, 1970, to give the buyer time to turn around, get his liquor license transferred and get set up in business. The rent of \$150 per month during escrow is really a token rent only but as part of the bargain in exchange for his coming up with \$35,000 I agreed to this. I made the note payable in St. Louis. This will permit you to put it at a bank for collection or handle it in such other way as you see fit. The \$150 per month is not particularly a good deal. However, I insisted that the note be paid in ten years, which means a balloon payment at the end of that time. I felt that it was much more advantageous to receive the \$20,000 in cash through escrow at this time, thus protecting your interest and almost assuring you will come out on it satisfactorily.

Would you kindly sign the original and copy of the Escrow Instructions and return them to me. The third copy is for your files. Shortly the Title Company will be sending a Deed to be signed and placed into escrow. At that time we will get a corporate resolution to back up the authority of the people signing the Deed. By copy of this letter I am asking Mr. Harig to send me any insurance policies that you may have on the property. We will then deposit those in escrow and receive a credit for the pro-rata amount of the premium.

If you like I can give you a full report on what happened between the time we got into the picture and the consummation of the deal. It is a fairly long story and it may be that you would wish to have this in your files. Please let me know. If you have any further questions do not hesitate to call upon us.

Sincerely yours,

  
DAN S. HAMMACK, JR.

of

HAMMACK, PUGH & VAWTER

DSH:jp  
cc: Walter Metcalfe, Jr.

cc: Mr. Thomas A. Harig

(3)

**SVERDRUP & PARCEL AND ASSOCIATES, Inc.**  
**ENGINEERS - ARCHITECTS**  
**800 N. 12TH BOULEVARD**  
**ST. LOUIS, MISSOURI 63101**

August 12, 1970

Mr. B. Richard Berg  
Vice-President for Public Affairs  
The Lindenwood Colleges  
St. Charles, Missouri 63301

Dear Mr. Berg:

On July 17, 1970 I had the pleasure of visiting with Dr. John Brown, President of The Lindenwood Colleges, and yourself. At that meeting you advised that the approximately 70 acres of farm land owned by Lindenwood adjacent to the college was surplus to your needs and could be made available for some type of real estate development. We discussed the necessary steps to successfully develop this property and it was requested that Sverdrup & Parcel submit a proposal to The Lindenwood Colleges describing how we would handle this development. Subsequent to that meeting we met with you to review the property and have made cursory investigations of the potential market. You have advised that at the present time the property is zoned for single family dwelling construction.

We believe from our preliminary investigations that the Lindenwood farm area is attractive for a real estate development project. In order to successfully develop this land, certain initial steps should be taken which are outlined below:

1. A market and concept development plan should be prepared which outlines in some detail the logical real estate development taking into consideration such factors as demand for residential properties, Lindenwood's reputation in the community, construction costs, financing, etc.
2. An appraisal should be made by a mutually agreeable independent appraiser such as Real Estate Research Corp. of the value of the land with use as defined by the concept development plan outlined above including rezoning if required.
3. Commitments on financing and construction should be developed.

August 12, 1970

Sverdrup & Parcel and Associates, Inc., would provide the real estate development contemplated for the Lindenwood property through its wholly-owned subsidiary SPIRE Corporation. We propose the following:

1. That 12 months is a reasonable time to complete the initial steps required including rezoning as necessary.
2. That SPIRE Corporation will provide the following at no cost to The Lindenwood Colleges:
  - a. It would prepare a concept development plan outlining the proposed real estate development with estimates of construction costs, revenue and scheduling.
  - b. SPIRE would attempt to interest financial institutions in the generation of permanent financing for the project.
  - c. It would attempt, with assistance and approval of The Lindenwood Colleges, to secure any rezoning required by the concept development plan.
  - d. It would select and negotiate with contractors to build, operate and maintain the development in question. We anticipate, based upon our initial market investigations, that this project would be primarily developed as garden-type apartments with some single family dwellings and commercial office buildings as a possibility.
3. That Lindenwood College agree to give SPIRE Corporation the exclusive right to develop this property for this 12-month period. Within this period The Lindenwood Colleges would expect to enter into an agreement with SPIRE Corporation whereby Lindenwood would provide the land for this project and be compensated therefor. This compensation would be based upon one of the following:
  - a. An equity ownership by Lindenwood in the real estate development entity whereby the college would participate in the net cash income received after expenses, or
  - b. A long term land lease by Lindenwood to the SPIRE Corporation or its assigns at a fixed rate based upon the independent land appraisal mentioned above.

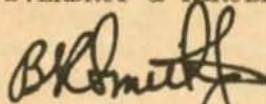
August 12, 1970

In the event The Lindenwood Colleges and SPIRE Corporation are unable to agree on the details of the basis of compensation to Lindenwood described above, Lindenwood would be free to enter into an agreement with another party for the development of the property in question. In that event, however, The Lindenwood Colleges agree to pay SPIRE Corporation the lump sum of \$25,000 as compensation for its efforts in preparing the concept development plan and attempting to develop the property in question.

We believe this will be a most interesting and challenging project and look forward to participating with The Lindenwood Colleges in a real estate development with which we can all be proud. If this proposal is acceptable to your Board, you can so indicate by signing below. In the event you have some suggested revisions, we will be pleased to discuss them at your convenience.

Yours very truly,

SVERDRUP & PARCEL AND ASSOCIATES, Inc.



B. R. Smith, Jr.  
Vice President

ACCEPTED:

THE LINDENWOOD COLLEGES

By \_\_\_\_\_

Date \_\_\_\_\_

BOYD, FRANZ & Co.

CERTIFIED PUBLIC ACCOUNTANTS

CONFIDENTIAL

St. Louis 3, MISSOURI

4

6

September 1, 1970

August 13, 1970

Mr. Thomas Harig

Business Manager  
Lindenwood  
200 College  
St. Charles

Mr. Lewis G. Laughlin  
St. Louis Union Trust Company  
510 Locust Street  
St. Louis, Missouri 63101

Dear Mr. ~~Laughlin~~ Dear Lew:

Mr. Young, Chairman of the Lindenwood College Finance Committee, instructed me to arrange for a \$14,000 loan from our general endowment funds. This loan will be made to President Brown. It will be repaid over a five year period. Expenditures have been paid by Lindenwood College (I) and no allocation has been made.

This has been approved by the Finance Committee and the Chairman of the Board. I believe that the statements of Lindenwood College II can be taken separately to represent its financial position. Could you please have this amount sent to me by August 20, 1970.

However, we do believe that the combined financial statement and operating statement of Lindenwood College I and II can be taken separately to represent its financial position. This action will be formally confirmed at our Finance Committee Meeting scheduled for September 8, 1970.

Thank you for your cooperation.

Sincerely,

Yours sincerely,

Thomas A. Harig  
Vice President for Administration

JBS:gw

TAH:asm

bcc: President Brown  
Hazel Fuller

⑥

**BOYD, FRANZ & Co.**  
CERTIFIED PUBLIC ACCOUNTANTS  
SHELL BUILDING  
ST. LOUIS 3, MISSOURI

September 1, 1970

Mr. Thomas Harig  
Business Manager  
Lindenwood College  
200 College Avenue  
St. Charles, Missouri 63301

Dear Mr. Harig:

We are unable to give an independent accountant's opinion on the fairness of the separate financial statements of Lindenwood College II since not all expenditures necessary in the conduct of its operations have been deducted from income. Many of these expenditures have been paid by Lindenwood College (I) and no allocation has been made.

Therefore, we do not believe that the statements of Lindenwood College II can be taken separately to represent its financial position or the results of its operations.

However, we do believe that the combined financial statements of the schools fairly present the financial position and operations as expressed in our opinion accompanying such statements.

Sincerely,

*Boyd, Franz & Co.*

JBS:gw

LINDENWOOD COLLEGE

STATEMENT OF CASH RECEIPTS & DISBURSEMENTS

Cash on Hand May 15, 1970		
Boatmen's National Bank, St. Louis		
Operating Account	\$16,871.14	
Payroll Account	10,978.44	
First National Bank, St. Charles		
Operating Account	<u>1,000.75</u>	
Total Cash on Hand May 15, 1970		\$ 28,850.33
Cash Receipts May 16 - June 15, 1970		<u>185,876.34</u>
Cash Available June 15, 1970		\$214,726.67
Cash Disbursements May 16 - June 15, 1970		<u>266,016.93</u>
		(\$ 51,290.26)
Notes - Boatmen's National Bank		<u>195,000.00</u>
Cash on Hand June 15, 1970		<u>\$143,709.74</u>
Total borrowed to date - Boatmen's Line of Credit	\$475,000.00	
Total received to date from Endowment	308,000.00	
Boatmen's National Bank, St. Louis		
Operating Account	\$129,463.03	
Payroll Account	13,245.96	
First National Bank, St. Charles		
Operating Account	<u>1,000.75</u>	
	<u>\$143,709.74</u>	



LINDENWOOD COLLEGE - INCOME

Fiscal Year June 16, 1969 - June 15, 1970

<u>INCOME</u>	<u>INCOME ANTICIPATED</u>	<u>INCOME June 15, 1970</u>
Tuition	\$ 818,350.00	\$ 719,877.50
Incidental Income from Students	16,000.00	13,661.38
Summer School Income - Tuition	25,905.00	25,332.50
Endowment - General	390,162.00	335,832.99
Ford Foundation	21,229.00	17,767.22
M. L. Butler - Nellie Eastlick Pease Fund	47,968.00	36,971.90
Goodall Scholarship Fund	2,750.00	1,849.19
Thomas H. and Lucie J. Cobbs Trust	6,600.00	6,800.00
Hardy Fund	-	1,048.57
Syers Fund	25,403.00	36,593.83
Jelkyl Fund	-	63.73
Board of Christian Education	24,128.00	17,531.00
Gifts (Includes Gifts for Scholarships)	177,872.00	113,744.96
Grants, Federal Government - Library Books	5,000.00	5,216.00
Grants, Federal Government - Title VI	4,494.00	4,494.00
Grants, Federal Government - Title III	-	24,000.00
Application Fees, Rents, etc.	20,000.00	18,543.30
Residence Halls	202,000.00	170,200.00
Dining Hall	262,600.00	219,155.87
Bookstore and Post Office	70,000.00	86,181.51
Tea Room	1,500.00	8,005.27
Miscellaneous Income	16,000.00	19,272.71
Summer School - Room & Board	4,000.00	4,613.95
	<u>\$2,141,961.00</u>	<u>\$1,886,757.38</u>

LINDENWOOD COLLEGE - EXPENSES

Fiscal Year June 16, 1969 - June 15, 1970

<u>EXPENSES</u>	<u>BUDGET APPROPRIATION</u>	<u>EXPENSES June 15, 1970</u>
General Administration	\$ 225,156.00	\$ 274,049.97
Student Services	131,250.00	120,176.93
General Institutional Expense	213,789.00	238,590.90
Instructional - Faculty Salaries	645,267.00	650,255.40
Staff Benefits - Faculty	45,000.00	45,409.63
Departmental Supplies & Expense	50,882.00	51,675.89
Departmental - Equipment	18,459.00	17,078.84
General Instructional Expense	31,960.00	57,033.36
Summer School	22,000.00	19,849.87
Library	88,080.00	87,438.50
Plant - Salaries and Wages	146,580.00	164,581.48
Staff Benefits and Office Expense	13,200.00	14,137.20
Heat, Light, Water, Gas & Heating Plant	39,762.00	42,947.63
Maintenance & Janitorial Supplies	7,000.00	6,486.00
Property Insurance	6,000.00	8,326.19
Campus Upkeep	10,000.00	14,954.35
Information & Security Guard Service	5,500.00	1,866.00
Furniture & Equipment - Repairs & Replacements	7,000.00	17,034.58
Building - Repairs & Maintenance	51,265.00	70,407.58
Residence Halls	128,306.00	126,213.59
Dining Hall	184,734.00	160,689.69
Bookstore and Post Office	73,442.00	87,868.36
Tea Room	200.00	10,051.41
Miscellaneous Auxiliary Expense	6,000.00	8,921.79
Summer School - Room and Board	3,500.00	1,145.30
Scholarships	135,000.00	170,424.44
Student Assistants	31,430.00	42,722.09
	<u>\$2,320,762.00</u>	<u>\$2,510,336.97</u>

## LINDENWOOD COLLEGE II

INCOME June 15, 1970

<u>INCOME</u>	<u>Budgeted</u>	<u>Income</u> <u>6-15-70</u>
<u>Tuition</u>		
Resident Students	\$ 138,000.00	\$ 133,520.00
Day Students	32,662.00	35,902.50
Special Part-time Students	---	3,592.00
Miscellaneous Student Income	---	4,815.00
Gifts and Grants	10,000.00	907.00
<u>Auxiliary Enterprises</u>		
Residence Halls	39,000.00	39,276.50
Dining Hall	<u>50,700.00</u>	<u>50,241.50</u>
	<u>\$ 270,362.00</u>	<u>\$ 268,254.50</u>

## LINDENWOOD COLLEGE II

EXPENDITURES June 15, 1970

<u>EXPENDITURES</u>	<u>Budgeted</u>	<u>Expended 6-15-70</u>
<u>General Administration</u>		
Business Office	\$ --	\$ 910.11
Dean's Office	39,545.00	36,875.09
Admissions Office	12,500.00	12,513.00
Development Office (Including Publications)	19,000.00	19,756.22
Interest on \$50,000.00 Loan	4,250.00	3,376.45
Miscellaneous	--	696.20
<u>Instructional</u>		
Salaries	7,500.00	7,500.00
Equipment - Audio Visual	4,000.00	3,228.43
General	--	52.58
<u>Library</u>	5,000.00	5,000.00
<u>Plant - Buildings &amp; Maintenance</u>	8,900.00	7,501.23
Security	5,000.00	5,001.50
Long Range Planning	6,000.00	9,088.64
Residence Halls	9,900.00	11,038.87
Dining Hall	34,320.00	34,108.87
Intramural Athletics	1,000.00	1,018.18
<u>Student Aid</u>		
Scholarships and Grants	100,225.00	86,628.18
Student Assistants	--	10,802.07
Contingency	<u>13,222.00</u>	<u>--</u>
	<u>\$ 270,362.00</u>	<u>\$255,095.62</u>

## LINDENWOOD COLLEGE II

8-PARTIAL

INCOME June 15, 1970

<u>INCOME</u>	<u>Budgeted</u>	<u>Income 6-15-70</u>
<u>Tuition</u>		
Resident Students	\$ 138,000.00	\$ 133,520.00
Day Students	32,662.00	35,902.50
Special Part-time Students	---	3,592.00
Miscellaneous Student Income	---	4,815.00
Gifts and Grants	10,000.00	907.00
<u>Auxiliary Enterprises</u>		
Residence Halls	39,000.00	39,276.50
Dining Hall	50,700.00	50,241.50
	<u>\$ 270,362.00</u>	<u>\$ 268,254.50</u>

## LINDENWOOD COLLEGE II

EXPENDITURES June 15, 1970

<u>EXPENDITURES</u>	<u>Budgeted</u>	<u>Expended 6-15-70</u>
<u>General Administration</u>		
Business Office	\$ --	\$ 910.11
Dean's Office	39,545.00	36,875.09
Admissions Office	12,500.00	12,513.00
Development Office (Including Publications)	19,000.00	19,756.22
Interest on \$50,000.00 Loan	4,250.00	3,376.45
Miscellaneous	--	696.20
<u>Instructional</u>		
Salaries	7,500.00	7,500.00
Equipment - Audio Visual	4,000.00	3,228.43
General	--	52.58
<u>Library</u>	5,000.00	5,000.00
<u>Plant - Buildings &amp; Maintenance</u>	8,900.00	7,501.23
Security	5,000.00	5,001.50
Long Range Planning	6,000.00	9,088.64
Residence Halls	9,900.00	11,038.87
Dining Hall	34,320.00	34,108.87
Intramural Athletics	1,000.00	1,018.18
<u>Student Aid</u>		
Scholarships and Grants	100,225.00	86,628.18
Student Assistants	--	10,802.07
Contingency	<u>13,222.00</u>	<u>--</u>
	<u>\$ 270,362.00</u>	<u>\$255,095.62</u>

1970-71

THE LINDENWOOD COLLEGES  
PROPOSED BUDGET SUMMARY

THE LINDENWOOD COLLEGES

	<u>Income</u>		Revised
	<u>Actual 1969-70</u>	<u>Proposed Budget</u>	<u>Proposed Budget</u>
Student Fees	\$ 931,884	\$1,144,642	\$ 966,500
Endowment	436,924	415,200	488,533
Gifts & Grants	130,182	155,000	200,000
Grants - Federal Govt.	33,710	10,500	2,500
Miscellaneous	23,358	23,000	23,000
Auxiliary Enterprises	596,943	700,450	594,875
Student Aid	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
<b>Total Income</b>	<b>\$2,155,001</b>	<b>\$2,450,792</b>	<b>\$2,277,408</b>

	<u>Expense</u>		
General Administration	\$ 324,348	\$ 308,559	\$ 286,559
Student Services	120,177	117,727	114,727
General Institutional	271,507	280,580	279,580
Instructional - Salary	703,165	690,659	688,659
Dept. Supplies & Equipment	71,983	65,218	58,418
General Instructional	76,936	65,850	63,150
Library	92,439	88,907	67,907
Plant	353,244	363,857	351,317
Auxiliary Enterprises	441,056	495,924	447,598
Student Aid	<u>310,576</u>	<u>273,253</u>	<u>252,253</u>
<b>Total Expense</b>	<b>\$2,765,431</b>	<b>\$2,750,534</b>	<b>\$2,610,168</b>

Deficit (\$ 610,430) (\$ 299,742) (\$ 332,760)

Full-time Students 558 635 535

MINUTES  
BOARD OF CONTROL  
THE LINDENWOOD COLLEGES

St. Louis, Missouri  
September 9, 1970

The first meeting of the Board of Control of The Lindenwood Colleges was held at the University Club, St. Louis, Missouri, at 12 noon, Wednesday, September 9, 1970.

The following members of the Board of Control were present:

Armand C. Stalnaker, President of the Board of Directors of Lindenwood Female College

Russell J. Crider, M.D., Vice President of the Board of Directors of Lindenwood Female College

Walter L. Metcalfe, Jr., Chairman of the Board of Trustees of Lindenwood College II

George W. Brown, Vice Chairman of the Board of Trustees of Lindenwood College II

Carol A. Mundt, Secretary and Treasurer of the Board of Trustees of Lindenwood College II

Present from the Administration of The Lindenwood Colleges were:

John Anthony Brown, President

Thomas A. Harig, Vice President for Administration

John M. Black, Past President of the Board of Directors of Lindenwood Female College, was out of town and could not be present.

Mr. Stalnaker, as Acting Chairman, presided.

The merging of accounting procedures for the two colleges was discussed in light of the statement at the meeting of the Finance Committee of Lindenwood Female College of September 8, 1970. This merging was approved by those present.

The Boards of Lindenwood Female College and of Lindenwood College II will communicate to the Board of Control of The Lindenwood Colleges certain actions that affect the respective colleges.



Hopefully, gifts will be made to The Lindenwood Colleges, who will have power and authority to determine final destination.

The idea of committees of the respective Boards of the two colleges meeting jointly was discussed. The purpose of meeting jointly would be to decide on matters of mutual interest rather than to decide on items that need to be decided by the Board of a particular college.

It was agreed that the Board of Control of The Lindenwood Colleges would meet five times during the 1970-71 year and, if necessary, special meetings would be called. The tentative dates for these meetings are:

Preliminary to October Board meetings.

Early December.

Preliminary to January Board meetings.

Preliminary to May or June Board meetings.

Summer - one meeting (July or August). This would be the annual meeting for elections.

The following officers were elected for the 1970-71 year:

Chairman	John M. Black
Vice Chairman	Walter L. Metcalfe, Jr.
Secretary	Walter L. Metcalfe, Jr.
Treasurer	John M. Black

The chairmanship for the 1971-72 year will go to a member of the Lindenwood College II Board it was decided, in 1972-73 to a member of the Lindenwood Female College Board, and so alternate each year. The vice chairmanship in 1971-72 will go to a member of the Lindenwood Female College Board, in 1972-73 to a member of the Lindenwood College II Board, and so alternate each year so that the Chairman and the Vice Chairman will not be from the same Board. The Chairman each year will serve as Treasurer, and the Vice Chairman as Secretary.

MINUTES OF THE MEETING OF THE  
BOARD OF TRUSTEES  
LINDENWOOD COLLEGE II

After discussion, a motion was made by Mr. Mundt, and seconded by Dr. Crider, that the revised proposed budget of The Lindenwood Colleges be recommended by this Board to the Boards of Lindenwood Female College and Lindenwood College II for approval. The motion was passed unanimously.

St. Charles, Missouri  
October 12, 1970

There being no further business, the meeting was adjourned.

Thomas A. Harig, Acting Secretary

The following persons, constituting a quorum of Board of Trustees of Lindenwood College II Corporation, met in the Lounge of the Howard L. Young Hall of Science, on The Lindenwood Colleges' campus, St. Charles, Missouri:

- George W. Brown
- John Anthony Brown
- Edward W. Cissel
- The Reverend Edward J. Drummond, S.J.
- Walter L. Metcalfe, Jr.
- Carol A. Mundt
- Edwin B. Van Weert.

Members of the Board of Trustees who were absent:

- Dr. Joseph E. Seduck, Jr.
- Dr. Earl J. Wipfler, Jr.
- Thomas K. Remington
- Dr. Herbert M. Schooling.

The following members of the Administration were present:

- James F. Wood, Dean of Lindenwood College II
- Thomas A. Harig, Vice President for Administration
- B. Richard Berg, Vice President for Public Affairs
- Howard A. Barnett, Vice President and Dean of the Faculty
- Edward C. Krehmeyer, Director of Development
- Pat Jackson, Secretary to the President.

Mr. Walter L. Metcalfe, Jr., Chairman of the Board of Trustees, presided.

MINUTES

Mr. Cissel moved that the minutes of the June 15, 1970, meeting of the Board of Trustees be approved as previously distributed. The motion was seconded and passed.

INTRODUCTION

Mr. Metcalfe introduced James F. Wood, the new Dean of Lindenwood II.

MINUTES OF THE MEETING OF THE

BOARD OF TRUSTEES

LINDENWOOD COLLEGE II

St. Charles, Missouri  
October 12, 1970

The following persons, constituting a quorum of Board of Trustees of Lindenwood College II Corporation, met at 1:30 p.m., on Monday, October 12, 1970, in the Lounge of the Howard I. Young Hall of Science, on The Lindenwood Colleges' campus, St. Charles, Missouri:

George W. Brown  
John Anthony Brown  
Edward W. Cissel  
The Reverend Edward J. Drummond, S.J.  
Walter L. Metcalfe, Jr.  
Carol A. Mundt  
Edwin D. Van Woert.

Members of the Board of Trustees who were absent:

Dr. Joseph F. Sadusk, Jr.  
Dr. Earl J. Wipfler, Jr.  
Thomas R. Remington  
Dr. Herbert W. Schooling.

The following members of the Administration were present:

James F. Hood, Dean of Lindenwood College II  
Thomas A. Harig, Vice President for Administration  
B. Richard Berg, Vice President for Public Affairs  
Howard A. Barnett, Vice President and Dean of the Faculty  
Edward C. Krehmeyer, Director of Development  
Pat Jackson, Secretary to the President.

Mr. Walter L. Metcalfe, Jr., Chairman of the Board of Trustees, presided.

MINUTES

Mr. Cissel moved that the minutes of the June 15, 1970, meeting of the Board of Trustees be approved as previously distributed. The motion was seconded and passed.

INTRODUCTION

Mr. Metcalfe introduced James F. Hood, the new Dean of Lindenwood II.

This college, and every other private college in Missouri, suffers from a brief biographical resume about Dr. Hood is attached to the minutes. The Governor's cooperation has been secured to take a hard look at the situation, and he has agreed to appoint a Task Force to study private higher education in Missouri. President Brown stated that, in his view, the deficits of the past few years are due in part to the unforeseen student market as it now exists and the drop in the women's college enrollment. Another problem which has impacted negatively on the women's enrollment is student life styles. This year there are 200 empty beds in the women's college. 350 new students must be brought into The Lindenwood Colleges this coming fall, and a total student enrollment of 900 students must be achieved, with no more than 25% on financial aid. This year 30% of the student body is on financial aid.

The academic level of the institutions is very good, and the presence of men has had a good effect on the academic level. There has been a 193-point gain in combined SAT scores. There is a projected budget for this year and the following year. There will be a deficit again this year, but there must be a balanced budget for the 1971-72 academic year. This means three things must be done:

1. There must be a serious curtailment in student financial aid, and students must be notified of this.

2. The most careful kind of consideration must be given to a tuition increase during a serious economic recession. Tuition at The Lindenwood Colleges has remained unchanged for three years, and we are probably the only private institution in this area which has not had tuition increases over the last three years.

3. It is a necessity in this situation to raise more money from voluntary supporters, and the Development Committees must be put into action.

This college, and every other private college in Missouri, suffers from the failure of the State to give consideration to tuition equalization or scholarship programs. The Governor's cooperation has been secured to take a hard look at this situation, and he has agreed to appoint a Task Force to study private higher education in Missouri. President Brown stated that, in his view, we must utilize all the available resources.

#### REPORT OF THE DEAN OF THE COLLEGE

Dean James Hood gave his report on the status of Lindenwood College II.

Of the 115 men who were here last year, six graduated, six were suspended for low grades, and 73 returned this year. The retention figure is a remarkable one.

This fall, 84 new full-time male students were enrolled. So there is a male student body of just over 150, not counting some part-time men who are enrolled in continuing education programs.

The male students come from 14 states, and those of largest numbers are:

(1) Missouri (2) New York (3) Massachusetts (4) Texas and Illinois (5) Pennsylvania.

A disproportion of the male students come from the Eastern Seaboard.

This is attributed to the admissions crunch in that area, perhaps, but also to the greater willingness of eastern students to undertake a rather unstructured program at a rather unknown institution.

Last year the student body of Lindenwood II contained a large number of students with high test scores and low performance records in high schools. They were obviously a talented group with low motivation in previous school experiences. This type of student is far less evident in this year's entering class. There are more men with high rank-in-class records than with low--in a proportion of about 2 to 1.

Their course enrollments this fall have extended through the gamut of courses, and they have moved into the hard sciences and the behavioral sciences, although there are still a great many men taking work in Communication Arts.

The Lindenwood II Curriculum Committee has taken up the start made last year on cooperative education. This week a modest proposal is being filed with the Office of Education for funds to finance a feasibility study and work with students in implementing it. Lindenwood II will begin a Work-Study Program with the Civil Service Commission this spring. However, the Commission will consider only minority students. It was suggested that there be some sort of introduction to the constitu-

There are student dormitory managers for the two men's dorms, and two dormitory counselors who are studying for advanced degrees at Saint Louis University and are available for evening counseling with students. It now goes back to the

The soccer team is now in its first year of competition, and basketball is all set with a full schedule. Physical education facilities are badly needed for the male students. Curriculum Committee meeting on the morning of the women's

meeting on October 23 to review the constitution with its revisions. Before

#### REPORT OF THE DEAN OF THE FACULTY

Dean Howard Barnett presented his report, a copy of which is attached to the minutes.

A copy of the 1970-71 Revised Budget Report was distributed by

#### REPORT OF THE FACULTY AND CURRICULUM COMMITTEE

In Dr. Schooling's absence, Father Drummond gave a brief report of the joint meeting of the Faculty and Curriculum Committees of both Boards, which was held earlier in the day in the President's Office. 7

Mrs. Arthur Stockstrom of the Lindenwood College for Women committee presided. The discussion centered on the proposed faculty constitution, which was distributed to both Boards of The Colleges at their spring meetings. At the Lindenwood College I and no allocation has been made.

The Lindenswood Colleges will have a deficit for the 1970-71 fiscal year committee meeting a response from the Administration was distributed, which was generally supportive of the proposed constitution. However, the Committee felt two points should be clarified in the constitution:

1. It should be made clear that the decision making resides ultimately with the Board of Directors.
2. The role of the President should be clarified in these matters.

There will be in the revised document an explicit statement on the roles of the Board and the President.

It was suggested that there be some sort of introduction to the constitution, which would include a philosophy of the college community. A statement should be included on individual faculty duties, explicitly referring to the teaching and counseling by the faculty. The proposed constitution will now go back to the Administration for further review. It will be presented to the faculty for their acceptance and circulated to the Boards prior to the January meetings. There will be a joint Faculty and Curriculum Committee meeting on the morning of the women's Board meeting on October 23 to review the constitution with its revisions. Before being ratified by both Boards, it will be reviewed by an attorney.

#### FINANCIAL REPORT

A copy of the 1970-71 Revised Budget Report was distributed by Thomas A. Harig. Last year, Lindenwood College for Women had a deficit of \$623,665 and Lindenwood II had an excess of \$13,160. The figures are taken from the audit report, and the auditors made the following statement in regard to the Lindenwood II excess of \$13,160:

"We are unable to give an independent accountants opinion on the fairness of the separate financial statements of Lindenwood College II since not all expenditures necessary in the conduct of its operations have been deducted from income. Many of these expenditures have been paid by Lindenwood College I and no allocation has been made."

The Lindenwood Colleges will have a deficit for the 1970-71 fiscal year of \$350,000. The Finance Committee will receive a monthly report on income and expenses. Next year's budget, which will combine the budgets of the two colleges, will be based on three assumptions:

1. With 625 students, there would be a \$229,000 deficit. This does not include salary raises.
2. If tuition was increased \$100, the deficit would be \$166,000.
3. If tuition was increased \$200, the deficit would be \$100,000.

This assumes there would be another cutback in the amount of financial aid awarded.

President Brown stated that we must come up with a balanced budget through a tremendous increase in enrollment, increased giving to the colleges, and through a new budgetary concept.

#### EXECUTIVE COMMITTEE REPORT JANUARY MEETING

Mr. Metcalfe said that by January a revision of the financial relationships between the colleges will be submitted to the Boards. On the basis of the present contractual arrangement, Lindenwood College II has a budgeted excess of \$123,000 for the fiscal year 1970-71, and the women's college has a budgeted deficit of \$473,000.

Mr. Metcalfe further reported that effective June 16, 1970, the disbursement accounts of the two colleges had been merged. All income pertaining to Lindenwood II and all income pertaining to Lindenwood I is received in separate banking accounts. Funds are then transferred to the joint bank account which pays expenses for both colleges. By combining the accounts of the colleges, more meaningful financial reports are available and duplication of some record keeping and check writing is eliminated. Nevertheless, complete records are maintained on all transfers and disbursements.



PLANS FOR DEVELOPMENT COMMITTEE

Mr. Krehmeyer stated that there had been a decline of giving from alumnae and a decline in money received from the Board of Christian Education. Alumnae, who have significant ability to give to the college, must be identified and cultivated. Last year 70% of the alumnae giving was \$15 or less. Concerning the non-alumnae individuals, the Development Committees will need to help identify potential donors and work to secure support for the colleges.

President Brown stated that there was no one on the Board from the banking community and perhaps this should be corrected.

WORK-STUDY PROGRAM COMMITTEE

Mr. Metcalfe stated that the Work-Study Program Committee will be designated at a future date, with possible membership from outside the Board of Trustees.

CHANGE IN THE DATE OF THE JANUARY MEETING

It was decided to hold the next Board of Trustees meeting on the morning of January 25, instead of January 18. There will be a joint luncheon after the Trustees meeting with members of the Lindenwood College for Women Board, who will meet that afternoon. If necessary, committee meetings could be held the evening of January 24 or the evening of January 25.

There being no further business, the meeting was adjourned.

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Carol A. Mundt, Secretary and Treasurer

Approved:

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Walter L. Metcalfe, Jr., Chairman

DEAN DR. JAMES F. HOOD

Dr. James F. Hood was appointed Dean of Lindenwood College II on July 15, 1970, succeeding Dr. Gary H. Quehl, who was named Executive Director of the College Center of the Finger Lakes, in Corning, New York.

Dr. Hood, who joined the Lindenwood faculty in 1961, has served as Chairman of the Department of History and as Assistant Dean of Lindenwood College for Women. In June 1969 he was named Associate Dean for Special Academic Programs for the men's and women's colleges. In that post he directed the Summer Session, the January Term Program, and the Evening Division Program. He has also been responsible for coordinating the cooperative programs that The Lindenwood Colleges have developed with other colleges and universities in the metropolitan area.

Dr. Hood received the bachelor's, master's, and doctor of philosophy degrees from the University of Illinois. He taught at Northeast Missouri State College before coming to Lindenwood.

Sabbatical leaves for 1970-71 -- Mr. Kanak, Art Department, spring term

Applications for sabbaticals for 1971-72 -- Mrs. James, Art Department (dance)  
Dr. Norwood, Chemistry Department

Faculty reimbursement for 1970-71 --

	<u>Avg Compensation</u>	<u>AAVP Scale</u>	<u>% Incr.</u>
Professor . . . . .	\$17,016	5	4.3%
Associate Professor . . . . .	13,704	6	4.5%
Assistant Professor . . . . .	11,351	7	6.8%
Instructor . . . . .	9,379	7	6.8%
			<u>5.3% avg</u>

II. Faculty activities and college involvement:

Including physical education activities, 135 different courses of study are being offered in the fall term. With the inclusion of a count from multiple sections, a total of 150 classes are being met, 11 of these in the evening. There are 22 independent study courses for the fall term distributed as follows: 1 each in Art, English, French, German, History, Mathematics, Physics, Psychology; 2 in Communication Arts, 6 in Education, and 6 in Sociology.



II. Faculty activities (cont'd)

- b. Academic advising--now coordinated by the Deans of Lindenwood and of Lindenwood II--involves every full-time faculty member. About one-third of the faculty serve as advisers during registration. About one-third serve as academic advisers to freshmen. All members of the faculty serve as academic advisers to students with areas of concentration in their fields of study.
- c. There are 9 standing committees and 6 other committees with total memberships of 94. The average committee involvement is 1.75 committee assignment per faculty member. Faculty participation in academic planning and in implementation of college goals related to the curriculum is continuous through: (1) Department Chairmen meetings, (2) Educational Policies Committee meetings, (3) L. C. II Curriculum Committee meetings, (4) January Term and Summer Session Committee meetings, and (5) The Senior Synthesis Committee meetings.
- d. Special programs leading to diversity, enrichment, and development of the academic life of the colleges:
- (1) Child Development Laboratory--now organized under a board representing the Education and Psychology Departments. By observation and participation in testing and instruction, Education and Psychology students gain important experience and insight. The laboratory enrollment is full and the school with a director and assistant is self-sustaining.
  - (2) Classics--through cooperation developing with Fontbonne and Maryville Colleges, this department is working to extend the classics offerings without staff increases.
  - (3) Communication Arts--as of this date, KCLC-FM has been continuously on the air for 371 days. Its service to the community and the colleges was recognized by an editorial in the St. Charles Banner-News last month. A classic film library has been developed and will be sustained by rentals to schools and colleges in the area. With the video-tape installation now operating, the department now offers television production and provides video services to other departments of study.
  - (4) Computer Center--with a newly installed 1130 computer, this center conducts a computer game, "New Town," for the Lindenwood Common, services several independent studies, and cooperates with departments like Sociology and Economics and Political Science in applying computer programming to these disciplines.
  - (5) January Term Programs--Lindenwood students will be in London, Florence, Mexico, New York, and Los Angeles during January of 1971 taking courses in Art, Economics, Education, English, History, and Physical Education. On-campus courses will feature a course cluster on the city and several interdisciplinary courses involving team-teaching.

II. Faculty activities (cont'd)

- (6) Music--with 7 members of the St. Louis Symphony Orchestra available for private instruction, the orchestral program of the college is developing. Students may have performance experience in a Vocal Chamber Music Ensemble, the College Orchestra, and the Wind Ensemble.

III. Recent and current achievements of the faculty in their fields:

John Bartholomew, Sociology -- A monograph: "Congregations Explore Their Mission." Two chapters in Administration in the Church.

John Bornmann, Chemistry -- Appointment to the National Examinations Committee in the Division of Chemical Education, The American Chemical Society.

Stanley Caine, History -- An article: "Why Railroads Supported Regulation: the Case of Wisconsin, 1905-1910" in summer issue of Business History Review. A book, The Myth of a Progressive Reform.

Michael Allen, Sociology -- A paper: "Navajo Value Profile and Occupational Aspiration," for the American Anthropology Association at its meeting this fall.

Vincent Brescia, Biology -- A paper: "Amino Acid Starvation, Transport Data and Pools in Neurospora" for the Kentucky Academy of Science at its meeting this fall.

Patrick Delaney, Biology -- "Ammonium Chloride Inhibition of Protein Synthesis in Rabbit Renal Cortex" for the Central Society for Clinical Research at its meeting this fall.

Teresa Welch, Chemistry -- "Recoil Products from the Beta Decay of Molybdenum - 99" for the American Chemical Society at its meeting this fall. (A graduate of the 1970 class, Gail Bartels, participated in Mrs. Welch's research.)

Bernard DeWulf -- "Phenomenology as an Emergent Base in Curriculum-Construction" for the Southwestern Philosophy of Education Society meeting this fall.

Fern Bittner, Physical Education; John Bornmann, Chemistry; Craig Carlson, Communication Arts; Thomas Doherty, French; Delores Williams, Political Science; are serving as officers in academic societies at meetings to be held this year.

LINDENWOOD COLLEGE II  
St. Charles, Missouri

1970-71 REVISED BUDGET REPORT

	1969-70 <u>Budget</u>	1969-70 <u>Actual</u>	LII portion * 1970-71 Budget of <u>The Lindenwood Colleges</u>
<u>INCOME</u>			
<u>Tuition</u>			
Resident Students	\$ 138,000	\$ 133,520	\$ 191,375
Day Students	32,662	35,903	66,245
Special Students		3,592	6,750
<u>Gifts and Grants</u>	10,000	907	3,000
<u>Auxiliary Enterprises</u>			
Residence Halls	39,000	39,276	55,000
Dining Hall	50,700	50,242	72,050
<u>Miscellaneous Income</u>	-	4,815	7,000
<u>TOTAL INCOME</u>	<u>\$ 270,362</u>	<u>\$ 268,255</u>	<u>\$ 401,420</u>
<u>EXPENDITURES</u>			
<u>General Administration</u>			
Dean's Office	39,545	36,759	30,687
Admissions Office	12,500	12,513	21,500
Student Services	-	-	-
<u>General Institutions?</u>			
Development Office	9,000	9,453	10,000
Publications	10,000	10,304	3,470
Interest	4,250	3,376	-
Miscellaneous	-	1,722	500
<u>Instructional</u>			
Salaries	7,500	7,500	7,875
Equipment - Communication Arts	4,000	3,228	-
General Instructional	-	53	-
<u>Library</u>	5,000	5,000	5,000

LII Portion \*  
1970-71 Budget of  
The Lindenwood Colleges

	1969-70 <u>Budget</u>	1969-70 <u>Actual</u>	
<u>EXPENDITURES (Continued)</u>			
<u>Operation of Plant</u>			
Buildings - Repair & Maint.	8,900	7,501	19,863
Security	5,000	5,001	10,000
Campus Upkeep	-	-	-
<u>Long Range Planning</u>	6,000	9,089	2,000
<u>Auxiliary Enterprises</u>			
<u>Residence Halls</u>			
Salaries	4,500	3,942	11,702
General Expense	-	-	2,000
Staff Benefits	-	-	1,000
Laundry & Uniforms	-	-	200
Heat, Light, Water	5,400	5,400	12,000
Furniture	-	1,697	1,500
<u>Dining Hall</u>	34,320	31,340	48,070
<u>Intramural Athletics</u>	1,000	1,018	2,000
<u>Student Aid</u>	100,225	100,199	88,849
<u>Contingency</u>	<u>13,222</u>	<u>-</u>	<u>-</u>
<u>TOTAL EXPENDITURES</u>	<u>\$ 270,362</u>	<u>\$ 255,095</u>	<u>\$ 278,216</u>

Enrollment:	<u>1969-70</u>		<u>1970-71</u>	
	Resident	78	Resident	110
Day	<u>27</u>	Day	<u>46</u>	
	105		156	

\* Only includes direct costs. Does not include LII allocation of indirect costs such as heat, light, water, buildings & grounds, etc.

AGENDA

BOARD OF DIRECTORS AND BOARD OF OVERSEERS

LINDENWOOD COLLEGE

OCTOBER 23, 1970

Armand C. Stalnaker, President of Board, Presiding

Invocation

Minutes

Report of President of the College

Committee Reports and Recommendations

Faculty and Curriculum - Mrs. Stockstrom

Faculty Constitution

Buildings and Grounds - Mr. Berg for Dr. Crider

Student Life - Mrs. Hall

Finance - Mr. Young

Investment policy changes

Preview of 1971-72 budget

Adoption of 1970-71 budget

Tuition policy

Auditing - Mr. Young

Unfinished business

Report and recommendation in regard to Missouri Colleges

Fund - President Brown

Report of committee to review bylaws - Mr. Stalnaker

Health fee - Mr. Harig

Art building dedication - Mr. Berg

23

Artists

Sunday  
[Nov. 8, 1970]  
3 p.m.



## New business

Resignation of David Jacobson from Board of Directors

Resignation of George E. Sweazey from Board of Directors and transfer to Board of Overseers

Election of Faculty Member as third Trustee of General American Retirement Plan

President's remarks - Mr. Stalnaker

St. Charles, Missouri  
October 23, 1970

The meeting of the Board of Overseers of the Tower Room of the Library Building, St. Charles, Missouri, October 23, 1970, at 1:30 p.m., under the leadership of Mr. Stalnaker, member of the Board of Directors and Chairman of the Board, was held in accordance with the Bylaws. The following members of the Board, were present:

John H. Black  
Mrs. Thomas E. Hall  
Mrs. James C. Pencil  
The Reverend W. Davidson McMillan  
Arnold C. Stalnaker  
Mrs. Arthur Stockstrom  
The Reverend George E. Swancy  
Richard A. Young

The following members of the Board of Overseers were also present:

Facey Holloway  
Mrs. James A. Reed  
Mrs. J. L. Smith  
Victoria Smith  
Mrs. Horton Watkins

The following members of the Administration were present:

John Anthony Brown, President  
Howard A. Barnett, Vice President and Dean of the Faculty  
J. Richard Berg, Vice President for Public Affairs  
Thomas A. Harig, Vice President for Administration  
Sandra C. Thomas, Dean of the College  
Edward C. Krehmeyer, Director of Development  
Mary Tucker, Secretary to the President, and  
Assistant to the Secretary of the Board

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS  
AND BOARD OF OVERSEERS  
LINDENWOOD FEMALE COLLEGE

St. Charles, Missouri  
October 23, 1970

The meeting of the Board of Directors and of the Board of Overseers of Lindenwood Female College was held in the Tower Room of the Library Building, at Lindenwood College, St. Charles, Missouri, October 23, 1970, at 1:30 p.m., pursuant to call and notice given each member of the Board of Directors and of the Board of Overseers, in accordance with the Bylaws.

The following directors, being a quorum, were present:

John M. Black  
Mrs. Thomas S. Hall  
Mrs. James C. Hamill  
The Reverend W. Davidson McDowell  
Armand C. Stalnaker  
Mrs. Arthur Stockstrom  
The Reverend George E. Sweazey  
Richard A. Young

The following members of the Board of Overseers were also present:

Patsy Holloway  
Mrs. James A. Reed  
Mrs. J. L. Smith  
Victoria Smith  
Mrs. Horton Watkins

The following members of the Administration were present:

John Anthony Brown, President  
Howard A. Barnett, Vice President and Dean of the Faculty  
B. Richard Berg, Vice President for Public Affairs  
Thomas A. Harig, Vice President for Administration  
Sandra C. Thomas, Dean of the College  
Edward C. Krehmeyer, Director of Development  
Mary Yonker, Secretary to the President, and  
Assistant to the Secretary of the Board

Mr. Stalnaker, President of the Board of Directors, presided. The meeting was opened with an invocation by Dr. McDowell.

A motion was made and seconded that the minutes of the meeting of May 29, 1970, be approved as distributed. Mrs. Stockstrom moved that the motion be amended to correct the list of those present at the May 29 meeting by adding the name of Mrs. Arthur Stockstrom. The amendment was seconded and passed. The motion to accept the minutes, as amended, was approved.

President Brown, in making his report to the Boards, stated that three years ago the College began to strengthen certain areas. The Department of Communication Arts, which was created just two years ago, now has the largest number of students, with 232 enrolled in classes in the department. The Center for the Undergraduate Study of Mathematics has 197 students. He further stated that this year's freshman class came to Lindenwood primarily because of interest in some of the various programs, and we thus feel that our approach in strengthening some areas is worthwhile.

The three issues of most concern among the students on the campus this fall are financial aid, the health center, and the need for a student center, according to President Brown.

He then commented on the relationship of the college to the church, which seems to be in the process of "deliberate disintegration." Synod, at its last meeting, took action to move the church and the college apart, but action has not yet been taken in a final legal way.

President Brown reported that the Board of Control of The Lindenwood Colleges has been organized and that John M. Black was elected Chairman at the meeting of this Board September 9, 1970.

Although a meeting of the joint committee had been scheduled for today, it was cancelled because of the small number who could attend. Mrs. Stockstrom stated that the joint committee hoped to

President Brown then showed the following charts and commented on each:

1. Scholastic Aptitude Test mean scores of full-time freshmen - 1966-1970, showing a gain in mean verbal score of 92 points, and in mean math score of 78 points.
2. Quarter ranking in high school graduating class of first-time freshmen, 1965-1970, showing improvement but not as significant as the Scholastic Aptitude Test scores.
3. State of residence of full-time students - 1965-1970, reflecting our loss of students from Illinois (because of the Illinois scholarship program) and traditional areas of support in Oklahoma and Arkansas.
4. Number of resident, full-time, day and special students, fall semester, 1965-1970, showing a decline in the overall period, but a gain of 98 in the past two years.
5. Percent distribution of full-time faculty by division - 1965-1970, showing greater emphasis in the social sciences.
6. Number of part-time faculty by division - 1965-1970, showing increased use of part-time faculty, particularly in music.
7. Percent distribution of full-time faculty holding earned terminal degrees, showing a gain that nearly doubles the percentage in four years.
8. Average compensation of full-time faculty by rank - 1967-1970, showing a gain in each rank.
9. Tuition and room and board rates at selected colleges and universities in Missouri - 1970-71, showing that the Lindenwood costs are now below comparable colleges.
10. Increase in tuition charges in selected colleges and universities in Missouri - 1969-70 and 1970-71, showing Lindenwood to be the only college that has had no increase for the past three years.

Mrs. Stockstrom, Chairman of the Faculty and Curriculum Committee, reported that this committee has had under consideration the draft of the proposed Faculty Constitution. A joint meeting, with members of the Lindenwood College committee, the Lindenwood College II committee, and members of the Administration, was held October 12. Some changes were suggested at that time. Although a meeting of the joint committee had been scheduled for today, it was cancelled because of the small number who could attend. Mrs. Stockstrom stated that the joint committee hoped to

present the completed document to the members of the Boards in January. In order to do this, the joint committee will meet in a few weeks to discuss the suggested changes and to make other recommendations. The revised document will then be presented by mail to members of the Boards, who may make further suggestions or recommendations. The joint committee will then meet with the faculty committee.

Mr. Berg made the report of the Buildings and Grounds Committee for Dr. Crider, who was out of the country. Following a suggestion made at the last Board meeting that the committee explore the possibility of saving money by hiring an outside cleaning service for buildings on the campus, Mr. Berg stated that the committee recommends no change in cleaning service at this time since the cost would be increased. He also reported that the committee has one proposal for the development of the back campus but no action has been taken.

Mrs. Hall, in making the report of the Student Life Committee, said that the committee had met on October 21 and had discussed in depth the composition of the committee and its goals and objectives. It was agreed that membership of the committee should consist of approximately four members from each of the Lindenwood College and the Lindenwood College II Boards and the Deans from each college, but that there should be no student representation at this time. The Deans will bring proposals involving student issues to the committee and invite student participation from those who are interested in the issue.

The Finance Committee report, which was made by Mr. Young, Chairman of the Committee, followed. Mr. Young explained that the endowment funds of the college are administered by Mercantile Trust Company and St. Louis Union Trust Company. The investment policy that has been followed for many years is that followed by most trust companies of investing 60% to 70% of the endowment in common stocks and the balance in bonds, with an overall yield of approximately six percent. Because of decrease in income due to lower yield and because some funds have been withdrawn

is sure completely organized and until the matter of relationship to Synod is more clearly defined. It is the hope of the members of the committee that review of the policy be completed by January. The trust companies have recommended that this policy be changed and that funds be invested in high coupon bonds which would increase the endowment income. They also recommend that the Finance Committee not make a long term commitment in changing the investment policy.

A discussion of the proposed budget for 1970-71 and budget projections for 1971-72 followed. A copy of each is attached to the agenda of the October 23, 1970, meeting. In connection with the item for gifts and grants and following recommendation made at the May 29, 1970, Board meeting that continued membership in the Missouri Colleges Fund be investigated, President Brown presented figures in regard to gifts received through solicitation with the Missouri Colleges Fund and stated he felt it was not wise to withdraw from the Missouri Colleges Fund until the Board had a more active Development Committee. Although it is primarily the President's job to raise money, it is necessary for him to have assistance from Board members.

Mr. Young moved upon the recommendation of the Finance Committee the Board's adoption of the 1970-71 budget as proposed. Mr. Black seconded the motion which was passed.

Mr. Young announced that the audit for the year ending June 15, 1970, has been received from Franz & Co. It will be circulated to members of the Finance Committee and to others who need it. Because it is so voluminous, it will not be circulated to all members of the Board.

It was agreed that a discussion of tuition policy for 1971-72 should be placed on the agenda for the Board meeting in January.

Mr. Black, reporting for the Committee to Review the Bylaws, stated that the bylaws had not been modified since 1913 and are in need of review. However, this matter will not be taken up until the coordinating board of the two colleges

is more completely organized and until the matter of relationship to Synod is more clearly defined. It is the hope of the members of the committee that review of the bylaws can be completed by January.

Following report by Mr. Harig, Mrs. Stockstrom moved that the health fee be increased from \$25.00 to \$35.00 a year to cover supplemental health insurance for students. Mr. Young seconded the motion, which was approved.

Mr. Berg announced that the dedication of the art building is proceeding with invitational exhibits throughout the year. A small dedicatory service, at the time of the opening of a new exhibit, will be Sunday, November 8, 1970.

Mr. Stalnaker read a letter from David S. Jacobson asking that his resignation from the Board of Directors be accepted since he felt he was too far removed from the College to be of help. Mr. Black moved that this resignation be accepted and that a suitable letter of regret be sent by Mr. Stalnaker. The motion was seconded and passed.

Mr. Stalnaker then stated that George E. Sweazey had asked the Board to consider his resignation from the Board of Directors as he would be leaving the St. Louis area and would not be able to attend meetings. Dr. Sweazey asked that he be allowed to speak for a few minutes. Copy of his remarks is attached to this report. Board members applauded the comments made by Dr. Sweazey. Dr. McDowell moved that Dr. Sweazey's resignation be accepted with regret and with gratitude for his service on the Board and prayers for his "graduation" to Princeton, and moved that he be placed on the Board of Overseers. The motion was seconded and carried.

Mr. Black moved that the Executive Committee of the Board be empowered to select a faculty member as the third trustee of the General American Retirement Plan. The motion was seconded and carried.

The next item discussed was that of the Los Angeles property located at 1471 West Jefferson. This was left to the College in the Syers bequest. It had been under lease but the leasee, Mr. Schutzman, filed bankruptcy. A

California lawyer by the name of Mr. Dan S. Hammack, Jr., of the firm of Hammack, Pugh & Vawter, is handling the property for the College. He had been in contact with both Mr. Black and Mr. Armstrong regarding the property. It is his judgment, and the Finance Committee concurs, that the property be sold for \$35,000.

Mr. Young moved that the proper representatives, namely Dan S. Hammack, Jr., be authorized to sign the necessary documents to complete the transaction.

Mr. Black seconded this motion, and it was passed with no dissenting votes.

The following new members of the Board of Directors and Board of Overseers were introduced: Mrs. James C. Hamill, Board of Directors; Miss Patsy Holloway, Mrs. J. L. Smith, and Miss Victoria Smith, of the Board of Overseers.

There being no further business, the meeting was adjourned.

The next meeting of the Board of Directors and Board of Overseers of Lindenwood Female College will be held at Lindenwood College on Monday, January 25, at 1:30 p.m.

Mary Yonker, Assistant Secretary

Approved:

Armand C. Stalnaker, President

Gladys T. Stockstrom (Mrs. Arthur), Secretary



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influential than the professor of Bible. What Mark Hopkins taught mattered less than what he was. I must admit I was shocked at the reason the

Remarks made by The Reverend George E. Sweazey at the meeting of the Board of Directors and Board of Overseers of Lindenwood College October 23, 1970.

I regret more than I can tell you the necessity of having to resign from the Board of Directors because I am moving too far away to be of much service.

This connection has been the source of great satisfaction and pride. I am endlessly grateful for the heart-warming associations, which I have so much enjoyed.

There is some sadness in knowing that the time of my connection with church colleges has been the period of the decline and fall of this sort of education, and I am pleased that Lindenwood has resisted this deterioration far better than have most church schools. I have believed very ardently in the purpose of higher education in church-related institutions. This purpose has not been hard-line indoctrination. Its intention was to offer students an understanding of existence as one possible system to which their growing knowledge could be related. It proposed the Christian faith as one way by which the massed up learned about the world and human life and thought could make sense. As the raw materials for living were dumped into the students' minds, church sponsored education also suggested a blueprint by which these could be put together in a structure that would be a worthy dwelling. The students were not to be dragooned into accepting this basic system of belief, but they were to learn what it is as a possible choice.

There were several means by which a church college proposed to do this:

1. The most important is the character and personality of the faculty. They were to embody the attitudes and style of life the Christian faith produces. Thus, the professor of mathematics might be more

influential than the professor of Bible. What Mark Hopkins taught mattered less than what he was. I must admit I was shocked at the reason the President of a Presbyterian college gave in urging the trustees to abolish the rule that members of the faculty be, by intention, at least, Christians. His reason was that administration had ignored this rule for so long that it might as well be off the books. No one would want a standardized faculty. The conspicuously irregular professor, or the atheist in residence, can be needed stimulation. But there should in a so-called Christian school be a type for whom these are the exceptions, and not just a nondescript faculty melange.

2. The next most important source of the Christian character of an institution is the administration. Those who make the decisions should have a consistent philosophy back of them. Inspirations and leadership should spring from an identifiable style of life and thought.

3. The character of the board of trustees was supposed to be the final line of defense. If the trustees were right, nothing could go too seriously wrong. The Church expressed its ownership of the college primarily through its selection of trustees. This slid into the practice of having the boards self-perpetuating, with church bodies giving formal approval to new trustees who often were already on the job. Now any connection at all between the Church and the selection of trustees has been largely dropped.

4. Required courses made sure that the students at least learned what Christianity has to say about a world-view, and history, and ideals for persons and society. Two generations ago the professors of philosophy, and Bible, and ethics, and Christian sociology were likely to be the faculty giants. More recently, the intellectual rigorousness of such courses has declined.

5. The students were to be introduced to experiences of religion. Inspirational speakers were brought to assemblies. Special times of worship attempted to keep the mystical side of Christianity from being unknown. For a school with a specific Christian purpose, this was as much expected as was some exposure to military matters at West Point. There are many reasons for the passing of church sponsored higher education:

1. The demand for intellectual freedom seemed to be against it. Education with a built-in bias was held to be distorted education. One could argue that students who have been exposed to a clear point of view are better able to exercise their intellectual freedom than are those who have been offered no point of view at all. The idea of freedom is not as simple as it seems to the slogan users.

2. The Church was not able to support its colleges when the needed equipment multiplied in cost. College administrators for years have been telling church assemblies that if the Church wants to call the tune, it will have to make it financially possible. There is some confusion here about how the Church supported its colleges. Never in history has a major share of that support come from current church funds, which ultimately means from the Sunday morning collection plates. But a great deal of their other support has come to the colleges because of their church connection. Individual donors and legacies were largely inspired by the traditional belief in a connection of religion with education.

3. Government support in several ways was seen as the only hope of survival. The government cannot require Jews to pay taxes for the teaching of Christianity.

4. Secular ideals of respectability made church sponsored education embarrassing. The ablest professors were likely to be scornful of "a Sunday School with dormitories."

5. Modern student tendencies have been sharply against the essential purpose of church colleges. Reasoned questioning of establishment and authority, and sophomoric fads and outrages, have induced church colleges to minimize their special purpose.

What is left now is talk of a Christian "presence" or "covenant," which are empty words, used to soften the blow of a lost cause. So I am sad. I see all of this as a disastrous loss. I still believe that there is nothing our future and our world needs more than the infusion of well trained and equipped young minds with some understanding of the Christian point of view. I am proud that Lindenwood has resisted the decline so well. The President, and the members of the Boards of Directors and Overseers, and some of the strong faculty members still represent the traditional intention. But there is no longer any specific reason to expect this to continue. It is like the fading smile that lingers after the Christian cat has disappeared. There is not much reason to believe that, after about two more administrations, education at Lindenwood College will not be as featureless and indiscriminate and nondescript as that at any public institution. Some provisions that are not now in view will have to be made if this is not to happen.

Notes: (1) Tuition income based on 535 full-time financial equivalents.  
 (2) Endowment swifter additional \$35,000 resulting from endowment investment switch into higher yielding investments.

\* Number of full-time students enrolled as of September 1970. Due to number of students graduating and/or dropping out this will reduce to 535 full-time students over the total fiscal year.

THE LINDENWOOD COLLEGES  
PROPOSED BUDGET  
JUNE 16, 1970 - JUNE 15, 1971

<u>Income</u>	Actual 1969-70	Proposed Budget 1970-71
Student Fees	\$ 931,886	\$ 998,182
Endowment	436,842	470,200
Gifts & Grants	132,183	202,000
Grants - Federal Govt.	33,710	2,500
Auxiliary Enterprises	592,334	569,950
Miscellaneous	27,972	28,000
<b>Total Income</b>	<b><u>\$2,154,927</u></b>	<b><u>\$2,270,832</u></b>
 <u>Expense</u>		
General Administration	\$ 324,232	\$ 285,559
Student Services	120,177	114,727
General Institutional	238,371	216,880
Debt Retirement (Fed. Govt.)	33,254	65,300
Instructional - Salary	703,165	688,659
Dept. Supplies & Equipment	71,983	58,418
General Instructional	76,936	67,676
Library	92,438	66,507
Plant	345,742	346,317
Auxiliary Enterprises	445,788	453,571
Student Aid	313,346	257,978
<b>Total Expense</b>	<b><u>\$2,765,432</u></b>	<b><u>\$2,621,592</u></b>

Deficit (\$ 610,505) (\$ 350,760)

Full-time Students 558 555 \*

- Notes: (1) Tuition income based on 535 full-time financial equivalents.  
(2) Endowment assumes additional \$55,000 resulting from endowment investment switch into higher yielding investments.

\* Number of full-time students enrolled as of September 1970. Due to number of students graduating and/or dropping out this will reduce to 535 full-time students over the total fiscal year.

BUDGET PROJECTIONS - THE LINDENWOOD COLLEGES  
FISCAL YEAR 1971-72

Income	A	B Inc. Tuit. \$100	C Inc. Tuit. \$200	D Inc. Tuit. \$200
(1) Student Fees	\$1,140,625	\$1,203,125	\$1,265,625	\$1,355,625
(2) Endowment	495,000	495,000	495,000	495,000
Gifts & Grants	200,000	200,000	200,000	200,000
Auxiliary Enterprises	655,625	655,625	655,625	695,875
Miscellaneous Income	<u>32,700</u>	<u>32,700</u>	<u>32,500</u>	<u>32,500</u>
<b>Total Income</b>	<u><u>\$2,523,950</u></u>	<u><u>\$2,586,450</u></u>	<u><u>\$2,648,750</u></u>	<u><u>\$2,779,000</u></u>
<b>Expenses</b>				
(3) General Administration	\$ 289,559	\$ 289,559	\$ 289,559	\$ 289,559
Student Services	116,727	116,727	116,727	116,727
(4) General Institutional	226,880	226,880	226,880	226,880
Debt Retirement (Fed. Govt.)	80,000	80,000	80,000	80,000
(5) Instructional - Salary	708,659	708,659	708,659	708,659
(6) Dept. Supplies & Equipment	63,418	63,418	63,418	63,418
(7) General Instructional	70,000	70,000	70,000	70,000
(8) Library	76,507	76,507	76,507	76,507
Plant	351,317	351,317	351,317	351,317
Auxiliary Enterprises	562,500	562,500	562,500	580,000
(9) Student Aid	<u>208,000</u>	<u>208,000</u>	<u>208,000</u>	<u>208,000</u>
<b>Total Expense</b>	<u><u>\$2,753,567</u></u>	<u><u>\$2,753,567</u></u>	<u><u>\$2,753,567</u></u>	<u><u>\$2,771,067</u></u>
	*( 229,617)	*( 167,117)	*( 104,817)	* 7,933
Full-time Students	625	625	625	675

Assumptions with regard to 1971-72 Summary Budget Draft:

- (1) 625 Full-time financial equivalent, except for Column D which assumes 675.
- (2) Endowment income adjusted for:
  - (a) Additional income from switch in investment policy.
  - (b) Reduction of income for balance 1969-70 - deficit not cleared (\$110,505)
  - (c) Reduction of income for anticipated deficit for 1970-71.
- (3) Added \$4,000 to 1970-71 supplies-expense-equipment budget for inflationary purposes.
- (4) Added \$2,000 to 1970-71 budget for student nurse position.
- (5) Added \$20,000 to 1970-71 budget for new positions.
- (6) Added \$5,000 to 1970-71 budget for inflationary and growth purposes.
- (7) Added \$3,000 to 1970-71 budget for inflationary and growth purposes.
- (8) Reinstated \$10,000 cut made for 1970-71 fiscal year.
- (9) Reduced 1970-71 budget figure by \$50,000 as per President Brown's instructions.

\* Figures do not reflect wage or salary increase increment.

Minutes of the Building and Grounds Committee

The Lindenwood Colleges - Wednesday, December 2, 1970

Following written notice to all members of the committee, the Buildings and Grounds Committee of The Lindenwood Colleges convened at 11:00 a.m. in the Empire Room of the University Club in St. Louis, Wednesday, December 2, 1970.

The following members of the Board of Lindenwood College were present: Dr. Russell Crider, John Black, and Armand Stalnaker. Walter Metcalfe, Chairman of the Board of Lindenwood College II was also present. Mr. Stalnaker was called away from the meeting as it was called to order and was unable to participate in the discussion.

Also present were: Dr. John Anthony Brown, President of the Colleges; Thomas A. Harig, Vice-President for Administration; and Richard Berg, Vice-President for Public Affairs.

The meeting was called to order by Dr. Crider who introduced Mr. Brice Smith, and Mr. Ital Veron, representing the SPIRE Corporation, a subsidiary of Sverdrup & Parcel and Associates.

The committee discussed Mr. Smith's proposal on behalf of the SPIRE corporation for the development of Lindenwood's farm land. A copy of the proposal is attached to and made a part of these minutes.

Mr. Smith explained that the SPIRE Corporation was organized to work with people who have land but do not have the dollars to develop it. Lindenwood's need to maximize income from the acreage now used for a farm was emphasized and Mr. Smith outlined the steps required for development as he sees them.

1. An economic analysis of the land, including an independent property appraisal to determine its reasonable and fair value contingent upon rezoning.
2. The development of a plan for the use of the land in ways that will maximize income, be compatible with the surrounding community, and be economically feasible. The plan would be developed in close cooperation with the college and require the college's approval.
3. The formation of a limited-liability partnership with the SPIRE Corporation serving as the General Partner,

to serve as the developers of the land. The college could acquire equity ownership in the development or participate strictly on a land-lease basis. The land-lease would provide assured income and be a more conservative investment. The equity arrangement promises the possibility of greater income and consequently more risk.

- a. The partnership would generate base capital and financing.
- b. The partnership would own the development, and contract with others for construction and management of the development after completion.
- c. Lindenwood's participation would be an investment of the land.
- d. Lindenwood could also invest additional capital if the Finance Committee determined that such a move would be beneficial.

Mr. Smith indicated that the exact nature of the partnership arrangement is flexible and can be structured to the mutual benefit of the college and the other partners. Mr. Smith indicated that it would take twelve months from the beginning of the economic feasibility study to the actual start of the development, during which time plans would be developed, land re-zoned, and financing arranged.

President Brown said that he would request copies of legal forms used by Stanford University in developing its excess land for research, commercial and residential use. The college will consult legal counsel to determine the best type of participation for the college consistent with current tax laws.

Members of the committee expressed the hope that some kind of research park related to the academic program of the colleges might be located on part of the land.

The committee asked Mr. Smith if the SPIRE Corporation would be willing to undertake the economic feasibility study without the \$25,000 reimbursement clause contained in their proposal. Mr. Smith agreed that the proposal could be revised and offered to submit a revised proposal for consideration by the committee.



The committee also agreed to receive proposals from other developers, and instructed the chairman to meet with a representative of the Nooney Company which had expressed interest in the project to Mr. Wolff.

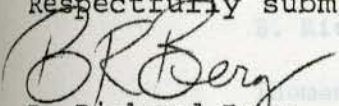
Mr. Black indicated that he had mentioned the proposed project to Fruco and Associates and invited them to contact the college if they were interested in participating. We have received no indication of interest from Fruco.

Mr. Veron then showed the committee sample studies of similar projects which his firm had undertaken.

The meeting was adjourned for lunch.

NOTE: Dr. Crider and Mr. Berg met with Mr. James O'Hara of the Nooney Company on Wednesday, December 9, 1970, and reviewed the findings of the Team Four study. Mr. O'Hara agreed to discuss the colleges' interests with Mr. Nooney and report within a week. The revised proposal from SPIRE Corporation has also been received and is attached to these minutes for your information.

Respectfully submitted,

  
B. Richard Berg  
Committee Staff

President Brown discussed the budget for the current year. He asked Mr. Harig to give an up-to-date report on the status of the budget. Mr. Harig reported as follows:

MINUTES  
BOARD OF CONTROL  
THE LINDENWOOD COLLEGES

Gift Income - 20,000  
Student Income + 10,000  
Faculty salaries + 5,000  
Security positions + 10,000

St. Louis, Missouri  
December 3, 1970

The meeting of the Board of Control of The Lindenwood Colleges was held at the University Club, St. Louis, Missouri, at 1:15 p.m., Wednesday, December 2.

The following members of the Board of Control were present:

John M. Black, of the Board of Directors of Lindenwood Female College

Russell J. Crider, M.D., of the Board of Directors of Lindenwood Female College

Walter L. Metcalfe, Jr., of the Board of Trustees of Lindenwood College II

From the Administration of The Lindenwood Colleges were:

Dr. John Anthony Brown, President

B. Richard Berg, Vice President for Public Affairs

Thomas A. Harig, Vice President for Administration

Mr. Black, Chairman of the Board of Control, presided.

The first item discussed was the meeting of the Buildings and Grounds Committee of the Board of Directors of Lindenwood Female College held at 11 a.m., prior to the meeting of the Board of Control. It was generally felt that the discussion with the representatives of Sverdrup & Parcel had been worthwhile. A revised letter of intent from Sverdrup & Parcel will be sent stating more clearly the terms of agreement.

Mr. Black inquired if Fruco & Associates, Inc., had made a proposal or contacted the college. He was informed that they had not done so. Mr. Berg reported that Pat Nooney had expressed an interest in the project and Mr. Black requested that we talk with Mr. Nooney before we enter into any agreement with Sverdrup & Parcel.

President Brown discussed the budget for the current year. He asked Mr. Harig to give an up-to-date report on the status of the budget. Mr. Harig reported as follows:

Gift income	-\$50,000
Student income	- 10,000
Faculty salaries	+ 5,000
Security positions	+ 10,000

This raises the projected deficit to \$425,000. President Brown said that the following would be done to hold the budget to the planned deficit of \$350,000:

1. Reduce personnel
2. President Brown would take 90 days from the campus for:
  - a. State Task Force work
  - b. Solicitation of funds for Lindenwood
3. All requisitions covering currently budgeted items must be screened by Dean Barnett and Mr. Harig before expenditure of budgeted items can be made.

Dr. Crider moved that President Brown be authorized to take the 90 days as mentioned in item 2 above. Mr. Black seconded, and the motion was passed by Mr. Black, Dr. Crider, and Mr. Metcalfe.

President Brown then discussed the budget plans for the fiscal year 1971-72. His plan is for a balanced budget by steps which may involve the following actions:

1. Faculty and all other salaries - no increases. This will be revised if there are more students than are anticipated at the present time.
2. No replacement of faculty vacancies unless the position is a key one.
3. Less part-time faculty to be employed.
4. Computer operation to be eliminated.

Dr. Brown estimated there would be a \$70,000 to \$90,000 reduction in faculty costs.

Mr. Harig added that a balanced budget is contingent on an equivalent of 625 full-time students, and a tuition increase of \$200.

There being no further business, the meeting was adjourned.

St. Louis, Missouri

January 20, 1971

Thomas A. Harig, Acting Secretary

The meeting of the Board of Control of The Lindenwood Colleges was held at the University Club, St. Louis, Missouri, at 12 noon, January 20, 1971. Mr. Black, Chairman of the Board of Control, presided.

The following members of the Board of Control were present:

John M. Black, of the Board of Directors of Lindenwood Female College

George W. Brown, of the Board of Trustees of Lindenwood College II

Russell J. Crider, M.D., of the Board of Directors of Lindenwood Female College

Walter L. McCulife, Jr., of the Board of Trustees of Lindenwood College II

Arnold G. Stralaker, of the Board of Directors of Lindenwood Female College

Administrative officers present were:

President John Anthony Brown

Vice President Howard A. Barnett

Vice President E. Richard Berg

Vice President Thomas A. Harig

President Brown verbally presented a budget philosophy for 1971-72, including plans for moving toward a balanced budget. In order to achieve this he stated that an across-the-board salary freeze would be necessary, as well as a \$200 increase in the tuition charge. At that point a draft working budget for 1971-72 was distributed. This draft working budget reflected a \$71,221 deficit projection based on 525 full-time financial equivalent students, a salary freeze, a \$200 tuition increase, and several other assumptions which will be touched upon later in these minutes.

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MINUTES  
BOARD OF CONTROL  
THE LINDENWOOD COLLEGES

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Walter L. Metcalfe, Jr., of the Board of Trustees of Lindenwood College II

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Dean Barnett explained the plans to charge students carrying overloads. At the present time there is no charge for carrying an overload and this often results in students graduating in three years rather than four years and a year's loss of income to the college. A charge for overloads could result in a \$7,000 increase in income for 1971-72 and would have a favorable effect on income in future years. In addition to this, a special fee charge would be assigned to those courses, such as chemistry, etc., which involve extra expenditures on the part of the college for laboratory supplies, etc. Dean Barnett also explained the removal of the \$60 course fee policy that now exists for continuing education students who are 25 years of age or older. The present policy is viewed as unfair to those under 25 years. He suggested that we could eliminate this policy and replace it with a grant award to those continuing education people (over 25 years) who could demonstrate a financial need.

Dean Barnett then explained the plans for an expansion of the laboratory school. Niccolls Hall, first floor only, would be used to allow for the addition of grades one through six to our present pre-kindergarten level. He reported the added income would cover the cost of minor repairs needed to make Niccolls Hall operative, the cost of maintaining the building, and additional staff, and that there would still be a surplus balance remaining to be applied on the budget.

Dean Barnett then made a brief presentation of the concept of closing Cobbs as a residence hall and reopening it as a college center. He reported that the cost of doing this would be minimal and that space would be rented to various organizations, the income being used to cover any costs involved in maintaining the union. The upper two floors might be rented to married students. However, this is still in the planning stage. A Union Board will be established (consisting of students, faculty, and administration).

Dean Barnett also explained how savings would be effected by not replacing faculty who have retired or resigned.

A discussion regarding the elimination of the January Term grant program took place. It was agreed by all present that the January Term grant program would be eliminated and that students who had earned grants as a result of attendance at Lindenwood prior to the 1970-71 school year would be able to receive grants according to the dollar amount they had earned. No grant credit would be given students for the 1970-71 school year. Mr. Metcalfe expressed objection to this last proposal.

President Brown then explained the administrative reorganization which would result in Vice President Berg taking on the responsibilities of the Business Office. His title would be changed to Vice President for Public Affairs and Finance. He also reported that Dean Hood would be returning to full-time teaching and that there were no plans to replace him as a full-time dean.

Vice President Berg then discussed possible changes in the area of Admissions, the Alumni Office, and the Public Information Office as a result of the proposed budget concept. He indicated that field representatives in admissions would be reduced and increased utilization of faculty members and students in the admissions effort would be coupled with an expanded direct mail campaign. He reported that the Public Information Office would probably be eliminated and that there would be a consolidation of publications under one budget category.

Mr. Black led a discussion covering ideas of other sources of income such as foundations, business, or individual gifts. He specifically mentioned the Mary Ranken Jordan and Ettie A. Jordan Charitable Foundations. President Brown said that a meeting was being arranged with the trustees of this foundation.

MINUTES OF THE MEETING OF THE

Mr. Black, along with the other members of the Board of Control, gave their approval to the concepts that were presented at the meeting and recommended them to the Boards of Lindenwood College and Lindenwood College II for review. Before giving his approval, Walter Metcalfe commented on the idea of not replacing Dean Hood with a full-time person. He felt that this was a matter for Lindenwood II and should be studied and discussed at a later date.

on Monday, January 25, 1971.

in the Lounge of the Edward I. Young Hall of Science, on The Lindenwood Colleges' campus, St. Charles, Missouri:

Thomas A. Harig, Acting Secretary

George W. Brown	Members of the Administration present:
John Anthony Brown	
The Reverend E. J. Drummond, S.J.	President John Anthony Brown
Carol A. Mindt	Vice President Edward A. Barnett
Thomas R. Remington	Vice President E. Richard Berg
Dr. Earl J. Wipfler, Jr.	Business Manager Thomas A. Harig
Kevin D. Van Woert	Director of Development Edward Krehmeyer

Members of the Board of Trustees who were absent:

Edward W. Cissel  
Walter L. Metcalfe, Jr.  
Dr. Joseph F. Seduk, Jr.  
Dr. Herbert W. Schooling

In Chairman Metcalfe's absence, Mr. George W. Brown, Vice Chairman, presided.

MINUTES

Mr. Remington moved that the minutes of the October 12, 1970, meeting of the Board of Trustees be approved as previously distributed. The motion was seconded and passed.

REPORTS

President's Report

President Brown gave a brief report on the January Term and its effect on the campus. Dean Hood, of Lindenwood II, is conducting a course in London during January; and, in his absence, Dean of the Faculty Barnett has been carrying



MINUTES OF THE MEETING OF THE

BOARD OF TRUSTEES

LINDENWOOD COLLEGE II

St. Charles, Missouri  
January 25, 1971

The following persons, constituting a quorum of Board of Trustees of Lindenwood College II Corporation, met at 9:00 a.m., on Monday, January 25, 1971, in the Lounge of the Howard I. Young Hall of Science, on The Lindenwood Colleges' campus, St. Charles, Missouri:

George W. Brown	Members of the Administration present:
John Anthony Brown	
The Reverend E. J. Drummond, S.J.	President John Anthony Brown
Carol A. Mundt	Vice President Howard A. Barnett
Thomas R. Remington	Vice President B. Richard Berg
Dr. Earl J. Wipfler, Jr.	Business Manager Thomas A. Harig
Edwin D. Van Woert.	Director of Development Edward Krehmeyer

Members of the Board of Trustees who were absent:

Edward W. Cissel  
Walter L. Metcalfe, Jr.  
Dr. Joseph F. Sadusk, Jr.  
Dr. Herbert W. Schooling.

In Chairman Metcalfe's absence, Mr. George W. Brown, Vice Chairman,

presided.

MINUTES

Mr. Remington moved that the minutes of the October 12, 1970, meeting of the Board of Trustees be approved as previously distributed. The motion was seconded and passed.

REPORTS

President's Report

President Brown gave a brief report on the January Term and its effect on the campus. Dean Hood, of Lindenwood II, is conducting a course in London during January; and, in his absence, Dean of the Faculty Barnett has been carrying

on the duties of Dean of Lindenwood II during January.

Sixteen men (8½% of the total male enrollment) are on the Dean's List for the Fall Term. Six of these men made all A's.

President Brown discussed some of the problems of identity for the men's college and the seemingly inactive men's student government and judicial board.

Applications for the men's college are running at this time the same as last year, and next year the male students can be housed in the two dormitories that were leased this year from the parent college.

At some future date, the Board of Lindenwood II may be asked to approve a revision in the regulation which says that all male students, unless they are single and living at home, or married, must live in a dormitory. There are some men living in the dormitories who are older than most of the students; and, at times, this creates problems. A study is being made on the number of male students 21 years or older and the financial implications of allowing resident students to live off campus.

The greatest need in facilities for the students at The Lindenwood Colleges is a student union. Lindenwood College for Women Board authorized, some years back, the erection of four new buildings: the science building, the art building, expansion of the library, and a student center. All have been completed except the student center, due to the financial condition of the college. A proposal, under the direction of the Dean of Lindenwood I, has been submitted to the administration to convert Cobbs Hall to a student center next year. This could be achieved with very little cost to the college because of the fine layout of the dormitory. This will be brought before the Board later in the meeting for action.

Mr. George Brown called for a discussion on the problem of mounting a strong Development Committee. It was generally agreed that it would be difficult

to ask donors to contribute to Lindenwood II if the college does not have its own identity. President Brown said he felt Lindenwood II was in a position to be a truly innovative college.

A question was raised about publicity which had been issued about the men's college. The response was that most publicity was for The Lindenwood Colleges, except for athletic publicity on the men's college.

It was decided to establish an ad hoc committee to study the problem of identity for Lindenwood II and Lindenwood College for Women, and the relationship between the two. The ad hoc committee will be comprised of the President, the Chairmen of the two Boards, and two or three members from each Board.

#### Dean of the Faculty's Report

Dean Howard Barnett discussed the possibility of contractual degrees for some of the men which might be developed some time in the future. This would allow a student to design his own program, under a counselor's supervision, and contract with the college for a particular course of study. The contract would be for four years.

There are some faculty members who are directly involved with the men's college activities. One member of the faculty is coach for the basketball team.

Dr. Barnett announced that the faculty had approved the constitution at their meeting on January 13, and the faculty has begun a curriculum evaluation. There are six off-campus programs conducted by Lindenwood faculty during January, and some fifty-five students are in these courses. Nine students have taken courses at cooperating colleges. Seven men are in the off-campus program, and four men are doing independent study off campus. To supplement the on-campus courses during January, there have been a series of outside lecturers and programs.

The Faculty Council, which has been functioning for three months with limited power until the constitution is ratified by the Boards, has been

instrumental in leading the faculty to a greater understanding of the changes that must be made at Lindenwood next year to balance the budget.

Faculty & Curriculum Committee Report

Father Drummond presented the report of the joint Faculty & Curriculum Committee of the Boards. At the last meeting of the Committee it was recommended that the constitution be presented to both Boards for ratification.

Father Drummond moved that the Faculty Constitution, which was attached to the agenda, be approved. The motion was seconded and passed. Father Drummond moved that in the event the constitution is not approved by the women's college Board at their meeting, that the constitution come before the Board of Control. The motion was seconded and passed.

Financial Report

Vice President Harig presented views he knew Chairman Metcalfe held concerning Lindenwood II's budgeted surplus, namely, that since Lindenwood II contracts for services from Lindenwood College for Women, Lindenwood II has a right to take a portion of the surplus and put it into savings. Mr. Harig stated that the accounting firm which audits the books for The Lindenwood Colleges looks upon the budgets of each college as a combined budget.

A rough draft of a working budget for 1971-72 was presented to the Board of Control on January 20. The Board of Control recommended a \$200 increase in tuition for the 1971-72 academic year.

Mr. Mundt moved that tuition for the academic year 1971-72 be increased \$200. The motion was seconded and unanimously approved.

Board of Control Report

In Chairman Metcalfe's absence, President Brown gave the Board of Control Report. It was agreed at the Control Meeting to approach a balanced budget for

1971-72, to increase tuition by \$200, in addition to adoption of certain fees, to have a salary freeze for next year, and to fill positions which become vacant in the administration by utilizing people at the college in quasi-administrative roles when possible.

At the last faculty meeting there was general acceptance of no salary increases for next year, and a realization that under the circumstances this is the only thing that can be done. The faculty seems to accept the fact that the long-range goals of the institution require a balanced budget next year. The faculty recommended that there be a review at the fall meetings of the Boards, if enrollment is greater than expected, and if funds are available, for cost-of-living increases to employees whose salaries fall below a certain level.

By reorganization of the administration, reduction of administrative costs, by the consolidation of the functions within the administration this year, with a tuition increase, a modest decrease in financial aid, and without any significant increase in enrollment next year, President Brown believes it is possible to come within \$70,000 of a balanced budget for 1971-72.

A question was raised about the decrease in financial aid to be awarded by Lindenwood next year. Mr. Harig said that Lindenwood would give less of its money in the form of financial aid for next year, but that there would be more loans available for the students to draw upon.

#### RESIGNATIONS

President Brown announced the resignation of Vice President for Administration, Thomas A. Harig, effective March 1, 1971. Mr. Harig has accepted the position of Director of Procurement and Contract Administration at Washington University. Mr. George Brown extended on behalf of the Board of Trustees best wishes to Mr. Harig in his new position.

President Brown announced the resignation of Dr. James Hood, Dean of Lindenwood II, at the end of this academic year. Dr. Hood will return to full-time teaching at Lindenwood and will resume the role of Chairman of the History Department. President Brown stated that it was understood when Dr. Hood accepted the Deanship this year that he could move back into teaching if he chose to at the end of the academic year. Members of the Board expressed appreciation for the service Dr. Hood has given to the college as Dean of Lindenwood II.

President Brown announced the resignation of Dr. Joseph Sadusk, a member of the Board of Trustees. Mr. Mundt moved acceptance of Dr. Sadusk's resignation and asked that the appreciation of the Board for Dr. Sadusk's service on the Board be made a part of the minutes. The motion was seconded and passed.

#### ADMINISTRATIVE ORGANIZATION

President Brown explained the administrative organization for the remainder of the academic year. The college will have two vice presidents - Dr. Howard Barnett will be responsible for all activities related to teaching, research, and student life; and Mr. Berg, in a newly created post of Vice President for Public Affairs and Finance, will be responsible for financial and business affairs, buildings and grounds, security, public relations, development, alumni affairs and campus planning. This move will combine the present duties of Mr. Berg, as Vice President for Public Affairs, with the duties of Mr. Harig, as Vice President for Administration.

Father Drummond moved that the Board of Trustees authorize extension of Mr. Berg's title to include finances and that the signature of B. Richard Berg be authorized in place of Thomas A. Harig on all college matters pertaining to Lindenwood II. The motion was seconded and approved.

DISCUSSION OF REPLACEMENT OF DEAN OF LINDENWOOD II

President Brown stated Mr. Metcalfe's view that another person from the faculty should not be brought in to be Dean of Lindenwood II on a part-time or temporary basis. President Brown said that two or three persons on the faculty could handle the job as Dean of Lindenwood II, but that he believed Mr. Metcalfe was raising a fundamental point which should be respected. President Brown suggested that an ad hoc committee be appointed to deal with the vacancy, and an appointment could be made at the Board meeting in June.

Father Drummond said he would prefer a full-time person as Dean of Lindenwood II if the right person could be found, if the role and duties of the Dean were known, and if the funds would be available for him to carry out his duties.

STUDENT CENTER

President Brown announced a proposal which has been submitted to the administration to close Cobbs Hall as a residence hall next year and reopen it as a student union. He reported that the cost to do this would be minimal, and that space could be rented to various organizations, the income of which would cover any costs involved in maintaining the union. As presently planned, only the first two floors would be used for the student center.

Father Drummond moved that the Executive Committee of Lindenwood II Board of Trustees be authorized to act on behalf of the Board of Trustees to enter into contractual arrangement with the Lindenwood College for Women Board of Directors on matters pertaining to the Student Center. The motion was seconded and approved.

President Brown announced that a tuition equalization bill will be introduced in the Missouri legislature in February. Mr. Mundt suggested that the names of the members of the Senate Higher Education Committee, which will have great power over the bill (Senate Bill 155), be sent to Board members.

Armand C. Stalnaker, President of Board, Presiding

Having no further business the meeting was adjourned.

Invocation

The next meeting of the Board of Trustees will be on Monday, June 7, at 10 a.m., on the campus of The Lindenwood Colleges.

Minutes

Report of President of the College

Committee Reports and Recommendations

Finance - Mr. Young

Budget policy

Tuition policy for 1971-72

Salary policy for 1971-72

Carol A. Mundt, Secretary and Treasurer

Approved:

Walter L. Metcalfe, Jr., Chairman

Faculty and Curriculum - Mrs. Stockstrom

Faculty Constitution

Buildings and Grounds - Dr. Crider

Development of back campus

Student Life - Mrs. Hall

Definitive business

Appointment of Vice President B. R. Berg and Professor John E. Moore

as second and third trustees of General American Retirement Plan

New business

Resignation of Thomas A. Harig

Administrative organization for 1971-72 year

Spring meeting - June 7, 1971



AGENDA

BOARD OF DIRECTORS AND BOARD OF OVERSEERS

LINDENWOOD COLLEGE

JANUARY 25, 1971

Armand C. Stalnaker, President of Board, Presiding

Invocation

Minutes

Report of President of the College

Committee Reports and Recommendations

Finance - Mr. Young

Budget policy

Tuition policy for 1971-72

Salary policy for 1971-72

Faculty and Curriculum - Mrs. Stockstrom

Faculty Constitution

Buildings and Grounds - Dr. Crider

Development of back campus

Student Life - Mrs. Hall

Unfinished business

Appointment of Vice President B. R. Berg and Professor John B. Moore

as second and third trustees of General American Retirement Plan

New business

Resignation of Thomas A. Harig

Administrative organization for 1971-72 year

Spring meeting - June 7, 1971

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS  
AND BOARD OF OVERSEERS  
LINDENWOOD FEMALE COLLEGE

St. Charles, Missouri  
January 25, 1971

The meeting of the Board of Directors and of the Board of Overseers of Lindenwood Female College was held in the Tower Room of the Library Building, at Lindenwood College, St. Charles, Missouri, January 25, 1971, at 1:30 p.m., pursuant to call and notice given each member of the Board of Directors and of the Board of Overseers, in accordance with the Bylaws.

The following directors, being a quorum, were present:

William H. Armstrong  
John M. Black  
Russell J. Crider, M.D.  
Mrs. Thomas S. Hall  
Mrs. James C. Hamill  
James W. Quillian  
David Q. Reed  
Armand C. Stalnaker  
Mrs. Arthur Stockstrom  
John M. Wolff, Jr.  
Richard A. Young

The following members of the Board of Overseers were present:

Mrs. K. K. Barton  
Arthur S. Goodall  
Patsy Holloway  
Mrs. J. L. Smith  
Victoria Smith  
Mrs. Horton Watkins

The following members of the Administration were present:

John Anthony Brown, President  
Howard A. Barnett, Vice President and Dean of the Faculty  
B. Richard Berg, Vice President for Public Affairs  
Thomas A. Harig, Vice President for Administration  
Sandra C. Thomas, Dean of the College  
Edward C. Krehmeyer, Director of Development  
Mary Yonker, Secretary to the President, and  
Assistant to the Secretary of the Board

Mr. Stalnaker, President of the Board of Directors, presided. The meeting was opened with an invocation by Mr. Goodall.

A motion was made, seconded, and passed that the minutes of the meeting of October 23, 1970, be approved as distributed.

In making his report to the Boards, President Brown commented that although the Board of Control of The Lindenwood Colleges had approved a ninety-day leave for him, he had not been able to take it, and that the state scholarship program had been one factor that had kept him on campus. In reporting on work on the state scholarship program, President Brown said that many colleges in the state are having deficits because of failure to meet enrollment projections, while state institutions are asking for more buildings to take care of their students. The private colleges and universities in the state could accommodate an additional 10,000 students without increasing the sizes of their plants or their faculties. It, therefore, seems unwise to build additional facilities at state universities and colleges when there are vacancies in the private colleges and universities. A year and a half ago a massive effort was begun to get people to understand this problem. In other states the problem has been met by making scholarships or grants available to students to use in private institutions. In Missouri, the issue of separation of church and state has been raised along with the constitutional prohibition against grants to individuals. In the fall Governor Hearnes appointed a Task Force which made a report, and which now is a matter of public record, and in which it has been recommended that the state make grants to students which they may take to any accredited, not-for-profit college or university of their choice. This program has been endorsed by the St. Louis and Kansas City newspapers and is receiving support in other areas. President Brown continued by saying it is believed that if this program is not adopted, the private institutions of Missouri will enroll only 20% of the students in higher education in the state in a very few years.

President Brown then stated that the Administration had been working closely with the Faculty during the last ninety days in order to get them to associate themselves with the Administration in regard to achieving a balanced budget, and expressed appreciation for the cooperation of the Faculty in this matter. It seems to be possible to balance the budget for next year without seriously affecting the academic program. This is very important since the students who are dissatisfied are not dissatisfied with the academic program but with social or living arrangements.

A problem to which President Brown called attention and which he believes should be discussed by the Boards is maintenance of identity in terms of a college for women and a college for men. The Board of the men's college has suggested that an ad hoc committee be appointed to work with a committee of the women's college's Board to work on problems of identity.

Mr. Young, Chairman of the Finance Committee, made the report for that committee. As a result of the change in investment policy, which was announced at the last Board meeting, the annual income from endowment is now up substantially. In connection with the report of the Finance Committee, President Brown said that administrative costs for the coming year will be radically reduced, recommended all salaries for next year be frozen, and tuition increased in order to balance the budget. Mr. Young recommended that the Board support the policy which President Brown stated. It is hoped that the state scholarship program will be passed, thereby increasing student enrollment and income, but that we must operate on a balanced budget. Mr. Young moved that the tuition of all students be increased by \$200 beginning with the 1971-72 academic year. The motion was seconded and carried. It was agreed that this tuition increase should not be announced at this time and should be held in confidence by members of the Board. In commenting further on the salary freeze, President Brown said he hoped that if the income is higher than is anticipated, the Board will reopen the salary problem

1/25/71

at its October meeting and provide an across-the-board, cost of living increase for those below a certain salary level, this level to be determined by the administrative officers. All employees of the college below the stipulated level would be included in this increase. Mr. Black moved that the Board support President Brown in this salary policy. Mr. Quillian seconded the motion which was passed.

Mrs. Stockstrom reported that the Joint Faculty and Curriculum Committee of the Boards of both colleges met with the members of the AAUP Salary and Tenure Committee during lunch and that members of the AAUP committee have a high hope for a cost of living increase, especially for those in lower income groups. They also asked that the Board committee review the Sabbatical leave program to see if it should be revised. The members of the AAUP committee, Mrs. Stockstrom and the members of her committee believe, have a good understanding of the financial position of the college. They do recommend that the Faculty be kept strong.

The Joint Faculty and Curriculum Committee of the Boards has met with members of the Faculty Constitution Committee several times since the last Board meeting. Members of the Committee of the Boards indicated concern to faculty members in regard to the following aspects of the proposed faculty constitution:

1. Administrative authority must be made more explicit.
2. The President should be represented as the voice of the Boards.
3. Board review of bylaws before they are adopted should be provided.

These concerns have been included in the proposed changes to be made in the constitution. The proposed Faculty Constitution, and the proposed changes,

are attached to the agenda of the January 25 meeting. On January 13 members of the Faculty voted to accept the Faculty Constitution, with changes as proposed, subject to Board approval. Mrs. Stockstrom moved the adoption of the Faculty Constitution, with the proposed changes, by the Boards. Mrs. Hall seconded the motion, and it was passed with no dissenting votes.

Mr. Goodall proposed that as soon as the bylaws are prepared and available, they be mailed to Board members so that they could be studied prior to the Board meeting. Mrs. Stockstrom agreed that this should be done.

Mrs. Stockstrom expressed appreciation to Dean Barnett on behalf of the Joint Faculty and Curriculum Committee for the help he had given this committee. ✓

Dr. Crider, Chairman of the Buildings and Grounds Committee, stated that this committee had met December 2 with representatives of SPIRE to review their proposal for the development of the back campus, and also has met with representatives of Nooney Co. It was agreed that before proceeding further there should be a feasibility study. After discussion, Dr. Crider moved that the Board be authorized to enter into an agreement for a feasibility study with SPIRE. Mr. Armstrong seconded the motion, and it was approved.

After discussion of a proposal to use a portion of Nicolls Hall for a laboratory school to be operated by the Education Department of Lindenwood for grades one through six, Dr. Crider moved that the Administration be authorized to proceed with this proposal. The motion was seconded and passed. In response to a question from Mr. Black asking if children of faculty members would be charged, President Brown said that they would be and would not be entitled to any reduction in rate.

The next matter discussed in connection with the report of the Buildings and Grounds Committee was the possibility of using Cobbs Hall as a student center rather than as a dormitory. Motion made by Dr. Crider that it be recommended

to the Administration that Cobbs Hall be used for a student center was seconded and approved. It was agreed that no announcement of this action should be made at this time.

The Chairman of the Joint Student Life Committee, Mrs. Hall, explained that the Joint Student Life Committee is made up of four members of the Board of Lindenwood College and four of the Board of Lindenwood College II. During the last several months monthly meetings of this committee have been held. At one meeting the committee heard reports from Dean Thomas and Dean Hood on the structure of the student government of each college, as well as other student activities. At the January meeting, the committee heard from two men students in regard to financial aid, and also heard from one woman student in regard to student government of the women's college. As student government is strengthened, members of the committee will be hearing from students in more detail. It is the hope of this committee that students will feel that the directors and the trustees of the two colleges are available and are listening. Mrs. Hall said a vote of thanks was due Dean Thomas, who has planned the meetings of this committee.

President Brown announced that he had accepted with reluctance the resignation of Thomas A. Harig, effective March 1, 1971, to accept the position of Director of Procurement and Contract Administration at Washington University. Members of the Boards expressed regret that Mr. Harig is leaving and expressed appreciation for the service he has given to the College.

Dr. Crider moved that because of the resignation of Mr. Harig and because a third trustee for the General American Retirement Plan had been approved that the Board appoint B. Richard Berg and John B. Moore to fill the positions as second and third trustees, respectively, of the General American Retirement Plan. The motion was seconded and carried.

Edna Y. (Mrs. Arthur) Stockstrom, Secretary

PROPOSED FACULTY ORGANIZATION

President Brown then proposed an administrative reorganization with Howard A. Barnett continuing as Vice President and Dean of the Faculty, with responsibility for all activities related to teaching, research, and student life; that the title of B. Richard Berg be changed to Vice President for Public Affairs and Finance, with responsibility for financial and business affairs, buildings and grounds, security, public relations, development, alumni affairs, and campus planning; and that Hazel Fuller be given the title of Controller. Mr. Armstrong moved that the proposal of President Brown be accepted. The motion was seconded by Mr. Quillian and passed.

Mr. Black moved that the Executive Committee be empowered to act for the Boards in approving candidates for degrees. The motion was seconded and approved.

Mr. Armstrong moved that the signature of B. Richard Berg be authorized in place of Thomas A. Harig on all college checking accounts, on the safety deposit box at First National Bank of St. Charles, and on payroll matters with Boatmen's National Bank of St. Louis. The motion was seconded by Mr. Young and carried.

The next meeting of the Board of Directors and Board of Overseers will be on Monday, June 7, at 1:30 p.m. Please note that this has been changed from the date of June 4 which had previously been set.

The meeting was adjourned.

Mary Yonker, Assistant Secretary

Approved:

Armand C. Stalnaker, President

Gladys T. (Mrs. Arthur) Stockstrom, Secretary

VIII. Bylaws  
IX. Amendments to the Constitution



PROPOSED  
FACULTY CONSTITUTION

January 1971

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PROPOSED  
FACULTY CONSTITUTION

I. Academic Freedom and Faculty Status

A. Academic Freedom, Responsibility, and Tenure

The Lindenwood Colleges endorse basic principles of academic freedom, responsibility, and tenure as described below. In general, they subscribe to the statement in regard to academic freedom, responsibility, and tenure issued jointly by the American Association of University Professors in 1940.

1. Academic Freedom

Institutions of higher education are conducted for the common good. At The Lindenwood Colleges, the common good depends upon a free search for truth and its free expression. Hence, it is essential that a faculty member be free to pursue scholarly inquiry, and to voice and publish his conclusions concerning the significance of evidence that he considers relevant. He must be free from the corrosive fear that others, inside or outside the college community, because their vision may differ from his own, may threaten his professional career or the material benefits accruing from it.

Each faculty member is entitled to full freedom in the classroom in discussing the subject which he teaches. Each faculty member as a citizen of his nation, state, and community must be free from institutional censorship or discipline when he speaks, writes, or acts. The limitations on this freedom are only those which academic responsibility impose and which are defined in the next section.

2. Academic Responsibility

The concept of academic freedom must be balanced by the equally important concept of responsibility, shared by the boards of directors (trustees), administrators, faculty members, and students.

The fundamental responsibilities of a faculty member as a teacher and scholar include a maintenance of competence in his field of specialization and the exhibition of such competence in teaching, publications and other professional activities.

Exercise of professional integrity by a faculty member includes recognition that the public will judge his profession and his institution by his statements. Therefore, he should strive to be accurate, to exercise decorum, to show respect for other people, and to avoid creating the impression that he speaks or acts for the whole institution or his department when he speaks or acts as a single faculty member or a private person.

## 2) Joint Action

A faculty member should be judicious in the use of controversial material in the classroom.

A faculty member has the responsibility to provide adequate notice of his intention to interrupt or terminate his service to the institution.

### 3. Academic Tenure

The system of faculty tenure supports the integrity of The Lindenwood Colleges. Tenure means assurance to an experienced faculty member that he may expect to continue in his academic position unless adequate cause for dismissal is demonstrated in a fair hearing, following established procedures of due process.

## B. Faculty Status

The President and the Dean of the Faculty have administrative authority over The Colleges, such authority sustained and qualified by collegial support as represented in the faculty's position of shared responsibility. This responsibility is represented in the Faculty Council.

### 1. Faculty Council

The Faculty Council is comprised of as many members as there are departments in the college, one member from each department, plus the Dean of the Faculty who is chairman without vote.

#### a. Selection

- 1) Each department elects its own Faculty Council representative.
- 2) If a department fails to elect a representative, the Faculty Council themselves select a representative from that department to join them.
- 3) The term of office is one year, and the representative is eligible for re-election.

#### b. Definition of Terms

When making a decision, the Faculty Council and the Administration share responsibility in one of two ways, following either the principle of consultation or of joint action.

##### 1) Consultation

Consultation means that after a discussion with the Dean of the Faculty, the Faculty Council will formally present their judgement, in the form of a recommendation, vote, or other expression, sufficiently explicit to record their position or positions, for the administration. This explicit expression of judgement must take place in time to affect administrative action.

## 2) Joint Action

Joint action means that agreement to a proposal by both the Faculty Council and the administration is required for action. If concurrence of the Faculty Council and the Dean of the Faculty is not obtained within the regular procedures of the Council, the President shall meet with the Council to seek a resolution. If the matter cannot then be resolved, the matter shall be taken through the President to the Board for final resolution. The proper procedures for making the appeal to the President and to the Board are outlined in the Bylaws.

### c. Areas of Responsibility

- 1) To consult with the Dean of the Faculty as spokesman for the administration in the establishment of priorities concerning faculty appointments.
- 2) To consult with the Dean of the Faculty as spokesman for the administration concerning reappointments and non-renewals of contract, promotions, and salaries.
- 3) To take joint action with the Dean of the Faculty as spokesman for the administration concerning tenure.
- 4) To take joint action with the Dean of the Faculty as spokesman for the administration concerning dismissal of tenured faculty for incompetence, moral turpitude, or financial exigency.
- 5) To recommend criteria concerning appointments, re-appointments, non-renewals of contract, promotions, salary and tenure.
- 6) To review proposed Bylaws, to amend such proposed Bylaws if deemed appropriate, and to present a recommendation thereon to the next succeeding regular faculty meeting (or special meeting if it is included in the call).

## II. Faculty Duties

### A. Corporate Duties

The performance of the following duties must necessarily be considered within the context of available resources over which the administration and the Board have responsibility and control.

1. To determine the membership categories of the Faculty for the purposes of voting (The Board of Directors has established the principle that the President and Vice President and Dean of the Faculty are by nature of their appointments voting members of the Faculty).
2. To determine, in consultation with the Administration, the academic curriculum.

3. To determine the requirements for earned degrees.
  4. To determine the nature of the system to be used in grading students in courses.
  5. To recommend to the Board of Directors candidates for earned and honorary degrees.
  6. To make recommendations to the President and the Dean of the Faculty concerning any other matters of educational policy.
- B. Individual Duties
1. To teach the courses and to undertake the advising of students assigned to him.
  2. To carry out his duties as teacher and adviser in the manner described under Academic Responsibility (I.A.2 above).
  3. To serve on Faculty committees, such service to be distributed as equitably as possible.

### III. Faculty Committees

- A. All standing committees contain some members elected by the Faculty and some appointed by the President.
- B. All committee members shall serve for one term as the terms are defined for each committee in the bylaws. No member may succeed himself.
- C. The election to standing committees for any academic year shall take place before the end of the preceding academic year. Vacancies in elected positions may be filled at any time.
- D. Unless otherwise indicated, each committee shall elect its own chairman.
- E. All committees shall make at least an annual report to the Faculty in writing at least two weeks before the close of each academic year.
- F. The President of The Colleges and the Dean of the Faculty are ex officio members without vote of all committees, except those on which they serve as regular members.
- G. Other administrative personnel with faculty status may be designated in the bylaws to serve as either regular or ex officio members of the committees that relate to their areas of responsibility.

#### IV. Faculty Having Administrative Responsibility

##### A. The Division Chairman shall be responsible to the Dean of the Faculty.

###### 1. Selection

- a. Division chairmen are elected by the faculty of the division, from a list of members of the division previously approved by the Dean of the Faculty.
- b. The term of office is two years, and a chairman is eligible for re-election.

##### A. Appointments

###### 2. Duties

- a. He shall coordinate the various departmental plans for curricular development with the division.
- b. He shall be a member of the Educational Policies Committee.

##### B. The Department Chairman

###### 1. Selection

- a. Department chairmen are appointed by the President, on recommendation of the Dean of the Faculty, subject to the consent of the department.
- b. The term of office is for two years, and a chairman is eligible for reappointment.

##### A. 2. Duties

- a. He shall be responsible to the Dean of the Faculty.
- b. He shall be the administrative officer of his department and shall, by means of departmental meetings and personal consultation, involve his colleagues in the department in the making of decisions. He may also delegate administrative duties.
- c. He shall review with the Dean of the Faculty and the members of the department matters of promotion, tenure, and non-renewal of contract and, with the Dean of the Faculty, present the results of this review to the Faculty Council.
- d. He shall review with the Dean of the Faculty and returning members of the department new staff appointments and, with the Dean of the Faculty, he shall appear before the Faculty Council to inform them of his results.
- e. He shall confer with the division chairman when the curricular matters in the department affect the other departments in the division.

##### C. The Librarian

###### 1. Selection

The Librarian shall be appointed by the President on recommendation of the Dean of the Faculty and subject to the consent of the Faculty Council.

2. Duties
  - a. The Librarian shall be responsible to the Dean of the Faculty.
  - b. With the advice of the Library Committee, the Librarian shall be responsible for formulating such policies as will promote the fullest use of the library by students and faculty and, in general, make the library an effective educational organization.

## V. Faculty Appointments and Promotions

### A. Appointments

- Appointment to the Faculty is made by the President upon the authority granted him by the Board of Directors.
1. In making specific appointments, the President acts in consultation with the department chairman.
  2. Persons over 65 may be appointed on annual contract according to the usual practices of The Colleges.

### B. Promotions

Promotions, whether they originate in a department or elsewhere, are made by the President in consultation with the Faculty Council.

## VI. Leaves of Absence

### A. Sabbatical Leave

1. A member of the Faculty may apply for Sabbatical leave after completion of six full years of service prior to each leave.
2. Sabbatical leave shall include a whole academic year or one long term and one short term. The compensation for a Sabbatical leave shall be equal to half salary for one year or full salary for one long term and one short term. A person on Sabbatical leave shall continue to receive the college contribution to his retirement pension and his major medical insurance policy and other fringe benefits. He shall not forfeit his status in connection with salary increments.

### B. Other Leaves

Full-time members of the Faculty may be granted leave with or without pay in accordance with the following provisions.

1. Leaves may be granted by the President for special or emergency reasons.
2. Leaves may be granted by the President for military duty or other government service. Members called for such duty will have the privilege of returning to the service of The Colleges at the beginning of the term following their release from duty provided The Colleges have been notified at least six months in advance so that arrangements can be appropriately made.

3. Time spent of leaves mentioned in 1 or 2 above will not be counted in computing the maximum probationary period, assuming the leave is longer than an interim term.
4. Persons on leave, except those on military leave, shall continue to receive The Colleges' contribution to the retirement pension and their major medical insurance policies. They shall not forfeit their status in connection with salary increments. Exception to these provisions is possible only if clearly stipulated as a condition of the leave.

#### VII. Retirement

- A. A member of the Faculty shall retire from The Lindenwood Colleges on September 1 of the year nearest his 65th birthday.
- B. A member of the Faculty or an officer of administration with long and distinguished service to The Colleges may, upon retirement, be awarded emeritus status.
- C. All changes in retirement plans and fringe benefits are to be made only after the approval of the Faculty.

#### VIII. The Bylaws

The necessary procedures to implement the provisions of this Constitution shall be established by the adoption of bylaws. These shall be consistent with the provisions of this Constitution.

Bylaws shall be adopted by the following procedure.

- A. Any committee or individual may introduce a proposed bylaw at a regular Faculty Meeting, or at a special meeting in which the proposal is part of the call of the meeting.
- B. A proposed bylaw shall be referred to the Faculty Council which may amend the proposed bylaw, and shall present it, together with the Council's recommendation thereon, to the next succeeding regular Faculty Meeting (or special meeting in which it is included in the call). The Faculty shall then vote, with a simple majority sufficient to carry.
- C. A bylaw may be temporarily suspended by a three-fourths vote of those present and voting.
- D. The initial bylaws and subsequent changes and additions shall be presented to the Boards of The Colleges for regular review. Such presentations to the Boards shall imply concurrence by the Boards except in cases where the Boards shall express their disapproval. Any bylaws thus disapproved shall not be enforced but shall be revised by the Faculty Council, revoted by the Faculty and if accepted by the Faculty in the revised form, shall be resubmitted to the Boards and shall be enforced unless the Boards again would express disapproval.



*file*

IX. Amendments to the Constitution

Any member of the Faculty may propose an amendment to this Constitution. If a simple majority of the Faculty present and voting affirm that the idea is worthy of consideration, a special committee of five persons shall be elected to consider the amendment. This committee may revise the proposed amendment and shall report its recommendation to the Faculty in writing as part of the call for the meeting in which it is to be considered. The final faculty vote to amend the Constitution shall require a two-thirds majority. This amendment shall then be referred to the Board of Directors for ratification.

Mr. Germain Morgan, Vice-President of Commerce Properties, Inc., and Mr. James O'Hara of G.W. Hoesey Company also attended the meeting to present a proposal from Commerce Bank of St. Charles to lease 1 1/4 acres of land from the college.

Mr. Morgan presented a proposal to the committee for the lease of 117,525 square feet fronting on First Capitol Drive for an original term of 30 years, with two 10 year renewal periods at the option of the lease holder, and additional 10 year renewal periods after the original 50 years at the option of both the lessee and the lessor. A plat of the land prepared by Fruco and Associates, Inc., Engineers and Architects, were shown to the committee along with elevation drawings of tentative improvements proposed by the bank. A copy of Mr. Morgan's proposal is attached to and made a part of these minutes.

Dr. Crider stated that he felt that the \$194,881 valuation of the land was low, based on his own experience with similar property in the City of St. Charles. The committee also felt that the method used to value the land by dividing it into three different parcels, combined with a reduction in the value of the land for lease purposes by deducting \$60,000 for extraordinary development costs, resulted in a double de-valuation. Committee member James Quillian, who could not be present, had asked Mr. Berg to present his views to the committee. Mr. Quillian believes that the lease period should be a maximum of 25 years with the lease holder having the first refusal rights to renegotiate the lease for an additional period. He felt that the college should realize from \$1,500 to \$1,750 a month rent from the land. He strongly felt that a 10% return on the valuation of the land was reasonable.

The committee thanked Mr. Morgan for his presentation and agreed to meet within a week to prepare a counter-proposal.

The meeting was adjourned at 3:30 p.m.

Respectfully submitted,

*Base where they are*

S. Richard Berg  
for the Committee

*file*

Minutes of the Meeting of the Buildings and Grounds Committee

COMMERCE BANK

The Buildings and Grounds Committee of The Lindenwood Colleges met on Wednesday, April 14, 1971 at 2:30 p.m. in Room D of the St. Louis Union Trust Co. in St. Louis, Missouri. Present were:

- Dr. Russell Crider
- Mr. John Black
- Mr. Walter Metcalfe
- President John Anthony Brown
- Vice-President B. Richard Berg

Mr. Germain Morgan, Vice-President of Commerce Properties, Inc., and Mr. James O'Hara of G.W. Nooney Company also attended the meeting to present a proposal from Commerce Bank of St. Charles to lease 1½ acres of land from the college.

Mr. Morgan presented a proposal to the committee for the lease of 117,525 square feet fronting on First Capitol Drive for an original term of 30 years, with two 10 year renewal periods at the option of the lease holder, and additional 10 year renewal periods after the original 50 years at the option of both the lessee and the lessor. A plat of the land prepared by Fruco and Associates, Inc., Engineers and Architects, were shown to the committee along with elevation drawings of tentative improvements proposed by the bank. A copy of Mr. Morgan's proposal is attached to and made a part of these minutes.

Dr. Crider stated that he felt that the \$194,831 valuation of the land was low, based on his own experience with similar property in the City of St. Charles. The committee also felt that the method used to value the land by dividing it into three different parcels, combined with a reduction in the value of the land for lease purposes by deducting \$60,000 for extraordinary development costs, resulted in a double de-valuation. Committee member James Quillian, who could not be present, had asked Mr. Berg to present his views to the committee. Mr. Quillian believes that the lease period should be a maximum of 25 years with the lease holder having the first refusal rights to renegotiate the lease for an additional period. He felt that the college should realize from \$1,500 to \$1,750 a month rent from the land. He strongly felt that a 10% return on the valuation of the land was reasonable.

The committee thanked Mr. Morgan for his presentation and agreed to meet within a week to prepare a counter-proposal.

The meeting was adjourned at 3:30 p.m.

Respectfully submitted,

*base where they are*

B. Richard Berg  
For the Committee

# COMMERCE BANK of Kansas City

## MEMORANDUM

April, 1971

PROPOSAL -- ST. CHARLES/LINDENWOOD

- I. Lot Size -- average width - 262.5'  
 -- average depth - 290.0'  
 Employees Parking Lot - 90' x 70'

Total Square Footage ----- 82,425 Square Feet

## II Explanation of Site Plan

Varied Level Development

Street Level/Rear Entry - Lower Level/Parking Level

Tie in of bank site plan to proposed shop development on the balance of the site.

- A. Circular Street plan
- B. Use of bank land for completion of circle street
- C. Bank to engineer and install street from First Capitol Drive to the rear of the bank property. Cost of this improvement is estimated to be \$14,700.00.
- D. Bank to install catch basins, curbs and collecting storm drainage lines on its property designed to tie into a future storm drainage system for the entire tract. Without this expenditure, development of the balance of the property would not be possible. The cost of this system (paid for by the bank) is estimated to be \$19,670.00.
- E. Because of the unusual and severe grade of this property, extra site development costs will be incurred by the bank for retaining walls. The cost of these walls (to be paid for by the bank) is estimated to be \$25,630.00.

These extraordinary site development costs, the street, the storm drainage system and the retaining walls total \$60,000.00 and are reflected in the subsequent valuation of the property.

# COMMERCE BANK of Kansas City

## MEMORANDUM

April 1971  
Page Two

### Valuation of the Site.

For valuation purposes I have divided the property into three parcels -- Frontage (270' x 130' = 35,100 square feet) -- Rear (41,025 square feet) -- and employee parking area (6,300 square feet).

I have a record of four sales of property on First Capitol Drive during 1969 and 1970. Although location and terrain make direct comparisons invalid, they are helpful. These four sales were all frontage sites at the following square foot prices -- \$2.43, \$2.41, \$2.23 and \$1.52. It is my opinion that the subject property is superior in location and surroundings to these comparables and I would place the following values on the three parcels.

Frontage	-35,100 SqFt @ \$2.75 / SqFt	= \$ 96,525.00
Rear	-76,125 SqFt @ \$1.25 / SqFt	= 95,156.00
Employee Park-	6,300 SqFt @ \$.50 / SqFt	= <u>3,150.00</u>
		194,831.00
Less: Extraordinary Development Costs		<u>-60,000.00</u>
Lease Value		\$134,831.00
Ground Rent (8%. of \$135,000)		10,800.00 / Year

MEMORANDUM

35,100

247,275  
60  
187,275

# COMMERCE BANK

## MEMORANDUM

April, 1971  
Page Three

April, 1971  
Page Four

### Lease Term

An original term of 30 years, with two ten-year options at Lessee's option. After 50 years, lease shall renew for ten-year periods at the option of both Lessee and Lessor.

Rental rate shall be adjusted each ten years of the original term and any renewal term according to the following formula:

- A. First ten year -- \$10,800.00 / Year
- B. Each succeeding ten-year period of the original and any renewal term -- \$10,800.00 per year minimum plus .006% of total operating revenues in excess of \$1,600,000.00 and less than \$2,500,000.00 and .0045% of operating revenues between \$2,500,000.00 and \$3,500,000.00 and .003% of operating revenues in excess of \$3,500,000.00.

### II. From F. D. I. C. statistical tables it is shown that:

- A. Average net occupancy expense of all banks in St. Louis, St. Charles, Franklin, Jefferson Counties and St. Louis City was 2.9% of gross operating income.
- B. Average net occupancy expense of banks in Missouri with deposits between 10-25 million was 2.9% of gross operating revenue and between 25-100 million 2.8%.

### III. Since the proposed rent in the proposed occupancy expense budget is 2.0% of the total occupancy expense, a further should that calculation to not more than 2.0% of 2% of gross operating revenue or .004%.

# COMMERCE BANK of Kansas City

## MEMORANDUM

April, 1971  
Page Four

The above escalation formula was developed as follows:

I. The budgeted net occupancy expense of Commerce Bank of St. Charles in their new building is as follows:

Janitorial Expense	\$ 4,800.00
Utilities	6,500.00
Maintenance & Repair	6,500.00
Real Estate Taxes	12,000.00
Depreciation	11,000.00
Ground Rent	10,800.00
Misc.	<u>1,400.00</u>
Total:	\$ 53,000.00

II. From F. D. I. C. statistical tables it is shown that:

- A. Average net occupancy expense of all banks in St. Louis, St. Charles, Franklin, Jefferson Counties and St. Louis City was 2.9% of gross operating income.
- B. Average net occupancy expense of banks in Missouri with deposits between 10-25 million was 2.9% of gross operating revenue and between 25-100 million 2.8%.

III. Since the ground rent in the proposed occupancy expense budget is 20% of the total occupancy expense, a formula should limit escalation to no more than 20% of 3% of gross operating revenue or .006%.

# COMMERCE BANK *of Kansas City*

## MEMORANDUM

April, 1971  
Page Five

Listed below is a projection of ground rent related to revenue:

<u>Gross Income</u>	<u>Minimum Rent</u>	<u>Excess Rent</u>	<u>Total Rent</u>	<u>Rent as % of Revenue</u>
To 1,600,000	10,800	-0-	10,800	.0067
2,000,000	10,800	2,400	13,200	.0066
2,500,000	10,800	5,400	16,200	.0064
3,000,000	10,800	7,650	18,450	.0061
3,500,000	10,800	9,900	20,700	.0059
4,000,000	10,800	11,400	22,200	.0055
5,000,000	10,800	14,400	25,200	.0050

Nooney Company  
West County Office

11901 Olive Boulevard  
Saint Louis, Missouri 63141  
(314) 872-8563



April 22, 1971

Mr. Richard Berg, Vice President Development  
Lindenwood Colleges  
St. Charles, Missouri 63301

Dear Dick:

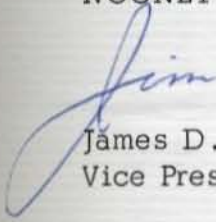
Attached is sheet showing the information you requested. I  
obtained it from the Vice President of Creve Coeur Bank.

Mr. Morgan has volunteered the information that they are  
planning a 13,000 sq.ft. building, and he estimates the cost  
to be between \$30 and \$40 per sq. ft.

Call me if you have any other questions.

Yours very truly,

NOONEY COMPANY

  
James D. O'Hara  
Vice President

JDO'H/mmck  
enc.

13,000  
30  

---

399000





TABLE 5  
INCOME AND EXPENSES  
OF INSURED COMMERCIAL BANKS  
1969

STATE--24  
AREA-----06 "MISSOURI"  
PAGE-----5 "ST. LOUIS AREA"

ITEM	ALL BANKS IN YOUR AREA	BANKS IN YOUR STATE					
		ALL BANKS	-BANKS WITH TOTAL DEPOSITS (IN MILLIONS)- UNDER 5    5-10    10-25    25-100    OVER 100				
PERCENTAGE OF TOTAL OPERATING REVENUE							
INCOME							
1. INCOME ON LOANS	60.2	59.1	56.9	59.9	59.9	63.8	68.5
2. INTEREST ON U.S. TREASURY SECURITIES	15.9	22.2	27.9	20.9	16.8	12.7	11.1
3. INTEREST ON SECURITIES OF U.S. GOVT AGENCIES	7.1	5.9	6.7	5.5	5.8	5.0	1.1
4. INTEREST ON OBLIGATIONS OF STATES, E	7.1	5.9	3.3	6.8	8.7	9.3	6.4
5. INTEREST AND DIVIDENDS ON OTHER SECURITIES	.4	.2	.2	.2	.3	.4	.1
6. TRUST DEPARTMENT INCOME	.3	.1	.0	.1	.1	.5	.4
7. SERVICE CHARGES ON DEPOSITS	5.0	3.4	2.4	3.7	5.1	4.5	1.2
8. ALL OTHER REVENUE	3.9	2.7	2.3	2.5	3.0	3.5	5.5
EXPENSES							
9. SALARIES	18.6	21.8	24.6	20.9	19.2	17.3	18.3
10. PENSIONS AND OTHER EMPLOYEE BENEFITS	2.1	2.1	2.0	2.1	2.2	2.1	2.8
11. INTEREST ON DEPOSITS	35.5	31.6	28.9	32.3	34.7	36.8	22.2
12. INTEREST ON BORROWED MONEY	1.3	.3	.0	.1	.4	1.1	6.5
13. INTEREST ON CAPITAL NOTES AND DEBENTURES	.3	.0	.0	.0	.0	.3	.1
14. NET OCCUPANCY EXPENSE	2.9	2.7	2.6	2.7	2.9	2.8	2.8
15. PROVISION FOR LOAN LOSSES	2.0	2.0	2.0	1.9	2.4	1.5	1.1
16. OTHER EXPENSES	16.1	14.2	14.0	14.5	14.4	13.7	13.7
17. CURRENT OPERATING EARNINGS	21.1	24.9	25.5	24.9	23.3	24.0	32.0
18. TAXES ON OPERATING EARNINGS	6.6	6.2	5.8	6.2	6.1	7.8	13.7
19. NET CURRENT OPERATING EARNINGS	14.5	18.6	19.7	18.6	17.2	16.1	18.3
20. OTHER CHARGES AGAINST EARNINGS	.4	.5	.6	.5	.3	.1	.0
21. NET INCOME	14.9	18.1	19.1	18.1	16.8	16.0	18.3
NUMBER OF BANKS	79	659	292	159	135	62	11

SOURCE- REPORT OF INCOME 1969

STATE/AREA/PAGE---24/06/5

MINUTES OF MEETING OF  
FINANCE COMMITTEE OF  
LINDENWOOD COLLEGE

April 14, 1971

The Finance Committee of Lindenwood College met at 3:30 p.m., Wednesday, April 14, 1971, in Conference Room B of the St. Louis Union Trust Company.

Mr. Richard Young, Chairman of the Committee, presided. Present were Mr. Young, Mr. John Black, Mr. Armand Stalnaker, President John Anthony Brown, Vice President Richard Berg, Mr. Lew Laughlin of St. Louis Union Trust Company, Mr. Oliver Wilkins of Mercantile Trust Company, and Mr. Carl Becker and Mr. John Whiat of the St. Louis Union Trust Company.

The committee heard the reports of the two trust companies and instructed Mr. Wilkins to make no changes in the holdings at Mercantile Trust Company at this time. The committee approved the recommendation of Mr. Laughlin that he sell 1,666.66 Greyhound Corporation Common Purchase Warrants valued at \$12,083 and 132 shares American Telephone & Telegraph valued at \$1,468.

Mr. Black raised the question of entering book values for stocks listed at a nominal dollar value and Mr. Berg was asked to have Miss Fuller provide the necessary information to the trust company for such a valuation.

Following a discussion of investment policies and the serious inflation which the economy is facing, Messrs. Laughlin, Wilkins, Becker, and Whiat left the meeting.

Mr. Berg presented the cash flow projection for the balance of the 1970-71 fiscal year and reminded the committee that they had postponed action on \$100,000 of the 1969-70 deficit carried over from the previous year in anticipation of capital appreciation in the college's reserves. He also reported that the college was currently using \$410,000 of the \$500,000 line of credit at Boatmen's National Bank.

The committee agreed to sell Commercial Paper held in unrestricted accounts at St. Louis Union Trust Company to meet the cash needs of the college.

The meeting was then adjourned to reconvene at 3:00 p.m., Friday, April 16, in Mr. Stalnaker's office at the General American Life Insurance Company.

Mr. Young announced that the committee would review the operating budget of the college at that time along with projections for 1971-1972.

Continuation of Finance Committee Meeting

Mr. Berg reported that he had asked St. Louis Union Trust Company to sell the Commercial Paper authorized by the committee and to transfer those funds and any cash in our accounts to the college's operating account at Boatmen's National Bank - a total of \$172,000. This was requested before 10:00 a.m. on Thursday, April 15, and funds were deposited in our account at Boatmen's at 2:15 p.m. today. A check in the amount of \$150,000 to reduce our line of credit was presented to the loan department of the bank earlier.

The committee reviewed the current status of the operating budget of the college and the preliminary projections for the 1971-72 fiscal year. A copy of that report is attached to and made a part of these minutes. The members of the committee agreed with the administration that ways must be found to reduce the proposed operating deficit for 1971-72 to a figure less than \$100,000. This will require consolidation of some activities and a trend in the future toward greater curricular specialization in a few areas of institutional strength.

The next Finance Committee meeting will be a luncheon meeting held prior to the Board meeting on June 7, 1971.

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AGENDA

BOARD OF CONTROL  
The Lindenwood Colleges  
May 19, 1971

---

1. Proposal from Commerce Bank - Dr. Crider
2. Proposed student housing contract
3. Volunteer Leadership
  - a. Board Structures
  - b. Committees
4. Current Budget Projections

Minutes of the Board of Control of The Lindenwood Colleges held at the University Club in St. Louis, Missouri, Wednesday, May 19, 1971

Present were Mr. John Black, Dr. Russell Crider and Mr. Armand Stalnaker representing Lindenwood College for Women; Mr. George Brown, Mr. Walter Metcalfe, and Mr. Carol Mundt representing Lindenwood College II; also present were Mr. John Anthony Brown, President of the Colleges, Mr. Howard A. Barnett, Vice-President and Dean of the Faculties, Mr. B. Richard Berg, Vice-President for Public Affairs and Finance, and Mr. Edward C. Krehmeyer, Director of Development.

Mr. Black presided and called on Dr. Crider to present the report of the Building & Grounds Committee. Dr. Crider presented the proposal which the committee had received from Commerce Bancshares regarding the lease of approximately two acres of land on First Capitol Drive near the water tower for development of offices for the Commerce Bank of St. Charles. Copy of that proposal is attached to and made a part of these minutes.

After consideration of the proposal, Mr. Stalnaker moved that the Board of Control recommend the acceptance of the lease to the Board of Directors of Lindenwood College for Women with the provisions outlined below. The motion was seconded by Mr. George Brown and passed:

1. That the term of the lease be for 20 years with three 10 year options at the sole prerogative of the lessee.
2. That the Board accept the \$15,000 per year base rental offered by the bank.
3. That a provision be written into the lease providing for re-negotiation at the end of the first 20 years and each 10 year period thereafter. That renewal of the option be based on a revaluation of the land or the escalation clause listed below, whichever is higher.
4. That the second 10 year's ground rent would be \$15,000 minimum plus .006% of the gross income of Commerce Bank of St. Charles in excess of \$1,600,000 and less than \$3,000,000, and plus .0045% of any operating income between \$3,000,000 and \$4,000,000.
5. That the Board agree to pay Nooney Company a broker's fee of 3% of the net income to the college over the initial 20 year period of the lease.

6. That the request for an unsecured option to rent an area of 70 ft. x 90 ft. behind the water tower for the sum of \$500 per year be refused. If the bank is interested in the land for the parking lot, it can be leased at this time at the same rate as the rest of the parcel, or the bank may take its chances on the availability of the land at a later date.

The final item of discussion on the agenda was the financial  
7. That the Nooney Company prepare a lease for the approval of Commerce Bancshares containing these provisions and adequate protection to the college by including requirements for approval of plots and building plans for the bank, signage, taxes, land maintenance, etc. When completed, the lease should be reviewed by the college counsel.

Mr. Stalnaker suggested that the action taken established a precedent for the college and we ought to formally adopt a policy that land not needed for college purposes be leased to compatible interests at a rate which would give the college approximately a 10% return on a fair market valuation of the land.

A draft of a contractual agreement for students living in the residence halls was presented for consideration by the Board as a means of providing better administration and management of the residence halls on the campus. It was proposed that the damage fee of \$30 currently required of all resident students remain the same for students enrolled in the women's college for the current year, but be increased to \$50 for students enrolled in Lindenwood College II. Dr. Crider moved that the residence hall contract and proposed fee structure be adopted following review by counsel. The motion was seconded by Mr. Stalnaker and passed unanimously. Copy of the agreement is attached to and made a part of these minutes.

The Board next considered the current voluntary leadership structure of the colleges and the areas where voluntary leadership is needed. The Board reached a consensus that the current Board of Overseers for Lindenwood College for Women be expanded to serve as a Development Committee for both colleges and that the by-laws of the colleges be revised so that the Board of Overseers would report directly to the Board of Control. It was also recommended that the Board of Overseers be reviewed in the hopes of securing a name for the group which would be more acceptable to some of the members present. The title President's Council was presented for consideration.

*effective upon possession*

President Brown presented the list of candidates for degrees to be awarded on Saturday, May 29, 1971. Mr. George Brown moved that the degrees be granted upon recommendation of the faculty. Motion was seconded by Dr. Crider and passed. A list of degree recipients is attached to and made a part of these minutes.

The final item of discussion on the agenda was the financial position of the colleges and the projected budget for 1971-1972. Mr. Berg reported that realistic projections for the coming year, following a reduction in faculty and administrative personnel, would result in a deficit approximately half of that in the current year's budget. Mr. Black complimented President Brown on the actions which have been taken to date to bring the college's expenditures in line with its income, and stated that the next area of emphasis would have to be on increasing income to the colleges.

Mr. Black announced that this would be his last meeting as Chairman of the Board of Control since he would be moving to California at the end of the month. Members of the Board and Administration thanked him for his long service to the college and for his leadership as the founding Chairman of the Board of Control.

The meeting was adjourned.

Respectfully submitted,

*B. Richard Berg*

B. Richard Berg  
Acting Secretary

ground rent	\$15,000 per year
2nd 10 years' ground rent	\$15,000 per year minimum, plus .005% of income between \$1,600,000 and \$3,000,000 and plus .004% of any income between \$3,000,000 and \$4,000,000 plus .003% of any income above \$4,000,000.

The rental for the 3rd and any succeeding 10 year periods shall be \$15,000 per year minimum plus escalation as described for the 2nd 10 year period.

*Nooney 3% for 30 years*

*240  
time  
o.k.*

*10067*

*effective upon possession*

May 17, 1971

LINDENWOOD COLLEGE ---

This proposal cancels and replaces the offer presented April 1, 1971.

- I. The term of the lease shall be for 30 years with two 10 year options to renew at the sole prerogative of the Lessee.
- II. We propose to develop the leased ground with a driveway entering the leased property at the front property line in as short a distance as is feasible for the bank's development of the property. We would provide no means of collecting storm drainage water but allow it to continue through on to the balance of the property as it presently flows. We would construct our parking lot to limit traffic and to install only such retaining walls as are necessary for the use of the leased property by the bank.
- III. Lot Size -- We would propose under this lease to lease the area with an average width of  $262\frac{1}{2}$  feet and average depth of 290 feet, totaling approximately 76,125 square feet. We would ask the college for an option to rent the ground (70 x 90) labeled "Employees Parking" behind the water tower for the sum of \$500.00 per year when needed by the bank.
- IV. We would propose a ground rent schedule for the 76,125 square foot area as follows:

1st 10 years' ground rent	\$15,000 per year
2nd 10 years' ground rent	\$15,000 per year minimum, plus .005% of income between \$1,600,000 and \$3,000,000 and plus .004% of any income between \$3,000,000 and \$4,000,000 plus .003% of any income above \$4,000,000.

The rental for the 3rd and any succeeding 10 year periods shall be \$15,000 per year minimum plus escalation as described for the 2nd 10 year period.

*5 yrs.  
time  
o.k.*

*--- .006%*

---

*Nooney 3% for 30 years*





THE LINDENWOOD COLLEGES  
Office of the Registrar  
May, 1971

CANDIDATES FOR DEGREES  
1970-1971

1. Lindenwood College I

Ackermann, Susan	Hedlund, Barbara
Acton, Janet	Higgins, Mary Patricia
Agee, Shawnie	Hind, Jeanne
*Albro, Kathryn	Hollander, Marsha
Anderson, Nancy	*Howell, Marlene
Anwary, Constance Blake	Johnston, Judith
Anwary, Farida	Jones, Helen
Ashwell, Carolee	Kelsey, Margo
Austin, Ann	Kitchell, Marianne
Baker, Berte	Klutenkamper, Marilyn
Bassett, Marsha	Knight, Linda
Baty, Anna	*Kosten, Diana
*Baxter, Sandra	Kreinberg, Nancy Cole
Beeson, Diane	Langston, Barbara M.
*Beintker, Darcy	Leussler, Gail
Blankenship, Jan	Lynch, Mary
Bornmann, Sandra	*McGruder, Janet
Bridges, Susan	Mabon, Ann
Brockgrieters, Teresa	Marchegiani, Rita
Brooks, Constance	Markowitz, Phyllis Ingerton
Brooks, Mariann	*Milstead, Sharon
Brown, Sharon	Miltenberger, Constance K.
Carter, Bethel	Mochow, Kristie
Collier, Mary Ann	Morrison, Patricia
Cortazzo, Ann	Nakos, Peggy
Crusa, V. Ann	Nelson, Anne
Dammert, Claudia	*Niles, Sharon
deKruif, Joan	Norton, Betty Jean
Devonshire, Holly	Nuppenau, Rea
Eggemeyer, Betty	Olson, Dianne
Ellwein, Neva	Parker, Melissa
Evans, Gaynelle	Perkins, Georgia
Favor, Mary	Phillips, Ann
Feller, Shirley	Pineo, Suzanne
Fogarty, Patricia	Pitts, Toni
Fox, Marsha	Purcelli, Doris
Franke, Sandra	Ragnarsdotter, Sigridur
Gibson, Lynn	Randolph, Linda Gail
Ghazal, Nicole	Redpath, Jean
Haddock, Linda	
*Halbrook, Caro	
Hansbrough, Jaque	
Haughawout, Susan	
Haugk, Joan	

\* Indicates returning credit for degree.

BOARD OF CANDIDATES FOR DEGREES  
LINDENWOOD COLLEGE  
May, 1971

2. Lindenwood College II

- |                               |                        |
|-------------------------------|------------------------|
| Sather, Sandra                | Askenasi, Keith        |
| Schambye, Anne                | Back, John             |
| Schnedler, Deborah Montgomery | Bushnell, Hunt         |
| Siehl, Sandra                 | Davis, Philip          |
| Sims, Helen                   | Gentemann, John Mark   |
| Smith, Catherine              | Henderson, Frank       |
| Smith, Karen                  | *Hendrickson, Clarence |
| Smith, Martha Ann             | *Johnson, Berle        |
| Smith, Sarah                  | Koch, Gene             |
| Stephenson, Pamela            | *Moffitt, James Leroy  |
| Stewart, Connie               | Moore, Charles H.      |
| Stokes, Beth                  | Roberts, Michael       |
| Stout, Darcy                  | *Rucks, Michael        |
| Stroder, Kathryn              | *Ruiz, Robert          |
|                               | *Salamon, Peter        |
| *Thorpe, Elisabeth            | *Smith, Christopher    |
| Thurston, Beverly             | *Thompson, Darrell     |
| Tracey, Cheryl                | Yuna, Robert M.        |
|                               | Wagner, Paul           |
| Umsted, Mary Ann              |                        |
| *Verebelyi, Linda Million     |                        |
| *Wang, Su-Sun Ching           |                        |
| *Weber, Jeanne                |                        |
| Woolf, Meryl                  |                        |
| Yaffe, Katherine              |                        |

\* Indicates returning credit for degree

Recommendation of Faculty Committee on Special Academic Programs for  
Mary Easton Sibley Order of Merit

Committee suggests that the Board of Directors consider establishing  
an order of merit - possibly the Mary Easton Sibley Order of Merit -  
to be awarded to persons who make distinctive contributions to the  
women's college, though not necessarily a contribution directly  
related to the academic program. Thus individuals who devote  
themselves to fund-raising activities, for example, could be honored  
without the difficulties attendant upon awarding an honorary degree  
for a non-academic achievement.

Dates for 1971-72 meetings

Friday, October 22, 1971 AGENDA  
Monday, Jan BOARD OF DIRECTORS AND BOARD OF OVERSEERS  
Friday, May 12, 1972 LINDENWOOD COLLEGE

Motion to change signatures JUNE 7, 1971 School Report from Thomas A. Harig  
and Teresa Welch to B. Richard Berg and Teresa Welch.

Armand C. Stalnaker, President of Board, Presiding

Election of Executive Committee to serve on Board of Control of The

Invocation Lindenwood Colleges

Minutes of January 25, 1971 meeting

Nominations and elections to fill Board of Directors vacancies

Recommendation of Alumnae Council for reelection of alumnae representatives -  
Mrs. K. K. Barton, Mrs. Thomas W. Erwin, III, Mrs. J. L. Smith, and  
Miss Victoria Smith - to Board of Overseers

Awarding of honorary degrees by Board of Control of The Lindenwood Colleges

Report of the President of the College

Committee reports and recommendations Doctor of Humane Letters

John MacLean Black - Doctor of Laws

Faculty and Curriculum - Mrs. Stockstrom

Buildings and Grounds - Dr. Crider

Approval of lease

Economic and market analysis of Lindenwood farm land

Finance - Mr. Young

Budget 1971-72

Authorization for audit

Student Life - Dean Thomas for Mrs. Hall

Unfinished business

New Business

Recommendation of Faculty Committee on Special Academic Programs for  
Mary Easton Sibley Order of Merit

Committee suggests that the Board of Directors consider establishing  
an order of merit - possibly the Mary Easton Sibley Order of Merit -  
to be awarded to persons who make distinctive contributions to the  
woman's college, though not necessarily a contribution directly  
related to the academic program. Thus individuals who devote  
themselves to fund-raising activities, for example, could be honored  
without the difficulties attendant upon awarding an honorary degree  
for a non-academic achievement.

Dates for 1971-72 meetings

Friday, October 22, 1971  
Monday, January 24, 1972  
Friday, May 12, 1972

Motion to change signatures for Federal Alcohol Report from Thomas A. Harig and Teresa Welch to B. Richard Berg and Teresa Welch.

Election of Executive Committee to serve on Board of Control of The Lindenwood Colleges

President's remarks - Mr. Stalnaker

Announcements

Awarding of baccalaureate degrees to Lindenwood College candidates by Board of Control of The Lindenwood Colleges - see attachment

Awarding of honorary degrees by Board of Control of The Lindenwood Colleges for:

- Betty Sue Cooper Hearnes - Doctor of Humane Letters
- John MacLean Black - Doctor of Laws
- Theodore D. McNeal - Doctor of Laws

*(Faint background text from the reverse side of the page is visible, including names like Diana Elizabeth Kosten, Call Anita Loussier, Ann Mabon, etc.)*

\*-Indicates requirements to be completed

LINDENWOOD COLLEGE

CANDIDATES FOR DEGREES

MAY 29, 1971

BACHELOR OF ARTS DEGREE

Susan Jean Ackermann  
Janet Yvonne Acton  
Shawnie Lee Agee  
\*Kathryn Lee Albro  
Nancy Jo Anderson  
Constance Blake Anwary  
Farida Osman Anwary  
Anna Katherine Baty  
\*Sandra Bates Baxter  
\*Darcy Jean Beintker  
Susan Elizabeth Bridges  
Teresa Gail Brockgreitens  
Mariann Grimm Brooks  
Sharon Ann Brown  
Mary Ann Collier  
Maria Claudia Dammert  
Patricia Ann Fogarty Drew  
Neva Marie Ellwein, magna cum laude  
Gaynelle Evans  
Sandra Kay Walker Franke  
Nicole Germaine Ghazal  
Joyce Lynn Gibson  
Linda Haddock  
Jacque Lee Hansbrough  
Susan Haughawout  
Barbara Jane Hedlund  
Mary Patricia Higgins  
Jeanne Elizabeth Hind  
Marsha Marie Hollander  
\*Marlene Celeste Howell  
Judith Ann Johnston, summa cum laude  
Helen Irene Jones  
Margo Kelsey  
Marianne Lavinia Kitchell

\*Diana Elizabeth Kosten  
Gail Anita Leussler  
Ann Mabon  
Rita Elena Marchegiani  
\*Phyllis Sheridan Ingerton Markowitz  
Constance Madalene Miltenberger  
Kristie Lynn Mochow  
Patricia Louise Morrison  
Peggy Nakos  
\*Sharon Kay Niles  
Rea Mae Nuppenau  
Dianne Kathleen Olson  
\*Georgia Kay Perkins  
Ann Elizabeth Phillips  
Suzanne Marie Pineo  
Toni Lynn Pitts  
Sigridur Ragnarsdottir Ragnar  
Sandra Jean Sather  
Anne Elisabeth Loehr Schambye  
Deborah Montgomery Schnedler  
Sandra Louise Siehl  
Helen Ann Sims  
Catherine Tharas Smith  
Karen Smith  
Martha Ann Smith  
Pamela Joan Stephenson  
Darcy Ruth Stout  
Beverly Sue Thurston  
Cheryl Jo Tracey  
Mary Anne Umsted  
\*Linda Ann Million Verebelyi  
\*Meryl Paula Woolf  
Katherine Rose Yaffe

\*-Indicates requirements to be completed

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS  
LINDENWOOD PARK COLLEGE  
BACHELOR OF SCIENCE DEGREE

Carolee Ruth Bryan-Ashwell  
Ann Karen Austin  
Berte Jane Baker  
Marsha Bassett  
\*Jan Elizabeth Blankenship  
Sandra Lee Bornmann  
Constance Mueller Brooks  
Bethel Ann Carter  
Ann Kovatch Cortazzo  
Virginia Ann Crusa  
Joan Singley deKruif  
Holly June Devonshire  
Betty Harlene Eggemeyer  
Mary Ellender Young Favor  
\*Shirley Ann Feller  
Marsha Lee Fox  
\*Caro Lynn Halbrook  
Joan Marie Reimler Haugk  
Marilyn Sammelmann Klutenkamper

\*Linda Lee Knight  
Nancy Cole Kreinberg  
Barbara Mourffee Langston  
Mary Estelle Lynch  
\*Jo Janet McGruder  
\*Sharon Milstead  
Anne McPile Nelson  
Betty Jean Norton  
Melissa Jane Parker  
\*Doris Jean Purcelli  
Linda Gail Randolph  
Jean Ann Redpath, magna cum laude,  
Honors in Music  
Sarah Elizabeth Smith  
Constance Elizabeth Stewart  
Elizabeth Ann Stokes  
Kathryn Ellen Stroder  
\*Elisabeth Jean Thorpe  
\*Su-Sun Wang  
\*Jeanne Ellyn Weber

David Q. Reed  
Armond C. Stalnsker  
Richard A. Young

The following members of the Board of Overseers were also present:

Mrs. E. K. Barton  
Arthur E. Goodall  
Mrs. J. L. Smith

The following members of the Administration attended the meeting:

John Anthony Brown, President  
Howard A. Barnett, Vice President and Dean of the Faculty  
B. Richard Berg, Vice President for Public Affairs and Finance  
Sandra C. Thomas, Dean of the College  
Edward C. Frohmyer, Director of Development  
Mary Yeaker, Secretary to the President, and  
Assistant to the Secretary of the Board

Dr. Stalnsker, President of the Board of Directors, presided. The meeting  
was opened with an invocation by Dr. McDowell.

Dr. Young moved that the minutes of the January 25, 1971, meeting be  
approved as distributed. The motion was seconded and accepted.

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS  
AND BOARD OF OVERSEERS  
LINDENWOOD FEMALE COLLEGE

St. Charles, Missouri  
June 7, 1971

The meeting of the Board of Directors and of the Board of Overseers of Lindenwood Female College was held in the Tower Room of the Library Building at Lindenwood College, St. Charles, Missouri, June 7, 1971, at 1:30 p.m., pursuant to call and notice given each member of the Board of Directors and of the Board of Overseers, in accordance with the Bylaws.

The following directors, being a quorum, were present:

William H. Armstrong  
Russell J. Crider, M.D.  
The Reverend W. Davidson McDowell  
David Q. Reed  
Armand C. Stalnaker  
Richard A. Young

The following members of the Board of Overseers were also present:

Mrs. K. K. Barton  
Arthur S. Goodall  
Mrs. J. L. Smith

The following members of the Administration attended the meeting:

John Anthony Brown, President  
Howard A. Barnett, Vice President and Dean of the Faculty  
B. Richard Berg, Vice President for Public Affairs and Finance  
Sandra C. Thomas, Dean of the College  
Edward C. Krehmeyer, Director of Development  
Mary Yonker, Secretary to the President, and  
Assistant to the Secretary of the Board

Mr. Stalnaker, President of the Board of Directors, presided. The meeting was opened with an invocation by Dr. McDowell.

Mr. Young moved that the minutes of the January 25, 1971, meeting be approved as distributed. The motion was seconded and accepted.



After presentation of the name of Robert Hyland for membership on the Board of Directors, Mr. Young moved that Robert Hyland, Vice President of CBS and General Manager of KMOX Radio, be elected to fill a vacancy on the Board of Directors, such term to expire in January, 1973. Dr. McDowell seconded the motion, which was passed unanimously. Mr. Hyland then joined the meeting and expressed appreciation on being elected to the Board of Directors.

Mr. Stalnaker said that he and President Brown had talked with Jefferson Miller, Vice President of First National Bank, St. Louis, about the possibility of becoming a member of the Board of Directors. Mr. Miller has indicated that he is interested in Lindenwood but prefers not to be presented for membership on the Board at this time. Mr. Armstrong moved that Mr. Miller be elected to the Board of Directors, subject to his acceptance. The motion was seconded and approved.

On motion made by Mr. Reed, seconded by Mr. Young, and passed, the following alumnae representatives were reelected to the Board of Overseers for one year:

Mrs. K. K. Barton  
 Mrs. Thomas W. Erwin, III (nee Patsy Holloway)  
 Mrs. J. L. Smith  
 Miss Victoria Smith

In making his report to the Boards, President Brown commented on the fact that the past year had been uneventful in terms of crises, but that there had been some pressures all year. The total enrollment of both colleges was up slightly this year, but the women's residence enrollment was down again, which has caused a serious fiscal problem. With 250 less women enrolled than five years ago, the enrollment program for the woman's college concerns the Administration more than any other problem. Consequently, the College plans to place special emphasis on the recruitment of students for Lindenwood College for Women. He further stated that he realized the greatest weakness of the Administration was in the area of admissions. The resignation of the present Director of Admissions was accepted as of June 4. Mrs. McClanahan will head the admissions office in the interim while we look for a new Director of Admissions.

The enrollment for the coming year is ahead of last year, but is behind the goal which had been set.

In relating some encouraging aspects, President Brown said that the retention rate of freshmen from 1963-67 averaged 54%, and the average retention rate for the last four years has increased to 80%. Alumnae giving has increased 25% to 30%, and in community support, as well as in Missouri Colleges Fund support, we will have the best year we have had.

President Brown then told of efforts which had been made the past few months for a state scholarship program for the private colleges of Missouri.

Members of the Board were asked by President Brown to react to the "Proposed Statement on the Distinctive Mission of the Church-Related College" which was distributed at the meeting. A copy of that report is attached to and made a part of these minutes. He said he felt we must either follow the principles outlined in this statement, or completely sever our relationship with the church.

He then reported that the budget which is to be presented will propose a deficit for the coming year, because it is believed that the quality of the academic program would be seriously affected if further cuts were made.

President Brown proposed that The Colleges have a structure which would enable them to undertake a capital funds fund-raising drive, the responsibility for which must be shared with the Board. He suggested that the Board of Overseers be enlarged and strengthened and given the function of a vigorous development committee. At the Fall meeting he will present a proposal for the further development of the Board of Overseers.

There was a brief discussion of ways of improving relationships with the church, but no conclusions were reached.

In discussing problems of the College, Mr. Young said the change to two colleges had been sudden and undoubtedly bringing male students to the campus had created some problems. In addition, the last three years on all college

campuses have been difficult and it would be several years before it was known what effect campus disturbances had had on any college. In spite of this, he felt that problems on our campus had been handled well. Mr. Young then moved that the following resolution be approved: That the Boards express to the President, to the entire faculty, and to the entire administrative staff appreciation for having made the changes which have been effected during the past three years at Lindenwood College and for having accomplished them in the manner they have. Mr. Armstrong seconded the motion, which was approved. Mr. Stalnaker stated that he felt Board members have had many occasions to be proud to have had their names associated with Lindenwood College.

In the absence of Mrs. Stockstrom, Dean Barnett reported that the Faculty and Curriculum Committee met at lunch today with two faculty members to look at some of the new programs that are developing. Mrs. Wilhour, of the Education Department, told about the Elementary Campus School that will be opened in the fall. Mr. Smith, of the Modern Languages Department, talked with Board members about individualized instruction in German.

Dean Barnett then reported that in the 1969-70 academic year the Administration recognized that costs needed to be reduced, and began a practice of not replacing retiring or departing faculty members except where absolutely necessary, and shifting to part-time instruction where feasible without sacrificing the integrity of the academic program. This year (1970-71) the College has had 51 full-time faculty, with 49 next year. The percentage of those with terminal degrees in the 1971-72 year will be 57%. In regard to summer school, which opens today, there is every indication that enrollment will be 50 to 100 students ahead of last year.

Dr. Crider, Chairman of the Buildings and Grounds Committee, reported for that committee. He stated that arrangements are proceeding for a lease between Lindenwood College and Commerce Bank of St. Charles. In general, the terms of the lease are that approximately two acres of frontage property along First Capitol Drive between

the water towers and the Zephyr station and trailer park will be leased to Commerce Bank of St. Charles for use as a headquarters bank facility. All improvements would be made by the lessee who would also be responsible for all taxes, utilities, and other costs. The College would retain the right to approve final plans for the development and any signs to be placed on the property. In negotiations with the bank's representatives the following rates have been agreed upon subject to the approval of the Board of Lindenwood and the Board of Directors of the bank. The lease will be written for a period of twenty years with a rental rate of \$15,000 per year for the first ten years and a rental rate of \$19,500 per year for the second ten years. The lease provides for three additional ten year options at a rental rate to be determined by a reappraisal of the value of the property during the year preceding the new lease period, the rental rate to be calculated at 3% of the value of the land (the current valuation is approximately \$2.47 per square foot) but in no case to be less than \$19,500 per year. The College is retaining an eighty-foot right of way along the southwestern boundary of the property for future use as an access road to college property.

Dr. Crider further stated that based upon the Team Four report and in the opinion of the Administration of the College there is no foreseeable need for the acreage which Commerce Bank wishes to lease. He, therefore, moved that the Board authorize the President of the Board of Directors to execute a lease with Commerce Bank for a banking facility on two acres of land located on First Capitol Drive, between the water towers and the Zephyr station and trailer parker, and obtain the necessary rezoning of the land from Zone A to Zone D for that parcel and an adjacent parcel extending northwest to Boschert Creek. The motion was seconded and passed. Following recommendation from Mr. Armstrong, Mr. Young moved that the College should take the position that when this property is rezoned it will become part of the taxable base of the city and county and that the College will take no position to keep it off the tax rolls. The motion was seconded and passed.

Dr. Crider reported that an economic and market analysis of Lindenwood farm land has been received from The Spire Corporation. He stated that although he had not had an opportunity to study the report thoroughly, he disagreed with the urgency of the timetable in the report. After further discussion, Mr. Reed moved that the Chairman of the Executive Committee, the Chairman of the Finance Committee, and the Chairman of the Buildings and Grounds Committee be authorized to enter into an agreement for the preparation of a comprehensive plan for the development of the land if it is desirable to do so. The motion was seconded and approved. If the plan is prepared by SPIRE and not used, the College would be liable for direct costs up to \$25,000.

Mr. Berg announced that the FCC had approved the request for increased power for KCLC-FM, and that the National Broadcasting Company had made a gift of some studio equipment which will be needed as a result of this increased power.

Chairman of the Finance Committee, Mr. Young, reported that the proposed budget for 1971-72 was prepared with the goal of Lindenwood's continuation as an institution of higher education and shows income of \$2,333,000 - an increase of \$190,000 over the past year which is due to an increase in tuition and increased income from endowment - with expenses of \$2,592,000 - as compared with \$690,958 for 1970-71 - resulting in a deficit of \$259,000 as compared with \$500,000 for 1970-71. Mr. Young moved the adoption of the proposed budget. The motion was seconded and accepted.

Mr. Young moved that Boyd-Franz Co. be retained as auditors for the 1970-71 year at a fee of \$4,000. Mr. Reed seconded the motion, which was passed.

Mr. Young moved the adoption of the following:

1. Resolved, that the Board reaffirm its authorization to the Chairman of the Finance Committee to maintain an unsecured line of credit at Boatmen's National Bank to help Lindenwood College meet its operating expenses. The loan is made by the bank with the understanding that the line of credit will be repaid periodically on September 30 and January 30 as tuition income is received. In the event that income is not sufficient to meet the obligations of the College, the Finance Committee shall be authorized to draw upon unrestricted funds held as endowment and other reserves to meet the requirements of the loan.

2. Resolved, that the officers of the College be authorized to withdraw funds from a lost savings account at The First National Bank of St. Charles (Roemer Student Aid Fund of \$539.44) and transfer the funds to current scholarship income.
3. Resolved, that the action of the Finance Committee in meeting balance of deficit from 1969-70 by transfer of \$172,489 in cash and certificates of deposit at St. Louis Union Trust Company to operating account at Boatmen's Bank be approved. The College's line-of-credit was repaid to reduce interest expense.
4. Resolved, that the representatives of this Board to the Board of Control of The Lindenwood Colleges be authorized to develop a new contractual relationship with Lindenwood College II and to consolidate the budgets of the two colleges as required.

Mr. Reed seconded Mr. Young's motion to adopt the above resolutions. The motion was passed.

Dean Thomas, in the absence of Mrs. Hall, reported on actions taken by the Joint Student Life Committee of the two Boards since the last Board meeting:

1. The draft of the financial aid policy was discussed with committee members and some changes were recommended to the Committee on Financial Aid after discussion with two students.
2. The proposal that Cobbs Hall be used for a student center for the coming year has been tabled because it was felt that the plan for a student center should be initiated by students, because of the financial aspects in regard to redecorating costs, because several faculty members felt that students are not interested in such a plan at the present time, and because of the problem of moving students housed in Cobbs for the coming year. It is the recommendation of the Student Life Committee to gradually phase in the idea with the help of students. No new students will be housed in Cobbs for the coming year. Therefore, it will not be necessary to use the first floor rooms as dormitory rooms.
3. A request from students of Lindenwood College for an open house policy during specified hours on weekends was presented to the Council of the Colleges and then to the Student Life Committee of the Board. This committee has recommended approval of the policy. It should be noted that a dormitory by majority vote at any time may limit hours or withdraw from the open house policy but may not extend it to increase visiting hours. Two areas on campus have been reserved for students who do not wish to live under the open house policy.
4. Members of the Student Life Committee have suggested that the College provide quiet areas in the dormitories for study. This plan will go into effect in the fall.
5. Following discussion of the handling of the Student Activity Fund the following recommendations have been approved by the Committee on Student Life for submission to the Board of Control:

- a. That the Board directs that \$15.00 of each \$50.00 shall be designated for Lectures and Concerts, to ensure that a variety of serious educational activities and events will continue on the Lindenwood campus.
  - b. That the remaining \$35.00 shall be allocated in the fall by an appropriations committee consisting of the officers of the Women's Student Government and the Student Life Committee Chairmen of Lindenwood College II. The president of the Women's Student Government shall preside at this meeting.
  - c. That this Appropriations Committee meet again at mid-year to review the use of activity fund money up to that time by the organizations and committees that have received it, including Lectures and Concerts.
  - d. That all organizations receiving such funds shall designate at the beginning of the year those individuals who are authorized to sign checks on the fund. Some individual shall also be designated whose task it is to make a written accounting of the money received and expended at the end of the year. This audit shall be publicly available to the college community.
  - e. That all drafts on the fund shall carry two signatures: one of a student, the other a faculty or administrative sponsor. In the case of student government or social council funds, the respective dean shall be the co-signer.
6. A proposal presented by the Lindenwood College II student body for an open house policy in the men's dormitories was approved. This proposal is similar to that of Lindenwood College except that the hours differ slightly, being somewhat shorter on Fridays.
  7. As a result of an anonymous gift from a Board member, a fall retreat is being planned, which will be held at Thompson House probably the third weekend in September. A maximum of 50 persons will be invited to participate in this retreat.

Following comment by Mr. Stalnaker that the death of John M. Wolff was a great loss to Lindenwood College, Dr. McDowell moved that a resolution in memory of Mr. Wolff be prepared, copy of which would be sent to Mrs. Wolff. The motion was seconded by Mr. Young and passed.

On the recommendation of the Faculty Committee on Special Academic Programs, Dean Barnett proposed that the Board of Directors establish an order of merit, to be known as the Mary Easton Sibley Order of Merit, to be awarded to persons who make distinctive contributions to Lindenwood College, though not necessarily a contribution directly related to the academic program. Thus, individuals who

devote themselves to fund-raising activities, for example, could be honored without the difficulties attendant upon awarding an honorary degree for a non-academic achievement. Mr. Reed moved that the Mary Easton Sibley Order of Merit be established as proposed but that the proposal be amended to state that this award not be made a part of the commencement exercises. Dr. McDowell seconded the motion, and it was approved.

Mary Younger, Assistant Secretary

On motion made by Dr. Crider, seconded by Mrs. Smith, and passed, the dates for meetings of the Board of Directors and Board of Overseers in 1971-72 were approved as follows:

Friday, October 22, 1971, 1:30 p.m.

Monday, January 24, 1972, 1:30 p.m.

Friday, May 12, 1972, 1:30 p.m.

Mr. Reed moved that the signatures for the Federal Alcohol Reports be changed from Thomas A. Harig and Teresa Welch to B. Richard Berg and Teresa Welch. Mr. Young seconded the motion, which was approved.

On motion made by Mr. Reed, seconded and approved, the following three members of the Executive Committee will serve on the Board of Control of The Lindenwood Colleges for the coming year:

President of the Board of Directors  
 Vice President of the Board of Directors  
 Secretary of the Board of Directors

A list attached to the agenda of the June 7, 1971, meeting gave names of Lindenwood College candidates for whom baccalaureate degrees were approved by the Board of Control of The Lindenwood Colleges.

The following honorary degrees were awarded by the Board of Control of The Lindenwood Colleges at commencement held May 29, 1971:

Betty Sue Cooper Hearnnes - Doctor of Humane Letters  
 John MacLean Black - Doctor of Laws  
 Theodore D. McNeal - Doctor of Laws



There being no further business, the meeting was adjourned.

The next meeting of the Board of Directors and Board of Overseers of Lindenwood Female College will be Friday, October 22, 1971, at 1:30 p.m.

Mary Yonker, Assistant Secretary

Approved:

THE BOARD OF DIRECTORS AND BOARD OF OVERSEERS

OF

Armand C. Stalnaker, President

LINDENWOOD COLLEGE

IN RECOGNITION OF THE SERVICES OF

Gladys T. (Mrs. Arthur) Stockstrom, Secretary

wishes to express its sense of personal loss in the death of John M. Wolff, and its appreciation of his services as a member of the Advisory Board starting in 1963 and as a member of the Board of Directors since 1965. His diligence and thoroughness in carrying out his duties for Lindenwood have helped bring the College to its present position of leadership in private higher education.

*Armand C. Stalnaker*  
Armand C. Stalnaker, President  
Board of Directors

*John Anthony Brown*  
John Anthony Brown, President  
Lindenwood College

Respectfully adopted  
June 7, 1971



THE BOARD OF DIRECTORS AND BOARD OF OVERSEERS  
OF  
LINDENWOOD COLLEGE  
IN RECOGNITION OF THE SERVICES OF  
JOHN M. WOLFF

wishes to express its sense of personal loss in the death of John M. Wolff, and its appreciation of his services as a member of the Advisory Board starting in 1963 and as a member of the Board of Directors since 1966. His diligence and thoroughness in carrying out his duties for Lindenwood have helped bring the College to its present position of leadership in private higher education.

*Armand C. Stalnaker*

Armand C. Stalnaker, President  
Board of Directors

*John Anthony Brown*

John Anthony Brown, President  
Lindenwood College

Unanimously adopted  
June 7, 1971

PROPOSED STATEMENT ON THE DISTINCTIVE MISSION OF THE CHURCH-RELATED COLLEGE

(This statement was prepared for the conference by Howard A. Barnett, Vice-President and Dean of the Faculty, The Lindenwood Colleges, for an ad hoc committee chaired by Dr. Fuller of Westminster College)

The Presbyterian colleges of Missouri share with all educational institutions a determination to provide the best education possible. With other small colleges, they share the idea of educational objectives in which a personal concern for the individual student is a matter of expectation. In their relation to the Church, however, the colleges have a distinctive mission which needs both to be reaffirmed and to be redefined in terms responsive to the challenges of this age of transition. The reaffirmation involves a commitment to spiritual and moral concerns as they relate to every aspect of education. The redefinition must deal with the questions confronting institutions during the 1960's and 1970's.

The questions of the time are manifold. They are technological, socio-economic, ideological, generational. Isolation of a college or church community from these questions and their implications or from diverse cultural forces, from social conflict, from the fragmentizing impact of new knowledge is no longer possible. The young people who come to our colleges today are the children of awareness and bring with them knowledge, experience, and sensi-

tivity which must find expression as well as direction. They believe the future cannot be a mere extension of the old order, but they cannot articulate the new order until they have found an authentic relationship to the old. Social, technical, and intellectual problems coming upon them as they approach the twenty-first century excite them and terrify them - making them impatient with the pronouncements and formulations of long-standing institutions and resistant to the comforting words of ancient wisdom.

The times are not unlike the early moments in our history when the Church founded colleges in order that an evolving social order might receive through its young people the commitment to spiritual and moral concerns which the Church bears through time. If the colleges of this synod, therefore, have any reason to continue as church-related institutions, and if the Church is to perform its mission among the young people who are the Church and the Nation of tomorrow, they must assume the responsibilities imposed upon them by their founders.

This moment in history calls first for a rediscovery of the ideas of Christian higher education, ideas which must now be given fresh meaning and contemporary application. The kind of education which the American church-

related college provides has been an adaptation of the classic form of liberal education which in European countries served to prepare the gentleman to take his place among the leaders of a ruling class. Believing in equality of opportunity, Americans have modified this concept of liberal education and given it a dual purpose: to prepare men and women for a life's work and to provide the intellectual and cultural breadth essential to full citizenship and full social realization. The church imposed a third objective for liberal education: the vocational and cultural preparation for life was to be achieved in a Christian context.

Liberal education in a church-related college, therefore, is meant to be an education for a life's work, with intellectual and cultural studies preparing a student to move effectively through all walks of life, and with both the life's work and liberal studies permeated with spiritual and moral insights so that work becomes vocation in the true sense, intelligence becomes the instrument of service to mankind, and cultural attainment becomes a vision of the full and noble life.

In order for such concepts of Christian higher education to become a reality, both college and church must find fresh ways to achieve the objectives.

1. The church, through study and participation, must come to understand the work of the college as an extension of its own work. It must be responsive to the generation of students which represents our time - not a hypothetical student body of sons and daughters of churchmen.
2. The college must put itself on the leading edge of time by responding to the challenges of the age, academically and spiritually.
3. Both church and college must find the needed areas of service to humanity - to the disadvantaged and the advantaged - which the age and a continuing Christian commitment require.
4. The church must have an entry into the life of the church-related college: in the ceremonies of the college year; in dialogue between students and churchmen; in representing the college to the world at large.
5. The college must see its church-relatedness partly reflected in the example of faculty and administration.
6. The college must reassert its commitment to the individual concerns and needs of the student as a person - a reassertion manifest in counseling or advising practices and philosophy.

7. The college must be certain that decisions and policies are made in the context of its continuing spiritual and moral commitment as an institution.

These concepts of Christian liberal education and of the ways in which they can be realized in these times were unanimously agreed upon by the representatives of the Synod of the Presbyterian Church in Missouri and of the Presbyterian Colleges of Missouri: Lindenwood, Missouri Valley, Park, School of the Ozarks, Tarkio, and Westminster, at the concluding session of the conference, 8:00 p.m., June 2, 1971.

The cash projection for the operation of The Colleges during the summer months and noted that the line of credit authorized at Boston's was sufficient to meet the cash needs of the college until tuition payments are received in September. A copy of the cash flow projection is attached to and made a part of these minutes.

The budget proposed for the 1971-1972 school year was presented and discussed by members of the Committee. President Brown stated that he and his colleagues had reduced payroll and both academic and administrative expenditures as far as possible without seriously affecting the quality of the academic program or neglecting urgent maintenance of the physical plant. The area now requiring attention is ways of increasing income through tuition by an improved recruitment program and through gifts and grants from all sources.

The Committee voted to present the proposed budget to the Board for their consideration. A copy of the budget is attached to and made a part of these minutes.

MINUTES  
FINANCE COMMITTEE  
LINDENWOOD COLLEGE

June 7, 1971

The meeting of the Finance Committee was held in the President's House on the Lindenwood College campus at noon, Monday, June 7, 1971. Mr. Richard A. Young, Chairman of the Committee, presided. Present were Mr. Armstrong and Mr. Stalnaker from Lindenwood College; Mr. Remington, Mr. George Brown, and Mr. Metcalfe from Lindenwood College II; and President Brown and Vice President Berg from the Administration of The Colleges.

The minutes of the last meeting held on April 14 and 16, 1971, were reviewed and approved as mailed.

The Committee reviewed the cash projection for the operation of The Colleges during the summer months and noted that the line of credit authorized at Boatmen's Bank would be sufficient to meet the cash needs of the college until tuition payments are received in September. A copy of the cash flow projection is attached to and made a part of these minutes.

The budget proposed for the 1971-1972 school year was presented and discussed by members of the Committee. President Brown stated that he and his colleagues had reduced payroll and both academic and administrative expenditures as far as was possible without seriously affecting the quality of the academic program and neglecting urgent maintenance of the physical plant. The area now requiring attention is ways of increasing income through tuition by an improved recruitment program and through gifts and grants from all sources.

The Committee voted to present the proposed budget to the Board for their consideration. A copy of the budget is attached to and made a part of these minutes.



Mr. Young presented four resolutions for consideration by the Committee.

1. Resolved, that the Board reaffirm its authorization to the Chairman of the Finance Committee to maintain an unsecured line of credit at Boatmen's National Bank to help Lindenwood College meet its operating expenses. The loan is made by the bank with the understanding that the line of credit will be repaid periodically on September 30 and January 30 as tuition income is received. In the event that income is not sufficient to meet the obligations of the College, the Finance Committee shall be authorized to draw upon unrestricted funds held as endowment and other reserves to meet the requirements of the loan.
2. Resolved, that the officers of the college be authorized to withdraw funds from a lost savings account at The First National Bank of St. Charles (Roemer Student Aid Fund of \$539.44) and transfer the funds to current scholarship income.
3. Resolved, that the action of the Finance Committee in meeting balance of deficit from 1969-70 by transfer of \$172,489 in cash and certificates of deposit at St. Louis Union Trust Company to operating account at Boatmen's Bank be approved. The college's line-of-credit was repaid to reduce interest expense.
4. Resolved, that the representatives of this Board to the Board of Control of The Lindenwood Colleges be authorized to develop a new contractual relationship with Lindenwood College II and to consolidate the budgets of the two colleges as required.

The Committee agreed to present the resolutions to the Board for adoption.

Mr. Young then suggested that the Finance Committee seriously consider adopting a new investment policy as soon as the fiscal situation improved to the point where the need for maximum income was not as critical and growth of the portfolio could again be considered. He suggested that the Committee consider investing the endowment funds of the college in mutual funds which have consistently outperformed the record of the trust companies in both yield and capital appreciation.

President Brown informed the Committee that the Ford Foundation and the Carnegie Foundation had just formed a mutual fund exclusively for colleges and universities with the investment expenses being borne by the foundations. Copies

of the prospectus of that fund are attached to and made a part of these minutes for consideration by members of the Finance Committee.

CASH PLAN PROJECTION REVISED

The meeting was adjourned in time for members to attend the session of the Board of Directors of Lindenwood College convening at 1:30 p.m.

Cash on hand June 7, 1971 \$78,968

Respectfully submitted,

	<u>Anticipated Income</u>	<u>Anticipated Expenditures</u>	<u>Balance (Deficit)</u>
May 16-June 15, 1971	\$ 12,000	100,000	\$(88,000)*
June 16-July 15, 1971	98,500	143,000	(44,500)
July 16-Aug. 15, 1971	86,000	137,992	(51,992)
Aug. 16-Sept. 15, 1971	544,560	482,509	62,051
Borrowed on note 6-1-71	625,000		
Borrowed on note 6-7-71	75,000		
Borrowed to date 6-7-71	700,000		

B. Richard Berg  
Acting Secretary

MINUTES OF THE MEETING OF THE

BOARD OF TRUSTEES

CASH FLOW PROJECTION REVISED

St. Charles, Missouri  
June 7, 1971

Cash on Hand June 7, 1971 \$78,968

The following persons, constituting a quorum of Board of Trustees of the

	<u>Anticipated Income</u>	<u>Anticipated Expenditures</u>	<u>Balance (Deficit)</u>
May 16-June 15, 1971	\$ 125,000	\$ 224,000	\$(99,000)*
June 16-July 15, 1971	98,580	145,000	(46,420)
July 16-Aug. 15, 1971	86,000	137,992	(51,992)
Aug. 16-Sept. 15, 1971	544,560	482,509	62,051
* Borrowed on note 6-1-71	\$25,000		
Borrowed on note 6-7-71	75,000		

The following members of the Administration were present:

Borrowed to date 6-7-71 \$335,000

- John Anthony B. (ident)
- Howard A. Barnett, Vice President, Dean of the Faculty
- B. Richard Berg, Vice President for Public Affairs and Finance
- James F. Hood, Dean of Lindenwood College II
- Edward C. Krehmeyer, Director of Development

Mr. Walter L. Metcalfe, Jr., Chairman of the Board of Trustees, presided.

MINUTES

Father Drummond moved that the minutes of the January 23, 1971, meeting of the Board of Trustees be approved as previously distributed. The motion was seconded and approved.

MINUTES

President's Report - President Brown gave a brief progress report on Lindenwood College II. In the judgment of the administration, Lindenwood II has passed through the stage of greatest difficulty in terms of adjustment. The academic performance of the men this year has been higher than last year. Generally, they

*Mr. Berg*

MINUTES OF THE MEETING OF THE

BOARD OF TRUSTEES

LINDENWOOD COLLEGE II

St. Charles, Missouri  
June 7, 1971

The following persons, constituting a quorum of Board of Trustees of the Lindenwood College II Corporation, met at 10:00 a.m., on Monday, June 7, 1971, in the Lounge of the Howard I. Young Hall of Science, on The Lindenwood Colleges' campus, St. Charles, Missouri:

- George W. Brown
- John Anthony Brown
- Edward W. Cissel
- The Reverend E. J. Drummond, S.J.
- Walter L. Metcalfe, Jr.
- Thomas R. Remington
- Earl J. Wipfler, Jr., M.D.

The following members of the Administration were present:

- John Anthony Brown, President
- Howard A. Barnett, Vice President, Dean of the Faculty
- B. Richard Berg, Vice President for Public Affairs and Finance
- James F. Hood, Dean of Lindenwood College II
- Edward C. Krehmeyer, Director of Development

Mr. Walter L. Metcalfe, Jr., Chairman of the Board of Trustees, presided.

MINUTES

Father Drummond moved that the minutes of the January 25, 1971, meeting of the Board of Trustees be approved as previously distributed. The motion was seconded and approved.

REPORTS

President's Report - President Brown gave a brief progress report on Lindenwood College II. In the judgment of the administration, Lindenwood II has passed through the stage of greatest difficulty in terms of adjustment. The academic performance of the men this year has been higher than last year. Socially, they

bring a new life style to the campus which has had a negative impact on parents of prospective students who visit the campus and the traditional constituency of Lindenwood. Their appearance has contributed to the decline in women resident students. In 1967-68 the resident student enrollment in the women's college was greater by 250 students than we now have in residence in both colleges. We must try to counter this influence.

With high academic performance and with real leadership on the campus, the men's college moves next year into a peculiar position--it will become an indistinct part of the Lindenwood College for Women campus scene--coeducation rather than coordinate education--or it will begin to develop its own identity through programs and new plant development. We intend to try to influence it in the latter direction.

Although this has been a bad year in terms of annual fund drives for most colleges, we are confident by the 15th of June we will have the best year ever in alumnae support for the women's college, with perhaps a twenty to thirty percent increase in alumnae support over last year. It will be the best year ever in community support and funds received from the Missouri Colleges Fund. Faculty and staff support has increased fifty percent, in spite of the fact they have been notified of a salary freeze for next year.

However, a group of people must be organized to help the President and the Director of Development in fund-raising activities. The Board of Control and the parent Board propose that the Board of Overseers be used as a development group, directly under the Board of Control. It is proposed that some fifteen to twenty people be added to the Board of Overseers, some of whom to come from the St. Charles community. At its mid-summer meeting, the Board of Control will deal with this matter.

When Dean Hood accepted the deanship of Lindenwood II, it was with the stipulation that he could return to his former position as Chairman of the History

Department if he chose to. As reported at the January Board of Trustees meeting, Dr. Hood has chosen to return to full-time teaching beginning in September. Therefore, a committee composed of male students and faculty began meeting to help consider the problem of a new dean for Lindenwood II. It was decided to look outside the college for a person who had experience in development work and student personnel work. The committee interviewed three candidates, one of whom impressed the committee. Then the committee decided that within the Lindenwood community there were people on the faculty in whom they had confidence in their abilities to fill the position, and the committee decided to search internally for a new dean.

The committee unanimously recommends that Dr. Patrick Delaney, Chairman of the Biology Department, be appointed Dean of Lindenwood II (a brief resume of Dr. Delaney is attached to the minutes). If his appointment is approved by the Board of Trustees, Dr. Delaney would teach one course each term, in addition to the duties of dean. A part-time person would have to be hired to cover the remaining courses that Dr. Delaney is scheduled to teach. The administration concurs with the committee and unanimously recommends his appointment.

Dr. Delaney would be involved in long-range planning, student personnel work, and would work closely with the President in fund-raising activities for the men's college. It is expected that fifty percent of his time would be involved in student personnel work, twenty-five percent in development, and twenty-five percent in long-range planning. The male students have also discussed moving the placement service for male students to the Office of the Dean.

Father Drummond moved that Dr. Patrick Delaney be appointed Dean of Lindenwood College II. The motion was seconded and approved.

Father Drummond moved that the appreciation of the Board of Trustees to Dr. James Hood for his service as Dean of Lindenwood College II during the 1970-71 academic year be made a part of the minutes. The motion was seconded and passed.

Report of the Dean of the Faculty - Dean Barnett stated that, in recognizing in the 1969-70 academic year that costs needed to be reduced, the college began a practice of not replacing retiring or departing faculty members except where absolutely necessary and of shifting to part-time instruction (which would bring special tuition income) where feasible.

In 1969-70, there were 54 full-time faculty; 48% of whom had their terminal degrees. During 1970-71, 51 full-time faculty were employed, of whom 55% had their Ph.D.'s. Next year there will be 49 full-time faculty; 57% holding their Ph.D.'s. Instructional and departmental costs have been reduced; tuition has been increased next year, and a fee structure for certain courses has been instituted.

The laboratory school will begin its first year of operation in September in Nicolls Hall.

Dr. Barnett explained the new individualized courses being offered next year by various departments and how these courses differ from independent study courses.

Summer school begins today; and, even with an increase in summer school tuition, the enrollment is expected to be the highest in the history of the college. There are eighteen students enrolled in the summer Radio Workshop, and this will enable KCLC-FM to remain on the air during the summer.

Report of the Dean of Lindenwood College II - A copy of Dean Hood's report is attached to the minutes.

Financial Report - B. Richard Berg, Vice President for Public Affairs and Finance, stated that in 1969-70 the male students brought \$173,000 in tuition income to the college. This year the figure rose to \$272,000, with another increase expected next year.

A proposal will be presented to the Board of Directors of Lindenwood College for Women at their afternoon meeting for leasing approximately two acres of frontage

property along First Capitol Drive adjacent to the water tower to Commerce Bank of St. Charles. The college would retain an 80-foot wide access on the land leased to the bank for future access to the college property. The rental rate would be \$15,000 per year for the first ten years and \$19,500 per year for the second ten years, and increases thereafter every ten years. The land will have to be rezoned. Mr. Berg stated that a man who runs a coffee house in St. Louis is interested in converting the old brick water tower into a coffee house.

Board of Control Report - Mr. Metcalfe announced that the budget for the two colleges has not been finalized for presentation to and action by the Board.

Student Life Committee Report - Mr. Cissel presented the following items which were approved by the Committee for handling of the Student Activity Fund:

1. That \$15 of each \$50 shall be designated for Lectures and Concerts to ensure that a variety of serious educational activities and events will continue on the Lindenwood campus.
2. That the remaining \$35 shall be allocated in the fall by an appropriations committee consisting of the officers of the Women's Student Government and the Student Life Committee Chairman of Lindenwood College II. The president of the Women's Student Government shall preside at this meeting.
3. That this Appropriations Committee meet again at mid-year to review the use of activity fund money up to that time by the organizations and committees that have received it, including Lectures and Concerts.
4. That all organizations receiving such funds shall designate at the beginning of the year those individuals who are authorized to sign checks on the fund. Some individual shall also be designated whose task it is to make a written accounting of the money received and expended at the end of the year. This audit shall be publicly available to the college community.
5. That all drafts on the fund shall carry two signatures: one of a student, the other a faculty or administrative sponsor. In the case of student government or social council funds, the respective dean shall be the co-signer.
6. That all requests by student organizations and committees shall include written budgets indicating proposed allocation of their funds which shall be submitted in advance so that all Appropriations Committee members may have copies. If funds are received from other sources (such as advertising), this shall be indicated.



7. That all purchases of equipment and other tangible items shall be made through the normal purchasing facilities of the Business Office and an inventory of such equipment maintained so that it can be checked in at the end of the year, stored over the summer, and transferred to the proper students at the beginning of the next year.
8. That the Business Officer furnish to the student organizations simple forms and instructions for keeping their accounts so that all will be uniform and comparable.
9. Any recognized student group may submit a budget request to the Allocations Committee.
10. Any balance remaining in any student activity account at the end of the year shall be returned to a general activity account and carried over to the following year to be reallocated.

Mr. Remington moved acceptance of the above recommendations. The motion was seconded and approved.

The following proposal, presented to the Student Life Committee by the Lindenwood College II student body for open house policy in the men's dormitories, was approved with the addition of points 5 and 6:

1. That the men's dormitories of Lindenwood College II be opened for female guests on a regular basis between the hours of:
  - a. Friday - 6 p.m. and 2 a.m.
  - b. Saturday - 12 noon and 2 a.m.
  - c. Sunday - 12 noon and 12 midnight.
2. All guests shall be registered at the main desk before entering any student room.
3. Any violation of dorm procedures by a visitor will be the responsibility of the student whom they are visiting.
4. That the enforcement of this policy shall fall under the auspices of the Hall Council, under the direct supervision of the Community Manager.
5. Student assistants will be assigned to desk duty during hours of Open House. It will be their duty to register guests in and out and to report to the Hall Council at the end of the evening any guests remaining after hours.
6. The Board Committee requests a pledge from the Community Manager and the Hall Council members that they endorse this proposal and enforce the rules during the Open House hours, as well as enforce the no-visitation rules the other four days.

Mr. Remington moved that the Open House policy be approved. The motion was seconded and passed.

A draft of the men's residence hall contract is being worked on. It will be a lease arrangement between landlord and tenant.

A fall retreat for Board members, students, faculty, and administration is planned for Saturday, September 25, at Thompson House. It is being financed by an anonymous gift from a Lindenwood II Board member.

Walter L. Metcalfe, Jr., Chairman

#### NEW BUSINESS

Election of Officers - Mr. Metcalfe presented the names of the present Lindenwood College II Board of Trustee officers for reelection to the same offices for the coming year:

Walter L. Metcalfe, Jr., Chairman  
George W. Brown, Vice Chairman  
Carol A. Mundt, Secretary and Treasurer.

Mr. Remington moved acceptance of the slate of officers. The motion was seconded and approved.

Election of George W. Brown and Thomas R. Remington to new terms on Board of Trustees - John Anthony Brown moved that Mr. Brown and Mr. Remington be reelected to the Board of Trustees of Lindenwood College II for six-year terms (1971-1977). The motion was seconded and approved.

Resignation of Edward Van Woert from Board of Trustees - In announcing the resignation of Mr. Van Woert, Mr. Metcalfe asked that it be made a part of the minutes the appreciation of the Board of Trustees for the service Mr. Van Woert has given to the Board.

#### 1971-72 Board of Trustee Meetings:

Monday, October 11, 1971  
Monday, January 10, 1972  
Monday, May 15, 1972.

There being no further business, the meeting was adjourned. ch 11, 1933.  
After graduating from St. Mary's Elementary School in 1945, he entered McGr. James  
Syle High School in Taunton, Massachusetts, and was graduated in 1950. He received  
his undergraduate training at Providence College in 1953 and was awarded an A.B.  
degree in Biology.

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Carol A. Mundt, Secretary and Treasurer

In 1955 Dr. Delaney entered the teaching profession. His first position was at  
Edson High School, Hudson, Massachusetts, where he taught Biology, Physics, and  
Chemistry. Two years later, he accepted a position at Dighton High School  
Dighton, Massachusetts.

Approved:

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Walter L. Metcalfe, Jr., Chairman

In 1959, Brown University awarded him a N.S.F. Academic Year Institute Fellowship  
for Secondary School Teachers. He studied in the Departments of Chemistry and  
Biology. Brown University awarded him an A.M.T. degree in 1961.

He returned to the Dighton School System in 1960 as Chairman of the Math-Science  
Department.

He began his doctoral studies in the Brown University Biology Department in 1961.  
During his first year of graduate work, Patrick Delaney was employed as a teaching  
assistant by the Biology Department. He was awarded the Ph.D. degree in June of  
1964.

During the summer of 1963, Dr. Delaney was an instructor in a Biochemistry course  
for secondary school teachers who were attending a N.S.F. summer institute at  
Brown University. He was a post-doctoral research associate of Dr. P. F. Ponton  
during the summer of 1964. In September of 1964 he was appointed an Assistant  
Professor of Biology at the College of the Holy Cross, Worcester, Massachusetts  
(later promoted to Associate Professor), teaching Biochemistry and Physiology. He  
was also an instructor in the In-Service Institute for Secondary School Teachers  
which is sponsored by the N.S.F.

Dr. Delaney accepted the Chairmanship of the Department of Biology at Lindenwood  
College in the fall of 1969.

He is married to the former Patricia A. Hanson, and they have three daughters.

PATRICK F. DELANEY, JR.

Patrick F. Delaney, Jr. was born in Fall River, Massachusetts, on March 11, 1933. After graduating from St. Mary's Elementary School in 1948, he entered Msgr. James Coyle High School in Taunton, Massachusetts, and was graduated in 1950. He received his undergraduate training at Providence College and in 1954 was awarded an A.B. degree in Biology.

In 1955 Dr. Delaney entered the teaching profession. His first position was at Hudson High School, Hudson, Massachusetts, where he taught Biology, Physics, and Chemistry. Two years later, he accepted a similar position at Dighton High School, Dighton, Massachusetts.

In 1959, Brown University awarded him a N.S.F. Academic Year Institute Fellowship for Secondary School Teachers. He studied in the Departments of Chemistry and Biology. Brown University awarded him an A.M.T. degree in 1961.

He returned to the Dighton School System in 1960 as Chairman of the Math-Science Department.

He began his predoctoral studies in the Brown University Biology Department in 1961. During his first year of graduate work, Patrick Delaney was employed as a teaching assistant by the Biology Department. He was awarded the Ph.D. degree in June of 1964.

During the summer of 1963, Dr. Delaney was an instructor in a Biochemistry course for secondary school teachers who were attending a N.S.F. summer institute at Brown University. He was a post-doctoral research associate of Dr. P. F. Fenton during the summer of 1964. In September of 1964 he was appointed an Assistant Professor of Biology at the College of the Holy Cross, Worcester, Massachusetts (later promoted to Associate Professor), teaching Biochemistry and Physiology. He was also an instructor in the In-Service Institute for Secondary School Teachers which is sponsored by the N.S.F.

Dr. Delaney accepted the Chairmanship of the Department of Biology at Lindenwood College in the fall of 1969.

He is married to the former Patricia A. Hanson, and they have three daughters.

June 7, 1971

LINDENWOOD COLLEGE II

ANNUAL REPORT

The first and last annual reports of this year will be a brief one intended to give you an impression of the year and some preliminary ideas for the future of Lindenwood College II.

You may remember the date about this year's financial statement. It was issued by Dean Smith. In connection with this statement, I think you will recall that the fall year of the college's operation, the year we have just completed, statistically, a better year. Their last year on the record was 1964-65 when the college received a grant from the state of Missouri for the first large class as well. For this year, we also represented

ANNUAL REPORT TO THE LINDENWOOD COLLEGE II

BOARD OF TRUSTEES

from

THE OFFICE OF THE DEAN

June 7, 1971

The incoming class last September represented a group of students who are more rather better in high school. One-third of the new students had completed two years of their high school courses, almost fifty per cent had completed the first year, and almost three-fourths graduated in the top half. Last year's admissions during the summer were not as good as the earlier ones, but this is to be expected.

## LINDENWOOD COLLEGE II

### DEAN'S ANNUAL REPORT

My first and last annual report to this Board will be a brief one, designed to give you my impressions of the year and make some predictions about the future of Lindenwood College II.

You may remember the data about this year's incoming class presented to you last summer by Dean Quehl. In contrast with the men who were enrolled during the first full year of the college's operation, the men who came to us last fall represented, statistically, a better group. Their board scores on the verbal and mathematics scales indicated above average ability (V = 568; M = 582). This was true of the first large class as well, but this current group also represented substantially better high school records. The data on the first year's class clearly suggested a talented group which lacked motivation and self-discipline. They had generally done poorly in high school. The transfers had often done poorly in other colleges and universities. There seems little doubt that they were attracted to Lindenwood College II because of a vision they had of an unstructured program, with few, if any, social restrictions, and total community self-government. This vision was reinforced by much of our official material, and statements of the Dean and the Admissions Staff. The disillusionment expressed over the inter-visitation issue last year stems from that vision which seemed at variance with social reality on the campus. We are at last beginning to correct that situation, but it is still the cause of some tension on the campus.

The incoming class last September represented a group of students who had done rather better in high school. One-third of the new students ranked in the upper ten per cent of their high school classes, almost fifty per cent ranked in the top quarter, and almost three-fourths graduated in the top half. Last minute admissions during the summer were not quite as good as the earlier admissions, but this is to be expected.

We had some justification for assuming that the current leavening of our male student enrollment would produce a more academically oriented group; this has been partially fulfilled by the year's experience. The grade point averages for men students, based on second semester last year, first term this year, and January, indicates a GPA of 2.57 for the men, contrasted with a 2.7 for the women students. The board scores should indicate an ability to surpass the women in achievement, but the men's GPA has risen substantially over last year. The figures for this year alone representing all three terms will be indicative, but they are not yet available.

You may remember that of the 115 men who were here last year, six were graduated, six were suspended for low grades, and 73 returned. We enrolled 84 new full-time men students last fall, and, while some attrition occurred, we actually gained in enrollment by transfer in the spring term. I cannot remember an instance in which such a thing has ever happened here before. It must be rather rare in any college.

Last year, Dean Quehl saw that first full year of operation as one in which the emphasis would be on structuring student life. He and many of the men students spent a great deal of time conceiving and elaborating such a structure. Most of that structure has now disappeared. This represents no fault of the structure itself, but does reflect the fact that Lindenwood College II did not grow as rapidly as the Dean and many of the students anticipated. The structure was more elaborate than was needed for a student body of just over a hundred last year and just under 200 this year. It simply collapsed of its own weight.

What is left is the bare minimum of organization, and that is all that most of the men students are willing to support. The office of Community Manager was conceived as a semi-administrative post rather like a dean of men. The student

elected was foreseen as taking time off from his classwork to run the internal affairs of the student body. For a variety of reasons, this has never actually happened. There was a considerable turnover in managers last year, and no election was held until this fall for a current manager. The person elected, rather surprisingly, was almost totally inactive in student affairs during the year. This spring, an election produced a rather decisive plurality for a freshman student, Mark Weissinger, who will take office next fall. I anticipate that he will be far more active, and we may see a considerable development in the character of the office. It does not seem feasible, however, to see it as a quasi administrative office at the present time, and most of the men students would not be willing to prolong their college years in order to hold the post.

The men also elect chairmen for various student committees dealing with social affairs, judicial board, day students, athletics, and ways and means (which runs elections). These chairmen collectively comprise the Student Life Committee, which has the status equivalent to the student senate in the women's college. It may make appointments for vacant offices and the like. It is a viable group when it meets regularly and has an active chairman. There is no reason why this group cannot function effectively. The internal governance of the residence halls is entrusted to elected Hall Councils. This is the critical area of development next year.

This year has been an exceptionally quiet year for the men students. There are, in my estimation, two broad reasons for this. One is the national trend away from activism. Some of our resident radicals of last year flunked out, and that contributed, but even last year's activists who returned have been quiescent this year.

The other reason is an internal one. It also has two broad parts. One



is that most of the demands for participation and voice in decision-making have been realized. The students are able to sit in faculty meetings and be heard. They are represented on the Educational Policies Committee and in the Council of the Colleges. There has been relatively little reason to agitate for a voice. In fact, the faculty and administration would have granted a larger role, I'm sure, if the men had indicated more interest.

The other internal reason is a little more complicated. The frantic activity of last year in experimenting with structure rather wore out the men. It exceeded their interest in organization and activity. The present year has been one in which student interest has been seeking its own level. My feeling is that next year the men will be willing and interested in providing a little more structure for themselves, together with more support for social and athletic activities. But I also am convinced that a quiet year was needed. Another frantic year of prodding from the Dean's Office would have been futile, I think. Next year, the situation will move again toward structure.

This has been in line with a general policy which I adopted last fall of providing a low-key tone to all our administrative activities in relation to the men students. That is perhaps an over-simplification. I'm not actually sure that I could have been any other kind of Dean than I have been, but it worked out all right. Next year, it might not. But the men do not want to be prodded too much, and I can sympathize with that.

I rather think I should comment on the residence halls, since they occupy so important a place in our thinking and impressions about the college. The two halls this year were in marked contrast with each other. Ayres Hall last year was rather a messy, hectic place. This year, it has been about as well ordered as a men's hall could be. The rooms have been, generally, maintained

with responsibility.

Irwin Hall, on the other hand, has been far more disorderly, messy, and noisy. We have had complaints from inside and outside the hall all year long, and all efforts to change the situation have been futile. The public areas of Irwin have been rather more abused than in Ayres, and this prevailed in the student rooms as well.

Much public discussion has occurred about Irwin this year in the various committees and councils of the college. We have lamented its messy life style at some length. We have pointed to it with alarm. This makes it all the more provoking when the preliminary grade point averages indicate that the students in Irwin Hall did substantially better academic work than those in Ayres. Irwin's collective GPA was 2.64 in contrast with the Ayres' record of 2.51. These are the sorts of figures that depress a Dean of Men who wishes to be vindicated in his criticisms. However, there were a few men in Irwin who were so capable that they could live in disorderly surroundings and still do well. They did pull up the hall average, but the disparity in GPAs is still depressing.

However, the men who will be returning to Irwin next year have been responding this spring to the notion that there must be more internal governance next year than they had this year. Part of this is self-defense, of course. They fear that the college will provide some adult residents if they cannot manage their own affairs. This fear is justified. Earlier this spring, I recommended that we do just that. I have now changed my mind. If the men of the residence halls can provide their own governance, it will be far more effective than anything which can be imposed from outside. They seem motivated to do that. I feel very strongly that they should have another year to bring order to their own affairs. This will require the new Dean to work very closely with the

elected Hall Councils to provide a code of conduct and responsibility for dorm living. They are ready to do that. No adult residents for Ayres and Irwin have been sought.

The two graduate student hall counselors from St. Louis University who lived in the halls this year were totally ineffective, and they will not be replaced. I predict that next year Irwin Hall will take on more the appearance of Ayres this year. Neither hall will be quite as orderly as a woman's hall, but men's halls never are.

You will be asked to review a request for regular open houses in the men's halls for next year to be in line with a policy already approved for the women's college. I will have some oral comments on that, and you will get some qualifications from representatives on the Joint Board Committee on Student Life. I hope very much that you will accept the new policy as amended by the Student Life Committee of the Board. It will relieve much of the social pressure.

I think I must say two further things:

1. I apologize to some degree for the briefness of my tenure as Dean. It has occupied a great deal of time for many people this spring looking for a replacement for me. My reasons for returning to teaching do not in any way constitute a criticism of the office of Dean of Lindenwood College II. They represent simply a personal judgment on my part of roles in which I can be happier and more effective.
2. Secondly, I appreciate being Dean very much. It represents an experience which I shall remember always, and most of it has been good. I do not, in general, share the pessimism of some about the men students. We do need a more balanced student body, in terms of attitudes and life styles, but that is coming. The confidence of the Board and my colleagues in appointing me Dean last summer is much appreciated.

No report of a Dean of Lindenwood II could be complete without mentioning the role played by Mrs. Robert Irvine, the secretary, in making the college go. Eighty five per cent of the work of the office is accomplished by her, including all the really technical parts, such as dealing with the Veterans' Administration. She has maintained an excellent rapport with the men students, and her work has helped the college maintain its equilibrium this year as well.

The prognosis for next year is mildly encouraging in terms of enrollment. As of now, we have 72 returning Resident Students who have paid their desposits, 25 returning Day Students. The figure for Day Students will grow. They do not have the same urgency about securing rooms and paying fees. We have 23 new Resident Students at the moment and 16 new Day Students. Those figures will grow, though we wish the class could be made up rather sooner than the summer months next year.

The distribution of men students through the departments as "majors" provides an indication of the range of interests and the contribution of men students to the academic life of the Colleges. I am including the last tabulation, which shows this distribution for students as they will be next year.

Finally, Lindenwood College II graduated 18 men this spring, in contrast with the six graduated last year. Next year, we will have an even larger crop. These graduates represent an interesting group, and they are, most of them, going on to further study in graduate schools and seminaries (!).

I hope that this report will give you some notion of what Lindenwood II was like this year, and will be useful to you as Board Members in working with the new Dean and the men students next year.

James F. Hood

June 7, 1971

## APPENDIX

## Declared Areas of Concentration

Area	Total	Sophomore		Junior		Senior	
		Women	Men	Women	Men	Women	Men
American Studies	4	2	0	2	0	0	0
Art	28	6	4	5	3	7	3
Biology	18	1	2	4	2	9	0
Chemistry	4	1	0	2	0	0	1
Classics	3	2	0	1	0	0	0
Communication Arts	40	9	4	4	5	8	10
Economics	6	1	0	1	0	3	1
Elementary Education	36	9	1	12	0	14	0
English	41	8	4	8	3	18	0
History	33	8	1	6	4	11	3
Humanities	4	1	0	1	0	2	0
Mathematics	25	5	6	5	1	4	2
M.L. French	5	2	0	1	0	2	0
German	3	0	0	0	0	3	0
Spanish	5	3	0	0	0	2	0
Music	9	1	2	1	1	4	0
Nursing	6	0	0	1	0	5	0
Philosophy	2	0	0	2	0	0	0
Physical Education	7	5	0	0	0	2	0
Political Science	23	2	6	2	2	7	4
Psychology	28	9	0	7	1	10	1
Religion	3	1	1	1	0	0	0
Sociology	26	6	2	7	0	9	2
Social Science	10	1	0	4	0	5	0

The Board of Control of The Lindenwood Colleges met at the University Club in St. Louis, Missouri on Friday, July 30, 1971.

#### AGENDA

Present were the following Board Members, Mr. Walter Metcalfe, Mr. George Brown, Dr. BOARD OF CONTROL and Mr. Armand Stalnaker. Also present were John Anthony Brown, President of the Colleges, Howard A. Barnett, Vice-Dean of the Faculties, Richard Berg, Vice-President for Public Affairs and Finance, Patrick Delaney, Dean of Lindenwood College II and Edward C. Krehmeyer, Director of Development.

1. President's Report - John Anthony Brown  
a. Summer Activities  
b. ICUM Role  
c. Board Vacancies

2. Proposed Program for Relationship with Technical Schools - Dean Barnett  
Dean Delaney

3. Board of Overseers Enlargement - President Brown  
Mr. Krehmeyer

4. Financial and Personnel Report - Mr. Berg  
a. Personnel Policies

(1) Union Election  
(2) Meal Benefits for 25 Maintenance Employees  
(3) Increase in Paid Holidays

- b. Budget Projections
- c. Capital Projects  
(1) Dining Room  
(2) KCLC
- d. SPIRE Planning

Mr. Krehmeyer presented a report on the proposed reorganization of the Board of Overseers. Due to the shortage of time, the Board agreed to study the proposal and act on it at its next meeting. Mr. Krehmeyer's report is attached to and made a part of these minutes:

The Board next considered the proposal of the Spire Corporation for the development of real estate currently being used as the college farm. After extensive discussion, the Board agreed that they would not request the Spire Corporation to do any further planning on the basis of the economic and market analysis which

The Board of Control of The Lindenwood Colleges met at the University Club in St. Louis, Missouri on Friday, July 30, 1971.

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The meeting was called to order by Mr. Metcalfe who assumed the chairmanship of the Board according to the provision of the by-laws wherein the chairmanship of the Board alternates each year between Lindenwood College and Lindenwood College II.

President Brown reported on his summer activities including a meeting of the Advisory Commission on Accreditation Agencies in Washington, D. C. Dr. Brown was appointed to the Commission by President Nixon. He reported on the unsuccessful efforts to pass a tuition equalization bill in the Missouri legislature during the past year and discussed plans which the Independent Colleges and Universities of Missouri have adopted for the next session of the legislature.

Following a discussion of vacancies on the Board of Lindenwood College for Women, Mr. Stalnaker agreed to meet with Jefferson L. Miller to determine his willingness to join the Board.

Dean Barnett described the development of a vocationally oriented degree program for Lindenwood College II in cooperation with selected schools belonging to the Missouri Association of Training and Technical Schools. Members of the Board encouraged Dean Barnett to continue with the development of the new program. A copy of his report is attached to and made a part of these minutes.

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Equipment for increasing the power of radio station KCIC-FM from they had presented. Mr. Metcalfe said that he would ask his firm to prepare a summary of the non-profit tax laws affecting the college's participation in a real estate development project. The Board felt that it might be more advantageous in the long run to have a firm such as Team Four develop a comprehensive plan for the development of the property so that the college could proceed to obtain the necessary zoning for the development and then to contract with experienced developers for specific parcels of limited size within the development itself.

Mr. Berg reported on the financial condition of the colleges, stating that the deficit at year end was somewhat smaller than the amount projected at the last meeting of the Board and was currently at \$498,902. The figure may be adjusted somewhat after the auditors complete their analysis of the 1970-71 accounts.

He then reported on the results of the election held by the National Labor Relations Board on the campus July 8, 1971. 30 out of 39 maintenance and custodial employees voted against representation by School Employees Local #118 AFL-CIO. Every employee in the bargaining unit voted in the election. No votes were contested and no appeals were filed. Mr. Fred Leicht of Armstrong, Teasdale, Kramer and Vaughn was commended for his help to the college in these labor negotiations.

As the result of the examination of personnel benefits which are available to some employees and not all in the same classification, Mr. Berg recommended that the college extend paid lunches to 25 maintenance employees in addition to housekeepers and security personnel who already receive this benefit.

He also recommended that Memorial Day and Washington's Birthday be added to the list of paid holidays recognized by the college. Members of the Board agreed to the implementation of these policies. The new meal benefits will be initiated in September and the new paid holidays will be announced in January.

An alumnae donor who is interested in remodeling the college dining room is currently being cultivated by the President. The donor has expressed an interest in making a matching gift for refurbishing and air conditioning the college dining area. A proposal is also being prepared for the Kresge Foundation in the hopes they might match such a gift. Total cost of the project is estimated at \$78,000.

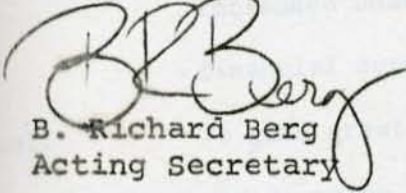


July 27, 1971

Equipment for increasing the power of radio station KCLC-FM from 10 to 1500 watts is on order and should be installed by September 1st. A proposal to the Arts and Education Council is pending for that project.

The date of the next meeting was set for Wednesday, September 15, 1971 and the meeting was adjourned.

Respectfully submitted,

  
B. Richard Berg  
Acting Secretary

Date: July 29, 1971

To: Members of the Board of Control

From: Edward C. Krehmeyer, Director of Development

Subject: Reorganization of the Board of Overseers

Purpose: To enlist a corps of volunteers who are concerned with interpreting the program of The Lindenwood Colleges for the purpose of obtaining increased understanding of the Colleges' program and increased financial support.

Goal: To gain greater recognition of the College and its programs and to raise between \$200,000 to \$300,000 annually in unrestricted gifts to meet the increased operating costs of the Colleges. Also, selected capital projects which need funding will be identified and gifts for them will be obtained.

Background:

Since the efforts to obtain funds for the Howard I. Young Hall of Science, there has been no consistent, organized program to obtain gifts for Lindenwood. The current fund raising program can be characterized as a series of separate efforts with no over-all coordinated program. It is imperative that a total program be structured which has unity and works toward meeting a set of priorities established by a committee of the Boards of the two Colleges. It is envisioned that this committee will be the reorganized Board of Overseers.

During the 1970-71 fiscal year a total of \$168,530 was obtained from Lindenwood's various sources of support.

	1970-71	1969-70
	<u>\$168,530</u>	<u>\$171,366</u>
Corporations	52,935	40,596

Religious Organizations	34,091	28,159
Alumnae	28,370	46,925
Foundations	24,940	30,969
Individuals	24,045	20,756
Parents	4,111	3,303
Other Groups	38	658

Compared with the prior year, the gifts and grants in 1970-71 were \$2,836 less than in the prior year. However, in 1969-70, capital gifts amounted to \$38,513 as compared with \$16,160 in 1970-71. Thus, in 1970-71 there was a 15 percent increase in the amount of gifts received for meeting current operating expenses as compared with such gifts in 1969-70.

Alumnae:

The principle method of raising funds from alumnae has been an annual mail campaign sent out from the Colleges. Although the results of the 1970-71 campaign reached a record high, the results of these efforts have been meagre and the proportion of alumnae participating has been declining. In the future there should be more effort to identify alumnae who have the capacity to give generously and to arrange for more of these women to be personally solicited for their gifts.

Efforts to strengthen and increase the membership of the Linden Leaf Society (alumnae donors of \$100 or more a year) need to be made. Recently the alumna who started the society was contacted and she has agreed to again actively work for Lindenwood.

A deferred giving program needs to be initiated.

Corporations:

For many years Lindenwood has received most of its corporate support through

the cooperative efforts of the Missouri Colleges Fund, an organization representing 16 private colleges in Missouri. In 1970-71, 66 percent of Lindenwood's corporate money was funneled through this fund. The remainder was obtained from St. Charles businesses. The increase in Lindenwood's corporate support in 1970-71 was primarily related to one large gift to the Missouri Colleges Fund. Without that gift such contributions would have been below the previous year.

During the last few years it has been questioned whether Lindenwood might not attract more corporate support by withdrawing from the Fund and seeking contributions on its own. An initial assignment for this sub-committee would be to evaluate the reception such an undertaking would receive from the major corporations in the St. Louis area.

In St. Charles greater efforts need to be made to raise the standards of local business men. Lindenwood has benefited from greater efforts of local campaign chairmen during the past two years. However, most businesses have gotten into a pattern of giving at a rather low level, and their sights need to be elevated.

A stronger public relations program of interpreting the interrelations of Lindenwood and the community needs to be implemented. New ways must be found of interpreting the impact of present and planned programs of Lindenwood upon the St. Louis Metropolitan area.

Foundations:

There are almost 3,000 foundations (or organizations which call themselves foundations) in Missouri and Illinois who file IRS form 990-A. In Missouri there are about 700 foundations and in Illinois over 2,200.

Last year only one foundation in Missouri and two in Illinois provided funds

to Lindenwood. Only a few others, located in other parts of the country, supported Lindenwood.

The new tax law requires that by 1975 all foundations must pay out annually an amount of not less than six percent of their investment assets. Many foundations have not been awarding grants in this amount and could be the source of new income for Lindenwood. Also many of these foundations are small family foundations which may choose to go out of existence rather than comply with the new federal regulations.

Through becoming more knowledgeable about the foundations in the immediate area and matching Lindenwood's interests with theirs, additional income should be made available.

#### Individuals and Friends:

Outside of the St. Charles Community, Lindenwood has not been very successful in having a large number of individuals support it. Most of the gifts reported in this category are from a small number of donors - Lindenwood Board members. Lindenwood must make its program known to a much larger group who have the ability and interest in supporting the Colleges. More identification and rating of potential contributors needs to be done to broaden the base of people who are concerned about Lindenwood and its future.

#### Parents:

The group from which Lindenwood has traditionally gotten the least amount of financial support is the parents of its students. Considering the fact that 40 percent of Lindenwood students last year received some form of financial aid, it may be that a great deal more can not be anticipated. Also, data on family income for these students not receiving financial aid is not available and the potential support from this group has never been explored. Again, through more care<sup>FVV</sup> identification and rating of parents,

much more income from this source might be realized.

Summary:

The foregoing should make it clear that there are many avenues of future potential support for Lindenwood. The task will be to enlist a group of committed volunteers, who, with staff support, will make every effort to capitalize on each opportunity. Given the fact that staff is limited, priorities will need to be established as to where efforts might best be directed. With the help of a chairman and his co-chairman such decisions will be made.

Implementation:

It is proposed that the Board of Overseers be enlarged and strengthened as a working development committee of the Board of Control of The Lindenwood Colleges to meet the developmental functions outlined in this proposal.

Its chairman shall be appointed from the membership of the Board of Control by the Board's chairman with the advice and consent of that Board's members. Additional members of the Board of Overseers shall be recruited by the Chairman of the Board of Overseers with the assistance of the President of the Colleges and the Director of Development. Members will be elected to the Board of Overseers by resolution of the Board of Control.

The current Board of Overseers of the Women's College could be redesignated into either of two classes of directors: (1) honorary life members; or (2) advisory members as was the case prior to the establishment of the existing Board of Overseers. The Women's College would be provided with an avenue for wider membership than is possible under its legislative charter providing for only fifteen corporate directors.

A REPORT ON A PROPOSED COOPERATIVE PROGRAM BETWEEN THE LINDENWOOD COLLEGES AND  
SELECTED SCHOOLS BELONGING TO THE MISSOURI ASSOCIATION OF TRADE AND TECHNICAL SCHOOLS

THE WORKING CONCEPT OF A COOPERATIVE DEGREE PROGRAM

The proposal is that The Lindenwood Colleges and perhaps Lindenwood College II primarily, will offer a three year degree program using the year of technical training as the base upon which we would build a program with a particular area of concentration. Students attending selected schools which are members of the Missouri Association of Trade and Technical Schools, who satisfactorily complete a course of study with one of these schools, are recommended by the school, and demonstrate on standard tests that we would give ability to do college work, will be assured of admission into an appropriate degree program at Lindenwood. We would also offer to our own students who show a need for or an interest in a vocational field represented by some of these schools an opportunity to spend an appropriate period of time obtaining the vocational training and allowing that period to count toward their degree work at Lindenwood.

RECOGNITION OF TECHNICAL SCHOOL CREDITS

In general, a year's work with one of the MATTS schools would be accepted as a nine-course practicum in areas somewhat as follows:

1. A Practicum in Medical Laboratory Technology
2. A Practicum in Dental Laboratory Technology
3. A Practicum in Communications Technology
4. A Practicum in Data Processing and Computer Programming
5. A Practicum in Office and Business Management
6. A Practicum in Electronic Structures and Computer Technology

AREAS OF CONCENTRATION TO BE DEVELOPED ON THE BASIS OF THE ABOVE PRACTICUMS

- |                       |   |
|-----------------------|---|
| 1. Biology            | 6. Education (vocational)   |
| 2. Business           | 7. Mathematics  |
| 3. Chemistry          | 8. Medical Technology and Medical<br>Electronics (This would depend<br>upon our receiving an American<br>Society of Clinical Pathologists<br>approval for our program.) |
| 4. Communication Arts |   |
| 5. Economics          | 9. Psychology   |
|                       | 10. Sociology   |

July 20, 1971

*prepare file for  
Board of Control Mtg.  
on July 30th*

To: Patrick F. Delaney  
From: The Dean of the Faculty  
Subject: Report on Visit to Technical Schools

Here is a summary of my visit to several of the technical schools in St. Louis last Friday. As I mentioned to you, I think it might be well if we can present this to the Board of Control meeting on July 30. We will have to wait for Dr. Brown's approval for this, and it may be that he will not want to take time for it, but if he will I think we should be ready to go.

My suggestion is that I make a review of the concept of this program with some of the implications it would have academically and summarize my experience with the people in St. Louis. Then you might talk about the program as it would relate to the men's college and together we might try to get response from several of the Board members, especially in regard to the kind of support which the college might hope for with a program of this nature.

After you have looked this over I will be glad to go over it with you and perhaps we ought to spend at least one period of time getting our ideas together as to how we would present the material. I will be gone for most of this week, but I will try to get in touch with you again next Tuesday.

*Howard A. Barnett*  
Howard A. Barnett

HAB:cs

Attachment

cc: Dr. Brown  
✓ Mr. Berg



A Report on a Proposed Cooperative Program between The Lindenwood Colleges and Selected Schools Belonging to the Missouri Association of Trade and Technical Schools

THE WORKING CONCEPT OF A COOPERATIVE DEGREE PROGRAM

The proposal is that The Lindenwood Colleges and perhaps Lindenwood College II primarily, will offer a three year degree program using the year of technical training as the base upon which we would build a program with a particular area of concentration. Students attending selected schools which are members of the Missouri Association of Trade and Technical Schools, who satisfactorily complete a course of study with one of these schools, are recommended by the school, and demonstrate on standard tests that we would give ability to do college work, will be assured of admission into an appropriate degree program at Lindenwood. We would also offer to our own students who show a need or an interest in a vocational field represented by some of these schools an opportunity to spend an appropriate period of time obtaining the vocational training and allowing that period to count toward their degree work at Lindenwood.

RECOGNITION OF TECHNICAL SCHOOL CREDITS

It is proposed that we handle the transfer of credits from these schools in the following manner. In general, a year's work with one of the technical schools would be accepted by Lindenwood as a nine-course practicum and we would not attempt to make any course-by-course equation of their work. In some instances a few courses in addition to the nine-course practicum might be allowed where the quality and intensity of the work at the technical school so indicates. After my visit at several of the schools and studying the material that has been made available to me, it seems to me at this time that there are six areas in which practicum credit can be granted. My suggestion is that this practicum credit be listed on the college transcript under the headings similar to those indicated below:

1. A Practicum in Medical Laboratory Technology

2. A Practicum in Dental Laboratory Technology
3. A Practicum in Communications Technology
4. A Practicum in Data Processing and Computer Programming
5. A Practicum in Office and Business Management
6. A Practicum in Electronic Structures and Computer Technology

AREAS OF CONCENTRATION TO BE DEVELOPED ON THE BASIS OF THE ABOVE PRACTICUMS

It seems to me at this time that ten areas of concentration can be related to the six practicums listed above. Two of these areas of concentration are not now offered by Lindenwood, but could perhaps be readily developed with the input provided by a few of the technical schools. All programs would be to the Bachelor of Science degree, as we would have them outlined. If a student wanted to try for the Bachelor of Arts degree, he of course would need to amplify his program to include a foreign language. The ten areas of concentration are as follows:

1. Biology
2. Business
3. Chemistry
4. Communication Arts
5. Economics
6. Education (vocational)
7. Mathematics
8. Medical Technology and Medical Electronics  
(This would depend upon our receiving an American Society of Clinical Pathologists approval for our program.)
9. Psychology
10. Sociology

It is proposed that each department of study related to these areas of concentration prepare a model program which would indicate how the practicum credit would be related to a program of study here at Lindenwood. For example, a Practicum in Data Processing and Computer Programming could be used as a base for a concentration in Business, Economics, Mathematics, Psychology, or Sociology. Our own computer center would serve to enable the student to apply his already acquired knowledge of computer

programming to the particular problems of his chosen field of concentration.

#### RELATED ADVISORY PROGRAM

Special faculty advisers would be assigned to these students and would guide them in their choice of subjects and in the development of their selected degree programs. While the normal case would be to have the year of the practicum occur prior to entry into Lindenwood, it would be possible for the practicum to occur almost at any time, that is after the freshman, sophomore, or junior year. As the college develops a placement program more fully related to specific careers, the relationship of these particular practicums and the related areas of concentration to placement planning and career planning would be obvious. I think this would provide an unusually effective framework for developing a good placement program. The young people coming to us from one of these schools would already have skills which would enable them to get good jobs. The liberal arts training added to it would certainly put them in a fine position for management opportunities.

#### REPORT ON MY VISIT WITH SEVERAL MEMBERS OF THE MISSOURI ASSOCIATION OF TRADE AND TECHNICAL SCHOOLS AND TO CERTAIN SCHOOLS THEMSELVES.

On Thursday, July 15, I spent the day in St. Louis visiting a number of the schools and meeting the people directly interested in developing this program.

1. I began at the Missouri School for Doctors' Assistants and Technicians. Dr. Samuel L. Gilberg, President of that school, spent a good deal of time with me and arranged for me to speak to two of the classes. There seemed to be a great deal of interest in what Lindenwood could offer and Dr. Gilberg is actively promoting this cooperative program, not only as President of his school, but also as President of the Missouri

Association of Trade and Technical Schools. About seventy students are enrolled in the Missouri School for Doctors' Assistants and Technicians. They are moving to more spacious quarters very soon where they will have room to increase their enrollment.

2. I then went to the Basic Institute of Technology where I was escorted by Anthony J. Zoeller, who is President of the school. Mr. Zoeller is also vigorously promoting the idea of cooperation with Lindenwood. Their enrollment runs between 180 to 300 students during most of the year. Their programs are, in general, nine to fourteen month programs. The training they give, most appropriate to our programs, is in radio and television electronics. As I see it, students graduating or coming out of their electronics program, have a very strong technical base for a concentration in Communication Arts. If we are able to develop it, moreover, I think we could establish with them an area of emphasis in medical electronics, a new field that is becoming very important. I spoke to one of the young instructors at the Basic Institute of Technology, and he was especially interested in this and seemed to want to push a school like Lindenwood into relating their electronics training to the diagnostic services which medical technicians today are able to use. The training obtained in radio and television electronics there would prepare a student for the first class operator's license which our radio broadcasters need and have been, up to this time, getting from the Elkins Institute.

3. Mr. Zoeller then took me to lunch where Dr. Gilberg joined us and where Marvin Fran<sup>e</sup> of the Gradwohl School of Laboratory Technique also joined us. At the luncheon we talked extensively about the total program and at that time they invited me to come to the August meeting of the Missouri Association where they want me to present our concepts of the total program to their full membership. They would also like to have me or Dr. Brown participate in a committee to promote a licensing law for technical schools in Missouri. The Missouri Association of Trade and Technical Schools is obviously interested in developing its own accrediting program and it was clear that the officers would advise us very carefully about which schools to approach. It was clear that Lindenwood, to them, offers a way to provide students from their schools who show ambition for a regular college degree opportunity to continue their work. They are, for obvious reasons, committed to private education and believe they have expertise and a knowledge of industry which cannot be duplicated by the new community colleges or other state-supported institutions. They are working with people in the Regional Industrial Development Corporation and should be able to put us in touch with important corporation and industry executives who might be interested in helping us promote the kind of cooperative program we are discussing. It seems to me/<sup>there is</sup> even the possibility that donors might be found for a program like this.
4. After lunch Mr. Marvin Fran<sup>e</sup> became my escort and we spent the first part of the afternoon at the Gradwohl School of Laboratory Technique. This is the oldest medical technology school in the country and will shortly have American Medical Association approval. About 175 students are enrolled and as I understand it there is a continual waiting list.

The course descriptions as given in the catalog are impressive and the work being done in the classrooms that I visited indicated an intensity of study which should provide excellent training. Mr. Fran<sup>e</sup> is a young man, very interested in promoting not only his own school, but the Missouri Association of Trade and Technical Schools and among those I was with on Thursday, probably the most important. His school (and also the Missouri School for Doctors' Assistants) requires a year internship before the work the student has done is recognized by a diploma. The Gradwohl School courses are sufficient I would think to justify some additional course credits beyond the nine-course practicum. Many Gradwohl graduates do their internship at St. Joseph Hospital, under Dr. Perna. If we are successful in getting Dr. Perna's participation in a medical technology program, with American Society of Clinical Pathologists approval, our program could provide the internship for Gradwohl graduates. I think we could get excellent cooperation and good students from the Gradwohl School. While I did not speak to any students individually, I got the impression from Mr. Fran<sup>e</sup> that we would have a number of students coming to us if the program were in operation.

5. After my visit to Gradwohl, Mr. Fran<sup>e</sup> took me to the Control Data Institute which is the Computer Center for St. Louis University. There I met Mr. Robert Woods who spent a good bit of time with me and explained their program. Theirs is an intensive computer programming course which takes about 26 weeks and costs in tuition about \$2,100. I would need the advice of experts in the field and some others, but I believe that the 26 week

program would deserve the full nine-course practicum credit that we have been discussing. The equipment of the school is very sophisticated and would provide a student with background in computer work which could not be matched in this area. Mr. Woods believes his students from the Control Data Institute would be interested in continuing their studies at Lindenwood if the opportunity were available to them, at (I should note that/<sup>at</sup>this school, as well as the others, it was clear that some of the most promising students as potential Lindenwood students, are veterans, although a great number of the students at a number of these schools come directly out of high school.)

6. The next school I went to was the Technical Education Corporation. This is also primarily a computer programming school and approved by the National Home Study Council and the National Association of Trade and Technical Schools. The courses offered there which would relate to our program are computer programming, with a business application emphasis. The tuition for the computer programming course is \$1,390. Courses run for about 34 weeks. It seems to be a good program and while not as extensive as the others that I had looked at, perhaps could nevertheless be worked into a practicum course credit program. About 200 students a year attend classes at the Technical Education Corporation, and about 70% of them are not from St. Louis.
7. The last school I visited was the Sanford-Brown College of Business. This is one of the oldest schools in the Missouri Association with an enrollment which has outgrown their facilities. They will soon be moving to new quarters. I talked at length here with Mr. M. E. George, who seems to

be the Dean of Instruction, and he gave me a tour of their facilities. Their program of study is most comparable to ours and in addition to the nine-course practicum I am sure we would be able to relate specific courses to our courses so that the student might enter, after having completed the study at Sanford Brown, with nearly junior standing.

The emphasis here, of course, is on business with strong support in data processing and computer programming. Students coming to us from Sanford Brown can build a very strong program in economics or business.

It is clear that these are all schools that successfully place their graduates and conduct no nonsense programs designed to make it possible for their students to find good paying jobs. Their interest in an affiliation with Lindenwood to permit their students to go on for the liberal arts degree seems sincere and enthusiastic. Our cooperation will be of benefit to them in their effort to upgrade their entire program. It seems to me the benefit to us would be to give Lindenwood, particularly the men's college, an occupational emphasis which would enable us to assure students of a real application for their work with us. On the basis of this association we could do as colleges like Simmons College have done--relatethe fields of concentration to specific career areas.

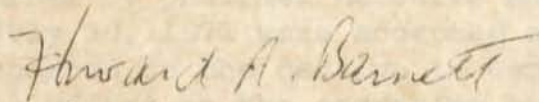
The next step, it seems to me, is to sit down with individual faculty members of the various areas of concentration and set up model programs similar to those we have already set up in biology and communication arts. It would be helpful to bring this to the Board of Control of the Colleges to get their reaction and to pursue the feasibility of gearing a support program for the men's college based on this kind of relationship. Then on August 2 I will again appear before the Missouri Association of Trade and Technical Schools, perhaps having an opportunity then also to visit with other people at other schools that I have not yet seen. My hope is that Dr. Delaney,



September 15, 1971

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as Dean of the men's college, will be able to use this concept as a base for building a distinctive program for his college. In the fall our task will be to bring this before the faculty, if everyone is agreeable, and get faculty acceptance of the program.



Howard A. Barnett

Minutes of the Board of Control  
The Lindenwood Colleges  
Missouri Athletic Club, noon, September 15, 1971

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Present: Mr. Stalnaker  
Dr. Crider  
President Brown  
Mr. Metcalfe  
Mr. Berg  
Mrs. Stockstrom  
Dean Barnett  
Mr. Krehmeyer

The meeting was called to order by Chairman Metcalfe and the minutes of the meeting of July 30, 1971 were accepted as mailed. President Brown reported on the decline in enrollment at the colleges and its effect on the operating budget of the colleges for the current fiscal year. A revised budget with income reflecting actual enrollment figures and a slight reduction in proposed expenditures was presented for the consideration of the board. Mr. Stalnaker moved the adoption of the revised budget. The motion was seconded by Dr. Crider and passed. A copy of that budget is attached to and made a part of these minutes. The auditors report for the 1970-71 academic year was also distributed to the members and a copy is attached to these minutes.

President Brown outlined plans for the recruitment of students for the coming year, including a change in the personnel of the admissions office, a major advertising campaign, and the involvement of the entire college in the recruitment effort. A workshop for the staff of the admissions office, members of the faculty admissions committee, student tour guides, and other members of the college community has been scheduled for September 22 and 23, with an opening statement by Mr. Armand Stalnaker. All interested board members are invited to participate.

President Brown reported on the commitment from an alumnae donor for \$10,000 toward the cost of refurbishing the college dining room. An additional \$50,000 to \$60,000 will be required to undertake the project.

Mr. Berg reported on the progress of rezoning a parcel of college land for commercial development, a portion of which has been leased to Commerce Bank of St. Charles. The final reading of the ordinance is scheduled for the meeting of the St. Charles City Council on September 21, 1971. The monthly rent from the bank is scheduled to begin October 1, 1971.

Dr. Crider discussed the status of the development of the college farm land and the need to proceed as soon as possible with that project. Mr. Metcalfe reported that the tax specialists of Armstrong, Teasdale, Cramer and Vaughn would have a report within a week on the legal position of the college as it relates to various levels of participation in the development of college owned land. The board agreed that a committee combining the leadership of the finance committee and the buildings and grounds committee be instructed to proceed with the development of a comprehensive plan for the development of the college farm land so that the project can be submitted to the St. Charles City Council for the necessary rezoning. Following that action, the committee should then consider leasing individual parcels of land to various developers for development according to the comprehensive plan. The committee was also instructed to recommend the level of participation by the college in the actual development of the land, based on the findings of the tax attorneys and the best interests of the college. The Board agreed that the college should ask Team Four to submit a proposal for the development of the comprehensive plan.

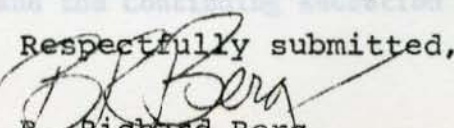
The following members of the Administration were present:  
Mr. Krehmeyer reviewed the main points of the proposal which he distributed at the last Board meeting to establish a joint planning and development board for the two colleges which could assist in the identification of potential sources of financial support, plan the strategies for achieving that support, and participate in the implementation of those plans. There was considerable discussion on the structure such a group should have with board members expressing the feeling that potential members should be asked to participate in more than a fund-raising capacity, that the name of the group might be something other than "Board of Overseers," and that the group should involve both St. Charles and St. Louis leadership.

Mr. Stalnaker moved that the administration of the college prepare a final description of the new planning and development group for implementation at the earliest possible date. The motion was seconded by Mrs. Stockstrom and passed.

The dates for the next meetings of the Boards of the two colleges were announced as follows: Lindenwood College II, October 11, 1971; Lindenwood College, October 22, 1971. The next meeting of the Board of Control will be December 1, 1971.

The meeting was adjourned.

Respectfully submitted,

  
B. Richard Berg  
Acting Secretary

MINUTES

BOARD OF TRUSTEES MEETING

LINDENWOOD COLLEGE II

OCTOBER 11, 1971

The following persons, constituting a quorum of Board of Trustees of Lindenwood College II Corporation, met at 10 a.m., Monday, October 11, 1971, in the Lounge of Howard I. Young Hall of Science, on The Lindenwood Colleges' campus, St. Charles, Missouri:

John Anthony Brown  
Edward W. Cissel  
The Reverend Edward J. Drummond, S.J.  
Walter L. Metcalfe, Jr.  
Carol A. Mundt  
Thomas R. Remington  
Earl J. Wipfler, Jr., M.D.

The following members of the Administration were present:

John Anthony Brown, President  
B. Richard Berg, Vice President for Public Affairs and Finance  
Patrick Delaney, Dean of Lindenwood College II  
Edward C. Krehmeyer, Director of Development.

Mr. Metcalfe, Chairman of the Board of Trustees, presided.

MINUTES

Father Drummond moved that the minutes of the June 7, 1971, meeting of the Board of Trustees be approved as previously distributed. The motion was seconded and approved.

REPORTS, DISCUSSION AND ACTION

Report of the Dean - Dr. Delaney presented his report to the Board of Trustees, a copy of which is attached to the minutes. Discussion followed concerning the effect of the Lindenwood College II Career-Oriented Program on Lindenwood College for Women, the impact of such programs on student recruitment and the Continuing Education Program, higher education of the future, and

whether these programs would present accreditation problems with North Central Association.

Mr. Metcalfe requested that the minutes reflect a general consensus among the Board of Trustees present of approval and support of the Career-Oriented Programs.

Report of the Chairman - Mr. Metcalfe stated that Lindenwood College II had a surplus of approximately \$100,000 last year, and the women's college had a deficit of \$500,000 during the same period. Although Lindenwood College II should not have a deficit, the college should pay a fair allocated cost to Lindenwood College for Women.

After meeting with the Chairman of the Lindenwood College for Women Board of Directors, Mr. Metcalfe recommended the following financial arrangements which had been agreed upon by the two chairmen as the basis for a contract between the two colleges for 1971-72:

1. That Lindenwood College II receive all direct income from male students and a portion of other allocated income according to standard accounting practices.
2. That Lindenwood II be charged for all direct expenses of operating that college and their share of allocated expenses provided they shall not be charged more than the excess of income less direct expenses, less \$100 per full-time student equivalent.
3. That the retained income be held in the current fund surplus account for Lindenwood College II.
4. That \$20,000 of the Lindenwood College II surplus from last year be used to retire the loan from Lindenwood College for Women.
5. That Lindenwood College II apply the remainder of the surplus from last year in accordance with the new contract formula.

Mr. Mundt moved acceptance of the above financial arrangements. Father Drummond seconded the motion, and the motion was approved.

Report of the Student Life Committee - Mr. Cissel announced that a retreat for trustees, administration, faculty, and students will be held on October 20, at Thompson House, Ladue Road, from 8:30 a.m. to 8 p.m. Students volunteered

last spring to work on an agenda, and their recommendations will be coordinated with proposals from the administration and several members of the Student Life Committee. An agenda will be sent to all trustees. Among the items to be discussed are:

- Projections for the future of Lindenwood College
- Student involvement in policy and decision making
- Student life on the campus
- Curriculum innovations
- Open channels of college communication.

Report of the Finance and Buildings and Grounds Committee - Mr. Berg reported that a parcel of land between the water tower and the Zephyr Gas Station on Highway 94 had been rezoned to commercial. A portion of this land has been leased to Commerce Bank of St. Charles, and construction of the bank's new facility will begin in the near future.

The Finance and Buildings and Grounds committees have been combined and are proceeding with the development of a comprehensive plan for the development of the college farm land. Two firms have been asked to submit a proposal for the development of the comprehensive plan. The tax specialists of Armstrong, Teasdale, Cramer and Vaughan are preparing a report on the legal position of the college as it relates to various levels of participation in the development of college-owned land.

Planning and Resources Committee - Mr. Metcalfe reported that up to this time there has been no concerted effort to have a unified fund-raising program

at Lindenwood. Therefore, a new committee, to be known as the Planning and Resources Committee, will be formed. Two to three people from the Board of Trustees will be appointed to meet with representatives from the women's college board, the Fathers Club, and alumnae. Through this committee all planning for fund-raising activities would occur.

OTHER BUSINESS  
The Missouri Colleges Fund solicitation will be in St. Louis on November 15 and 16. One trustee will be asked to contribute his time for one day to visit businesses with the president of another college. Mr. Metcalfe will contact Mr. George Brown to ask him to solicit on behalf of the Fund.

The President's Report - President Brown discussed the admissions operation for the year. The admissions goal is to bring three hundred new students to The Lindenwood Colleges in the fall of 1972, and to raise the total enrollment at the colleges to nine hundred students by 1974.

Change in Date of January Meeting - Having heard no objections from the trustees present, Mr. Metcalfe announced that the date of the next Board Meeting will be January 17, instead of January 10. The meeting will begin at 10 a.m.  
Mrs. Nancy McClanahan has been appointed Acting Director of Admissions. There will be less emphasis put on the traditional school visit. Faculty and students at the colleges will be drawn into the admissions process, and prospective students will be put into direct contact with them.

A two-day Admissions Workshop was recently held, which involved admissions staff, faculty, trustees, and students. Mr. Cissel was present during one day and spoke to the group about his views on admissions work from the standpoint of a secondary school administrator.

Keith Askenasi, a 1971 Lindenwood College II graduate, has been employed as an Assistant Director of Admissions. Mr. Askenasi will visit high schools in Massachusetts, Connecticut, New Jersey, New York, and Philadelphia.

Two part-time admissions people have been added in Washington, D.C. and Chicago. They are graduates of Lindenwood College for Women, and will do admissions work in the evenings and on Saturdays.

At the luncheon following the Board Meeting, there will be community leaders present who will informally discuss the prospects for growth of St. Charles and the long-range impact of St. Charles on the college and the college on St. Charles.

OTHER BUSINESS

Multi-Station Exercise Machine - The male students have voted to allocate \$500 from their student activity fund this year and \$500 from the fund next year for the purchase of a multi-station exercise machine. The Physical Education Department will contribute \$450 from its equipment budget.

Mr. Metcalfe moved that the Board of Trustees authorize the financing of the remainder for the purchase of the multi-station exercise machine. The motion was seconded and approved.

Change in Date of January Meeting - Having heard no objections from the trustees present, Mr. Metcalfe announced that the date of the next Board Meeting will be January 17, instead of January 10. The meeting will begin at 10 a.m.

Having no further business, the meeting was adjourned.

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Carol A. Mundt, Secretary and Treasurer

Approved:

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Walter L. Metcalfe, Jr., Chairman



An Analysis of the Lindenwood College II Student Body

Of the 160 men who were here last year, 18 graduated, 10 were suspended for low grades, and 3 were suspended for disciplinary reasons--32 did not return and 97 did return. This returning percentage is about the same as reported by Dean Hood in his report of October 17, 1970.

This fall, 67 full-time students were enrolled. This figure represents a decline of 17 students. Thus we have a student body composed of 67 new students and 97 returning students.

**REPORT TO THE LINDENWOOD COLLEGE II**

**BOARD OF TRUSTEES**

A further analysis shows that there were 92 Resident Students and 72 Day Students. A breakdown of the 92 Resident Students shows: 22 transfers (1 of these is a foreign student), 10 Continuing Education, 1 Foreign, and 2 that cancelled.

**THE OFFICE OF THE DEAN OF THE COLLEGE**

**October 11, 1971**

When we look at the states of origin of the new students, we see mirrored the same distribution that was true last year with few exceptions. The distribution by states is: Missouri 43, Illinois 6, Massachusetts 4, New York 2, Maryland 2, and 1 from Virginia, Tennessee, Minnesota, Kentucky, Indiana, New Hampshire, Nebraska, Ohio, and Pennsylvania. The foreign students come from France and Ethiopia.

I feel that we should continue our efforts to recruit students from the east coast. Eastern students are very willing to travel and take unstructured programs at rather unknown institutions. I also feel that we should increase our recruitment efforts throughout the midwest and south and make a major effort to recruit in the St. Louis area.

As you read Dean Quahl's report (spring 1970), the student body of Lindenwood II contained a large number of students with high test scores and low performance in high school. They were "a talented group with low motivation." Dean Hood reported that this situation was far less evident in last year's entering class. The

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A further analysis shows that there are 92 Resident Students and 72 Day Students. A breakdown of the 67 new students reveals that we have: 22 transfers (1 of these is a foreign student), 34 Freshmen, 8 Continuing Education, 1 Foreign, and 2 that cancelled.

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secondary school rank in class of entering Freshmen is 30% 1st quarter, 24% 2d quarter, 24% 3d quarter, 11% 4th quarter, and 11% not ranked.

As was true of last year's entering class, many men enroll in work in Communication Arts, but we are seeing a greater interest in natural sciences, humanities, and social sciences. The breakdown by assignment to faculty advisers is: (note number in parenthesis refers to transfer students.)

Math.....	2 (1)	Art .....	5 (1)
Music.....	3	Chemistry .....	1 (1)
Political Science..	1 (1)	History .....	2 (3)
Comm. Arts.....	4 (4)	Biology .....	4
Phil. & Rel.....	2 (2)	Economics .....	(2)
English.....	7 (1)	Language .....	(1)
Psychology.....	3 (3)	Classics .....	(1)

An analysis of the male freshmen SAT scores reveals the following:

	Mean	Median	High	Low
Verbal	520	512	700	340
Math	521	520	757	310

In my conversation with faculty, they speak of a "serious attitude toward academic work" and that the male students are working. Dr. Hood said about the same thing concerning last year's entering students. This was not true of the entering males in the 1969-70 year. The fact that we have four male students in our pre-medical program is another very good sign.

#### Student Government

I have been working with the Student Government leaders toward a revitalization of Student Government. I have met with the Judicial Board and Hall Council and have impressed upon these groups that they have obligations to support campus regulations. The Judicial Board of the male college has heard a case and is re-writing its code. The Hall Council has written a code and is making good strides in controlling the

life of the dormitories. All in all, life in the dorms has improved and things are pretty quiet. Weekend intervisitation is proceeding smoothly. Articles in a recent copy of the Ibis have been encouraging with regard to student living in accordance with campus policies. To be sure, it is clear where I stand, and the role of the Judicial Board and Hall Council is becoming increasingly clear. The role of the Dorm Manager is understood and the managers have been very helpful. The concept of dorm counselors has been abandoned.

#### Athletic Program

Our soccer program is underway, and basketball will follow. We are in the process of purchasing a Universal Gladiator 70. This is a unit which contains weights and body-building apparatus. It costs about \$2600 and the Lindenwood College II students have committed \$500 of this year's and \$500 of next year's Student Activity fund for the purchase of the equipment. It is our understanding that the Physical Education Department of Lindenwood College for Women is appropriating around \$450. It is important that the men's college purchase athletic equipment of this nature. We had an experience at the beginning of the year that was a good example of our need: A student cancelled out of Lindenwood College II after being on campus for just a few days and finding that we did not have the physical fitness equipment he expected from our catalog description.

Baseball was suggested as a possibility for a spring sport. Bob Gordon, our Athletic Coordinator, surveyed the students concerning baseball. The response was not very encouraging. We are considering the possibilities of track, tennis, and golf as spring sports. Baseball might be tried as a "club sport" instead of establishing a schedule under NCAA regulations.

Career-Oriented Liberal Arts Education at Lindenwood College II

At the faculty meeting of September 15, 1971, the faculty endorsed for Lindenwood College II only, a proposal whereby the faculty consider granting to the Deans and Department Chairmen approval of the practicum method of recognizing non-accredited work in order that implementation of the career-oriented Liberal Arts program be started. The college presently uses the term "practicum" as a means to grant credit toward our degree in nursing for work done at various nursing schools. The career-oriented programs will involve the granting of academic credit for work and study which had in the past not been given academic credit. Thus, we would extend the use of the word "practicum" to include such items as work done at technical schools, job experience, social services, experiences, internships at radio and T.V. stations, and the like.

It is my understanding that the passage of this motion for only Lindenwood College II reflects that Lindenwood College for Women should remain a traditional liberal arts college for women and that Lindenwood College II was founded as a more experimental college in which new programs should be formulated and tried.

Let me outline for you some of our efforts prior to September 15 and what we have been doing since that date and what we intend to do:

Since spring, Dean Barnett and I have been reading publications such as Trends in Postsecondary Education, published by U. S. Department of Health Education and Welfare, and pamphlets put out by the Commission on Non-Traditional Study. This commission is sponsored by Education Testing Service and the College Entrance Examination Board and is financially supported by the Carnegie Corporation. Our finding suggests that the timing is right for career-oriented programs and that such programs may pump new blood and nutrients into the circulatory system of liberal

arts education. On Friday, October 8, Dean Barnett called me from Washington, D.C., where he is attending a meeting of the American Council of Education. He told me of a talk given by S. T. Marland, United States Commissioner of Education.

Mr. Marland urged that vocational aspects be explored by liberal arts colleges and spoke in favor of the incorporation into liberal arts of programs which were more career-oriented. Mr. Marland cited a real need for such programs. Dean Barnett said that Mr. Marland also said that liberal arts colleges should test out the possibility of forming a relationship with vocational and technical schools.

Advantages of such a program:

1. Career orientation in liberal arts studies at a time when opportunities for the liberal arts graduate have become a national problem.
2. A broadening of the base for Lindenwood enrollment.
3. A realization of the idea of liberal arts education: humanization of society and, in this age, of technology. No longer just theory, but a visible and demonstrable reality.
4. With nearly every trend indicating expansion in higher education toward a realization of equal opportunity, a relevant participation in the trend.
5. A utilization of our small college flexibility in ways not possible in the large institution and an achievement of diversity highly competitive with the university but with little expenditure.
6. A distinctive feature which should provide Lindenwood College II with a base for appeals for funding and public support, at the same time serving Lindenwood College for Women with a diversity of application for the traditional liberal arts program, undisturbed except for enrichment in its objective in training for graduate and professional study.
7. A distinctive feature which should make our admissions program increasingly effective in reaching additional students because of timeliness, clarity of objectives, integrity. It would seem to meet the needs of the contemporary college age student in a fresh way.

Thus Lindenwood College II will still have available traditional liberal arts education but will be designing career-oriented programs. Let me talk to you about

technical schools, or students with certain business or industrial experiences, etc.

procedures: the key people in the establishment of such programs are the Departmental Chairmen. They, with my assistance, will design programs and devise ways in which practicum credit can be given. It will be their duty to evaluate work at other institutions--job experiences and internships--to determine the amount of credit which can be given. Department Chairmen and I will be visiting technical schools, business, and industry. The programs will be submitted to the Lindenwood College II Curriculum Committee for review and then to the Educational Policy Committee, and from there to the faculty for final approval.

During August, Dean Barnett and I had four very profitable experiences:

1. We established a very friendly relationship with the Missouri Association of Trade and Technical Schools. They were most receptive and look forward to further discussion and evaluations of their programs by Lindenwood.
2. Meeting with Dr. Perna concerning a medical technology program: We are near to completing of arrangements whereby Lindenwood will offer a bachelor degree in Medical Technology (certified by American Society of Clinical Pathologists). Three years of study would be at Lindenwood and one year of study would be with Dr. Perna and his group. Dr. Perna's group include 12 M.D. Pathologists and about 5 Ph.Ds. Dr. Perna's group are the head pathologists for 30 greater St. Louis hospitals. This group of Pathologists would be adjunct professors of Lindenwood.
3. Meeting with Robert Hyland, a CBS Vice President and General Manager of KMOX Radio, and a member of the Board of the Lindenwood College for Women: Dean Barnett and I explained our ideas and outlined some of the possible programs to him. Hyland was delighted about the possibility of adjunct from business and industry. But more important, he promised us that he would gather together the 20 top business and industrial leaders of the area so we could talk to them about our plans and programs which were already finalized.
4. Informal talks with members of the Joint Board of The Lindenwood Colleges on July 30 were also very encouraging.

Since September 15 we have met with six Department Chairmen who will be:

1. Devising programs;
2. Defining the means of entry into a program--that is, for our own students, students coming from community colleges, students from technical schools, or students with certain business or industrial experience, etc.

3. Deciding how practicum credit can be awarded (testing, evaluation of course work or experience;)
4. Showing how practicum credit relates to an area of concentration and a degree program;
5. Presenting a description of careers for which such a program would be appropriate;
6. Designing a brochure to publicize the program.

In the near future Dean Barnett and I will be traveling to Princeton, New Jersey, with the purpose of consulting with the CEEB which has recently established a division to assist colleges in determining credit for non-traditional study.

If credits are not available, credit would be established by CIEP tests, OEDP tests, and recognition as practicum (similar to Medical Technology program listed above and to the existing nursing program). Each department of study at Lindenwood would review the work done in a school, determine the nature and amount of the credit to be granted, and build a degree program related to the technical field. Such a program would be published both for students at the technical schools and colleges and for our own students.

Admission procedure--To be admitted from non-accredited technical schools, students would be specially recommended by their schools and examined by us for assurance that they could handle our program.

An illustration of the potential training programs, practicum areas, and degree programs is as follows:

<u>Technical Field</u>	<u>Practicum or Credit Area</u>	<u>Possible Degree Programs</u>
Medical Laboratory	4-9 courses in Medical Laboratory Technology	Biology, Chemistry, Psychology, Medical Laboratory Technology (new area of concentration)
Dental Laboratory	4-9 courses in Dental Technology	Biology, Chemistry, Psychology
Radio and T.V.	4-5 courses in Communications Technology	Communication Arts
Electronics	4-5 courses in Electronic Structures	Communication Arts, Mathematics (Computer), Medical Laboratory Electronics (new concentration)

Patrick F. Delaney, Jr.

October 11, 1971



Page Two

COOPERATIVE PROGRAMS RELATING TO A CAREER ORIENTATION IN THE LIBERAL ARTS

1. Clinical Pathology Laboratories--one year internship plus three-year liberal arts program leading to B.A. or B.S. degree in Medical Technology. Accreditation by American Society of Clinical Pathologists makes the Practicum year in the clinical laboratories acceptable for college credit and makes the degree acceptable in hospitals and laboratories throughout the United States. Doctors in the laboratories will also serve as adjunct professors on the Lindenwood faculty.
2. KETC, Phillips Organization, KNOX--one and two course internships related to Communication Arts concentrations with specialization in film, advertising, radio, and television. Potential internships at KETC in writing, T.V. announcing, promotion, art (graphics), educational programming (elementary education). Staff members of these organizations will serve as adjunct instructors on the Lindenwood faculty.
3. Recognized Technical Schools, Business and Community Colleges--a varied number of course credits granted for credit and non-credit work in technical areas not ordinarily represented in a liberal arts curriculum. Where transferable credits are not available, credit would be established by CLEP tests, OEDP tests, and recognition as practicum (similar to Medical Technology program listed above and to the existing nursing program). Each department of study at Lindenwood would review the work done in a school, determine the nature and amount of the credit to be granted, and build a degree program related to the technical field. Such a program would be published both for students at the technical schools and colleges and for our own students.

Admission procedure--To be admitted from non-accredited technical schools, students would be specially recommended by their schools and examined by us for assurance that they could handle our program.

An illustration of the potential training programs, practicum areas, and degree programs is as follows:

<u>Technical Field</u>	<u>Practicum or Credit Area</u>	<u>Possible Degree Programs</u>
Medical Laboratory	4-9 courses in Medical Laboratory Technology	Biology, Chemistry, Psychology, Medical Laboratory Technology (new area of concentration)
Dental Laboratory	4-9 courses in Dental Technology	Biology, Chemistry, Psychology
Radio and T.V.	4-9 courses in Communications Technology	Communication Arts
Electronics	4-9 courses in Electronic Structures	Communication Arts, Mathematics (Computer), Medical Laboratory Electronics (new concentration)

Page two

COOPERATIVE PROGRAMS RELATING TO A CAREER ORIENTATION IN THE LIBERAL ARTS

1. Clinical Pathology Laboratories--one year internship plus three-year liberal arts program leading to B.A. or B.S. degree in Medical Technology. Accreditation by American Society of Clinical Pathologists makes the Practicum year in the clinical laboratories acceptable for college credit and makes the degree acceptable in hospitals and laboratories throughout the United States. Doctors in the laboratories will also serve as adjunct professors on the Lindenwood faculty.
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Electronics	4-9 courses in Electronic Structures	Communication Arts, Mathematics (Computer), Medical Laboratory Electronics (new concentration)

<u>Technical Field</u>	<u>Practicum or Credit Area</u>	<u>Possible Degree Programs</u>
Data Processing	4-9 courses in Computer Programming	Mathematics (Computer), Economics, Sociology, Psychology
Business & Secretarial	4-9 courses in Office and Business Management	Economics, Business

Technical practicums would operate as a base for students entering Lindenwood after completion of technical school or community college work and also as opportunities for our students at various points in their college careers. The complete programs would be outlined so that one of our students could spend his sophomore or junior year (or a portion of it) at a technical school and bring that experience and those credits into his degree program in a manner paralleling that of the transfer student.

A placement and advisory service at Lindenwood could be developed to oversee the relevance of the programs to vocational opportunities and to counsel students in achieving their objectives. Professionals would serve in an advisory position to Lindenwood providing assistance in evaluation, placement, and public recognition.

#### 4. Advantages to The Lindenwood Colleges of such a program:

- a. Career orientation in liberal arts studies at a time when opportunities for the liberal arts graduate have become a national problem.
- b. A broadening of the base for Lindenwood enrollment.
- c. A realization of the idea of liberal arts education: humanization of society and, in this age, of technology. No longer just theory, but a visible and demonstrable reality.
- d. With nearly every trend indicating expansion in higher education toward realization of equal opportunity, a relevant participation in the trend.
- e. A utilization of our small college flexibility in ways not possible in the large institution and an achievement of diversity highly competitive with the university but with little expenditure.
- f. A distinctive feature which should provide Lindenwood College II with a base for appeals for funding and public support at the same time serving Lindenwood College for Women with a diversity of application for the traditional liberal arts program, undisturbed except for enrichment in its objective in training for graduate and professional study.
- g. A distinctive feature which should make our admissions program increasingly effective in reaching additional students because of timeliness, clarity of objectives, integrity. It would seem to meet the needs of the contemporary college age student in a fresh way.

## INFORMATION ON THE FACULTY

### FACULTY AND STAFF CHANGES

Only one new full-time faculty member was appointed for the 1971-72 year. He is David Wigdor, Assistant Professor of History and Co-Director of the American Studies Program with Dr. Eckert. Dr. Wigdor holds the A.B., M.A., and Ph.D. degrees from the University of Missouri and comes to us from a position as Historian with the Department of the Army. He is a member of the Phi Beta Kappa society and has held Woodrow Wilson and Gregory fellowships.

To replace Dr. William Thomas, who resigned in June to accept a position with Madison College in Harrisonburg, Virginia, several part-time appointments have been made. Mr. Larry Sweeney, a doctoral candidate at St. Louis University will teach the courses in Philosophical Thinking and Logic. Mrs. Carol Tilley, a doctoral candidate at Duquesne University, will teach the spring course in Existentialism. William G. Gillespie, a well-known St. Louis clergyman and doctoral candidate at both St. Louis University and Eden Seminary, will teach the seminars in History of Christian Thought and Modern Theology.

As a part of Lindenwood's developing internship and career program, three adjunct instructors have been named in Communication Arts. Mr. James Butler, Program Director for KMOX Radio; Mr. Donald Jeffries, Director of Film Production for KETC Television; and Mr. Robert B. Phillips, President of the Phillips Organization, will serve in adjunct positions in radio, film, and advertising. In each of these areas, students will have opportunities for internship leading to regular course credit.

In December, Mr. Girmai Aberra, presently Librarian and Host Nation Culture Teacher at the Asmara American Dependents School in Asmara, Ethiopia, will join Lindenwood as Resident Consultant in African Studies and will offer a course in some phase of African studies in the spring term. Mr. Aberra will be with us for at least two years, living on campus while pursuing graduate studies at St. Louis University.

Other new faces among our part-time faculty include Fraser Leonard in sculpture, Anne Perry in French, Joseph Pielecki in voice, Joanne R. Ragan in biology, and Mary Ann Smith in theatre.

The expansion of the laboratory school, now the Campus School, is presently only in the pre-school program. The development of the elementary school has been postponed until the fall of 1972. Increased enrollment and new emphases, however, have brought expansion with a refurbished Niccolls Hall and the addition of Anne Bloebaum and Mary Ann Umsted to the teaching staff. Valerie Judkins continues as the principal demonstration teacher.

STUDENT LOAD DISTRIBUTION BY DEPARTMENTS

FACULTY STATISTICS

<u>Department</u>	<u>Head-Count</u>	<u>Credit Count</u>	<u>FTE Faculty</u>	<u>Student/FTE Fac. Ratio</u>
*Art	233	228	5-1/3	43/1
*Biology	114	114	2-1/3	49/1
Business Institute	73	62	2	37/1
*Chemistry & Physics	36	36	2	18/1
Classics	26	26	1	26/1
Communication Arts	261	233	3-1/3	78/1
Economics	70	70	1-1/3	53/1
Education	219	205	4-2/3	47/1
*English	169	169	4	43/1
History	144	144	2	72/1
*Mathematics	120	117	3	40/1
Modern Languages	168	168	5	34/1
Music	145	80	4-2/3	31/1
Philosophy	35	35	2/3	53/1
Physical Education	191	73	3-1/3	57/1
Political Science	72	72	2	36/1
*Psychology	143	143	2	72/1
Religion	64	64	1-1/3	48/1
*Sociology	122	122	2	61/1
Lindenwood Common	136	136	2-2/3	51/1
			54-2/3	

\*One member gives 1/3 time to Lindenwood Common.

FACULTY STATISTICS

1. 48 full-time faculty
2. 18 part-time faculty
3. 54-2/3 full-time equivalent faculty

JANUARY TERM OFF-CAMPUS COURSES (Offered by Lindenwood)

- Arizona - Field Study: Modernization and Adaptation (Sociology), Allen  
(12 students)
- London - Communication Arts in London, Boyer and Carlson (25 students)
- London - Studies in English Authors, Sibley (4 students)
- Europe - European Music Seminar, Greenlaw (13 students)
- Europe - European Physical Education, Frossard (6 students)
- Greece - Greek and Byzantine Art, Feely and Hendren (28 students)
- Jamaica, Bermuda, or the Florida Keys - Marine Botany, Anderson (14 students)
- Mexico - Spanish Mexico, Galvez (6 students)

Adoption of revised budget

Audit report

Retification of new contract with Lindenwood College II

Unfinished business

Proposal for a Joint Planning and Resources Committee -  
President Brown

New business

Nomination and election of officers - 1971-72

Nominations Committee report - Dr. McDowell

Election of officers

Report of the President of the College

AGENDA

BOARD OF DIRECTORS AND BOARD OF OVERSEERS  
LINDENWOOD COLLEGE

Armand C. Stalnaker, President of Board, Presiding

October 22, 1971

1:30 p.m.

Invocation - Dr. McDowell

Minutes of June 7, 1971, meeting as distributed by mail

Committee reports and recommendations:

Faculty and Curriculum - Dean Barnett

Student Life - Dean Delaney, of Lindenwood College II

Retreat

Career orientation program for Lindenwood College II and its  
impact on Lindenwood College for Women

Buildings and Grounds - Dr. Crider

Land development report

Executive (Board of Control) - Mr. Stalnaker

Adoption of revised budget

Audit report

Ratification of new contract with Lindenwood College II

Unfinished business

Proposal for a Joint Planning and Resources Committee -  
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New business

Nomination and election of officers - 1971-72

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MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS  
AND BOARD OF OVERSEERS

LINDENWOOD FEMALE COLLEGE

St. Charles, Missouri  
October 22, 1971

The meeting of the Board of Directors and the Board of Overseers of Lindenwood Female College was held in Young Lounge at Lindenwood College, St. Charles, Missouri, October 22, 1971, at 1:30 p.m., pursuant to call and notice given each member of the Board of Directors and of the Board of Overseers, in accordance with the Bylaws.

The following directors, being a quorum, were present:

Russell J. Crider, M.D.  
Mrs. James Hamill  
Robert Hyland  
James W. Quillian  
David Reed  
Armand C. Stalnaker

The following members of the Board of Overseers were also present:

Mrs. K. K. Barton  
Mrs. Thomas W. Erwin, III  
Arthur S. Goodall  
Admiral Sidney W. Souers

The following, from the Board of Trustees of Lindenwood College II, attended:

Walter L. Metcalfe, Jr.  
Carol A. Mundt

The following members of the Administration were present:

John Anthony Brown, President  
Howard A. Barnett, Vice President and Dean of the Faculty  
B. Richard Berg, Vice President for Public Affairs and Finance  
Sandra C. Thomas, Dean of Lindenwood College  
Patrick F. Delaney, Jr., Dean of Lindenwood College II  
Edward C. Krehmeyer, Director of Development  
Mrs. Nancy McClanahan, Acting Director of Admissions  
Mary Yonker, Secretary to the President, and  
Assistant to the Secretary of the Board



Mr. Stalnaker, President of the Board of Directors, presided. The meeting was opened with an invocation by Dr. Crider.

Mr. Reed moved that the minutes of the meeting of June 7, 1971, as distributed by mail, be approved. The motion was seconded and passed.

Dean Barnett reported for the Faculty and Curriculum Committee since Mrs. Hall, the Chairman of the Committee, could not be present. He stated that the committee had not had a meeting since the last Board meeting, and called attention to "Information on Faculty," attached to the October 22 agenda. He also stated that the activities of the Media Bank, formerly associated with the Seven College Consortium, are now combined with the Communication Arts Center of Lindenwood. He reminded members of the Board that through the Faculty Constitution a Faculty Council has been set up to review personnel matters. This Council has joint action with the Administration on tenure, and consultation on non-renewal. At present there is a non-renewal matter before the Faculty Council. Dr. Barnett stated the view that the Faculty Council seemed to have a view of its role which is at variance with what he and the President thought they approved and recommended to the Board when the Constitution was presented.

The Joint Student Life Committee, of the Lindenwood College and Lindenwood College II Boards, is serviced by the deans of the two colleges. Since the Chairman of the Committee is a member of the Lindenwood College II Board and was not present at this meeting, Dean Delaney reported for the committee. The committee has not met this fall, but Mr. Cissel, the Chairman, has suggested to Dean Delaney that when the committee does meet, there will be some business for the Board. According to Dean Delaney, there is a possibility that there may be some matters to discuss concerning judicial procedures when male and female students are involved in the same violation of social regulations. At the present time male and female students involved in the same violations may receive different

penalties because of different judicial procedures for the two colleges.

Dean Delaney further reported that the retreat was postponed at the request of the students and student government leaders of both colleges.

Dean Delaney then discussed the career oriented program for Lindenwood College II which was endorsed by the faculty on September 15. Copy of his report is attached to these minutes.

As a result of discussion and the decision made at the joint meeting of the Buildings and Grounds Committee and the Finance Committee of the Boards of Lindenwood College and Lindenwood College II, Dr. Crider, Chairman of the Buildings and Grounds Committee, moved that the Board authorize the appropriate officers of the college to enter into a contract with Team Four, Inc. for the development of a comprehensive plan for the utilization of the college farm property in ways which will increase income to the college and be compatible with the surrounding community. The development of the comprehensive plan, a determination of the economic feasibility of each parcel, and recommendations for implementing the plan are to be completed at a maximum cost of \$16,500. Mr. Goodall seconded the motion, and it was approved.

Three members of the Executive Committee of the Board of Directors of Lindenwood College serve with three members of the Executive Committee of the Board of Trustees of Lindenwood College II on the Board of Control of The Lindenwood Colleges. Mr. Stalnaker, a member of the Board of Control, reported that the Board has reviewed and approved a revised budget for this year with income reflecting actual income figures and expenditures showing a slight reduction over the proposed budget. The Board of Control also reviewed the audit report for the year ending June 15, 1971, which showed all college accounts in order.

Mr. Stalnaker reported also that because of a rather peculiar situation in the accounting relationships between Lindenwood College and Lindenwood College II there was a surplus last year for Lindenwood College II while Lindenwood College was operating at a deficit. Mr. Stalnaker and Mr. Metcalfe were designated by the Board of Control to prepare a new contract between Lindenwood College and Lindenwood College II. Mr. Stalnaker presented the following contract which was agreed upon by the two chairmen, and which was approved by the Board of Trustees of Lindenwood College II on October 11, 1971:

1. That Lindenwood College II receive all direct income from male students and a portion of other allocated income according to standard accounting practices.
2. That Lindenwood II be charged for all direct expenses of operating that college and their share of allocated expenses provided they shall not be charged more than the excess of income less direct expenses, less \$100 per full-time student equivalent.
3. That the retained income be held in the current fund surplus account for Lindenwood College II.
4. That \$20,000 of the Lindenwood College II surplus from last year be used to retire the loan from Lindenwood College for Women.
5. That Lindenwood College II apply the remainder of the surplus from last year in accordance with the new contract formula.

Mr. Quillian moved that this contract be adopted. Mr. Reed seconded the motion, which was passed.

At the June 7, 1971, meeting President Brown indicated that at the fall meeting of the Board he would present a proposal for the further development of the Board of Overseers since the Board of Directors is limited to fifteen members at the present time. At the last meeting of the Board of Control he presented such a proposal. After discussion this proposal was returned for further study by the Board of Control. That study, based on the views of the Board of Control and the Administration, has led to a recommendation that the present Development Committee

be renamed the Planning and Resources Committee. The Lindenwood College II Board will also appoint such a committee. The two committees will then serve as a Joint Planning and Resources Committee, with the chairmanship rotating between the Boards of the two colleges. The joint committee should be authorized to invite individuals who are not members of either board to serve on the committee. These individuals may have the privilege of attending either Board meeting with voice but no vote. Dr. Crider moved that President Brown's recommendation for a Joint Planning and Resources Committee be approved, and that the committee be authorized to organize along the lines recommended. The motion was seconded and approved.

Mr. Hyland stated that he had been approached by CATV Corporation in St. Charles to see about the possibility of this corporation offering courses, and other public services, at Lindenwood in turn for housing for the station and equipment at Lindenwood. Mr. Reed moved that the Board give Mr. Hyland the authority to negotiate with these people and to move forward in this field with the proviso that the final arrangements be subject to President Brown's approval. The motion, which was seconded, was affirmed.

Mr. Hyland then said that he would like to see Lindenwood make electronic journalism an area of considerable emphasis. He believes that with an outstanding Communication Arts Center on campus it will be possible to attract many additional students, as well as the national community, to this college. He presented a drawing of a suggested building which would cost from \$750,000 to \$1,000,000 equipped, and emphasized that he was not asking for funds. He thinks there is a good possibility of obtaining outside funds for such a building. He asserted that he was asking for no Board action and at this time had no specific recommendation. President Brown commented that the present broadcasting studios were built with the thought that the facilities would serve for approximately five years. He also stated that the Communication Arts Center now is the most attractive

part of our program in recruiting new students. Because of the retirement at the end of this year of two of the members of the faculty in Communication Arts, we will be seeking new staff in this field. Facilities, of course, will play an important part in recruiting new faculty members. Dr. Crider moved that the Board endorse the ideas Mr. Hyland had presented for a Communication Arts Center and that he proceed with more specific planning for such a center. The motion was seconded by Mr. Reed, and approved.

During the time of the report of the Nominations Committee and the election of officers, Mr. Stalnaker asked President Brown to chair the meeting. In the absence of Dr. McDowell, Chairman of the Nominations Committee, Mr. Goodall presented for the Nominations Committee the following slate of officers:

President	Armand C. Stalnaker
Vice President	Russell J. Crider, M.D.
Treasurer	James W. Quillian
Secretary	Mrs. Arthur Stockstrom

Mr. Goodall moved that the report of the Nominations Committee be accepted. Mr. Hyland seconded the motion, which was passed.

Mr. Hyland moved that nominations be closed and that the Secretary be authorized to cast a unanimous ballot. The motion was seconded and accepted.

Following the election of officers, Mr. Stalnaker resumed the chair and called on President Brown for his report as President of the College.

President Brown said that according to a report of the American Council on Education 100 private liberal arts colleges will not open next year because of financial insolvency. He emphasized that Lindenwood College is not in this class. However, student enrollment is not satisfactory. Although the day student enrollment and continuing education enrollment are up, the women's resident enrollment is down leaving 200 vacancies in that area. We must remember, he continued, that the Board adopted some policies which had an

impact on enrollment - increased tuition, and decreased amount of financial aid. The 1971-72 full-time equivalent enrollment is 40 students less than 1970-71, and this trend must be reversed.

In regard to freshman students, the difference in scores and high school rank between men and women is very much less than previous years and, thus, tension is reduced. The students are very interested in the career oriented programs.

The situation with regard to faculty is similar to that in other colleges. Even though faculty members may be devoted to the institution, they are unsure about governance and their own security. Obviously, this does not make for a good mood, and we face some problems as we put the new constitution into effect.

In order to turn the mood around, the time has come for stability as an institution. Many changes have been instituted during the last few years, and now the changes must be codified in order to give those here a feeling of security. The President stated that he and Dean Barnett were planning top administrative continuity in an effort to deal with some of the current problems and to make it clear that there is stability here.

President Brown further commented that at the January meeting he hopes to be able to present a five year projection of budget, enrollment, and faculty, resulting in a five year commitment for the college. In this projection he expects to decrease the deficit by \$100,000 a year, and to increase enrollment by 100 students each year.

Because the January Board meeting will be a planning meeting and will have a different format than previous meetings, President Brown asked the Board to give consideration to having an all day meeting at that time. Board members agreed to this proposal, and it was suggested that the meeting begin at 10 a.m., continuing through the late afternoon and possibly into the evening.

There being no further business, the meeting was adjourned.

The next meeting of the Board of Directors and the Board of Overseers will be held at Lindenwood College, Monday, January 24, 1972, at 10 a.m.

Mary Yonker, Assistant Secretary

Approved:

Armand C. Stalnaker, President

Gladys T. Stockstrom(Mrs. Arthur), Secretary

## Career-Oriented Liberal Arts Education at Lindenwood College II

At the faculty meeting of September 15, 1971, the faculty endorsed for Lindenwood College II only, a proposal whereby the faculty consider granting to the Deans and Department Chairmen approval of the practicum method of recognizing non-traditional work in order that implementation of the career-oriented Liberal Arts program be started. The college presently uses the term "practicum" as a means to grant credit toward our degree in nursing for work done at various nursing schools. The career-oriented programs will involve the granting of academic credit for work and study which had in the past not been given academic credit. Thus, we would extend the use of the word "practicum" to include such items as work done at technical schools, job experience, social services, experiences, internships at radio and T.V. stations, and the like.

It is my understanding that the passage of this motion for only Lindenwood College II reflects that Lindenwood College for Women should remain a traditional liberal arts college for women and that Lindenwood College II was founded as a more experimental college in which new programs should be formulated and tried.

Let me outline for you some of our efforts prior to September 15 and what we have been doing since that date and what we intend to do:

Since spring, Dean Barnett and I have been reading publications such as Trends in Postsecondary Education, published by U. S. Department of Health Education and Welfare, and pamphlets put out by the Commission on non-traditional study. This commission is sponsored by Education Testing Service and the College Entrance Examination Board and is financially supported by the Carnegie Corporation. Our finding suggests that the timing is right for career-oriented programs and that such programs may pump new blood and nutrients into the circulatory system of liberal



arts education. On Friday, October 8, Dean Barnett called me from Washington, D.C., where he was attending a meeting of the American Council on Education. He told me of a talk given by S. T. Marland, United States Commissioner of Education. Mr. Marland urged that vocational aspects be explored by liberal arts colleges and spoke in favor of the incorporation into liberal arts of programs which were more career-oriented. Mr. Marland cited a real need for such programs. Dean Barnett said that Mr. Marland also said that liberal arts colleges should test out the possibility of forming a relationship with vocational and technical schools.

Advantages of such a program:

1. Career orientation in liberal arts studies at a time when opportunities for the liberal arts graduate have become a national problem.
2. A broadening of the base for Lindenwood enrollment.
3. A realization of the idea of liberal arts education: humanization of society and, in this age, of technology. No longer just theory, but a visible and demonstrable reality.
4. With nearly every trend indicating expansion in higher education toward a realization of equal opportunity, a relevant participation in the trend.
5. A utilization of our small college flexibility in ways not possible in the large institution and an achievement of diversity highly competitive with the university but with little expenditure.
6. A distinctive feature which should provide Lindenwood College II with a base for appeals for funding and public support, at the same time serving Lindenwood College for Women with a diversity of application for the traditional liberal arts program, undisturbed except for enrichment in its objective in training for graduate and professional study.
7. A distinctive feature which should make our admissions program increasingly effective in reaching additional students because of timeliness, clarity of objectives, integrity. It would seem to meet the needs of the contemporary college age student in a fresh way.

Thus Lindenwood College II will still have available traditional liberal arts education but will be designing career-oriented programs. Let me talk to you about

procedures: the key people in the establishment of such programs are the Departmental Chairmen. They, with my assistance, will design programs and devise ways in which practicum credit can be given. It will be their duty to evaluate work at other institutions--job experiences and internships--to determine the amount of credit which can be given. Department Chairmen and I will be visiting technical schools, business, and industry. The programs will be submitted to the Lindenwood College II Curriculum Committee for review and then to the Educational Policy Committee, and from there to the faculty for final approval.

Since September 15 we have met with eight Department Chairmen who will be:

1. Devising programs;
2. Defining the means of entry into a program--that is, for our own students, students coming from community colleges, students from technical schools, or students with certain business or industrial experience, etc.
3. Deciding how practicum credit can be awarded (testing, evaluation of course work or experience;)
4. Showing how practicum credit relates to an area of concentration and a degree program;
5. Presenting a description of careers for which such a program would be appropriate;
6. Designing a brochure to publicize the program.

Some of the programs in planning are especially attractive to women. Let me describe a few:

1. Biology--Nationally accredited degree in Medical Technology
2. Psychology--Human factors, Child Study
3. Sociology--Use of computer in sociology, such as business application, census, welfare, architecture in city planning
4. Economics--Career opportunities in business systems, accounting, sales, advertising

INFORMATION ON THE FACULTY

Career-Oriented Liberal Arts Education at Lindenwood College II - page 4

5. Chemistry--Clinical chemistry
6. Mathematics--Business, computer application, perhaps engineering, drafting.
7. Communication Arts--Internships at radio and T.V. stations
8. Art--Commercial art, museum work, art libraries, interior designs, display and merchandising
9. Religion--Internships in ministry

In a part of Lindenwood's developing internship and career program, three adjunct instructors have been named in Communication Arts. Mr. Ross Suttler, Program Director for KDKB Radio; Mr. Donald Jeffries, Director of Film Production for KLTG Television; and Mr. Robert S. Phillips, President of the Phi Kappa Organization, will serve in adjunct positions in radio, film, and advertising. In each of these areas, students will have opportunities for internships leading to regular course credit.

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Patrick F. Delaney, Jr.

October 22, 1971

## STUDENT INFORMATION ON THE FACULTY

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To replace Dr. William Thomas, who resigned in June to accept a position with Madison College in Harrisonburg, Virginia, several part-time appointments have been made. Mr. Larry Sweeney, a doctoral candidate at St. Louis University will teach the courses in Philosophical Thinking and Logic. Mrs. Carol Tilley, a doctoral candidate at Duquesne University, will teach the spring course in Existentialism. William G. Gillespie, a well-known St. Louis clergyman and doctoral candidate at both St. Louis University and Eden Seminary, will teach the seminars in History of Christian Thought and Modern Theology.

As a part of Lindenwood's developing internship and career program, three adjunct instructors have been named in Communication Arts. Mr. James Butler, Program Director for KMOX Radio; Mr. Donald Jeffries, Director of Film Production for KETC Television; and Mr. Robert B. Phillips, President of the Phillips Organization, will serve in adjunct positions in radio, film, and advertising. In each of these areas, students will have opportunities for internship leading to regular course credit.

In December, Mr. Girmai Aberra, presently Librarian and Host Nation Culture Teacher at the Asmara American Dependents School in Asmara, Ethiopia, will join Lindenwood as Resident Consultant in African Studies and will offer a course in some phase of African studies in the spring term. Mr. Aberra will be with us for at least two years, living on campus while pursuing graduate studies at St. Louis University.

Other new faces among our part-time faculty include Fraser Leonard in sculpture, Anne Perry in French, Joseph Pielecki in voice, Joanne R. Ragan in biology, and Mary Ann Smith in theatre.

The expansion of the laboratory school, now the Campus School, is presently only in the pre-school program. The development of the elementary school has been postponed until the fall of 1972. Increased enrollment and new emphases, however, have brought expansion with a refurbished Niccolls Hall and the addition of Anne Bloebaum and Mary Ann Umsted to the teaching staff. Valerie Judkins continues as the principal demonstration teacher.

## STUDENT LOAD DISTRIBUTION BY DEPARTMENTS

## FACULTY STATISTICS

<u>Department</u>	<u>Head-Count</u>	<u>Credit Count</u>	<u>FTE Faculty</u>	<u>Student/FTE Fac Ratio</u>
*Art	233	228	5-1/3	43/1
*Biology	114	114	2-1/3	49/1
Business Institute	73	62	2	37/1
*Chemistry & Physics	36	36	2	18/1
Classics	26	26	1	26/1
Communication Arts	261	233	3-1/3	78/1
Economics	70	70	1-1/3	53/1
Education	219	205	4-2/3	47/1
*English	169	169	4	43/1
History	144	144	2	72/1
*Mathematics	120	117	3	40/1
Modern Languages	168	168	5	34/1
Music	145	80	4-2/3	31/1
Philosophy	35	35	2/3	53/1
Physical Education	191	73	3-1/3	57/1
Political Science	72	72	2	36/1
*Psychology	143	143	2	72/1
Religion	64	64	1-1/3	48/1
*Sociology	122	122	2	61/1
Lindenwood Common	136	136	2-2/3	51/1
			54-2/3	

\*One member gives 1/3 time to Lindenwood Common.

COOPERATIVE PROGRAMS RELATING TO A CAREER ORIENTATION IN THE LIBERAL ARTS

FACULTY STATISTICS

1. 48 full-time faculty
2. 16 part-time faculty
3. 54-2/3 full-time equivalent faculty

JANUARY TERM OFF-CAMPUS COURSES (Offered by Lindenwood)

- Arizona - Field Study: Modernization and Adaptation (Sociology), Allen (12 students)
- London - Communication Arts in London, Boyer and Carlson (25 students)
- London - Studies in English Authors, Sibley (4 students)
- Europe - European Music Seminar, Greenlaw (13 students)
- Europe - European Physical Education, Frossard (6 students)
- Greece - Greek and Byzantine Art, Feely and Hendren (20 students)
- Jamaica, Bermuda, or the Florida Keys - Marine Botany, Anderson (14 students)
- Mexico - Spanish Mexico, Galvez (6 students)

An illustration of the potential training programs, practicum areas, and degree programs is as follows:

<u>Technical Field</u>	<u>Practicum or Credits Area</u>	<u>Possible Degree Programs</u>
Medical Laboratory	4-9 courses in Medical Laboratory Technology	Biology, Chemistry, Psychology, Medical Laboratory Technology (new area of concentration)
Dental Laboratory	4-9 courses in Dental Technology	Biology, Chemistry, Psychology
Radio and T.V.	4-9 courses in Communicational Technology	Communication Arts
Electronics	4-9 courses in Electronic Structures	Communication Arts, Mathematics (Computers), Medical Laboratory Electronics (new concentration)

COOPERATIVE PROGRAMS RELATING TO A CAREER ORIENTATION IN THE LIBERAL ARTS

1. Clinical Pathology Laboratories--one year internship plus three-year liberal arts program leading to B.A. or B.S. degree in Medical Technology. Accreditation by American Society of Clinical Pathologists makes the Practicum year in the clinical laboratories acceptable for college credit and makes the degree acceptable in hospitals and laboratories throughout the United States. Doctors in the laboratories will also serve as adjunct professors on the Lindenwood faculty.
2. KETC, Phillips Organization, KMOX--one and two course internships related to Communication Arts concentrations with specialization in film, advertising, radio, and television. Potential internships at KETC in writing, T.V. announcing, promotion, art (graphics), educational programming (elementary education). Staff members of these organizations will serve as adjunct instructors on the Lindenwood faculty.
3. Recognized Technical Schools, Business and Community Colleges--a varied number of course credits granted for credit and non-credit work in technical areas not ordinarily represented in a liberal arts curriculum. Where transferable credits are not available, credit would be established by CLEP tests, OEDP tests, and recognition as practicum (similar to Medical Technology program listed above and to the existing nursing program). Each department of study at Lindenwood would review the work done in a school, determine the nature and amount of the credit to be granted, and build a degree program related to the technical field. Such a program would be published both for students at the technical schools and colleges and for our own students.

Admission procedure--To be admitted from non-accredited technical schools, students would be specially recommended by their schools and examined by us for assurance that they could handle our program.

An illustration of the potential training programs, practicum areas, and degree programs is as follows:

<u>Technical Field</u>	<u>Practicum or Credit Area</u>	<u>Possible Degree Programs</u>
Medical Laboratory	4-9 courses in Medical Laboratory Technology	Biology, Chemistry, Psychology, Medical Laboratory Technology (new area of concentration)
Dental Laboratory	4-9 courses in Dental Technology	Biology, Chemistry, Psychology
Radio and T.V.	4-9 courses in Communications Technology	Communication Arts
Electronics	4-9 courses in Electronic Structures	Communication Arts, Mathematics (Computer), Medical Laboratory Electronics (new concentration)

<u>Technical Field</u>	<u>Practicum or Credit Area</u>	<u>Possible Degree Programs</u>
Data Processing	4-9 courses in Computer Programming	Mathematics (Computer), Economics, Sociology, Psychology
Business & Secretarial	4-9 courses in Office and Business Management	Economics, Business

Technical practicums would operate as a base for students entering Lindenwood after completion of technical school or community college work and also as opportunities for our students at various points in their college careers. The complete programs would be outlined so that one of our students could spend his sophomore or junior year (or a portion of it) at a technical school and bring that experience and those credits into his degree program in a manner paralleling that of the transfer student.

A placement and advisory service at Lindenwood could be developed to oversee the relevance of the programs to vocational opportunities and to counsel students in achieving their objectives. Professionals would serve in an advisory position to Lindenwood providing assistance in evaluation, placement, and public recognition.

4. Advantages to The Lindenwood Colleges of such a program:

- a. Career orientation in liberal arts studies at a time when opportunities for the liberal arts graduate have become a national problem.
- b. A broadening of the base for Lindenwood enrollment.
- c. A realization of the idea of liberal arts education: humanization of society and, in this age, of technology. No longer just theory, but a visible and demonstrable reality.
- d. With nearly every trend indicating expansion in higher education toward realization of equal opportunity, a relevant participation in the trend.
- e. A utilization of our small college flexibility in ways not possible in the large institution and an achievement of diversity highly competitive with the university but with little expenditure.
- f. A distinctive feature which should provide Lindenwood College II with a base for appeals for funding and public support at the same time serving Lindenwood College for Women with a diversity of application for the traditional liberal arts program, undisturbed except for enrichment in its objective in training for graduate and professional study.
- g. A distinctive feature which should make our admissions program increasingly effective in reaching additional students because of timeliness, clarity of objectives, integrity. It would seem to meet the needs of the contemporary college age student in a fresh way.



Minutes of the Board of Control  
The Lindenwood Colleges  
University Club, St. Louis, Missouri  
BOARD OF CONTROL

THE LINDENWOOD COLLEGES

Present were the following Board members: Mr. Metcalfe, Mr. Stainaker, Mr. Berg, Mr. Brown, Mr. Krehmayer and Mr. Berg were also present.

December 1, 1971, noon  
Audubon Room, University Club  
St. Louis, Missouri

The meeting was called to order by Chairman Metcalfe. Mr. Stainaker moved that the minutes of the meeting of September 15, 1971 be approved as mailed. This motion was seconded by Mrs. Stockstrom and passed.

AGENDA

Call to Order - Chairman Metcalfe

Finance

Minutes of the last meeting

Mr. Berg presented a report on the financial position of the colleges. Financial Report (as of November 15, 1971) - Mr. Berg

Progress Reports - Joint Planning and Resources Committee  
Buildings and Grounds Committee

Pending gift for auditorium  
Hyland proposals for Cable TV and new  
Communication Arts Center

Planning and Resources

New tax and reporting regulations for life income gifts

Organization of Joint Board Planning Session for January 24, 1972

Buildings and Grounds

Other new business

In Dr. October's absence, Mr. Berg reported that a contract had been signed with Dean Four Inc. for developing comprehensive plans and an economic analysis of proposed uses for the college farm property. It is anticipated that the project will be completed by the end of March. Initial negotiations to obtain access to West Clay Street through land controlled by the Dr. in Theater have been encouraging as an important step in owning the farm for development.

Auditorium Gift

A \$120,000 gift to refurbish Roemer Auditorium as a college theater to be named for the donor is expected by the end of December. The donor prefers no publicity until the project is complete.

Minutes of the Board of Control  
The Lindenwood Colleges  
University Club, St. Louis, Missouri  
December 1, 1971, noon

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Present were the following Board members: Mr. Metcalfe, Mr. Stalnaker, Mr. Mundt and Mrs. Stockstrom. President Brown, Mr. Krehmeyer and Mr. Berg were also present.

The meeting was called to order by Chairman Metcalfe. Mr. Stalnaker moved that the minutes of the meeting of September 15, 1971 be approved as mailed. The motion was seconded by Mrs. Stockstrom and passed.

Finance

Mr. Berg presented a report on the financial position of the colleges as of November 15, 1971 and answered questions from the Board members, including an inquiry on the colleges' entry into unemployment compensation insurance on January 1, 1972 as required by law. A copy of the financial report is attached to and made a part of these minutes.

Planning and Resources

President Brown reported on the organization of this joint Board committee and the need for a Chairman.

Buildings and Grounds

In Dr. Crider's absence, Mr. Berg reported that a contract had been negotiated with Team Four Inc. for developing comprehensive plans and an economic analysis of proposed uses for the college farm property. It is anticipated that the project will be completed by the end of March. Initial negotiations to obtain access to West Clay Street through land controlled by the Drive-In Theater have been encouraging as an important step in opening the farm for development.

Auditorium Gift

A \$128,000 gift to refurbish Roemer Auditorium as a college theater to be named for the donor is expected by the end of December. The donor prefers no publicity until the project is complete.

Respectfully submitted:



B. Richard Berg, Acting Secretary

Communication Arts Center

President Brown reported on negotiations being undertaken by Mr. Hyland of the women's college Board with representatives of St. Charles Cable TV interests, and the interest which Mr. Hyland has shown in a new building for the Communication Arts program. The President will meet with Mr. Hyland in the near future to review progress on these projects.

Gifts to the Colleges

President Brown reported on his work with alumnae in obtaining gifts for the colleges. A commitment from one graduate for a challenge gift to remodel the dining room was turned down as a project by the Alumnae Council. A scholarship fund promised by one alumna prior to her death is being established by her widower.

Tax Law Revisions

Revisions of the laws affecting life income gifts were announced and new reporting requirements on existing funds were brought to the Board's attention.

Joint Board Planning Session

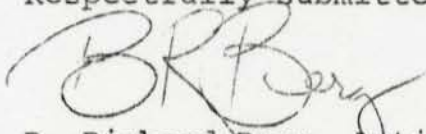
The joint Board planning meeting scheduled for January 24, 1972, was discussed and the Board agreed to hold a joint meeting of both the men's and women's colleges' Boards on that date. President Brown said he would call members of the men's college Board to alert them to the change in meeting time.

Long Range Planning

Mr. Stalnaker moved that The Lindenwood Colleges respond to an invitation from the Danforth Foundation to participate in a cooperative long range planning venture with Westminster, William Woods, Park College and other similar institutions. The motion was seconded by Mr. Mundt and passed.

The meeting was adjourned.

Respectfully submitted:



B. Richard Berg, Acting Secretary

THE LINDENWOOD COLLEGES

Fiscal Year June 16, 1971 - June 15, 1972

Cash on Hand October 15, 1971

Boatmen's National Bank of St. Louis	
Operating Account	\$ 30,501.31
Payroll Account	9,942.57

First National Bank of St. Charles	
Operating Account	1,710.19

St. Louis Union Trust Co.	56,130.54
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Bank of St. Louis - L II	4,599.02
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Mercantile Trust Co.	<u>5,188.22</u>
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Total Cash on Hand October 15, 1971	\$108,071.85
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Cash Receipts Oct. 16-Nov. 15, 1971	<u>128,260.19</u>	\$236,332.04
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Cash Disbursements Oct. 16-Nov. 15, 1971		<u>263,699.43</u>
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Cash Deficit 11-15-71		\$(27,367.39)
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Add: Loan from Boatmen's 11-3-71		<u>100,000.00</u>
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<u>Cash on Hand 11-15-71</u>		\$ 72,631.61
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Notes payable to Boatmen's at 11-15-71	\$260,000.00
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Boatmen's National Bank, St. Louis	
Operating Account	\$ 31,594.06
Payroll Account	11,358.66

First National Bank, St. Charles	
Operating Account	1,710.19

St. Louis Union Trust Co.	24,851.11	Transferred to Boatmen's 11-19-71
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Bank of St. Louis - L.C. II	1,743.59
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Mercantile Trust Co.	1,375.00	Transferred to Boatmen's 11-19-71
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<u>\$ 72,632.61</u>
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THE LINDENWOOD COLLEGES - INCOME

Fiscal Year June 16, 1971 - June 15, 1972

<u>INCOME</u>	<u>INCOME ANTICIPATED</u>	<u>INCOME NOVEMBER 15, 1971</u>
Tuition, L. C. I	\$ 629,000.00	\$ 591,852.40
Tuition, L. C. II	266,850.00	275,065.50
Incidental Income from Students - L. C. I	21,250.00	17,216.05
Incidental Income from Students - L. C. II	3,250.00	4,030.00
Summer School - Tuition	49,400.00	49,450.00
Campus School	23,040.00	21,660.00
Endowment - General	337,500.00	147,119.20
Ford Funds		3,436.81
Butler-Pease Fund	37,000.00	13,475.88
Goodall-Scholarship Fund	1,900.00	877.98
Thomas N. & Lucie J. Cobbs Trust	6,700.00	-----
Syers Fund	37,000.00	14,917.90
Jelkyl Fund	115.00	73.60
Hardy Fund	1,730.00	1,042.50
Invested in Plant	41,910.00	-----
Gifts - Board of Christian Education		2,500.00
Gifts(Includes gifts for Scholarships)	152,000.00	26,654.27
Gifts for L. C. II		-----
Application Fees, Facility Rentals, Parking Permits, etc.	32,270.00	14,185.41
Application Fees, L. C. II	2,000.00	625.00
Residence Halls, L. C. I	118,200.00	118,461.50
Residence Halls, L. C. II	45,750.00	45,258.40
Dining Hall, L. C. I	154,500.00	149,597.55
Dining Hall, L. C. II	59,475.00	58,450.60
Bookstore and Post Office	90,000.00	37,648.85
Tea Room	20,000.00	7,089.85
Conferences	11,000.00	11,108.90
Miscellaneous Income - Forfeited Fees, MiniBus, Etc.	1,000.00	7,927.93
Summer School, Room and Board and Riding	<u>10,707.00</u>	<u>7,715.00</u>
	<u>\$2,153,547.00</u>	<u>\$1,627,441.08</u>

THE LINDENWOOD COLLEGES - EXPENSES

Fiscal Year June 16, 1971 - June 15, 1972

<u>EXPENSES</u>	<u>BUDGET APPROPRIATION</u>	<u>EXPENSES NOVEMBER 15, 1971</u>
General Administration	\$ 233,946.00	\$ 86,441.49
Student Services - L. C. I	88,555.00	31,162.28
Student Services - L. C. II	27,192.00	12,629.18
General Institutional Expense	300,162.00	99,542.58
Instructional - Faculty Salaries	602,185.00	109,489.44
Staff Benefits - Faculty	48,000.00	10,061.94
Departmental Supplies & Expense	36,300.00	16,650.54
Departmental - Equipment	22,420.00	3,931.98
General Instructional Expense	39,025.00	10,136.62
Campus School	24,475.00	4,656.42
Summer School	39,025.00	33,329.08
Library	62,425.00	19,068.90
Plant - Salaries and Wages	144,250.00	60,976.17
Staff Benefits and Office Expense	15,300.00	6,525.05
Heat, Light, Water, Gas & Heating Plant	45,800.00*	29,439.39
Maintenance & Janitorial Supplies	8,000.00	11,851.84
Property Insurance	9,975.00	---
Campus Upkeep	4,300.00	2,982.18
Furniture & Equipment-Repairs & Replacement	6,000.00	4,381.62
Buildings-Repairs & Maintenance L.C.I	65,000.00	36,603.04
Buildings-Repairs & Maintenance L.C.II	15,000.00	7,832.15
Security Service	50,000.00	24,160.92
Residence Halls - L.C.I	130,767.00	11,309.61
Residence Halls - L.C.II		5,172.81
Dining Hall - L. C. I	172,470.00	67,301.80
Dining Hall - L. C. II		
Bookstore and Post Office	87,256.00	61,591.51
Tea Room	20,000.00	5,763.11
Miscellaneous Auxiliary Expense L.C.I	9,000.00	10,204.48
Miscellaneous Auxiliary Expense L.C.II	4,000.00	1,221.37
Summer School - Room and Board	10,715.00	10,709.32
Scholarships - L.C.I	113,000.00	105,442.50
Scholarships - L.C.II	51,000.00	47,930.00
Student Assistants - L.C.I	36,000.00	35,259.00
Student Assistants - L.C.II	27,000.00	23,740.00
	<u>\$2,548,543.00</u>	<u>\$1,007,498.32</u>

\*An additional \$45,000. is budgeted in Auxiliary Expense.  
The Actual expense is to be distributed at the end of the year.