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Lindenwood College Board of Directors Minutes and Papers, 1973

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WEDNESDAY, JANUARY 21, 1973

8:00 a.m. - 9:00 a.m. - Breakfast
9:15 a.m. - 10:00 a.m. - Plenary Session - Chairman Stalnaker, Presiding

AGENDA
JOINT MEETING
OF
BOARD OF DIRECTORS AND BOARD OF OVERSEERS
OF
LINDENWOOD COLLEGE FOR WOMEN
AND
BOARD OF TRUSTEES
OF
LINDENWOOD COLLEGE II

JANUARY 21-22, 1973
PERE MARQUETTE LODGE
GRAFTON, ILLINOIS

SUNDAY, JANUARY 21, 1973

- 3:00 p.m. - 4:00 p.m. - Registration and housing
- 4:00 p.m. - 5:00 p.m. - Board meetings (Separate meetings for Lindenwood College for Women Boards and Lindenwood College II Board)
- Election of new Board members
- To consider proposal from Nominating Committee in re Board of Overseers
- 5:30 p.m. - 6:30 p.m. - Reception
- 6:30 p.m. - 7:30 p.m. - Dinner
- 7:30 p.m. - 8:30 p.m. - Plenary Board Session - Chairman Metcalfe, Presiding
(Board of Directors, Board of Trustees, Board of Overseers)
- The Long Range Planning in Process at
The Lindenwood Colleges
- Background - Chairman Stalnaker
- A First Step Toward An Ideal Strategic
Model - President Brown
- Mrs. Thomas Hall)
Mr. Walter Metcalfe) Panel presentation
Dean Howard Barnett)
- 8:30 p.m. - 9:30 p.m. - Board discussion of Ideal Strategic Model

MONDAY, JANUARY 22, 1973 (CONTINUED)

8:00 a.m. - 9:00 a.m. - Breakfast

9:15 a.m. - 10:00 a.m. - Plenary Board Session - Chairman Stalnaker, Presiding

A Twelve Point Short Range Program for Fiscal Solvency and Academic Integrity

Academic Proposals (Faculty and Curriculum Committee)

1. In re faculty contracts, salary, teaching load, and student-faculty ratio
2. In re areas of major concentration
3. In re new courses and programs
 - a. Women' Studies
 - b. Business
 - c. Evening School

Student Life Proposals (Student Life Committee)

4. In re admissions
5. In re financial aid and fees
6. In re summer session and calendar

Financial and Developmental Proposals (Finance Committee and Planning and Resources Committee)

7. In re endowment income
8. In re gift and grant income
9. In re cost reduction
10. In re a capital fund drive

Physical Plant Proposals (Buildings and Grounds Committee)

11. The back campus
12. Building utilization

MONDAY, JANUARY 22, 1973 (CONTINUED)

10:00 a.m. - 10:30 a.m. - Coffee Hour

10:30 a.m. - 12:15 p.m. - Board Plenary Session Continued

STATEMENT OF PURPOSE Action on the twelve administrative proposals

It is the intention of the Board of Trustees to offer students coming to Lindenwood a selected faculty who are excellent in their disciplines and interdisciplinary in their approach. They have a liberal arts orientation and a concern for the human community.

New business

Adjournment by 12:15

12:30 p.m. - 1:30 p.m. - Luncheon

The Lindenwood Colleges seek to prepare students for undergraduate degrees

- A. in those areas of study where high quality can be achieved and where the idea of a liberal education and contemporary needs join in determining a significance leading to a choice of a few programs where all could not be managed;
- B. in an atmosphere reflective of a sense of responsibility to the individual student and to society by the transmission of accumulated knowledge in a condition of social, moral, and intellectual awareness;
- C. for a student body sufficiently large and sufficiently diverse--racially, geographically, and culturally--to assure the kind of dialogue necessary to viability;
- D. in the provision of opportunities to the student for confronting alternative value systems and for experiencing differing life roles during college study.

II. PHILOSOPHY OF GOVERNANCE

The philosophy of governance which will determine the kind of participation among students, faculty members, and administrators is summarized in the word cooperative.

III. STUDENT BODY

- A. Admissions Policy: Selection shall be based on some evaluation of the students' possibilities for success and acceptance of the goals and philosophy of the college program, such acceptance to be demonstrated in an interview or campus visit along with board scores and high school record in application for admission. The Admissions staff should be involved with faculty members in seminars designed to articulate goals and philosophy.
- B. Size: 900-1000 full-time day program (program could be mounted with 600); up to 300 part-time day.
- C. Residence: 450/300 residence-non-residence ratio (full-time).

AN IDEAL STRATEGIC MODEL

I. STATEMENT OF PURPOSE.

It is the intention of The Colleges to offer students coming to Lindenwood a selected faculty who are excellent in their disciplines and interdisciplinary in their approach, and who have a liberal arts orientation and a concern for the human community.

The Lindenwood Colleges seek to prepare students for undergraduate degrees

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- B. Size: 900-1000 full-time day program (program could be mounted with 600); up to 300 part-time day.
- C. Residence: 450/500 residence--non-residence ratio (full-time).

- D. Diversity: student body should reflect the economic and ethnic differences of the society at large. A 50/50 male-female ratio should be an objective. Special effort should be made to recruit students from Europe, Africa, Asia, and South America.
- E. Academic and Social Obligation: students should be responsive in some way to opportunities for participation in academic and social process; should engage in periodic self-assessment which may include course evaluation in consultation with instructors and counselling personnel; should accept and help maintain the rules and regulations of the community; should accept the procedures for change. Regulations for academic or social retention shall be the same for both sexes. Students may be dismissed for both social and academic reasons.

IV. FACULTY

- A. Qualifications: Faculty members should have a liberal arts orientation and a concern for human community; should have an expertise gained from education and experience in a discipline with a perspective and interest in interdisciplinary studies; should accept their obligation to the college as including teaching, maintaining competency in their disciplines, advising, participation in governance, and commitment to the basic philosophy of the college and to its growth and development.
- B. Employment Practices: Prospective faculty members should understand the goals of the college and accept the obligations imposed upon them by the nature of those goals. Attention should be given to diversity among the faculty: geographic, ethnic, age, sex with balances consonant with those recommended for the student body. Salary level should be competitive with colleges of comparable size and character.
- C. Growth and Renewal: Encouragement for faculty growth and renewal should be provided by seminars, workshops and forums along with promotion of team-teaching. Periodic renewal--a period of study, research, off-campus experience related to his field--should be required of each faculty member. Faculty members must give evidence that they have used the opportunity for renewal to good effect.
- D. Endowed Professorships: Effort should be made to establish endowed chairs and visiting lectureships to assure the attraction of outstanding teachers and scholars to the faculty.
- E. Faculty Load: A student/faculty ratio of 16/1 should be maintained.

V. PROGRAM

- A. Curriculum: Curriculum should be organized into centers where the principle of offering areas of study where quality can be achieved will be applied. The idea of the center is to bring a variety of disciplines together while individual disciplines or combinations of disciplines serve as majors. Degree programs would be contractual with basic requirements for BA, BS, BFA, BM, BME collegially prescribed but disciplinary content a matter of contract between the faculty

advisor and the student. Each center will determine a limited number of standard contracts. The Educational Policies Committee (or perhaps the Curriculum Committees of each of the colleges) would have the responsibility of reviewing and evaluating the contracts. Three full-time faculty are required for each contract. Each contract must include a common core of study and a full term for an integrating experience or study relating the major to the needs of humanity.

B. Calendar: 4-1-4-2. Consider the possibility of a one-month term from the middle of May to the middle of June for European study.

C. Allocation of Faculty Resources: Faculty members would have a primary assignment to a center but would offer courses in more than one as needed. Each faculty member would be a degree program advisor either for standard contracts or individual contracts for students wishing to concentrate in the fields of study for which he has competence. Center chairman would have staffing, curricular, and development responsibilities in addition to their teaching.

D. Special Terms and Programs: Program options such as internships, independent study, work-study, tutorials, off-campus field study will be developed as part of the contract for a degree. Cooperative programs with St. Louis institutions will be developed by Center Chairmen. Evening and Summer Session programs will be self-supporting and programitcally independent except in those areas where Center Chairmen may find utilization.

E. The Four Centers:

1. The Center for the Literary, Performing, and Creative Arts
(includes studio art, dance, English and comparative literature, music, etc.)
2. The Center for Intercultural and Behavioral Studies
(includes art history, history, classics, psychology, sociology, etc.)
3. The Center for the Study of Natural Sciences
(includes biology, chemistry, mathematics, physics, etc.)
4. The Center for Commerce and Career Studies
(includes business, economics, teacher education, medical technology, etc.)

F. Because of its heritage, the college should provide opportunities for religious and spiritual expression.

MINUTES OF THE MEETING
OF THE
BOARD OF DIRECTORS AND BOARD OF OVERSEERS
LINDENWOOD COLLEGE FOR WOMEN*

Grafton, Illinois
January 21, 1973

The meeting of the Board of Directors and Board of Overseers of Lindenwood College for Women was held at Pere Marquette Lodge, Grafton, Illinois, January 21, 1973, at 4 p.m., pursuant to call and notice given each member of the Boards in accordance with the bylaws.

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

William H. Armstrong
John M. Black
Russell J. Crider, M.D.
Mrs. Thomas S. Hall
Armand C. Stalnaker
Mrs. Arthur Stockstrom
Mrs. John S. Warner, III
Richard A. Young

The following members of the Board of Overseers were present:

Mrs. K. K. Barton
Mrs. John C. Brundige
Mrs. James C. Hamill
Mrs. James A. Reed
Victoria Smith
Mrs. J. L. Smith
Mrs. Horton Watkins

The following members of the Administration were present:

Howard A. Barnett, Vice President and Dean of the Faculty
B. Richard Berg, Vice President for Public Affairs and Finance
Doris Crozier, Dean of Lindenwood College for Women
Nancy McClanahan, Director of Admissions
Mary Yonker, Secretary to the President and Assistant
to the Secretary of the Board of Lindenwood College

* - Lindenwood College for Women (Founded 1827. Chartered as Linden Wood Female College in 1853.)

Mrs. Hall, Chairman of the Nominating Committee, reported that the

Nominating Committee met on December 27 and recommends:

1. The election of the following to the Board of Directors of Lindenwood College for Women:

Miss Emily S. Rauh, Curator, City Art Museum, St. Louis, to a term expiring January, 1979.

Mrs. Warren McK. Shapleigh, member of the Higher Education Coordinating Council of Metropolitan St. Louis, and local chairman of the White House Conference, to a term expiring January, 1979.

Mrs. Hall moved to accept the recommendation of the Nominating Committee. The motion was seconded and passed.

2. The election of the following to the Board of Overseers for a term of one year:

Mr. D. C. Arnold, President, McDonnell Douglas Electronics Co., St. Charles, and a member of the Board of Directors of St. Charles Chamber of Commerce.

Dr. Frank E. Colaw, Superintendent of St. Charles Public Schools.

Mr. Paul Knoblauch, President of First National Bank of St. Charles, and a member of the Board of Directors of St. Charles Chamber of Commerce.

Upon motion made by Mrs. Hall, which was seconded and approved, the recommendation of the Nominating Committee was accepted.

3. That the Board of Overseers be enlarged without limit to number and made a joint board of Lindenwood College for Women and Lindenwood College II. Mrs. Hall moved that this recommendation be accepted. The motion was seconded and passed.

During discussion of the motion in regard to the Board of Overseers it was the consensus that a term of office of one year did not provide sufficient opportunity for members of the Board of Overseers to become thoroughly acquainted with the Colleges and that a committee, which might be the Nominating Committee, should study this matter with a committee of the Lindenwood College II Board and make a report at the May meeting. It will be necessary to amend the bylaws of Lindenwood College for Women in regard to the unlimited number of the Board of Overseers, as well as to amend the bylaws of Lindenwood College II adding the Board of Overseers.

Following a question by a Board member about Board relationship and contact with faculty, Mrs. Hall, Chairman of the Faculty and Curriculum Committee, said that her committee will give more thought to closer contact with the faculty.

There being no further business, the meeting was adjourned. The Board of Directors and Board of Overseers will have a joint meeting at 7:30 p.m., with members of the Board of Trustees of Lindenwood College II.

Mary Yonker
Assistant to the Secretary

Approved:

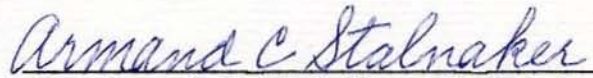
Armand C. Stalnaker, Chairman

Gladys T. Stockstrom (Mrs. Arthur), Secretary

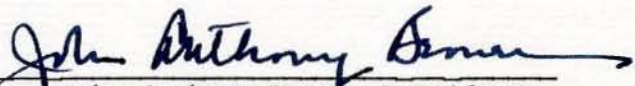
THE BOARD OF DIRECTORS AND BOARD OF OVERSEERS
OF
LINDENWOOD COLLEGE
IN RECOGNITION OF THE SERVICE OF
ADMIRAL SIDNEY W. SOUERS

The Board of Directors, the Board of Overseers, and the Administrative Officers of Lindenwood College record deep appreciation and gratitude for the distinguished service given this institution by Admiral Sidney W. Souers. Rare is the man who can command clear understanding of the interests and problems of many varied business and educational institutions. And even rarer is one who is ready to give time and thought to a number of such institutions. Admiral Souers was one of those rare and gifted men with the modesty of the gentleman and the faith of a Christian though he gives himself without stint.

The wisdom of his counsel, the constancy of his interest, the readiness with which he was available to colleagues at the college whenever called upon made him invaluable to the staff of the college and to its Board of Directors and Board of Overseers. And the splendor of his life and the warmth of his friendship were great sources of strength to those who knew him as a colleague in the work of this institution.



Armand C. Stalnaker, Chairman
Board of Directors



John Anthony Brown, President
Lindenwood College

Adopted January 22, 1973

MINUTES OF THE MEETING OF THE

BOARD OF TRUSTEES

LINDENWOOD COLLEGE II

JANUARY 21, 1973

The following members of the Lindenwood College II Board of Trustees met at Pere Marquette Lodge, Grafton, Illinois, on Sunday, January 21, 1973, prior to the Joint Meeting of the Board of Directors and Board of Overseers of Lindenwood College for Women and the Board of Trustees of Lindenwood College II, pursuant to call and notice given each member of the Board, in accordance with the bylaws of the Board:

George W. Brown
John Anthony Brown
Walter L. Metcalfe, Jr.
The Reverend Edward J. Drummond, S.J.

Members of the Administration present were:

John Anthony Brown, President
Patrick Delaney, Dean, Lindenwood College II
Pat Jackson, Secretary to the President and Acting Secretary to the Board.

Walter Metcalfe, Chairman of the Board of Trustees, presided.

Election of New Board Members - George Brown moved that the following persons be elected to the Board of Trustees for the terms listed, subject to ratification by the absent members of the Board. Father Drummond seconded the motion, which passed. Elected were:

Larry Edwards, 1971-77
Roland Pundmann, 1971-77.

Reelection of Officers and Class of 1969-1973 - Walter Metcalfe announced that reelection of officers and members of the Class of 1969-1973 will be acted upon at the May meeting of the Board of Trustees.

Board of Overseers - Father Drummond moved that the Lindenwood College for Women Board of Overseers become a joint advisory Board of Lindenwood College for Women Board of Directors and Lindenwood College II, subject to approval by the Lindenwood College for Women Board of Directors and ratification by the absent Lindenwood College II Trustees. George Brown seconded the motion, which passed.

Repairs to Ayers and Irwin Halls - John Anthony Brown moved that a specific proposal be presented to the Board of Control at its next meeting for repairs to Ayers and Irwin Halls, with costs not to exceed \$10,000, to be approved first by the Lindenwood College II Executive Committee and then by the Board of Control. Father Drummond seconded, and the motion passed.

John Anthony Brown moved that the meeting adjourn.

The next meeting of the Board of Trustees will be held jointly with the Board of Directors and Board of Overseers of Lindenwood College for Women on Friday, May 11, 1973.

Pat Jackson
Acting Secretary

Approved:

Carol A. Mundt, Secretary and Treasurer

Walter L. Metcalfe, Jr., Chairman

MINUTES
OF THE
JOINT MEETING
OF THE
BOARD OF DIRECTORS AND BOARD OF OVERSEERS
OF
LINDENWOOD COLLEGE FOR WOMEN*
AND THE
BOARD OF TRUSTEES
OF
LINDENWOOD COLLEGE II

Grafton, Illinois
January 21-22, 1973

The joint meeting of the Board of Directors and Board of Overseers of Lindenwood College for Women and the Board of Trustees of Lindenwood College II was held at Pere Marquette Lodge, Grafton, Illinois, beginning at 7:30 p.m., January 21, 1973, pursuant to call and notice given each member of the Boards in accordance with the bylaws.

The following members of the three Boards, being a quorum in each case, were present:

Lindenwood College for Women - Board of Directors

William H. Armstrong
John M. Black
Russell J. Crider, M.D.
Mrs. Thomas S. Hall
Robert Hyland (January 22 only)
Jefferson L. Miller
Mrs. Warren McK. Shapleigh
Armand C. Stalnaker
Mrs. Arthur Stockstrom
Mrs. John S. Warner, III
Richard A. Young

Lindenwood College for Women - Board of Overseers

D. C. Arnold
Mrs. K. K. Barton
Mrs. John C. Brundige
Frank E. Colaw

* - Lindenwood College for Women (Founded 1827. Chartered as Linden Wood Female College in 1853.)

Lindenwood College for Women - Board of Overseers (Continued)

Mrs. James C. Hamill
 Paul Knoblauch
 Mrs. James A. Reed
 Victoria Smith
 Mrs. J. L. Smith
 Mrs Horton Watkins

Lindenwood College II - Board of Trustees

George W. Brown
 John Anthony Brown
 The Reverend E. J. Drummond, S.J.
 Larry Edwards
 Walter L. Metcalfe, Jr.
 Roland T. Pundmann

The following members of the Administration were present:

John Anthony Brown, President of The Colleges
 Howard A. Barnett, Vice President and Dean of the Faculty
 B. Richard Berg, Vice President for Public Affairs and Finance
 Doris Crozier, Dean of Lindenwood College for Women
 Patrick F. Delaney, Jr., Dean of Lindenwood College II
 Nancy McClanahan, Director of Admissions
 Pat Jackson, Secretary to the President, and Assistant
 to the Secretary of the Board of Lindenwood College II
 Mary Yonker, Secretary to the President, and Assistant
 to the Secretary of the Board of Lindenwood College for Women

Mr. Metcalfe, Chairman of the Board of Trustees of Lindenwood College II,
 presided.

Chairman Metcalfe introduced Larry Edwards and Roland T. Pundmann, new
 members of the Board of Trustees of Lindenwood College II; Mrs. Warren McK. Shapleigh,
 new member of the Board of Directors of Lindenwood College for Women; and
 D. C. Arnold, Frank E. Colaw, and Paul Knoblauch, new members of the Board
 of Overseers. Other members of the Board and members of the Administration
 were asked to introduce themselves. The following wives of Board members, who
 were attending the meeting as guests, were introduced: Mrs. William H. Armstrong,
 Mrs. Armand C. Stalnaker, Mrs. D. C. Arnold, Mrs. George W. Brown, and
 Mrs. Roland T. Pundmann.

Mr. Stalnaker introduced the long range planning in process at The Lindenwood Colleges by saying that at the October meeting of the Boards it was agreed that we should discuss in a fundamental way in the near future a fiscal plan for the colleges and other basic questions about the future of the colleges so that we would know what the colleges plan to do and where they are going. This planning began with an institute sponsored by the Danforth Foundation in November. Members of the Boards (Mrs. Hall and Mr. Metcalfe), members of the Administration, as well as representatives of the faculty and students, participated in that institute and since that conference have put in from 300 to 400 man-hours of work in planning for the future. Mr. Stalnaker then asked President Brown to report on the first step toward an Ideal Strategic Model. (Copy of the Ideal Strategic Model is attached to the agenda.)

President Brown said that we must have a strategic plan that gives us a sense of direction. It is not enough to perpetuate ourselves if what we are doing is not worth doing. During the last twenty years it was the policy to study what you had been doing, and then having established this, to establish straight-line projections which tend to perpetuate your present characteristics. Such projections depend very greatly on growth to provide opportunity for change. These things no longer work. All colleges simply cannot grow at this time. All colleges cannot project the programs they now have because some of the programs are no longer vital, needed, responsive to demand. We have decided to use a different planning technique, which is:

1. To dream about what you would like to be - such as the Ideal Strategic Model, developed by the Ideal Strategic Committee. Then,
2. To work on an analysis of what we are (which is being done by the Existing Model Committee). Then,
3. To bring the people from the two committees together to measure and evaluate the gaps between what we are and what we would like to be. Then there will be an effort to see if pathways between the two models can be developed.

It should be emphasized that the material presented for the Ideal Strategic Model is not a proposal to the Boards. Much more work will have to be done before a proposal can be presented.

During the panel presentation in regard to the Ideal Strategic Model, Mrs. Hall said that the committee probably did not come out with a model as ideal as the committee would have liked, but that they did come out with three areas in which they agreed:

1. To have a human place which is different from a large university;
2. To have it service-oriented with the hope that part of the four year college experience would be off-campus;
3. To have an inter-disciplinary approach to teaching.

Dean Barnett then elaborated on the statement in regard to the Ideal Strategic Model as attached to the agenda, and a discussion of the Ideal Strategic Model by Board members followed.

The meeting recessed at 10 p.m., and reconvened at 9:15 a.m., Monday, January 22, at which Mr. Stalnaker, Chairman of the Board of Directors of Lindenwood College for Women, presided.

President Brown presented the following report of a Twelve Point Short Range Program for Fiscal Solvency and Academic Integrity: He said that perhaps we have planned and talked too much while our actual situation deteriorated financially. Whatever the case, there is a time for action and that time is now.

I. Faculty contracts, salary, teaching load, and student-faculty ratio.

The Administration will bring to the Faculty and Curriculum Committee a number of problems and proposals. Changes, some the result of the action of the faculty at Lindenwood, and others, coming from outside, have created several problems:

- A. Several faculty, tenured, have had a very reduced demand for their services. Exercising every care to be fair and considerate, and within the framework of present procedures and policy, the Administration will propose solutions to this problem less costly in economic terms and less costly in psychological terms than continuation of these people at full salary under present arrangements until normal retirement. Included in the proposals will be early retirements, assignment to non-teaching roles, educational redevelopment programs with college

assistance so that persons long away from graduate school can return and renew their relationship with their disciplines. Every effort will be made to utilize the regular procedures for such action, which faculty may believe to be adverse, but the Administration will have to proceed as the proponent of such action, and it will not be possible to do so without some tension. The President estimated that from three to five persons fall into this category. Little saving in the 1973-74 academic year can be anticipated since most of these actions will require a year's notice. Instructional cost reduction in the area of \$40,000 can be anticipated by 1974-75, however.

- B. The faculty job market is very bad, and our salary level is fortunately relatively good. Therefore, our non-tenured young people tend to remain with us and to move toward tenure. We are committed to a tenure system and our administrative judgment is that to abandon such a system would have devastating morale impact. However, we must be more cautious in our administration of tenure appointment. Several members of the faculty are approaching tenure. Certainly it is likely that we would antagonize some, if not all, of them if we do not recognize them as outstanding, and from the point of view of their effectiveness as teachers most of them rank high. To tenure them will raise tough issues; to fail to tenure them will seem to them as a change of rules in the middle of the game. What tough issues? Fully tenured departments; departments with all teaching members tenured from the same graduate school; departments with several tenured people in the same age bracket; whole areas of study in which no new persons are likely to have opportunity for appointment for many years; areas of study in which all instruction will be high cost instruction by Associate or Full Professors with tenure.

The Administration and Faculty have cautiously begun the process of review in this situation. A faculty committee is at work studying the impact of our present tenure policy. A national review of these problems has just been completed and will be published in March. A short preview of that report is now available, and the President will distribute copies to members of the Faculty and Curriculum Committee.

The Administration proposes to intensify the future tenure considerations at The Lindenwood Colleges by:

1. Introducing outside evaluators into the consideration.
2. Insisting upon the appropriate injections of college-oriented considerations. An outstanding faculty person may have to be denied tenure if tenure would be detrimental to overall college interests. Among these considerations will be an overall quota - perhaps at 60%. The national study will advocate such a quota and is AAUP cosponsored. We should consider such action.
3. Clearly stating in the pre-tenure contract period contracts that tenure is not likely when departments are small and already possessed of tenured members.

Most importantly, the Administration will deal with this problem within the context of the commitments to the faculty. Colleges are particularly vulnerable to morale considerations and neither the President, nor Dean Barnett, as Dean of Faculty, can be expected to survive a total breach of our present tenure system. Some reduction in cost is likely as a consequence of firmer tenure review, but the major gain will be long run avoidance of the unbearable costs involved if a nearly fully tenured faculty were created by avoidance of careful and firm review.

II. Areas of Major Concentration.

There are more areas of major concentration than we can afford in terms of cost, or than we can adequately staff in terms of quality. The Administration proposes to review the offerings and reduce areas of concentration where our capacity to perform at a high level is doubtful, or where student demand has been quite low for a sufficient period of time. As a liberal arts college, we will be reduced, lessened, by not replacing our classics teacher when she retires at the end of the 1973-74 year. But that step will be considered as well as other cutbacks in program. Savings here will be immediately attracted toward several very popular programs in need of strengthening. We will introduce a concept of not introducing a new program or course unless another one is killed or phased out - a mechanical device which holds course offerings down - and costs.

III. New Courses and Programs

- A. Lindenwood College for Women has little validity as a separate, coordinate institution, unless a valid program for women can be developed. In these days, the program must be for women, by women, and of women. We plan to strengthen Lindenwood College for Women in areas that pertain to women.

Dean Crozier reported that women are not interested in great separateness, but do need to make the community more aware of what they can do. The Curriculum Committee is working on a new course for next January, and an equitation program is also being considered.

President Brown continued by saying that a foundation proposal for support funds will be drafted and presented within sixty days in which more than \$100,000 will be sought for this purpose to be used over the next three years (1973-74, 1974-75, 1975-76).

- B. A program in business has been planned, passed by the faculty, staffed, and launched. A Business Advisory Council has been recruited and will have its first meeting February 22.

At the President's request, Dean Barnett reported that associate and baccalaureate degree programs in business had been passed by the faculty in the fall. Dr. Elwood Miller has made good use of the liberal arts and seven areas in business in the baccalaureate program for business he has developed. There is a great deal of interest in the business program among

students especially in the Evening College. Dean Barnett also said that 26 courses will be offered in the Spring Term in the Evening College. We expect to have an income this year from the Evening College in excess of that budgeted. An Evening College student can get an associate degree in business in three years and a baccalaureate degree in seven years.

- C. President Brown then said that, as Dean Barnett reported, an evening school has been organized. Initial response is beyond our fondest dreams. The business program and the evening college program are logical because of the growth in our geographic area, and have demonstrated such promise that it is believed they will be looked upon with favor as areas for grant support by both foundations and business firms. An initial net return in 1973-74 of more than \$20,000 is expected from the Evening College.

IV. Admissions. The Student Life Committee needs to join the Administration in February and March in review of several problem areas: admissions, student financial aid, student fees (not tuition), and the calendars, including the summer session calendar.

- A. The Administration has added two young Lindenwood graduates to the admissions staff. For the first time in several years in mid-year the number of applications is slightly ahead, with a staff on which three people have had some length of service. But it is "tough out there." Public schools are recruiting. 37 of the 52 Presbyterian colleges lost enrollment last year.

The Administration proposes to the Student Life Committee a new kind of admissions program, to be laid out for the meeting of that committee to be held in February. Involved will be new approaches:

1. A Key Persons Program which will involve 300-500 selected counselors in high schools, alumnae, and others.
2. Selected advertising.
3. Saturation visits to the smaller high schools from which we once attracted most of our students.
4. Increased use of faculty and students in our recruiting effort - an area in which Mrs. McClanahan has made real progress.
5. A "crash" spring effort, for which the President will request an additional budgetary appropriation, at least \$20,000, subject to approval by the Student Life Committee. Emphasis of this effort will be resident students, both men and women.

V. Financial Aid and Fees. Since we give more financial aid than we can afford, the President plans to propose to the Student Life Committee a study of the impact of a totally new college financial aid policy. (We will, however, have to maintain \$202,000 in our own aid to be eligible for Federal aid.)

A. Over three years reduce financial aid to:

1. Funds from government sources.
2. Income from restricted endowed scholarship-grant funds.
3. Annual gifts restricted for scholarships.

B. The Administration will also propose policies designed to help narrow the gap between costs and what middle class families can afford. This may reduce our aid support to the so-called disadvantaged group - and the possible loss of some students is regretted. It is an issue which the committee will need to discuss at length. Our goal might save us, when fully implemented, something in the area of \$30,000 to \$75,000 a year, and extend aid over an even larger number of students.

C. Also proposed will be consideration of a student activity fee adjustment. The proposal will be designed to bring revenue with which we can develop one of our present buildings as a Student Center, and develop good facilities for our growing number of commuting students. President Brown requested that the Board authorize the Student Life Committee to consider such a fee charge, and to authorize such charge. The facility renovation study will be presented to the Buildings and Grounds Committee in the next week or two. The response to local students is dramatic, and the development of a student life program which blends the need of commuting and residential students will be an area for which we will request foundation support in the order of \$250,000 to be spent over a five year period for improved counseling and guidance. This will be part of a multi-faceted appeal to the Danforth Foundation.

VI. Summer Session and Calendar.

Finally, the Administration will bring a proposal to the Student Life Committee for calendar revision. Ways must be found to utilize facilities for the full year.

VII. Endowment Income.

Our increased deficit this year, President Brown reported, in some measure - perhaps as much as 15% of it - is due to a shift which was believed to be wise in investment policy - a return to a higher level of equity stock holdings after a short period of high income from bonds. We measured the market right, but our income from endowment is lower. The Finance Committee has been asked to develop a new policy and Mr. Young has responded. The President's estimate is that the new policy will make it possible to estimate income next year at close to \$75,000 higher than this current fiscal year.

Mr. Young said that we are looking at companies who can handle our funds and help us raise the income from these funds. He will report back on this later. In 1966-67 our endowment was \$8,300,000 plus income of \$367,000; in 1967-68 the endowment was \$8,900,000 with \$360,000 income. Since then we have withdrawn \$1,500,000 to make up deficits, bringing our endowment down to \$7,300,000, with \$500,000 income.

Mr. Black commented that he felt we could raise annual giving easier than we could increase gifts to endowment which would not yield as much income. He felt that one thing we are overlooking is annual gifts from business and industry in states from which we draw students in order to increase our gift income.

VIII. Gift and Grant Income.

President Brown, continuing his report, said the Administration proposes that these boards now mount an effort with the Administration to greatly increase gift income. There has not been a real Development Committee. There now is the energy and personnel to mount one. Internally the Alumnae Annual Fund Drive has been designed and launched. The President took on this task and has received two great boosts - one from the John M. Wolff Foundation and a second from Mrs. John Warner, of the Women's College Board, who has agreed to give us \$5,000 as an achievement award when a \$40,000 goal is reached. Mrs. John M. Wolff wrote the President last week that she was truly delighted to have a role in this effort, and has agreed that the \$15,000 she has contributed be used to match new and increased gifts. Mrs. Watkins has responded to a preview with an offer to make her next fall's gift early to qualify. Mrs. Reed has pledged a generous gift which will help us go over our goal. The alumnae annual giving has not exceeded \$22,000 previously; this year we intend to bring a total of \$50,000 from this effort.

Our Community Campaign will be handled by Dr. Berg, who has many associations in the community - he is President of Rotary, and highly regarded in St. Charles. That source of income has plateaued in recent years near the \$20,000 mark. This year our goal will be at least \$30,000.

Within the next sixty days a proposal will go to the Monticello Foundation which will make it possible to orient part of our residential women's college along lines that will serve the purposes for which that foundation was established and perpetuate the Monticello name in a form approved by the directors of that foundation if they respond favorably to our proposal.

A proposal will also be filed with the Danforth Foundation. If granted, it would require matching funds.

- IX. Cost reduction is a partial answer to the present financial problem. Some studies have been made which will go to the Buildings and Grounds Committee. Some personnel reduction will be involved. Two clerical positions have been cut in the past several weeks.

Mr. Berg reported that the colleges have a combined operating budget of \$2,730,359, with a deficit of \$583,000 this year. To reach a better level of instructional costs, faculty should be reduced by 8 full-time members over a period of time, and administrative personnel by at least 3. The budgeted amount for insurance coverage could be reduced by packaging our policies with a saving in annual premiums from \$3,000 to \$4,000. We need to add \$1,800 a month in operating expenditures for unfunded pension payments currently being made from a retirement trust fund which will be expended by next October. We also need to consolidate some of our student services programs and reduce financial aid if we expect to achieve a balanced budget.

X. Capital Fund Drive

The President continued by saying that we need to consider the feasibility of a Capital Fund Drive, to be launched with the 1973-74 year and to culminate with at least a \$5,000,000 goal by our 150th anniversary in 1977. The President requested that the Board of Control be authorized to contract with a fund raising concern to conduct a feasibility study and plan a campaign if early study indicates the possibility of success.

XI. Back Campus

In regard to the back campus, action will be required today about one aspect (the Community Center) of development of that area. Mr. Berg will give more information about proposals later.

XII. Building Utilization

In regard to building utilization, we are one of the few colleges which has more space than we need. Cobbs Hall has been converted into a conference center, and an increasing number of groups are scheduling meetings on the campus. Ten organizations have scheduled conferences to date through the spring and summer.

Mr. Berg reported that the following suggestions are being made to the Buildings and Grounds Committee in regard to building utilization:

1. The possibility of converting the current Health Center into five married student apartments.
2. Women resident students could be consolidated into three residence halls (McCluer, Parker, and Sibley) and Butler Hall could be used as a location for some of the following activities:
 - a. Health Center clinic

- b. Student offices - now scattered across the campus
- c. Improved dressing room and shower facilities for the existing gymnasium and pool - especially for men
- d. Student Center activities
(Move new pool table and student center offices from Cobbs providing additional housing space in Cobbs for conferences.)
- e. Rental guest rooms on top floor.

The goal of all this, according to President Brown, is a reduction of budgeted deficit next year (1973-74) to less than \$250,000; the following year to \$100,000; and a balanced budget by 1975-76. Projected budgets for the three year period will be presented to the Board of Control in late April and to the Boards at the May meeting. All of this leads to a reasonable program of fiscal solvency and academic integrity.

Following President Brown's report, Chairman Stalnaker said that the question in regard to land on the back campus was most urgent and requires action. At Chairman Stalnaker's request, Mr. Berg showed charts and drawings pertaining to the proposed development of the Community Center for the City of St. Charles on back campus land and the proposed development of the back campus land in addition to the Community Center. In addition, he distributed letters from Team Four and a number of land developers in regard to a proposed Community Center for the City of St. Charles (copies of which are attached to the official copy of the minutes), as well as a brochure in regard to the Community Center (also attached to the official copy of the minutes). Team Four (a professional organization of land planners) has advised the Administration that the College could grow to 3,500 students without need to use the farm property on back campus. In regard to the Community Center, the College would grant to the City of St. Charles nine acres for use as a Community Center in exchange for \$160,000 in roadway access improvements.

Team Four believes the development of the Community Center would be attractive to the development of the balance of the acreage. Dr. Crider reminded members of the Boards that the Board is on record, except for the Community Center property, that land on the back campus will not be sold.

Dr. Crider moved that the Buildings and Grounds Committee and the Executive Committee of the Board of Lindenwood College for Women be authorized to make arrangements for the Community Center with the City of St. Charles and that they be conditional on:

1. Provision for college use, guaranteeing in writing access for future years.
2. Zoning of entire area.
3. Land to be returned to the College if it is not used for this purpose (a community center) in the future.
4. Financing for the city project be insured.
5. Road and lake dam be a part of the city's project.
6. College participation in management policy.
7. College approval of architecture and landscaping.

The motion was seconded and passed with no dissenting votes.

Mr. Berg then asked for reactions to the development of the rest of the back campus land. Dr. Crider suggested that the proposal should be given to everyone to be studied. Mr. Berg suggested that the Team Four analysis be distributed to all members of the Board of Lindenwood College for Women, who then could react to the Board of Control so that rezoning could be accomplished this spring. Mr. George Brown suggested that zoning should be done for the complete package at one time, including the community center. It was agreed that the Board of Control could approve a proposal for rezoning the college farm.

Chairman Stalnaker said that no action by the Boards was necessary in regard to suggestions for building utilization and that the final decisions should be up to the Administration.

In regard to the capital fund drive, Mr. Young moved to authorize the Board of Control to appropriate funds to study the feasibility of such a campaign and to plan such a campaign if the study showed a possibility of success. The motion was seconded. After discussion, at which time Mr. Black suggested that we should prove that we can survive before we start on a capital funds drive and that we should concentrate on wiping out our deficit, Mr. Young withdrew his motion. It was agreed that President Brown would have the Planning and Resources Committee study this matter.

In regard to President Brown's request for an additional budgetary appropriation of at least \$20,000 for a "crash" admissions program this spring for resident students, Mr. Armstrong moved that the Student Life Committee be authorized, if they deem it wise, to appropriate up to \$20,000 additional for admissions activity. The motion was seconded and approved. President Brown announced that Mr. Hyland has offered to make the KMOX advertising staff available to assist in student recruitment promotion.

Mr. Young moved that the Chair appoint a committee to draft an appropriate resolution in recognition of the service the late Admiral Sidney W. Souers had given to the Board, a copy of which is to be placed in the minutes and a copy sent to Mrs. Souers. The motion was seconded and passed. (Copy of the resolution is attached.)

Dean Barnett presented a request from James H. Feely that he be granted a Sabbatical leave for the entire year 1973-74 at half salary if he obtains a grant from the National Endowment for the Humanities, or for half year at full salary if he does not obtain the grant. Upon motion made by Mrs. Hall, which was seconded and accepted, the leave was approved.

President Brown announced that the honorary degree of Doctor of Humanities had been approved by mail by Board members for Paul Jenkins. Mr. Jenkins' art exhibit will open at the college on February 11, at 2 p.m., with a convocation at 3 p.m.

Following President Brown's announcement that a member of the Board, who wished to remain anonymous, had made funds available for this meeting at Pere Marquette, Mr. Young moved to resolve that the President be asked to express appreciation to the member of the Board who gave the money to cover the cost of the meeting. The motion was seconded and passed unanimously.

There being no further business, the meeting adjourned at 12 noon.

The next meeting of the joint Boards will be on Friday, May 11, at 1:30 p.m., at the college.

Mary Yonker, Assistant to the Secretary
of the Board of Directors of
Lindenwood College for Women

Approved:

Armand C. Stalnaker, Chairman
Board of Directors, Lindenwood College for Women

Walter L. Metcalfe, Jr., Chairman
Board of Trustees, Lindenwood College II

Gladys T. Stockstrom (Mrs. Arthur), Secretary
Board of Directors, Lindenwood College for Women

Carol A. Mundt, Secretary
Board of Trustees, Lindenwood College II

March 7, 1973
University Club of St. Louis, 8:00 A.M.

Present at the meeting were the following Board members

THE BOARD OF DIRECTORS AND BOARD OF OVERSEERS
OF
LINDENWOOD COLLEGE
IN RECOGNITION OF THE SERVICE OF
ADMIRAL SIDNEY W. SOUERS

and Dr. Russell Crider from Lindenwood College. Also present

The Board of Directors, the Board of Overseers, and the Administrative Officers of Lindenwood College record deep appreciation and gratitude for the distinguished service given this institution by Admiral Sidney W. Souers.

Rare is the man who can command clear understanding of the interests and problems of many varied business and educational institutions. And even rarer is one who is ready to give time and thought to a number of such institutions. Admiral Souers was one of those rare and gifted men with the modesty of the gentleman and the faith of a Christian though he gives himself without stint.

The wisdom of his counsel, the constancy of his interest, the readiness with which he was available to colleagues at the college whenever called upon made him invaluable to the staff of the college and to its Board of Directors and Board of Overseers. And the splendor of his life and the warmth of his friendship were great sources of strength to those who knew him as a colleague in the work of this institution.

Armand C. Stalnaker, Chairman
Board of Directors

John Anthony Brown, President
Lindenwood College

MINUTES OF THE BOARD OF CONTROL OF THE LINDENWOOD COLLEGES

March 7, 1973

University Club of St. Louis, 8:00 a.m.

Present at the meeting were the following Board members constituting a quorum: Mr. Walter Metcalfe and Mr. George Brown from Lindenwood College II, and Mr. Armand Stalnaker and Dr. Russell Crider from Lindenwood College. Also present were President John Anthony Brown, Dean Howard Barnett and Vice President Richard Berg, representing the administration of the colleges.

The meeting was called to order by Chairman Metcalfe and the minutes of the meeting of September 20, 1972 were approved as distributed on a motion made by Mr. Stalnaker, seconded by Dr. Crider and duly passed.

Mr. Berg presented a brief report on the variations in tuition charges for part-time students of different classifications, and recommended that a uniform charge of \$145 per course be made for all part-time students. This would increase the charge for Continuing Education students by \$20 per course, the charge for Summer Session by \$20 a course, and would reduce the charge for Special Students by \$20. Evening college course charges are currently at \$145 per course. A copy of the report is attached to and made a part of these minutes. Mr. George Brown moved the adoption of the uniform tuition schedule. The motion was seconded by Mr. Stalnaker and passed.

A discussion of the question of granting special permission for liquor usage on specific occasions in the campus Conference Center was tabled pending further investigation of legal issues involved, the liability of the college, and the impact on the current campus policy forbidding students to possess or use alcoholic beverages on the campus.

President Brown reported on the formation of a new Business Leaders Advisory Council which held its first meeting on the campus February 22. The group is assisting in the development of the business education program and providing internship opportunities for Lindenwood students.

President Brown reported on progress in fund raising activities. Two major proposals prepared by Dr. Barnett and Dr. Berg and ^{are} pending before the Danforth Foundation and the Monticello College Foundation. The Board of the Monticello College Foundation will meet this Saturday (March 10) to act on our request for \$450,000 over a three-year period. The Board of the Danforth Foundation is expected to act on our request for a grant of \$1.7 million sometime in late April. Copies of both proposals are attached to and made a part of the record copy of these minutes.

The Alumnae Fund drive has raised more than \$19,000 already this year, exclusive of the \$15,000 matching gift for new and increased gifts.

Mr. Robert Colvin, manager of the St. Charles J.C. Penney store, has agreed to serve as chairman of the annual Community Support Campaign in St. Charles this spring. Mr. Berg and Dean Barnett are coordinating that drive.

Proposals are also pending with the Office of Education for support of a college work-study program and for a grant for library materials. A proposal is being prepared for the Exxon Foundation under the provisions of their RAMP program to plan for changes in the function of existing college buildings which are not meeting current needs.

President Brown reported on the offer of Mr. Robert Hyland to assist in the promotion of the college and its programs over the CBS radio network in the midwest area, and the possibility of a donation of a full page advertisement in the midwest edition of TIME magazine. He also reported on the resignation of Mrs. McClanahan as director of admissions for next year and the beginning of a search for her successor. Dr. Brown asked Board members to meet with any candidate for the Admissions office position before he was hired.

Mr. Berg presented three computerized projections of college income and operating expenses from now through 1976, with variations of enrollment, faculty size, and costs in some areas. None of the projections thus far indicate that the college will be able to balance its budget by 1976.

Following considerable discussion, Mr. George Brown moved that:

Whereas: the foregoing projections, even when based on a modest increase in resident student enrollment, will still leave us with an unmanageable annual operating deficit, and

Whereas: we have already invaded our unrestricted reserves in an amount in excess of \$2 million for operating expenses since 1968, and

Whereas: we believe that The Lindenwood Colleges have served an important mission in higher education in the past and that every effort should be made to strengthen the fiscal operations of the college so that mission may continue in the future, and

Whereas: our responsibility as trustees for the stewardship of the resources of these colleges and the funds which have been entrusted to them requires specific action at this time

Therefore we resolve that: the President and Vice Presidents of the Colleges here present, be instructed to develop procedures which go beyond those presented today and describes a plan of

action to meet specific educational objectives which can be effectively implemented and which will provide the college with a balanced operating budget by the 1975-76 fiscal year, or that they recommend the best possible alternative that will not further dissipate the resources of the colleges. The motion was seconded by Mr. Stalnaker and passed unanimously.

Following a brief discussion on the development of the college farm, and a report from Mr. Berg on comments received from Robert Hyland and Jefferson Miller, Mr. Stalnaker moved that the officers of the college be authorized to proceed with rezoning of the land according to the master plan prepared by Team Four. Further action on the proposed development and the extent of the college's involvement was deferred until the next meeting. The motion was seconded by Dr. Crider and passed.

The meeting was adjourned at 9:40 a.m.

Respectfully submitted,

B. Richard Berg
Acting Secretary

BOARD OF CONTROL OF THE LINDENWOOD COLLEGES

Friday, April 13, 1973, 11:00 a.m.

Whittemore House, Washington University

AGENDA

1. Call to order - Chairman Metcalfe
2. Minutes of the meeting of March 7, 1973
3. Report of progress on operating cost reductions - 1973-1976
4. Proposed increase in room and board charges for 1973-1974
5. Progress report on Admissions Promotion Campaign - President Brown
6. Report of Joint Faculty and Curriculum Committee meeting with faculty - Mrs. Hall
7. Other business
8. Adjournment

BOARD OF CONTROL
THE LINDENWOOD COLLEGES

Friday, April 13, 1973
Whittemore House
Washington University 11:00 a.m.

MINUTES

Present at the meeting were the following Board Members, constituting a quorum: Walter Metcalfe and George Brown from Lindenwood II and Armand Stalnaker and Mrs. Gladys Stockstrom from Lindenwood College. Also present were Mrs. Thomas Hall, Chairman of the Joint Board Faculty and Curriculum Committee; President John Anthony Brown, Dean Howard Barnett and Vice President Richard Berg, representing the administration of the colleges.

The meeting was called to order by Chairman Metcalfe and the minutes of the meeting of March 7, 1973 were read and approved.

Mr. Berg presented a report on financial projections on the operation of the colleges through 1975-1976. A copy of that report is attached to and made a part of these minutes. Current student enrollment projections make it impossible to operate the colleges in a way which can meet current educational objectives and reach a balanced operating budget by the 1975-76 fiscal year. Members of the Board discussed the importance of finding creative alternatives that will meet the needs of the colleges by attracting the students they need. Mr. George Brown moved that in view of the studies presented as a result of the request made in the minutes of the previous meeting, we must now develop an alternative plan for the continuation of the institution. Motion was seconded by Mr. Stalnaker and passed. Mr. Stalnaker emphasized that the administration should continue its efforts to increase enrollment and implement operating economies.

Mr. George Brown congratulated President John Anthony Brown on his appointment to the Missouri Commission on Higher Education as a representative of the private colleges and universities of Missouri.

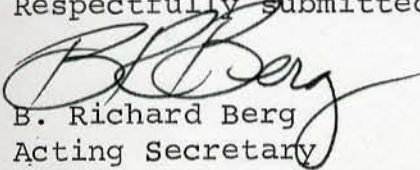
Following a discussion on the increase in costs for room and board since the current rate was established in 1969, Mr. Stalnaker moved that the charges for room and board be increased from \$1,150 to \$1,250 effective with the fall term of 1973. The motion was seconded by Mrs. Stockstrom and passed.

President Brown reported on the progress of the current student recruitment campaign and the contribution of advertising space in Time Magazine by Mr. Robert Hyland of KMOX, and his contribution of radio time on CBS stations in the Mississippi River Valley from Chicago to New Orleans. Inquiries concerning careers in the communication arts field will be turned over to The Lindenwood Colleges Admissions Staff as leads for enrolling additional students in that program.

President Brown also presented the faculty request that faculty observers be present at Board meetings. The thought was expressed that if faculty members were allowed to attend meetings as observers, that students should also be allowed to attend. The question was then raised that if observers were invited to Board meetings, should Board meetings be made open to anyone who is interested in attending. It was the consensus of the members present that the President could bring with him a faculty member or anyone else that he felt would be helpful in dealing with particular issues to come before the Board. The question of formal representation should be referred to the Boards of the individual colleges at their next joint meeting in May.

Mrs. Hall reported on the concerns of the faculty members which were presented by members of the Faculty Liaison Committee at the meeting of the Joint Board Committee on Faculty and Curriculum. The faculty members present at the meeting in Mrs. Hall's home questioned the Board members about their interest in the college, their confidence in the administration of the college and their confidence in the faculty. Concern was expressed about the termination of faculty members on grounds of financial exigency and the faculty's concern that expenses in other areas of the colleges should be reduced before cuts are made in the educational program. Mrs. Hall stated she felt it was very important that the Boards of the colleges firmly support the President and the administration in these very difficult times. The Board discussed the communication problems evident in the faculty attitudes and the wisdom of granting tenure to any additional faculty members at this time. No further action was taken.

Respectfully submitted,


B. Richard Berg
Acting Secretary

OPERATING PROJECTIONS - THE LINDENWOOD COLLEGES - 1973-1976

as of April 13, 1973

INCOME	1973	1974	1975	1976
Tuition - resident students	\$511,187	\$434,509	\$434,509	\$473,615
Tuition - day students	293,675	352,410	405,272	445,799
Tuition - special students	83,138	87,295	91,660	96,243
Academic fees and incidentals	26,160	25,000	25,000	25,000
Tuition - summer session	52,341	60,191	60,191	60,191
Tuition - campus school	15,745	18,775	18,775	18,775
Tuition - evening college	52,352	62,678	72,080	79,288
TOTAL TUITION AND FEES	1,034,598	1,040,858	1,107,487	1,198,911
Endowment	430,466	471,246	429,039	394,713
Gifts and Grants	160,915	180,000	200,000	200,000
Miscellaneous Income	40,000	40,000	40,000	60,000
TOTAL EDUCATIONAL AND GENERAL	1,670,479	1,781,104	1,839,526	1,856,624

AUXILIARY ENTERPRISES INCOME

	1973	1974	1975	1976
Residence Halls	\$139,176	\$127,600	\$127,600	\$139,150
Food Service	171,611	157,000	157,000	176,770
Bookstore	75,000	75,000	75,000	77,000
Summer Session room and board	5,668	6,000	6,000	6,000
Conferences	55,500	60,000	65,000	70,000
less \$7,500 to endowment to amortize campus improvements	-7,500	-7,500	-7,500	-7,500
Other enterprises (Tea Room, Misc.)	30,000	30,000	30,000	30,000
TOTAL AUXILIARY INCOME	469,455	448,100	453,100	491,420
TOTAL E & G INCOME	1,670,479	1,781,104	1,839,526	1,856,624
TOTAL INCOME	2,139,934	2,229,204	2,292,626	2,348,044

EXPENSE - INSTRUCTIONAL

Faculty salaries and benefits	700,259	666,083	623,568	659,384
Departmental expense	24,080	24,080	24,080	24,080
Miscellaneous expense	38,457	35,000	33,000	31,000
Library	71,203	72,000	72,000	72,000
Summer School	36,990	37,000	38,000	39,000

EXPENSE - INSTRUCTIONAL Cont'd

	1973	1974	1975	1976
Campus School	\$ 16,243	\$ 16,000	\$ 16,000	\$ 16,000
Evening College	29,000	38,000	46,000	48,000
TOTAL INSTRUCTIONAL	956,104	928,163	920,288	957,104

GENERAL INSTITUTIONAL AND ADMINISTRATIVE EXPENSE

President's Office	57,989	57,989	50,628	53,413
Business Office	65,000	68,500	61,718	65,112
Admissions Office	119,637	130,000	120,000	120,000
Dean of Faculty	31,908	24,722	26,082	26,082
Development-Public Information	65,384	63,500	66,992	67,000
Telephone/Switchboard	32,000	32,000	32,000	32,000
Publications	9,000	12,000	9,000	12,000
Board of Directors	1,151	1,000	1,000	1,000
TOTAL	392,069	389,711	367,420	376,607

STUDENT SERVICES/FINANCIAL AID

	1973	1974	1975	1976
Dean - Lindenwood I	\$ 23,787	\$ 17,787	\$ 18,926	\$ 18,926
Dean - Lindenwood II	30,005	23,005	24,168	24,168
Chaplain	4,490	0	0	0
Student Bank	5,115	2,500	0	0
Student Services	31,146	13,845	14,600	14,600
Health Center	13,740	13,740	14,495	15,292
Registrar	20,511	20,511	20,511	20,511
Continuing Education	10,495	10,495	0	0
Student Aid	208,268	220,185	225,000	230,000
TOTAL	347,557	322,068	317,700	323,497

PLANT OPERATION AND MAINTENANCE/SECURITY EXPENSE

Plant	347,798	435,181	445,342	470,023
Security	70,395	54,696	54,696	57,704
TOTAL	418,193	489,877	500,038	527,727

FIXED INSTITUTIONAL EXPENSE

	1973	1974	1975	1976
Insurance	\$ 14,400	\$ 11,000	\$ 11,000	\$ 11,000
Investment & Property expense	22,550	22,550	22,550	22,550
Interest on Endowment invested in plant	14,580	14,580	14,580	14,580
Debt retirement	70,135	70,135	70,135	70,135
Pensions	7,728	37,587	30,388	29,787
Disability and Unemployment	15,800	15,800	15,800	15,800
Interest on operating funds	18,000	18,000	18,000	18,000
Auditing fees	4,000	4,000	4,000	4,000
Miscellaneous	24,600	25,000	25,000	26,000
TOTAL	191,793	218,652	211,453	211,852

AUXILIARY ENTERPRISE EXPENSE

Residence Halls	124,050	124,000	124,000	124,000
Dining Hall	162,500	139,060	139,560	145,455
Bookstore/Post Office	76,963	77,000	77,000	77,000
Tea Room	16,000	15,500	15,500	15,500

AUXILIARY ENTERPRISE EXPENSE Cont'd

	1973	1974	1975	1976
Summer School	\$ 11,246	\$ 11,500	\$ 12,000	\$ 12,500
Conferences	26,000	29,000	32,000	35,000
Athletics	4,750	4,750	4,750	4,750
Miscellaneous	7,500	7,500	7,500	7,500
TOTAL AUXILIARY EXPENSE	429,009	408,310	412,310	421,705
TOTAL INCOME	2,139,934	2,229,204	2,292,626	2,348,044
TOTAL EXPENSE				
Instructional	956,104	928,163	920,288	957,104
Administrative & General	392,069	389,711	367,420	376,607
Student Serv. & Financial Aid	347,557	322,068	317,700	323,497
Plant and Security	418,193	489,877	500,038	527,727
Fixed expense	191,793	218,652	211,453	211,852
Auxiliary expense	429,009	408,310	412,310	421,705
TOTAL	2,734,725	2,756,781	2,729,209	2,818,492
	(594,791)	(527,577)	(436,583)	(470,448)

JOINT MEETING

BOARD OF CONTROL
AND FINANCE COMMITTEE
THE LINDENWOOD COLLEGES

May 11, 1973

MINUTES

The Board of Control and the Joint Finance Committee of The Lindenwood Colleges met at 11:00 a.m., May 11, 1973 at the St. Louis Club.

Present at the meeting were Dr. Russell Crider, Mr. Armand Stalnaker and Mrs. Gladys Stockstrom, representing Lindenwood College for Women; Mr. George Brown and Mr. Walter Metcalfe, representing Lindenwood College II, Mr. William Armstrong, Mr. Paul Knoblauch and Mr. Jefferson Miller representing the Finance Committee; President Brown, Dean Barnett and Vice President Berg, representing the administration of the colleges. The meeting was called to order by Chairman Walter Metcalfe.

The operating budget of the colleges and projections for 1973-1974 were reviewed by the committee. A discussion of the need for a tuition increase to achieve the goal of an operating deficit no larger than \$250,000 for 1973-1974 was discussed. The Board determined that a tuition increase would be unwise for the coming academic year. Dean Barnett suggested that some additional savings will be realized in instructional costs for the coming year and Mr. Berg suggested that the additional income required could be raised by reducing the amount of the \$500 grant for St. Charles County students by \$100.

Mr. Miller moved that the St. Charles grant be reduced by \$100 each year over the next five years as the grant program is phased out. Financial need for affected students would be met through the regular financial aid program. The motion was seconded by Mr. Stalnaker and passed.


Mr. Berg reported on the progress in the construction of the Ross A. Jelkyl Center for the Performing Arts (Roemer Auditorium). Anticipated expenditures total \$267,467.38. The college has received \$166,000 in gifts from Mr. Jelkyl toward this project and the promise of at least \$100,000 more through

a bequest in his will. Dr. Crider moved that the officers of the college be authorized to borrow funds from the college's unrestricted reserves being held as endowment at the St. Louis Union Trust Company to cover the remaining construction and furnishing costs of the auditorium. These funds would be repaid with the proceeds of Mr. Jelkyl's bequest.

The Finance Committee and the Board of Control agreed to hold a joint meeting in mid-summer to consider the cash requirements of the colleges, to review investment policy, and to continue its review of the operating budget and financial projections for the years ahead.

The meeting was adjourned so members could attend the full meeting of the Boards of the colleges.

Respectfully submitted,


B. Richard Berg
Acting Secretary

MINUTES OF THE MEETING
OF THE
BOARD OF DIRECTORS AND BOARD OF OVERSEERS
LINDENWOOD COLLEGE FOR WOMEN*

Clayton, Missouri
May 11, 1973

The meeting of the Board of Directors and Board of Overseers of Lindenwood College for Women was held at the St. Louis Club, Clayton, Missouri, May 11, 1973, at 1 p.m., pursuant to call and notice given each member of the Boards in accordance with the bylaws.

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

William H. Armstrong
Russell J. Crider, M.D.
Mrs. Thomas S. Hall
Jefferson L. Miller
James W. Quillian
Emily Rauh
Armand C. Stalnaker
Mrs. Arthur Stockstrom
Mrs. John Warner, III

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

Mrs. James C. Hamill
Paul Knoblauch
Victoria Smith
Mrs. Horton Watkins

The following members of the Administration were present:

Howard A. Barnett, Vice President and Dean of the Faculty
B. Richard Berg, Vice President for Public Affairs and Finance
Doris Crozier, Dean of Lindenwood College for Women
Nancy McClanahan, Director of Admissions
Mary Yonker, Secretary to the President and Assistant
to the Secretary of the Board of Lindenwood College

Armand C. Stalnaker, Chairman, presided.

It was moved, seconded, and passed that the minutes of the meeting of January 21, 1973, be approved as distributed.

* - Lindenwood College for Women (Founded 1827. Chartered as Linden Wood Female College in 1853.)

Mr. Armstrong, Chairman of the Nominating Committee, reported that the Nominating Committee had met and presents the following slate of officers:

For Chairman of the Board, Russell J. Crider, M.D., who came on the Board of Overseers in 1964 and on the Board of Directors in 1967.

For Vice Chairman of the Board, Armand C. Stalnaker, elected to the Board in 1969 and Chairman of the Board from 1970 to the present. Mr. Stalnaker will serve until Mrs. Thomas S. Hall returns from an extended trip to Europe, at which time Mrs. Hall will become Vice Chairman of the Board. Mrs. Hall expects to return from Europe either before Christmas, 1973, or during the month of January, 1974.

For Treasurer of the Board, Robert Hyland.

For Secretary of the Board, Mrs. John Warner, III.

The Nominating Committee further recommends that the Treasurer, the Chairman and Vice Chairman serve as the official representatives of Lindenwood College for Women on the Board of Control, and that the Secretary be designated as alternate delegate to the Board of Control.

Mr. Armstrong moved the election of these officers. The motion was seconded and passed.

Mr. Armstrong reported that the Nominating Committee had discussed vacancies which will occur in the Board when the term of office of those in the Class of 1973 expires at the January Board meeting, and recommends that the Chairman appoint a committee to consider new appointments to the Board to fill those vacancies.

Mr. Miller moved that due to the retirement of Hazel Fuller as Controller of The Lindenwood Colleges the Board adopt the necessary resolutions to maintain the following accounts at the following banks:

1. Lindenwood College operating account and payroll account at Boatmen's National Bank, with the following persons being authorized to sign checks and other documents:

President John Anthony Brown
 Vice President B. R. Berg
 Controller Fred Fisher
 Payroll Clerk Ruth Gross

Any one of the first two officers being authorized to sign with any one of the latter two individuals, two signatures being required.

2/A

2. The Lindenwood College deposit (an agency account for student funds and the funds of student organizations) at the First National Bank of St. Charles, with the following persons being authorized to sign checks and other documents.

Controller Fred Fisher
Accounts Receivable Clerk Mary L. Meier.

3. A safe deposit box at the First National Bank of St. Charles with the following individuals being authorized to have access to the box:

President John Anthony Brown
Vice President B. R. Berg
Controller Fred Fisher

The motion was seconded and approved.

Dr. Crider moved that Boyd, Franz & Stephans, certified public accountants, be employed to conduct the annual audit of the financial records and transactions of The Lindenwood Colleges at a cost of \$4,000. The motion was seconded and passed.

There being no further business, the meeting was adjourned.

Mary Yonker
Assistant to the Secretary

Approved:

Armand C. Stalnaker, Chairman

Gladys T. Stockstrom (Mrs. Arthur), Secretary

MINUTES OF THE JOINT MEETING
OF THE
BOARD OF DIRECTORS AND BOARD OF OVERSEERS
OF
LINDENWOOD COLLEGE FOR WOMEN*
AND THE
BOARD OF TRUSTEES
OF
LINDENWOOD COLLEGE II

Clayton, Missouri
May 11, 1973

The joint meeting of the Board of Directors and Board of Overseers of Lindenwood College for Women and the Board of Trustees of Lindenwood College II was held at the St. Louis Club, Clayton, Missouri, at 1:30 p.m., May 11, 1973, pursuant to call and notice given each member of the Boards in accordance with the bylaws.

The following members of the three Boards, being a quorum in each case, were present:

Lindenwood College for Women - Board of Directors

William H. Armstrong
Russell J. Crider, M.D.
Mrs. Thomas S. Hall
Robert Hyland
Jefferson L. Miller
James W. Quillian
Emily Rauh
Mrs. Warren McK. Shapleigh
Armand C. Stalnaker
Mrs. Arthur Stockstrom
Mrs. John Warner, III

Lindenwood College for Women - Board of Overseers

Mrs. James C. Hamill
Paul Knoblauch
Victoria Smith
Mrs. Horton Watkins

* - Lindenwood College for Women (Founded 1827. Chartered as Linden Wood Female College in 1853.)

Lindenwood College II - Board of Trustees

George W. Brown
 John Anthony Brown
 The Reverend E. J. Drummond, S.J.
 Larry Edwards
 Walter L. Metcalfe, Jr.
 Roland T. Pundmann
 Thomas R. Remington

The following members of the Administration were present:

John Anthony Brown, President of The Colleges
 Howard A. Barnett, Vice President and Dean of the Faculty
 B. Richard Berg, Vice President for Public Affairs and Finance
 Doris Crozier, Dean of Lindenwood College for Women
 Patrick F. Delaney, Jr., Dean of Lindenwood College II
 Nancy McClanahan, Director of Admissions
 Mary Yonker, Secretary to the President, and Assistant
 to the Secretary of the Board of Lindenwood College for Women

Armand C. Stalnaker, Chairman of the Board of Directors of Lindenwood College for Women, presided. Father Drummond gave the invocation.

Mr. Stalnaker introduced Miss Rauh, a new member of the Board of Directors of Lindenwood College for Women.

Mr. Hyland moved that the minutes of the January 21-22 joint meeting be approved as distributed. The motion was seconded and passed.

Mr. Quillian moved that candidates for degrees be awarded the appropriate degrees upon successful completion of their academic work. The motion was seconded and approved. (List of candidates for degrees is attached to the agenda of the meeting.)

Mr. Metcalfe, reporting for the Board of Control and the Finance Committee, said that the two groups had had several joint meetings since January. The major items of business had dealt with balancing the budget and the future. At the May 11 meeting, preceding the joint Board meeting, the operating budget of the colleges for 1973-74 and projections were reviewed by the committee. In addition, the Board of Control and the Finance Committee resolved to borrow \$100,000 to

complete the Jelkyl Center for the Performing Arts (Roemer Auditorium) with the understanding that the balance of the gift will come through a bequest in Mr. Jelkyl's will. The Board of Control and Finance Committee also adopted a resolution reducing the grant for St. Charles County students by \$100 each year over the next five years, eventually phasing out the grant program. Dr. Crider moved that Mr. Metcalfe's report on the Board of Control and Finance Committee be accepted. The motion was seconded and passed.

Mrs. Hall, Chairman of the Joint Committee on Faculty and Curriculum, reported that this committee has met three times since the January Board meeting, two of these meetings included members of the Faculty-Board Liaison Committee (James Hood, Daryl Anderson, John Bartholomew, Dolores Roman, and John Wehmer). Discussion at these meetings included the following:

1. Curriculum:

- a. Consolidation of departments. In relation to the size of the faculty and the size of the student body, there appears to be an excessive spread of departments. The Ideal Strategic Model Committee recommended a regrouping of departments into larger units with more interdisciplinary courses. The Committee heard recommendations of Dean Barnett to consolidate the present 18 departments into 11 new departments. The recommendation specified a year's trial period with final action to be taken in a year. However, the faculty has not approved this consolidation and requests that the matter be given further study. A committee to draft the mission of the college will be working during the coming year, and it may be best to postpone consolidation until it can be done in a way that will carry out the basic mission of the college.

b. Reduction in the number of areas of concentration. There are too few students and faculty in certain departments to warrant offering those subjects as majors. It is felt that it is unfair to students to offer a major unless there are at least 3 faculty members in the area of concentration. Some departments have so few students that they graduate only 1 or 2 majors, and sometimes no majors, in a year.

It is recommended by Dean Barnett that these departments be phased out as offering majors, though the subject matter would continue to be taught as an individual course. The Faculty and Curriculum Committee has recommended that the Board direct the Administration to reduce the number of areas of concentration, and support the Administration in this.

2. Granting of tenure. Because tenure has been frozen at Lindenwood for several years, tenure decisions must be made in a number of instances. One reason for the large number of tenure decisions this spring is that persons coming up for tenure are calling upon the "prior service" ruling of AAUP. According to this AAUP regulation, certain faculty members are already de facto tenured because their prior service in other institutions, added to their years of service at Lindenwood, amount to more than the number of years required in the probation period. Because some of those decisions may be controversial, it may be well for the Board to review tenure procedures. As outlined in the Faculty Constitution and Bylaws, this procedure requires that, after evaluation, the Dean of the Faculty present a recommendation on tenure to the Faculty Council. If the Faculty Council does not concur in the recommendation, the President is called upon to arbitrate the decision. If there is still disagreement, the matter is brought before the Boards of the Colleges. The Faculty and Curriculum Committee recommends that the Boards support the Administration in these difficult tenure decisions.

3. Faculty Relationships. At the meeting with the Faculty-Board Liaison Committee in April, the Faculty and Curriculum Committee members listened to the five members of the faculty in turn as each gave his reactions to the questions of consolidation, phasing out areas of concentration, and tenure decisions. There is considerable uneasiness among the faculty. They suggested cuts to balance the budget be made in ways other than in the areas of instruction. These members of the faculty feel a lack of communication with the Boards. They want to know if the Boards support the Administration in these decisions. They want to know if the Boards have confidence in the faculty. They want some statement on these matters directly from the Boards. Mrs. Hall said she reported the faculty's questions at a Board of Control meeting the following week. However, the Board committee feels that it is important for the full Boards to present a resolution regarding its confidence in the Administration.
4. Faculty representation on Boards. The Faculty-Liaison Committee presented a resolution from the full faculty that the Board include the Faculty-Board Liaison Committee at its meetings as observers and that they be present at the meeting today to make this request. The question was fully discussed at the May 8 meeting of the Board Faculty and Curriculum Committee and the Faculty-Board Liaison Committee. The faculty felt that they should be represented on more than the Faculty and Curriculum Committee because their interest extended in other areas as well, and that while Board members learned the faculty point of view, faculty members do not know the point of view of Board members. The Faculty and Curriculum Committee is not ready to recommend that faculty be on the Boards as observers. They have, therefore, recommended to the Boards that three faculty members be elected to the Board Faculty and Curriculum Committee to be full voting members of the Committee, and request that action be taken on this.

Mrs. Hall then said that she had been requested by some members of the faculty to present to the Board a "White Paper" which had been presented to her just a few hours prior to the Board meeting. She said that the paper came from no particular group, and that she does not know what group it represents. It was agreed that the faculty would be informed that the document came too late for study before the Board meeting. It will be studied by the Faculty and Curriculum Committee who will be meeting with the faculty again.

Vicky Smith, Chairman of the Joint Student Life Committee, reported that the committee had met during the morning to discuss in particular a revised proposal from the women students for housing and governance which the students have prepared. Under the proposal there would be no all-college rules for hours of visitation in the dormitories, but each dormitory would govern itself and determine its own rules. The committee recommends a statement should be included that the Administration should have the ultimate authority on the individual dormitories if rules are not carried out. The Dean of Lindenwood College for Women would have the right to step in if rules are not carried out, and each dormitory would present their rules to her.

President Brown referred to the report he made at the January meeting in regard to a Twelve Point Short Range Program for Fiscal Solvency and Academic Integrity as a review and a report on progress:

1. Faculty contracts, salary, teaching load, and student-faculty ratio.
 - a. There are tenured faculty whose demand for services is not fully utilized. In this regard:
 - (1) One person will take early retirement.
 - (2) Others will give service in areas other than teaching. One, for example, will give service to the library in her area of discipline. Another will take work which will bring her up to date in her field.

b. In regard to faculty who do not now have tenure, we are committed to tenure some of these under AAUP regulations because of prior service at other institutions.

2. Areas of Major Concentration

The Administration has been trying to work with the faculty to bring about a consolidation. There is no possibility, however, at this time to deal with consolidation which would involve deep faculty participation.

3. New Courses and Programs

Interest in new courses and programs have to be developed. Some faculty resent this and believe the Administration is favoring certain areas.

4. Admissions

For the first time in five years the number of applications and deposits are ahead of this time last year.

5. Financial Aid and Fees

The budget will include \$220,000 for financial aid. Income from endowment supplies less than \$40,000 of this amount. It is urgent that an intensive study should be made of the financial aid situation.

6. Summer Session and Calendar

The faculty has not found it possible since the January meeting to give time to a study of a 12-month calendar.

7. Endowment Income

The change in policy in regard to the management of endowment income is partially responsible for a period of deficit.

8. Gift and Grant Income

A step toward a balanced budget would be to add to tuition and to gifts and grants. Alumni gifts at this time now are \$52,000 to \$53,000, which is higher than it has ever been. The community campaign is underway and it is believed it will surpass last year's campaign.

9. Cost reduction

When the budget is analyzed, it will show that the Administration has reduced costs considerably by changes and reductions in Administration and the area of student services. Fourteen positions in these two areas will not be budgeted next year. These positions range from a development director to secretaries and security staff.

10. Capital Fund Drive

President Brown stated that he believes unless such a campaign is undertaken soon, the college will suffer.

11. Back Campus

A further report will be made later in the meeting.

12. Building Utilization

During the period that enrollment has fallen, 138,000 square feet of instructional space has been added. Some studies have been made about changing the function of some of our physical plant, but the Administration does not see any way at the present time to bring in additional income by changing the function of any of the plant.

President Brown continued his report by saying that there is no future for Lindenwood unless income and costs are brought into balance. However, the efforts of the Administration to bring deficit financing to a close has led to turmoil and tension among the faculty especially. One of the present problems is that the faculty is aware the relationship between the President and the Boards is one of mutual confidence. The faculty does not have the opportunity to talk with Board members such as the members of the Administration have. The people who wrote the White Paper are frightened, and many came during an era of change. If growth had taken place, the tension which is present would not exist. He asked members of the Boards as they consider the attitudes and facts in the White Paper to remember

that there is genuine fear in the minds of the faculty about the future of the college and the nature of its leadership. If the college does not grow, there is something wrong with the President and with the admissions operation. If the curriculum does not grow, there is something wrong with the Dean. The college, and not the President, has to be kept in first consideration.

Mr. Stalnaker asked Mr. Metcalfe to present the projected budget for 1973-74. Mr. Metcalfe said that for the last several years the final budget has not been approved until fall and thus the budget will be brought back later in final form along with a budget program for future years. The projected tentative budget for 1973-74 calls for a deficit of \$250,000 based on a projected increase in income of \$260,000. Expenses would be cut on a net basis of \$65,000. Mr. Metcalfe also reported that the action of the City Council of St. Charles in adopting a resolution in agreement with that of the Board on back acreage calls for no action or consideration at this time. Mr. Hyland moved to accept the tentative budget and the progress report. The motion was seconded and approved.

The question of open Board meetings and faculty representation on Boards or committees of the Boards was the next item of business. The Faculty and Curriculum Committee of the Boards has recommended that three faculty members be elected to that committee as full voting members rather than having faculty members on the Board. After discussion, which included the fact that the faculty could be called in on any other committee meeting on which they have a particular problem and the committee could take the problem to the Board; the fact that the faculty wishes to be in touch on issues other than curriculum; and because of the faculty division and tension at the present time, Mrs. Hall moved that upon the recommendation of the Joint Board Faculty and Curriculum Committee three faculty members be elected to the Joint Board Faculty and Curriculum Committee to become full voting members of the committee. The motion was seconded and passed with no dissenting votes.

Dean Barnett presented his report on recommendations on tenure and the status of the tenure situation. (Report is attached to the agenda of the meeting.) Mrs. Hall moved to accept Dean Barnett's report. The motion was seconded. After discussion, Mrs. Hall and the seconder agreed to withdraw the motion.

The White Paper, which had been presented to Mrs. Hall the morning of the meeting was brought up for discussion. Mr. Armstrong moved that the Boards give their hearty support and admiration to the actions of the Administration, past and present. The motion was seconded. President Brown asked that members of the Boards take the White Paper seriously because it reflects the attitudes of several people that the President and the Dean have taken the position that costs must be cut. He said that the facts of the document are not the problem of the Boards as much as the mood behind the document. Members of the Administration of The Colleges withdrew from the meeting while discussion continued.

There ensued a discussion about circumstances leading up to the White Paper presentation. Mrs. Hall related the events of the past five weeks including meetings of the Faculty and Curriculum Committee.

Mr. Armstrong then withdrew his first motion and moved the adoption of the following statement, which motion was seconded and unanimously carried.

The Boards of Trustees of The Lindenwood Colleges have received a statement endorsed by ten faculty members. This statement makes certain recommendations regarding the Administration and governance of The Colleges. The Boards reaffirm that, as always, they are committed to hear and consider these and any other faculty suggestions regarding the programs, curricula, and operation of The Colleges. In this spirit members of the Boards will gladly meet at any time with all or individual members of the undersigned faculty committee to discuss these matters. However, the Boards wish to state that the present Administration has their complete support, backing, and continued confidence. The Boards are convinced that the policies they have established, including those questioned by the faculty committee, are being properly and effectively implemented by the present Administration.

Members of the Administration returned to the meeting and were informed of the adoption of the above statement.

In regard to delegation of authority to deal with dormitory rules, the Student Life Committee recommends that the Administration be delegated the question of authority who in turn may delegate it to the students. Dean Crozier and Dean Delaney, therefore, may authorize the students to develop new rules and regulations on their own to be approved by the Deans. The Student Life Committee also recommends to the Administration that the new rules be implemented on a trial basis for the coming school year and that it be reported back to the Board at a later meeting. Mr. Edwards moved that the Board accept the report of the Student Life Committee with regard to dormitory life and refers to the Administration the delegation of authority. The motion was seconded, and passed.

There being no further business, the meeting was adjourned.

Officers of the Board of Directors of Lindenwood College for Women for the following year are:

Chairman	Russell J. Crider, M.D.
Vice Chairman	Armand C. Stalnaker
	Mrs. Thomas S. Hall
	(Mr. Stalnaker will serve as
	Vice Chairman until Mrs. Hall
	returns from Europe in January)
Treasurer	Robert Hyland
Secretary	Mrs. John Warner, III

Officers of the Board of Trustees of Lindenwood College II for the following year are:

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

Following the fall meeting, other joint meetings in 1973-74 will be on Monday, January 21, 1974, and Friday, May 10, 1974.

Mary Yonker, Assistant to the Secretary
of the Board of Directors of
Lindenwood College for Women

Approved:

Armand C. Stalnaker, Chairman
Board of Directors, Lindenwood College for Women

Walter L. Metcalfe, Jr. Chairman
Board of Trustees, Lindenwood College II

Gladys T. Stockstrom (Mrs. Arthur), Secretary
Board of Directors, Lindenwood College for Women

Carol A. Mundt, Secretary
Board of Trustees, Lindenwood College II

Mr. Metcalfe announced the new members of the Board of Control for the coming year, as a result of the elections on May 11.

Mr. George Brown, Chairman of the Lindenwood II Board
Mr. Walter Metcalfe, Sec'y-Treas. of the Lindenwood II Board
Mr. Carol Mundt, Vice-Chairman of the Lindenwood II Board
Dr. Russell Grider, Chairman of the Board of Lindenwood Coll.
Mr. Robert Ryland, Treasurer of the Board of Lindenwood Coll.
Mr. Armand Stalnaker and Mrs. Thomas Hall, Vice Chairmen of the Board of Lindenwood College (Mr. Stalnaker is to serve in place of Mrs. Hall for the first half of the year until Mrs. Hall returns from a sabbatical in England)

BOARD OF CONTROL

THE LINDENWOOD COLLEGES

St. Louis Club, May 14, 1973

MINUTES

Present at the meeting were: Dr. Russell Crider, Mrs. Thomas Hall, Mr. Robert Hyland, Mr. Armand Stalnaker and Mrs. Gladys Stockstrom, representing Lindenwood College for Women; Father Edward Drummond and Mr. Walter Metcalfe, representing Lindenwood College II; Mrs. Ruth Watkins and Miss Victoria Smith, members of the Board of Overseers; President John Anthony Brown, Dean Howard Barnett and Vice President B. Richard Berg, representing the administration of the colleges.

The meeting was called to order by Chairman Walter Metcalfe. Mrs. Stockstrom moved that the minutes of the joint meeting of the Board of Control and the Finance Committee of The Lindenwood Colleges of May 11, 1973 be approved as distributed. The motion was seconded by Mr. Stalnaker and passed.

Mr. Metcalfe announced the new members of the Board of Control for the coming year, as a result of the elections on May 11.

Mr. George Brown, Chairman of the Lindenwood II Board
Mr. Walter Metcalfe, Sec'y-Treas. of the Lindenwood II Board
Mr. Carol Mundt, Vice-Chairman of the Lindenwood II Board
Dr. Russell Crider, Chairman of the Board of Lindenwood College
Mr. Robert Hyland, Treasurer of the Board of Lindenwood College
Mr. Armand Stalnaker and Mrs. Thomas Hall, Vice Chairmen of the Board of Lindenwood College (Mr. Stalnaker is to serve in place of Mrs. Hall for the first half of the year until Mrs. Hall returns from a sabbatical in England)

Mr. Metcalfe reported for the nominating committee and presented nominations of Mr. Robert Hyland for Chairman of the Board of Control, Mr. George Brown for Vice Chairman and Mr. Stalaker/Mrs. Hall for Secretary-Treasurer. There were no nominations from the floor and the slate was elected un-animously.

Mr. Hyland assumed the chair and voiced the appreciation of all present for the excellent service which Mr. Metcalfe had given as Chairman of the Board.

Mr. Stalaker moved the Board grant an easement to the City of St. Charles for the construction of a water main to serve the fire hydrants on College Drive. The easement would run along the property line between the campus and a college owned residence at 154 College Drive from the 16" water main which runs across the campus behind the College Drive lot. The motion was seconded by Mr. Metcalfe and passed.

President Brown reported on the mood of the campus and the status of the "white paper" submitted to the Board at its last meeting by members of the faculty. He announced that the paper had been distributed to faculty members and that he had had long conversations with a number of faculty members concerning the paper and its request that he be replaced as

President of the Colleges. The President then read from a statement prepared by Dean Barnett in response to specific issues raised in the "white paper." A copy of that statement is attached to and made a part of these minutes.

President Brown declared his belief that the purpose of the paper was to bring about a change of administration. He proposed as a solution to the difficulty that the Board announce his resignation in June of 1974 when the fiscal solvency of the college had been assured. "We have raided 2.5 million dollars of our reserves to avoid balancing the budget over the past six years. We must now balance the budget to assure the future of the colleges," he declared. "We must also develop procedures to take action by the Board through its faculty and curriculum committee, when the faculty itself refuses to take action requested by the administration in implementing the policies established by the Boards."

The President asked for additional powers if necessary to take such action. Mr. Stalnaker responded that the Administration and the Board already possessed those powers.

The Board responded to the President's offer to resign with a statement that actions which had to be taken to assure the future of the college could not be effective with a

"lame-duck" President who had only "one year to serve."
Such an action would make the tasks before us impossible to achieve - the tasks of fund raising and student recruitment would be especially harmed. . Foundation proposals now under review would be jeopardized.

President Brown stated that he had shown the prepared statement adopted by the Boards at their joint meeting on May 11, 1973 to faculty members Daryl Anderson and John Nichols, with the comment that the statement had been prepared for public release only if necessary. A copy of that statement is attached to and made a part of these minutes.

The Board expressed strong feelings against the argument that "the college would close" if certain economies were not effected as counterproductive and in danger of being a self-fulfilling prophecy.

Following lengthy discussion, the Board adopted the following statement in response to the specific recommendations listed at the end of the faculty "white paper." The statement was adopted in the belief that the survival and progress of the college is the goal of the Board, rather than a point-by-point response to the "white paper."

TO THE FACULTY OF THE LINDENWOOD COLLEGES from the officers and members of the Board of Control:

The Board of Control of The Lindenwood Colleges recognizes its responsibility to maintain an academic community in which effective programs of higher education can take place for the benefit of undergraduate students. We realize that in times of intensive self-examination things can come apart, and that we must work with the faculty, students and administration in putting things together. We must effectively utilize our economic and human resources to fulfill the goals of the colleges in the light of their history and the community and students they serve today.

1. We affirm that faculty members should have an opportunity to express their attitudes to the Boards. To ensure that there is a continuing and organized means of achieving this goal, we have voted to invite the faculty to elect three representatives to serve as regular voting members of the joint Faculty and Curriculum Committee of the Board of Directors of Lindenwood College for Women and the Board of Trustees of Lindenwood College II.

2. We have no inclination to accept the request made by a group of faculty members that we should seek a new president for the colleges.

3. We do not see the need for more accounting information on the fiscal condition of the colleges. We annually hire outside auditors to examine the books of the colleges and are satisfied that their analysis is accurate.

4. The colleges are not justified in supporting the kind of deficit operation sustained for the past six years. We do not believe that the broad range of academic offerings at Lindenwood can be justified by current and anticipated levels of student enrollment and student interest in particular programs. We do not believe that The Lindenwood Colleges are currently operating at a consistently high level of quality in all areas, and we believe that a healthy future for the colleges requires that we limit the things we do, and do them better than anyone else. We have therefore ordered the administration to realign the operations of the college to reduce expenditures and to increase income in order to balance the operating budget of the colleges by the 1974-75 fiscal year.

5. We need specific plans and programs which will ensure the future of the colleges and welcome proposals by members of the Lindenwood community that will contribute to that goal. We must be realistic about the problems facing private colleges and plan our programs to meet real educational needs. Decisions to implement the policies established by the Boards must be made and carried out as soon as possible by the appropriate groups

and individuals. By working together we can assure the vitality of our programs and future of the colleges.

6. We must all recognize that higher education today faces more challenges than at any time in recent history. Only those institutions with the capacity to adapt, to stay attuned to the changing times and with the courage to innovate will be able to progress and grow.

The Boards of Trustees are at present considering plans that we are confident will meet the challenges of our time, will capture the imagination of students and prospective students and will provide faculty members with expanded opportunity in the years to come. We look to the Lindenwood of the past with great pride. But we look to the Lindenwood of the future with great confidence.


Robert Hyland, Chairman
Board of Control
THE LINDENWOOD COLLEGES

Following the discussion, President Brown again emphasized the difficulty he faced in trying to serve as President of a college at which a number of faculty have rejected his leadership. The Board again refused to accept the President's resignation, stating that to do so would damage the college,

and affirming their belief that the administration is following Board directions in its efforts to cut our costs and to increase income.

The meeting was adjourned.

Respectfully submitted,


B. Richard Berg
Acting Secretary

A RESPONSE TO THE WHITE PAPER

The central purpose of The White Paper ought to be that the policy of shared governance which should characterize the management of Lindenwood is not operative at the level it should be. It is a serious problem and one that ought to be given careful consideration. The tone and real purpose of The White Paper, however, defeat this and demonstrates in itself why we have not been able to achieve the level of shared governance that is intended by the Constitution and by most people on the campus.

The most serious defect in the way in which this problem of shared governance is presented in The White Paper is that it argues that administrative officers, in particular the President and the Dean of the Faculty, have deliberately thwarted its operation. While there are things that the Administration ought to be doing, and while some criticism is justified, the fact is that there are other reasons than the ones mentioned in The White Paper which have made shared governance at Lindenwood difficult to achieve.

First of all, the Faculty Council is not performing effectively, not because the Dean has tried to thwart it, but because the kinds of responsibility which are imposed upon individual members of the Council will not be borne by those members. The decisions that are adverse to one's colleagues simply are not undertaken. Instead of intimidation by the Administration, it is intimidation by other members of the faculty that prevents an objective and open discussion of serious matters affecting staff and program. The consequences of doing one's duty in making personnel decisions in Council have been so devastating to individuals that I had to start this year off with refusal on the part of every member of a department to participate in the Council because of the way in which it treated people who had direct involvement in a personnel decision. There are department chairmen throughout

the faculty who simply will not make an open evaluation of their staff because they know of the consequences. One of the writers and signers of The White Paper itself has told the President she will not make that kind of an evaluation.

The only kind of negative action or statement that is accepted among the faculty is that which is directed toward the Administration. Those who by their silence seem to be accepting an administrative proposal are lumped in with a group not capable of objective review because of association with the Administration.

Much of this problem is not the fault of the Constitution, and certainly not the fault of any administrative officer, but the consequence of being in a small academic community where people are close associates and where all things are quickly known and discussed. I agree with the writers and signers of The White Paper that shared governance at Lindenwood be studied, and perhaps reconstructed, but nothing will happen unless people want it to work and have the courage to deal with issues directly.

A second problem with the form of shared governance we have adopted is structural. There is much insistence throughout The White Paper that all matters concerning program and staff must be aired fully to the entire faculty through the Council prior to any kinds of action. Yet there are many people on this faculty who would never want this kind of exposure. In difficult times, like the present, when reductions must be made and there is no way to make them except to affect people, arrangements with those people as individuals where possible, should take place first. When adjustments can be made without subjecting individuals to the machinery of the Bylaws and Constitution, we ought to have a way to do it. There is a lot of ambiguity here, and I am uncomfortable with it. I am willing also to accept the criticism that this leads to changes that are not reviewed in the ordinary way, but the attack in The White Paper is not designed to help resolve this. There are

persons on this faculty who are not credentialed and trained in the fields which we need. Arrangements for retraining and adjustment of program during a time for retraining ought to be allowed to be private. Administrators attempting to deal justly and with deep consideration for individuals who have given long service to the college ought not to be thwarted by the mechanism of public debate.

The following instances from The White Paper itself will demonstrate, I believe, why it distorts rather than clarifies the problems in shared governance:

1. The White Paper accuses the Administration of arbitrary action and withholding of information.

The truth: Educational Policies Committee facts.

Presentation of issues and plans concerning this year's program and staffing reductions began in the fall. Look at the November 11 minutes of EPC which was distributed to all members of the faculty: "Report on curriculum review in relationship to long-term planning: the rationale and some of the constraints under which we are working."

The minutes of the February 7 meeting of the Educational Policies Committee: "Dean Barnett also reported that in response to the action of the Boards of the January meeting, it is necessary for us to consolidate our program in such a way as to reduce our areas of concentration and separate departments of study. The exact configuration of this will be determined by the work of the Ideal Strategic Model and Existing Model Committees, but action affecting instructional costs the next two years must be completed this spring."

Throughout the year extensive information including financial, enrollment, and classroom statistics was distributed to the committees at work and made generally accessible to any faculty member who wanted it.

Faculty Council facts:

On February 9 the Faculty Council heard, "Matters of program consolidation mandated by the Board of Directors which will affect faculty and will become a matter of Council attention."

On February 21 at Faculty Council, "Dean Barnett presented information on the consolidation of the academic program under consideration. Extensive discussion of this information followed." (By action of Dr. Williams at an earlier Council meeting, the Secretary of the Council was requested not to include in the minutes the details of the discussion, but simply the statement that a discussion was completed. The leanness of the minutes, therefore, is explained.)

At the meeting of the Council on March 14, "Dean Barnett reported on plans for locating Modern Languages in a consortium. No action was taken."

On April 11 the Faculty Council undertook to consider the recommendations for non-renewal that were being brought to it as well as a tenure recommendation.

Faculty Meeting facts:

At the February 14 meeting of the faculty, "Dean Barnett continuing his report for the Educational Policies Committee discussed prospective program consolidation....that exact configuration of what the committee will do has not been determined. Because of contractual obligations it is necessary to make some decisions very soon. It will be necessary to make reductions in the number of areas of concentration and in the number of departments."

Later in the minutes, "After a lengthy discussion of program consolidation, President Brown asked that the problem be put before the Faculty Council at once....Dean Barnett will present to the Faculty Council as much information

as possible from the two committees although the work of the committees has not yet been finalized and has not been approved by the Board or the Faculty."

At the meeting of the faculty on March 21, "Dean Barnett reported that the study of consolidation of programs is continuing and will meet again with members of the Ideal Strategic Model Committee and the Existing Model Committee asking them to select a smaller committee to work with this problem. It is hoped that this consolidation may be achieved this spring." On May 9, the following conclusion to the matter was brought to the faculty when part one was approved and part two was sent to divisions:

The following actions took place at the meeting of the Educational Policies Committee Wednesday morning, May 9, 1973:

Dr. Johnson moved that the divisions be given responsibility to make recommendations for proposals for organization of the curriculum and that these recommendations be presented to the Educational Policies Committee and the faculty, and that EPC and the total faculty arrive at a sense of mission. The motion was seconded and passed. (The meaning of the motion was that in the planning, the work toward these proposals will be accomplished by the divisions as a whole looking at the inter-departmental relationships, the division chairmen looking at the overall curriculum organization, and the EPC dealing with the mission.)

Dr. Hood moved that the Educational Policies Committee regretfully recognize that concentrations in Classics, in German, in Economics, and in Philosophy and Religion cannot be adequately maintained and that these be dropped as areas of concentration with the 1973-74 year as a year of phase-out, and that EPC undertakes to initiate the planning process of affected departments in the fall to be sure that the disciplines of Classics, German, Economics,

and Philosophy and Religion are maintained in the curriculum. The motion was seconded. Vote, by secret ballot, showed a tie vote of 4-4. Dean Barnett broke the tie by voting in favor of the motion.

I mention these meetings to demonstrate that the subject matter of consolidation was being discussed throughout the year and was not stored up and withheld from the faculty until the last minute.

2. There is simply no truth to the accusation that faculty who have counter-proposals are labeled dissenters or doctrinary rebels as stated on page 5 of The White Paper. The fact that the Administration recommendation that academic departments be reduced from 18 to 11, which is given on page 13 of The White Paper, was changed to a recommendation for divisional and Educational Policies Committee planning demonstrates that the Faculty Council does make changes without recrimination and illustrates the falsehoods that are in this paper.

On page 5 of The White Paper the Dean of the Faculty is described as putting down dissent with the statement that there is "only one side." I do not think there is a member on the faculty who will not remember precisely what I was saying at that point. My statement was that there is only one answer to our problem and that is the right one, and that it does not matter who comes up with it - whether it is Faculty or Administration. Instead of being an arbitrary, authoritarian type of posture, it says exactly what the writers of The White Paper try to make it seem I do not say: what they say themselves at the bottom of page 5, "Since everyone's goal is the same, we shall all follow the best (same) road to get there."

The problem of prior consultation as it relates to tenure or non-renewal (mentioned on page 6) derives from the problem of intimidation of faculty members among whom consultation occurs. The non-renewal and tenure proposals to the Council have been made as recommendations. The Council is not expected necessarily to be in agreement and has not been charged with creating an adversary situation. (The criticism of adversary procedures relates rather to the tendency on the part of some faculty members to attack those people personally who present recommendations which they oppose.) The White Paper illustrates this kind of adversary treatment.

On page 6 of The White Paper the Dean is quoted as charging the faculty to take the initiative, the implication being that this creates a climate of fear and intimidation. The context out of which that phrase "take the initiative" was taken included a reminder that information on the finances, staffing, and class statistics, as well as proposals concerning it, have been before the faculty all year, and was a suggestion that when the Faculty Council heard a report on these matters, it had the right to take them up even if the Dean did not initiate action. The paragraph on page 6 is an absolute distortion and vicious twisting of a statement which I think most people understood.

3. The attacks on the Dean's motives and his relationship to Faculty and to the President are made continually with inuendo and outright misrepresentation of fact in The White Paper. On page 10 academic proposals are called uprooting and a question is raised as to what their source is. If one looks at the minutes of EPC, the Council, and the Faculty, and the proceedings of planning committees, one would find that most proposals come from discussion with faculty and are distilled by the Dean from extensive discussion and study.

4. The accusations in The White Paper concerning tenure policies illustrate further that bad faith in which the writers are acting. It is true that the college has been in a period of tantamount tenure freeze which has resulted in an accumulation of tenure decisions--but there was no intent to be unjust or unresponsive to AAUP recommendations. The bad faith is clear in the statement on page 16 that violations of AAUP standards were brought to the Administration's attention by members of the Faculty Council. The truth is that an AAUP ruling on prior service had been applied to one person for whom non-renewal had been recommended. If the faculty members had really wanted the Dean to deal with the situation properly, they would have brought the entire matter to his attention instead of holding the information as a threat in an individual case.

As soon as the Dean learned of the prior service ruling, he made an extensive study of every aspect of AAUP policies as they might affect the faculty in its current situation. As a result, instead of administrative thwarting of tenure policies, there has been a thorough and sympathetic effort to bring the college into a consistent and acceptable practice. The Dean went to the Board on Friday, May 11, with recommendations recognizing prior service and the option of taking current or manual of entry periods as part of the probationary period. He also presented arguments against tenure quotas and received on all recommendations favorable response.

All of this was done with close consultation with the National AAUP Office itself to be certain that every adjustment in our practices could be made this spring and that we should be able to start the next academic year with confidence. The writers of The White Paper knew this--as the content of my recommendations had gone to the EPC, the Faculty Council, and the faculty as a whole. But The White Paper proceeds as if nothing had happened. What other conclusion is there than that the writers wanted to do injury, not discuss issues?

The Administration on page 21 is accused of having announced an "intention to sever tenured faculty." Who announced this and when? The problem of tenuring an entire department is mentioned on page 17. What rule against this has been made? Can't the question of its appropriateness be raised without an attack on the person raising the question?

5. A summary of the misrepresentation, falsehoods, and mean-spirited treatment demonstrates the Administration's difficulty in getting objective discussion, in having distributed information understood, and in using the consultative process. It seems that we must simply refute the accusations of this White Paper:

- a. We do not treat disagreement as disloyalty (page 5) but have a right to criticize disagreement when it is expressed in the form of personal attack and misrepresentation as illustrated in this paper.
- b. We do not treat tenure and faculty security with a "cavalier attitude." If there was error in following a slow tenuring-in of faculty, it was in response to concern for long-range college commitments. As soon as the problem created by this practice was known, corrections were made.
- c. Committee meetings are not deceptive ritual. Recommendations from the Dean are frequently modified or replaced with other proposals.

6. The failure of The White Paper is that its real objective--the destruction and injuring of individuals in the Administration--overwhelms the constructive purpose which it claims in the opening paragraphs.

Make a fist, go the instructions, and turn every issue into an attack. Take your cues from the devices that have been designed to stall consideration of proposals: the demand that matters coming from the committees ought to be heard by the entire faculty and matters brought first to the entire faculty must be sent back to committee; the hiding of information on tenure rulings from

AAUP until a moment when it can be used adversely; store up remarks like "the only solution is the right solution" and use it to mean an administratively imposed solution; statements from consultants to be used out of context. Ignore the difficulty which faculty members themselves have had in dealing with difficult issues relating to their colleagues.

Put all this together for a surprise assault. And claim professional immunity. The problem is that professional immunity is no better than mob anonymity.

It was not I
that killed
but the monster
with one red eye
that did it.

The Boards of Trustees of The Lindenwood Colleges have received a statement endorsed by ten faculty members. This statement makes certain recommendations regarding the Administration and governance of The Colleges.

The Boards reaffirm that, as always, they are committed to hear and consider these and any other faculty suggestions regarding the programs, curricula, and operation of The Colleges.

In this spirit members of the Board will gladly meet at any time with all or individual members of the undersigned faculty committee to discuss these matters.

However, the Boards wish to state that the present Administration has their complete support, backing, and continued confidence. The Boards are convinced that the policies they have established, including those questioned by the faculty committee, are being properly and effectively implemented by the present Administration.

MEMORANDUM of a Special Meeting of the Board of Control and the Joint Faculty & Curriculum Committee of The Lindenwood Colleges

St. Louis Club, May 22, 1973, 8:30 p.m.

Present at the meeting were the following members of the Boards and Committees of The Lindenwood Colleges: Mr. Robert Hyland, Mr. George Brown, Mr. Jefferson Miller, Mr. Thomas Remington, Mrs. Mary Hall, Mr. William Armstrong, Mrs. Jane Shapleigh, Dr. Russell Crider, Mrs. Ruth Watkins, Mrs. Gladys Stockstrom, Mr. Frank Colaw, Dr. Jack Wipfler, Father Edward J. Drummond and Miss Victoria Smith. President John Anthony L. Brown, Dean Howard A. Barnett and Vice President B. Richard Berg represented the administration of the Colleges and Professors James Hood, John Wenhmer and Dominic Soda represented the faculty of the Colleges.

Mr. Walter Metcalfe presided at the meeting and opened the session with a statement about the activities which had led up to this meeting. In response to a White Paper from a group of faculty members to the Board, a number of Board members had met on campus May 16, 17 and 18 to confer with individual faculty members about their concerns. These same Board members had met earlier in the evening to compare notes on their conversations with faculty members, and selected Mr. Metcalfe to speak for the group. Mr. Metcalfe stated that the recent publicity in the newspapers concerning internal dissension at the colleges was detestable and had hurt the college. Copies of the articles that appeared in the newspapers are attached to and made a part of this memorandum. Mr. Metcalfe suggested that the Board may have created a problem in governance in policies which it had imposed and directed the administration to implement. The Board still believes that the college must balance its operating budget by the 1974-75 fiscal year.

The Board sees no need for a financial consultant at this time to tell us what we should be doing. We have an overriding legal and fiduciary responsibility to be good stewards of the resources with which we as trustees have been entrusted.

"We stated at the meeting of the Boards on May 11, 1973 that we saw no need to seek a new president. We see no need to do so now that we have investigated faculty concerns personally and carefully during the past week."

Father Drummond stated that self-examination in perspective has been helpful and we must now together reaffirm our common concern for the future of the Colleges. The Boards have hired administrators to carry out the policies of the Boards, and we want to be even more specific in our support of the administration and what it must do. We believe that the institution must sharpen its focus, with progress on that action being reported regularly to the Board. We believe that this is not a layer-cake kind of organization, but a living organism in which the Boards, the Faculty, and the Administration must work together. As an instrument to facilitate this, we have voted to bring three members of the faculty on the Boards' Faculty and Curriculum Committee as voting members of the committee. The role of the Faculty and Curriculum Committee is to bring people together, to provide a setting in which we can re-examine our procedures. Mrs. Hall, Chairman of the committee, announced that the group could continue its work this summer.

Dr. Soda said that he thought the purpose of this meeting was to examine some of the basic issues which he defined as a serious "crisis in confidence" between the administration and the faculty. He stated that he believed the size of the faculty had reached a critical mass and could not be further reduced. The financial exigency claimed by the administration relates in some ways but not in others.

Mr. Metcalfe responded that he believed the Board had addressed the issues and affirmed its confidence in the administration as outlined in the statement issued to all faculty by Mr. Hyland from the minutes of the Board of Control meeting of May 14, 1973.

The solution lies in getting a better focus on the problem, improving the existing decision making processes and clarifying our sense of mission for the colleges. We are going to have to all stand back three feet and try to work together.

Mr. Soda stated that he felt the Board does not yet see the seriousness of the crisis. Faculty membership on the Faculty and Curriculum Committee was a good first step, but we ought to have faculty members as full voting members of the Board.

Mr. Metcalfe responded that the Board had considered that request and rejected it. The Boards do not see a solution to the problems of the college in the recommendations contained in the "white paper."

John Wehmer spoke and indicated some difference in his position and that of Dr. Soda, suggesting that his position was more in the middle of the road. The faculty is not united, as the Board members found in their individual discussions on the campus. "I understand the search for a new president is a dead issue, as is the financial consultant. Continuing to talk about these issues would only divide us further." Mr. Wehmer said he had a feeling of hope for the future and that the talks with Board members had been productive. He would like to see the process formalized and continued, stating that he had learned more about the college in the past few weeks than he had in 14 years as a member of the faculty. He stated his belief in the faculty constitution and a desire to see it retained and evaluated where changes might be required. He saw most of the college's problems stemming from a lack of communication. Mr. Wehmer thought the changes in the constitution might be an internal matter for the faculty and administration to work out.

Mr. Metcalfe responded that the faculty constitution had been adopted by the Boards of the Colleges and that changes in that document were very much a concern of the Boards and not just an internal matter.

Dr. Hood echoed Mr. Wehmer's feeling of hope coming out of this process. There are many deep wounds between faculty members as well as between faculty and the administration. The resolution of our problems will require some give and take. He disagreed with Dr. Soda's proposal that a member of Lindenwood's faculty serve on the Lindenwood Board, suggesting that it would be wiser to have a faculty member from another college similar to Lindenwood serve as a member of the Board. He identified a problem that "none of us know how to get smaller - we have not learned how not to grow." "We all shared a vision of the future where money was not a serious problem. That vision is no longer realistic."

The Board members stated that they are going to monitor financial operations more closely, and will be as specific as possible in making financial mandates to the administration. Specific plans for solving the problems of the college are being demanded of the administration by the Boards.

Dr. Crider stated that we must choose the correct course of action and then direct the administration to follow it. The Board ultimately has the responsibility for the future of the institution.

President Brown was asked to comment on the situation and stated:

1. He did not share some faculty members' belief that the "crisis of confidence" ran in two directions. He believed in the faculty of the colleges and spoke about the faculty in public with pride.
2. He does not believe that the Faculty Council in our size of institution can deal effectively with personnel issues due to the impossible expectation of requiring close friends to perform with professional detachment in dealing with their colleagues.
3. He stated his obvious failure to effectively communicate the financial difficulties of the college to the faculty even though the faculty minutes record 27 different occasions in the past three years when problems of the operating deficit were discussed.

Lindenwood Students Criticize College Head

By ERIC L. ZOECKLER
Of the Post-Dispatch Staff
When John Anthony Brown Jr. was named president of Lindenwood Colleges, he promised an administration that would be frank and open to students. "My door won't be hard to crash," he said.

That was in 1969. Today Brown appears under fire not only from the faculty of the combined colleges, but also from many of the students who have signed a petition expressing a "lack of confidence" in his administration. The petition, however, stopped short of calling for his resignation.

The disclosure of the petition was the latest in a series of events that has caused widespread tension at the historic St. Charles institution which is preparing to graduate 121 seniors Saturday.

Dissident faculty members presented a White Paper to the Lindenwood Board of Control, asking it to search for a new president. Members of the board met last week with faculty members, many of whom were critical of Brown's handling of a program of faculty and aca-



Steven K. Dieringer

The student petition, which had 164 signatures by Friday, said the lack of confidence in Brown's administration stemmed from four tendencies in his leadership. The tendencies were:

(1) "The lack of any clear identity for the college in recent years; (2) the failure of the president to establish trust and rapport with the demic cutbacks designed to balance a budget that has accumulated a \$2,000,000 deficit.

student body; (3) an unwillingness to accept any responsibility for the general decline of the college in recent years" and (4) an unwillingness by the administration to determine why there has been a steady decline in students living on campus.

The decline in resident student enrollment following the establishment of the mens college on the traditionally all-female campus was cited by Brown as the primary reason for several years of deficit spending.

The petition was composed by Steven K. Dieringer, a graduating senior, and two other junior classmen who did not want to be identified. "The very fact they don't want to be known illustrates a 'gut feeling' of our lack of confidence with the administration," said Dieringer.

Brown, who sent word through the colleges' public information office that he would have no further comment on the financial crisis, has been widely known nationally and in Missouri as a spokesman for public assistance to private colleges.

"He may be known nationally, but he isn't known by the students of Lindenwood," explained Dieringer in an interview.

"The president of an institution the size of Lindenwood (enrollment 797) should have excellent communication with the students, especially those who live on campus. But instead of sitting down in the dining hall, eating with us, he just stands against the wall, his arms folded, smiling paternally."

Dieringer said the existence of the petition was announced with reluctance because many students, faculty and administrators believe the colleges are being hurt by the publicity. "This is coming at a time when we should be out recruiting as many students as we can," he said.

"But how can we communicate all that is good about our school when we lack of the confidence and trust with the people who run it."

The students, in their petition, said they believed in the positive potential of the colleges. Among strong points, said Dieringer, are an excellent faculty, innovative study techniques and a great number of mature, responsible students.

Although Brown has stopped talking to reporters about the situation, he has taken other steps to get support on the campus.

Last week he invited several of the colleges' secretaries to his office to discuss the situation. It was there he was reported to have told the women of his offer to resign which he said was rejected by the Board of Control. One secretary was flabbergasted by the invitation.

"I would never thought that I would see the inside of that office," said one. "But these are unusual times."

Lindenwood faculty opposes proposed cutbacks

By THOMAS DYER
Globe-Democrat Staff Writer
Proposed cutbacks in staff and operating expenses aimed at helping save historic Lindenwood Colleges in St. Charles from a \$2 million

budget deficit have met with opposition from some members of the faculty.

The deficit has accumulated during the last six years.

A faculty group has submitted a statement to the gov-

erning boards of Lindenwood expressing concern over consequences of the proposed cutbacks. Faculty members also are worried about how for the economic might eventually be taken.

AMONG THE budget reductions proposed by college President John Anthony Brown are the elimination of 13 administrative jobs in the secretarial and security forces and withholding of tenure from three faculty members.

"The tenure recommendations are not based on anything other than finances," Brown said.

Lindenwood faces a \$500,000 deficit for this year caused by a lower than expected student enrollment, a broad academic program with a high-priced faculty, and expensive physical facilities, Brown said.

The proposed budget cuts and anticipated increases in enrollment and gifts to the

colleges could reduce the annual deficit to \$250,000 next year and eliminate it by 1975, Brown said.

CURRENT enrollment at Lindenwood is 797 students, 300 of whom are residents. Six years ago the college projected an enrollment of 1,000 students in 1973.

Brown said that few private colleges had lived up to enrollment projections. Tuition is too costly and competition from public universities and junior colleges is keen, he said.

He noted that alumni support had tripled in the last year and applications for resident students are up 5 per cent.

"We have got to count on increased enrollment. We

have got to have more financial support from the business community and alumni and we have got to cut cloth to fit our income," Brown said.

HE SAID some of the 18 departments at Lindenwood might be consolidated, but there are no plans to cut academic offerings.

"A department can be eliminated without elimination of all the subjects in it. In a liberal arts college, the elimination of any area tends to diminish the whole," he said.

Brown said there are no plans to increase the tuition of \$1,950 a year for nonresident students.

The budget cutbacks are currently under consideration by Lindenwood's four governing boards.

Lindenwood trustees, faculty discuss budget

Trustees and faculty of financially pressed Lindenwood Colleges began meetings Wednesday to iron out differences over proposed budget cuts announced last week.

Additional meetings, to continue through Friday, were prompted by objections to proposed cutbacks raised by some faculty members in a statement to the governing boards of the college last Friday.

"OBVIOUSLY THE FACULTY is very disturbed about the proposals. The purpose of the meetings is to give the faculty an opportunity to have discussions with the trustees," said President John Anthony Brown.

Cutbacks under consideration are elimination of 13 administrative, secretarial and security jobs, denial of tenure to three professors and reorganization and consolidation of some academic departments.

Brown said "financial exigency" forced the cutbacks. The cuts would eliminate the current annual budget deficit of \$500,000 by 1975, he said.

The faculty group's statement, however, signed by 16 of about 50 members, alleges the administration is making curriculum changes without faculty participation, using arbitrary procedures in tenure cases and following ineffective fiscal policies.

THE STATEMENT CONTENDS the proposed cutbacks are unrealistic and would save the college only \$83,000 annually.

An administration spokesman said the new budget

would reduce costs by \$116,500, but increased expenses for student aid, pensions and printing would eat up \$33,000 of those savings. The remaining deficit would be eliminated by increased income from gifts and evening college, the spokesman said.

"The administration is making major academic changes on the basis of what it says is financial exigency, but we would like a bona fide demonstration of financial exigency. A budget deficit isn't necessarily evidence of that," said one faculty member.

Lindenwood Colleges President Under Fire

By ERIC L. ZOECKLER
Of the Post-Dispatch Staff

Members of the Lindenwood Colleges board of control are meeting with faculty members, many of whom are critical of president John Anthony Brown's handling of a fiscal crisis that threatens the existence of the historic St. Charles institution.

The board members began discussions last night apparently in response to a faculty White Paper, which called for the governing boards of Lindenwood's companion men's and women's colleges to begin looking for a successor to Brown.

Earlier this week, Brown announced that declining woman resident enrollment after establishment of a men's college in 1969 was chiefly to blame for \$2,000,000 deficit. He said that several faculty and academic cuts would have to be made to achieve a balanced budget by the 1974-75 fiscal year.

If the balanced budget is not achieved, Brown said in an interview, "closure of the colleges is a certainty."

Announcement of the cuts was made after months of growing tension between faculty and the administration. The dispute was

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Thurs., May 17, 1973 ST. LOUIS POST-DISPATCH

Lindenwood Colleges President Under Fire

■ FROM PAGE ONE

described this week by several campus sources as "downright bitter and hostile."

The board of control, composed of the executive committees of the boards of trustees of the Lindenwood College for Women and Lindenwood II (the mens college) was called into extraordinary session at the suggestion of Brown. It will meet through tomorrow with faculty members in groups or privately in an effort to assess the current faculty-administration confidence crisis.

Brown, who was named president of the all-women liberal arts college in 1969, guided the school through its transformation into an expanding coeducational campus. He is widely known as an ardent spokesman for public assistance to private colleges and universities.

He has been known also for his open-door approach to handling campus administration, but now finds himself confronted by faculty charges that his administration had engineered proposed faculty and academic cutbacks without faculty knowledge or participation.

The White Paper charged that the Brown administration "has deliberately and willfully controlled information or concealed it from the faculty."

The White Paper, which is said to have been signed by 16 of the combined faculty of 55, charges that administrative decisions to reduce the number of departments to 11 from 18 and the number of academic majors to 18 from 26, were made without adequate faculty consultation. Faculty dissidents said elimination of such majors as the classics, German philosophy, religion and economics had changed the college's 134-year tradition of liberal arts to one of "career orientation."

A copy of the paper, which dissident faculty members refused to make public, was obtained by the Post-Dispatch. When Brown was informed of this by a reporter, he made public an administration rebuttal of the White Paper's contents.

In it, the administration

blamed the campuses' faculty council with "not performing effectively" in facing decisions that affect the institution's future. It said that financial, enrollment and classroom-size information had been distributed widely "and made generally accessible to any faculty member who wanted it."

The administration response said that the faculty council was incapable of functioning effectively because of "intimidation by other members of the faculty that prevents an objective and open discussion of serious matters affecting staff and program."

It had been hoped that establishment of the men's college, in effect making Lindenwood coeducational, would attract more women students. However, enrollment fell from a high of 810 in 1966 to a low of 453 in 1971-72. It gained slightly this year. The number of women living in dormitories dropped more sharply and resulted in heavy financial losses to the institution.

In addition, contributions to the normally well endowed institution fell during the years of transition. They rose sharply this year.

The faculty paper recommended that the colleges' boards, in consultation with faculty and students, "initiate a search for a new president." It suggested also that the boards retain an accounting firm to examine the colleges' financial condition.

Brown was reported to have offered his resignation to the board of control Monday night but it was rejected.

Shroud of Apprehension Covers Lindenwood

By STEVE HORNBOSTEL
Staff writer

Though a shroud of apprehension has descended on historic, scenic Lindenwood Colleges, spokesmen on all sides are cautioning that the school's problems not be blown out of proportion.

That there is tension cannot be denied. An ad hoc committee of faculty members has presented the Lindenwood trustees with a white paper of more than 20 pages asking, among other things, that President John Anthony

Brown terminate his position with the school.

On another front, a petition is being circulated among students stating "a lack of confidence in President Brown."

These current actions follow an appearance last week by Brown at a meeting of the student body where he revealed with startling frankness that to bring Lindenwood's budget into balance it would be necessary to eliminate positions on the faculty and staff that were not receiving full use.

The white paper was presented to the trustees Friday. The board is now studying the document but it has already given Brown a vote of confidence.

"At a meeting Monday night they (the trustees) re-affirmed their support of the current administration," said Brown, who was quick not to gloss over the statement.

"The white paper has some things I don't believe are accurate, but it raises some good issues that need to be dealt with" said Brown who was the first to admit to the

Banner-News that the paper did indeed call for his resignation.

"I respect those who signed the white paper, although I don't believe in some statements, nor do I believe it to be in the best interest of the college to resign," he said.

"When the board took the decision to balance the budget I knew it would be unpopular. That's putting it mildly," he added.

The white paper has not been mass distributed, but one student who has seen it claims that four or five students have

read it. "There are no students who have a copy of it, though," he said.

Two students who claimed to have read it were contacted Wednesday. Both preferred not to state the specifics of what the faculty paper called for. "You won't find anybody on this campus who'll verify those things (rumors of the contents)," said one.

However, four hours later, Brown himself acknowledged that the paper did call for his resignation. He asserted his respect for the statement, but indicated he would stay at

Lindenwood with the full confidence of the board of trustees.

"A replacement would be directed to balance the budget just as I was," he said.

"I have not seen any (student) petition," Brown told the Banner-News Wednesday, "but I understand there are two."

From a student, it was learned that a uniform petition stating a lack of confidence in the school administration was now being circulated.

One of the students behind the petition cautioned against

interpreting it as any more than a statement of lack of confidence.

"I don't want to see headlines saying, 'Brown Must Go, Say Students'," he said. "I don't want it misconstrued. If it is, I wouldn't appreciate it. There's been a lot of things twisted around. It could be bad for the college if it comes out wrong."

One part of the petition said, "The following tendencies have prompted our concern:

1) The lack of any clear

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LINDENWOOD

(Continued from page 1)

identity for the college in recent years.

2) The failure of the president to establish trust and rapport with the general student body.

3) An unwillingness to accept any responsibility for the general decline of the college in recent years.

4) An unwillingness to address sufficient answers and prepare sufficient solutions to the problems of severe declines in resident student enrollment."

The student organizer would not guess how many students had signed the petition. All students contacted by the Banner-News had seen it.

One student queried Wednesday sees problems lying deeper than the school's financial woes. "It's no longer a matter of finances," she said. "It's the deeper, chaotic nature of the administration

Another student added, "Lindenwood is supposed to be a school that believes in one-to-one contact. It's losing that."

He also cited cutbacks in the counseling services as one unfortunate loss. "One thing that scares me is that the cutbacks in funds is going to disturb programs just started this year," he said. "For instance, there's a lot of students that could use a counselor's service."

Brown acknowledged that the counseling service had been cut to one fulltime position, terminating two part-time counseling positions as well as that of the counseling secretary. He also said five or six secretarial positions would be cut as the administrative offices shared cutbacks with certain academic departments.

1 One student whose major
2 field of study faces a possible
3 deletion said, "Naturally it's
4 disappointing to find then
5 taking away a major. But
6 they're bending over back-
7 wards to help me complete it.
8 I've seen a lot of people being
9 cut back (their master), but I
10 personally can't complain.
11 The school's been good to me.
12 I'm sorry to see financial
13 problems growing."

14 All students making com-
15 ments asked to remain
16 unidentified and faculty
17 members approached referred
18 all inquiries to faculty
19 spokesman, Delores Williams
20 of the political science
21 department.

Brown, however, said there would be no reprisals against anyone.

In what he described as a "warm, personal letter" Brown this week pledged unity to the faculty. "I pledged to work with them for a stronger college, academically and fiscally," he said. "This is a great college, I don't want to see it blow up."

Lindenwood Attacks Major Deficit

By ERIC L. ZOECKLER
 Of the Post-Dispatch Staff

Some apparently unforeseen effects of a decision to admit men to the Lindenwood colleges have plunged the St. Charles institution into what may be its worst crisis since Civil War days.

In the years following the creation of a companion college for men in 1969, in effect marking Lindenwood co-educational, the colleges have accumulated a deficit that now stands "in excess of \$2,000,000," according to President John Anthony Brown.

After weeks of rumors that caused tension on campus, Brown announced last week that major academic and administrative changes would be needed to eventually balance the colleges' budget by the 1974-75 fiscal year.

If that can not be accomplished, Brown told students at a town meeting last week, "the alternative is closing the college." But, he said, "no one plans to close the college." (The only time the college has been closed since its founding in 1859 was during the Civil War when anxious parents called their daughters home.)

ters home.)

Through a combination of administrative staff cuts, planned academic reorganization and anticipated increased revenues and fundraising, the colleges plan to reduce the yearly deficit from \$583,000 this year to about \$251,000 next year and to a balanced budget in 1974-75, Brown said.

Despite the announcements made at the request of student representatives, some faculty members and students were highly critical of the administration late last week.

"The atmosphere on this campus ranges from tense to openly hostile against the administration," said one student leader.

A petition critical of Brown's handling of the financial crisis was reported to have been prepared for the college's board of trustees at its Friday meeting.

The crisis stems from the decision to establish what college officials called a co-ordinate college, Lindenwood College II. The effect of the decision was to end Lindenwood's 160-year all-female tradition. But the effects were more

far reaching than that. To further enhance the colleges' image, a massive building expansion program was begun and black students were actively recruited for what had been a virtually all-white campus.

All plans were co-ordinated and checked by numerous faculty, administration, student and alumnae committees and, although some objections were voiced, college administrators said they had the support of the majority of the representatives involved in the decision-making process.

When the expansion program appeared to force the colleges into a period of deficit spending, a plan to reduce it was formulated. But Brown admitted in an interview last week that the plan had failed and deficits rose to a high of \$610,000 in the 1970-71 fiscal year. What went wrong?

"All aspects of our planning held up except the projected enrollment of resident women," Brown said. "The assumption was that by adding men to the campus scene, we would naturally attract an increased number of women."

But the reverse was true.

Enrollment of women fell from a recent high of 675 in 1967-68 to a low of 453 in 1971-72. The percentage drop of women living in residence halls was even greater, Brown indicated. In the meantime, the college gradually added more men who still were outnumbered this year by more than 2 to 1.

"We went through a period of not being able to satisfy anyone," Brown conceded. "Those who wanted lots of men were not satisfied and those who wanted women only were not satisfied."

The reduced number of women in residence halls caused a sharp drop in revenue, Brown said. In addition, alumni contributions remained stagnant during the transition years which did not help the colleges' financial picture.

But Brown sees two important developments that he believes makes Lindenwood's chance for survival "the best of any small college in the State of Missouri."

First, after a steady drop, the number of resident women students who have paid admission deposits for next year is up 5 per cent

over last year.

Second, alumni contributions this year are up 300 per cent over the best year the college has had, Brown said.

But to effectively control the deficit spending, several administrative cutbacks have been made or proposed and this is where the center of the controversy appears to be.

The college hopes to realize about \$85,000 in savings by eliminating 14 administrative staff positions next year, including that of the public relations director and the director of development.

Academically, the Educational Policies Committee is considering proposals to reduce the number of departments from 18 to 11 and reduce the number of majors from 26 to 18.

Recommended to be dropped are majors with a long tradition at Lindenwood, such as the classics, German, philosophy, religion, human relations, economics, chemistry and American studies. Brown emphasized that the number of students majoring in the subjects was not sufficient to maintain them as areas of concentration.

but that courses in the subjects would continue to be offered.

In addition, three faculty members without tenure have been notified that next year will be their last year at Lindenwood without having the chance to attain tenure. The faculty members are Teresa Welch, chemistry; W. Dean Eckert, art history; and DeLores Roman, economics.

From a superficial glance last week, it would be difficult to tell that the tree-covered campus was in the midst of a crisis. Students lounged around the outdoor swimming pool, studied or talked on dormitory steps, or the common ground. Yet much of the talk was about Brown's disclosures and their impact.

Phil Sommers, one of the five original men admitted to Lindenwood in 1968, was bitter as he waited for his graduation two weeks from now.

"Dr. Brown has no educational scruples," said Sommers, commenting on the academic cutbacks. "He regards the college now as a business, not a superior educational institution and

only seems to care that it survives financially.

"I feel the administration has felt it's the embodiment of the college — that it fails to listen to other people's opinions. I think this whole crisis can be blamed on the lack of planning by the administration and that, as a result, Dr. Brown should resign so we can have a fresh start."

But Patrick McMackin, student community manager of Lindenwood II, was satisfied with Brown's disclosures. "Students who were hostile to Dr. Brown were the least informed students," McMackin said. "The faculty cuts that were rumored sounded very bad, but when explained by Dr. Brown, they sounded sensible."

For Ann deMunra, however, the colleges' future remains bright if its three sectors — faculty, administration and students — can unity. "What we need to do is to sit back and look at what's good at Lindenwood and start making it even better rather than concentrating only on our problems."

St. Charles Banner-News

Edward W. Kruger, General Manager

Donald L. Meyer, Editor

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Lindenwood's Choice:

Cut Expenses or Close

Deficit spending has threatened shakeups in a large percentage of the academic departments at the Lindenwood Colleges in St. Charles and student reaction to proposed cuts has strained student-administration relations.

Speaking before 100 students in Lindenwood's Young Auditorium Wednesday night, Lindenwood President John Anthony Brown said, "I feel very strongly that unless we balance the budget, the

alternative is closing the college." He added, "No one plans to close the college."

Brown said the colleges have been cooperating on deficit funds taken from the school's endowment for the past five years. Now he said the deficit will have to "reach a zero posture by the end of next year." This year the school has a budgeted deficit of \$583,000.

The college president said plans call for a budgeted deficit of a quarter million

dollars during the 1973-74 school year, with a zero deficit for the 1974-75 academic year.

"The time has come for Lindenwood to balance its income and expenditures, to operate the college like any other well-run business," Dr. Brown told the Banner-News today. "It isn't likely that I'll be very popular in making these cuts, but the future security of the college will be enhanced."

Academic departmental cuts are the most significant

measures proposed. "What has been recommended and is now under consideration by faculty and various faculty committees is that we reduce the number of departments from 18 to 11," said Brown in response to a student's question. "This does not necessarily mean that we would reduce concentrations," he added.

Dr. Brown further emphasized that reduction in the number of departments is still only a proposal, and has not been approved. He said the desire is not to eliminate

services, but to see if they can be performed through consolidation, thus eliminating some personnel who are not needed in light of an enrollment which has not increased as earlier expected.

Colleges Vice-President and Dean of Faculties Howard Barnett, appearing with Brown, emphasized that subjects would still be offered even if the departments they are now under are deleted or consolidated. "The proposal is not to take disciplines out," said Barnett, "but not to maintain them as separate concentrations."

German, classics and chemistry were named by Barnett as departments that may be affected by what he termed a "reorganization."

Brown announced that one faculty position would be dropped for next year and that the administration would recommend that three faculty members up for lifetime tenure next year be denied it. He explained that the colleges can no longer afford the present-size staff in their respective departments.

The three faculty members who will not be recommended for tenure are Dr. Teresa

Welch, chemistry; Dr. Dean W. Eckert, art history, and Dr. Delores Roman, economics.

Dr. Brown said their ability is not in question, but that this is a matter of economy. He said granting of tenure in effect guarantees, by contract, that the person will have a lifetime position with the college, which the president pointed out could be costly if enrollment should continue to decline in colleges in general.

Brown also announced cuts in the administrative staff. Fourteen administration positions have been eliminated

for next year from public relations director Miss Pat Cronin and Edward L. Stetson, director of development down to the secretarial staff.

Dr. Brown told the Banner-News today that there has been some hostility between two student factions at the college, those who live on-campus (residents) and those living off-campus. "The resident students are most unhappy," said the president, noting that most of last night's attendance was composed of

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COLLEGE

(Continued from page 1)

resident students. Most non-area students reside on-campus, with local students still living with parents or in other approved off-campus quarters.

In response to a student's question which inferred alumni have the idea everything at Lindenwood is "all roses," Dr. Brown stated that he told a group of alumni last Saturday that if alumni contributions did not reach \$100,000 per year, the colleges would have to close in three years. This year alumni contributed \$60,000, triple last year's gift, he noted. He emphasized that increased alumni contributions is only part of the total picture, pointing out that community support must meet the desired goal, and that the colleges must have full support of businesses as well.

On the positive side, he reported that prospective new resident student acceptances of Lindenwood were up for the first time in five years at this point. He also noted that no tuition increase had been necessary for three years.

Brown laid the blame for the colleges' financial predicament on the failure of the school to grow in response to new facilities. He especially noted a "disastrous" decline in the size of the women's college since the initiation of the men's college four years ago.

Brown said that while the school has space for 1,300 students, it now has an enrollment of only 621.

Student suggestions that came out in the question and answer session included

surveying to determine why students left departments, using more vigorous recruiting techniques and cutting back on expenses such as new security vehicles.

"Most students feel like the wool is being pulled over their eyes," said senior Durinda Belshe.

"The situation is serious," said Barnett. "But we're acting now before it becomes desperate."

FACULTY C O N S T I T U T I O N

The Lindenwood Colleges

St. Charles, Missouri

PREAMBLE

Students, faculty, and administrators together make up the community dedicated to learning called The Lindenwood Colleges. Each segment of this community has its particular responsibility: the student to study, the faculty to provide instruction and counsel, the administration to develop and implement institutional goals. While the ultimate accountability and hence the authority rests with the Boards through their designated officer, the President, all segments share in the responsibility for the success of The Colleges. As members of a scholarly profession, moreover, the faculty and administrators have an additional responsibility in their commitment to the pursuit of truth and to its reasoned, free and honest dissemination. This concept of responsibility to the institution and to the profession is the principle from which collegiate procedures and policies are derived.

FACULTY CONSTITUTION

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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.

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

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.

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.

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.

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.

MINUTES OF THE MEETING OF THE BOARD OF CONTROL

THE LINDENWOOD COLLEGES

June 13, 1973

Present at the meeting were Dr. Russell Crider, Mrs. Thomas Hall, Mr. Robert Hyland and Mr. Armand Stalnaker, representing the Board of Directors of Lindenwood College; Mr. George Brown and Mr. Walter Metcalfe, representing the Board of Trustees of Lindenwood College II; and President John Anthony Brown, Dean Howard A. Barnett and Vice President B. Richard Berg, representing the administration of the colleges.

The meeting was called to order by Chairman Robert Hyland. Minutes of the meeting of May 14, 1973 and a memorandum of the special meeting held on May 22, 1973 were approved as distributed on a motion made by Dr. Crider, seconded by Mr. Metcalfe, and passed.

Dean Barnett presented the names of four faculty members with the recommendation of the administration that they be granted tenure. Following extensive discussion on the overall question of tenure policy and a review of the qualifications of each candidate, Mr. Metcalfe moved that tenure be granted to Virginia Carpenter, Associate Professor of Education. The motion was seconded by Dr. Crider and passed. Dr. Crider moved that tenure be granted to Norman King, Associate Professor of Psychology. The motion was seconded by Mr. Stalnaker and passed. A move to table consideration of the tenuring of the two non-tenured members of the Physical Education Department faculty pending receipt of additional information on individual plans for professional growth was made by Mr. Metcalfe, but failed for lack of a second. Mr. Metcalfe expressed his concern about creating a fully tenured department of three persons, all in their 30's.

Following discussion of the need for a formal system of personnel evaluation and review for all faculty members, Dr. Crider moved that Joy Ebest, Assistant Professor of Physical Education, and Suzanne Frossard Taylor, Assistant Professor of Physical Education, be granted tenure. The motion was seconded by Mr. Stalnaker and passed.

Dean Barnett reported that the faculty evaluation committee had recommended against granting tenure to Dolores Roman, Assistant Professor of Economics, and that the administration concurred in that recommendation.

Dean Barnett reported that the faculty evaluation committee and the faculty council recommended tenure for Teresa J. Welch, Assistant Professor of Chemistry, but on the basis of financial exigency within the chemistry department, that the administration recommended against granting tenure. Mrs. Welch has requested a hearing and the matter was referred to the Chairman of the Joint Faculty and Curriculum Committee for action.

Dean Barnett also reported that the following faculty members are tenured, de facto, due to the combination of their prior service at other institutions and the length of their service at Lindenwood as defined in the faculty constitution and the faculty manual of procedure: W. Dean Eckert, Associate Professor of Art; Patrick F. Delaney, Jr., Professor of Biology; Luis A. Galvez, Professor of Modern Languages; Kenneth G. Greenlaw, Associate Professor of Music; and Dominic C. Soda, Associate Professor of Mathematics.

Dr. Crider questioned the continuation of faculty members who were not fully supporting the colleges with all their effort and recommended that action be initiated to terminate those who do not believe in the policies established by the governing boards.

President Brown asked the Board to give him a chance, when he begins to feel like it, to propose a plan of action for dealing with this problem. "Lindenwood has in a sense been unmanaged," he stated. "Managerial rights have been totally and completely stripped." "We need to have a couple of retreats and re-think the mission of the colleges. There is a difference between criticism and sabotage. The White Paper calls for a different kind of institution."

Dr. Crider raised the question of President Brown's health and Dr. Canty's (the president's physician) insistence that the president be away from confrontation and stress this summer in order to regain his strength. The Board rejected the suggestion that someone be brought in to help manage the college while the President was away during the summer and authorized Dean Barnett and Vice President Berg to act in the President's absence.

Mr. Berg reported on the demand for collateral received from Boatmen's National Bank to support our \$500,000 line of credit. Dr. Crider moved that St. Louis Union Trust Company be authorized to transfer bonds from the college portfolio to Boatmen's National Bank as collateral for the line of credit as required, and that Dr. Russell Crider, Chairman of the Board of Lindenwood College, or Mr. Richard Young, Chairman of the Finance Committee, be authorized to sign notes on behalf of the college. The motion was seconded by Mrs. Hall and passed.

Mr. Berg reported on the receipt of notification from the Missouri Department of Revenue revoking our sales/use tax exemption letter. Lindenwood, along with 22 other colleges and universities in the state, is protesting the Department's interpretation of Section 144.040, RSMo., as amended by the legislature in 1971. The Independent Colleges and Universities of Missouri - ICUM - has retained Bryan, Cave, McPheeters & McRoberts to represent the colleges in obtaining a stay of execution for 90 days and a ruling from the Attorney General. A meeting with the Department of Revenue was scheduled for today. The revocation of our sales tax exemption would mean thousands of dollars in additional expense to the college.

Mr. Berg also reported on the notification from the Monticello Foundation that their board has granted Lindenwood \$12,500 to be used for Honor Scholarships, and \$40,000 to be awarded to junior college transfers needing financial assistance.

The college also received notification today of a grant of \$5,000 from the Office of Education for the purchase of library books.

Plans to negotiate with three St. Charles Banks for handling the operating line of credit and accounts of the colleges were presented, along with the suggestion that the college charge interest on past due accounts and provide Master Charge and BankAmericard for evening college students and others. A trial program with a 1% charge has been negotiated.

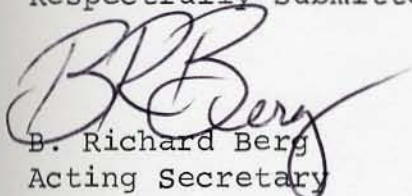
Mr. Berg also reported on plans to increase the wages of hourly personnel by an average of 5% for the coming year to help compensate for the rise in the cost of living. There were no objections to the plans as presented and Mr. Berg was instructed to proceed with their implementation.

President Brown announced his impending marriage to Mrs. Nancy McClanahan, Director of Admissions for the Colleges, on Thursday June 14, 1973 at 11:00 a.m. at the Kirkwood Presbyterian Church. Mr. Hyland expressed his surprise and wished the President and his bride happiness and health. The Board concurred and directed that the secretary spread their best wishes to Dr. Brown and Mrs. McClanahan on the minutes of the meeting.

The Board indicated its intention to hold a joint meeting in July with the Finance Committee to ensure the strengthening of the colleges through this period.

The meeting was adjourned.

Respectfully submitted.


B. Richard Berg
Acting Secretary

FINANCE COMMITTEE

THE LINDENWOOD COLLEGES

Missouri Athletic Club
July 11, 1973

MINUTES

The meeting was called to order by Chairman Richard Young. Present were Russell Crider, Armand Stalnaker, William Armstrong and Richard Young from the Board of Directors of Lindenwood College for Women; George Brown and Walter Metcalfe from the Board of Trustees of Lindenwood College II; Paul Knoblauch from the Board of Overseers; and Dean Howard Barnett and Vice President Richard Berg representing the administration of the colleges.

Mr. John Hewitt of the Mercantile Trust Company presented a report on the status of the funds which they manage. He reported on the performance of the portfolio for the period 9/16/68 to 3/23/73. A copy of that report is attached to and made a part of these minutes. Mr. Hewitt recommended that the percentage of the fund invested in common stocks be increased to 75% since the market was currently depressed and the growth potential of good common stocks made the move desirable. The Committee instructed Mr. Hewitt to proceed with the recommended sales-purchase program immediately.

Mr. Lewis Laughlin and Mr. Thomas H. Hensen of the St. Louis Union Trust Company reported on the status of the funds which they manage, and a copy of their report is attached to and made a part of these minutes. Mr. Laughlin recommended that the college shift investment policy to place 70% of the funds in common stock, even though this would reduce dividend and interest income. The Committee discussed the policy previously adopted of considering total return from the portfolio and assigning a fixed percentage of the value of the funds for budgeting purposes. A figure of 6.5% to 7% was established as a reasonable return for budgeting anticipated endowment income.

The operating budget for the 1972-1973 fiscal year was presented by Vice President Berg along with the actual un-audited results as of June 15. Income which had been budgeted at

\$2,146,423 came in at \$2,166,210. Expenses which had been budgeted at \$2,730,359 came in at \$2,738,794. An anticipated operating deficit of \$583,936 was slightly reduced to \$572,584.

Based on personnel reductions which have been accomplished to date, and student enrollment projections for the fall term, it will not be possible to reduce the operating deficit to the \$250,000 level requested by the Board. As of July 11, projected income for 1973-1974 is \$2,209,449 with expenses of \$2,698,387 and a resulting operating deficit of \$488,938. Preliminary projections for 1974-1975 were also presented which fall \$304,206 short of a balanced operating budget. A copy of Mr. Berg's report is attached to and made a part of these minutes.

A proposed tuition increase for the 1974-1975 academic year was discussed by the Committee. Mr. Knoblauch moved that the Committee strongly recommend that a tuition increase of approximately \$200 per full-time student be implemented by the Board of Control. The motion was seconded by Mr. Metcalfe and passed.

Consideration of purchasing a new mini-computer from the General Automation Corporation to replace the rental system currently obtained from IBM was referred to the administration with instructions to investigate other alternatives.

Proposals from four St. Charles Banks were received to provide banking services for the colleges. Mr. Armstrong moved that the necessary resolutions be adopted to transfer the college banking accounts and the \$500,000 line of credit to the First National Bank of St. Charles for the coming year. The motion was seconded by Mr. George Brown and duly passed. The administration was instructed to work out a plan in which the account would rotate to other banks on an 18 to 24 month basis, or in which accounts would be shared among the four banks.

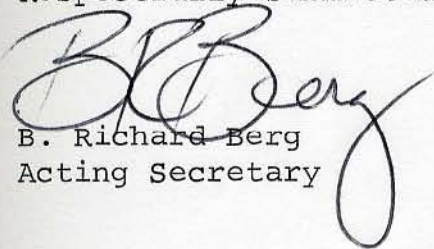
Mr. Berg was authorized to request the withdrawal of unrestricted endowment funds from St. Louis Union Trust Company as required to meet the terms of the college's line of credit and cover current operating deficits. Mr. Laughlin recommended sales of bonds to meet the cash requirements of the college at this time.

Consideration of the proposal from the City of St. Charles concerning the Community Center was referred to the Board of Control for action.

The Committee discussed the pending establishment of a new bank in the Harvester area of St. Charles County by the principals of the First National Bank in St. Charles. Shares of the new bank are available to shareholders of the First National Bank on a 1 for 3 basis. Mr. Berg was instructed to notify the St. Louis Union Trust Company of the Committee's intention to exercise the subscription when it becomes available.

The meeting was adjourned.

Respectfully submitted,



B. Richard Berg
Acting Secretary



MERCANTILE TRUST COMPANY

NATIONAL ASSOCIATION

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

July 11, 1973

LINDENWOOD FEMALE COLLEGE MANAGING AGENCY #098390L62

Total Portfolio Performance Measurement
For the Period 9-16-68 to 3-23-73

Market Value: 3-23-73	\$ 685,714
Market Value: 9-16-68	<u>940,910</u>
Total Increase (Decrease)	\$ (255,196)
Funds Added	43,351
Funds Withdrawn	<u>212,000</u>
Net Withdrawals	\$ 168,649
Principal Appreciation (Depreciation)	\$ (86,547)
Income Disbursements	<u>178,004</u>
Net Appreciation	<u>\$ 91,457</u>
Market Value: 9-16-68	\$ 940,910
Net Weighted Withdrawals	<u>- 41,300</u>
Total Weighted Funds Available	\$ 899,610
Total Weighted Return: $91,457 \div 899,610 = 10.2\%$	

THE LINDENWOOD COLLEGES

Income and Expenses - 1972-1973

and Operating Projections for 1973-1974, and 1974-1975

as of July 11, 1973

INCOME

	Actual 1972	Budg. 1973	Actual 1973	Proj. 1974	Proj. 1975
Tuition-resident students I & II	\$607,690	\$512,995	\$504,267	\$448,500	\$494,500
Tuition-day students I & II	212,785	285,625	287,822	348,265	393,150
Tuition-special students I & II	94,049	75,450	83,014	80,000	80,000
Academic fees-incidentals I & II	36,620	34,000	34,109	34,000	34,000
Tuition-summer session	49,365	51,800	52,224	42,000	50,000
Tuition-campus school	20,060	16,320	15,410	18,775	19,000
Tuition-evening college	--	<u>48,164</u>	<u>52,502</u>	<u>99,995</u>	125,000
TOTAL TUITION AND FEES	1,020,569	1,024,354	1,029,348	1,071,535	1,195,650
Endowment	462,987	392,515	*410,818	362,800	333,000
Gifts and grants	136,320	160,915	139,574	195,000	200,000
Miscellaneous	40,163	40,000	45,373	45,000	45,000
Income for scholarships	42,557	42,451	*41,980	42,000	50,000
TOTAL EDUCATIONAL & GEN. INCOME	1,702,596	1,660,235	1,667,093	1,716,335	1,823,650

*Distribution subject to change by auditors in allocating endowed scholarship income

-89M

-28.4M

-7.3M

+9M

-18.1M

=

+37,317

-96,520

7%

+10M

-100M

	Actual 1972	Budg. 1973	Actual 1973	Proj. 1974	Proj. 1975
Residence halls	\$161,548	\$138,420	\$137,057	\$126,500 ^{-23M}	\$126,500
Food service	208,048	174,600	168,835	161,000 ^{-23M}	161,000
Bookstore	74,733	75,000	83,400	85,000 ^{HOM}	85,000
Summer session/room & board	7,715	5,668	5,668	3,114 ^{-3M}	--
Conferences		58,500	72,168	85,000 ^{+25M}	90,000
less amortization of improvements			-7,500	-7,500	-7,500
Other enterprises/Tea Room, misc.	45,602	34,000	39,489	40,000 ^{HOM}	40,000
TOTAL AUXILIARY INCOME	497,646	486,188	499,117	493,114 ^{-4M}	495,000
TOTAL INCOME	2,200,242	2,146,423	2,166,210	2,209,449 ^{-200M}	2,318,650
TOTAL EXPENSE	2,544,528	2,730,359	2,738,794	2,698,387 ^{+40,126}	2,622,856
SURPLUS/(DEFICIT)	(344,286)	(583,936)	(572,584)	(488,938) ^{+238,736}	(304,206)
EXPENSES					
Instruction					
Faculty salaries	602,447	649,759	654,756	608,344 ^{-20M}	579,076
Benefits	45,169	50,500	59,703	63,235 ^{+15M}	60,386
Departmental expense (including equip. & repairs)	80,473	63,952	70,776	67,075 ^{+1M}	68,000

EXPENSES Cont'd

	Actual 1972	Budg. 1973	Actual 1973	Proj. 1974	Proj. 1975
Misc. instructional expense	\$ 23,062	\$ 33,700	\$ 34,955	\$ 35,000	\$ 35,000
Library	63,111	71,203	69,108	75,000 ^{+3M Fed Grant}	75,000
Summer school	33,409	35,000	36,990	36,000 ^{-1M}	40,000
Campus school	23,831	21,000	14,683	15,247 ⁻⁸⁰⁰	16,000
Evening college	--	29,000	26,911	40,141 ^{+2M}	50,000
Classroom furnishings	--	--	--	--	--
TOTAL INSTRUCTIONAL EXPENSE	871,502	954,114	967,882	940,042	923,462
General Institutional and Administrative Expense					
President's office	55,422	56,619	59,636	47,909 ⁼	48,000
Business office	61,380	75,000	75,133	79,591 ^{+15M}	80,000
Admissions office	122,082	119,637	127,280	120,000	120,000
Dean of Faculty office	29,633	31,908	30,271	30,000 ^{+11M}	30,000
Development/Public Information	55,987	55,384	63,592	28,000 ^{+1,200}	30,000
*Telephone/switchboard	30,624	32,000	37,456	37,000 ^{+5M}	37,000

*includes telephone service for entire college and all academic departments

EXPENSES Cont'd

	Actual 1972	Budg. 1973	Actual 1973	Proj. 1974	Proj. 1975
Publications	\$ 5,177	\$ 9,000	\$ 3,525	\$ 8,000	\$ 10,000
Board of Directors	597	900	1,378	1,500 ⁺⁵⁰⁰	1,000
TOTAL ADMINISTRATIVE EXPENSE	360,902	380,448	398,271	352,000^{+32M}	356,000

Fixed Institutional Expenses

Insurance	11,541	14,400	8,135	10,413 ⁻⁵⁰⁰	10,413
Investment & Property	22,370	22,550	28,818	23,000 ⁺⁵⁰⁰	23,000
Int. on endowment invested in plant	14,529	14,580	14,580	14,580	14,580
Debt retirement	70,135	70,135	70,135	69,115	70,080
Pensions	7,243	7,728	7,412	37,587	30,388
Disability & Unemployment	3,494	12,212	14,426	14,500 ^{+4M}	14,500
Interest on operating funds		18,000	12,212	15,000 ^{-3M}	15,000
Auditing fees	4,000	4,000	4,000	4,500 ⁺⁵⁰⁰	4,500
Miscellaneous	23,779	24,600	24,576	25,000	25,000
TOTAL FIXED EXPENSE	157,091	188,205	184,294	213,695	207,461

EXPENSES Cont'd

	Actual 1972	Budg. 1973	Actual 1973	Proj. 1974	Proj. 1975
Student Services					
Dean's offices	\$ 48,902	\$ 53,792	\$ 50,093	\$ 39,272 ^{+1M}	\$ 39,381
Chaplain's office	4,276	4,490	4,344	--	--
Student bank	5,499	5,515	5,339	2,646 ⁺²⁴⁶	2,660
Student Services Center	14,040	31,146	30,750	23,962 ^{+3M}	16,417
Health Center	13,562	13,740	13,690	13,800	13,800
Registrar's office	19,017	20,511	20,774	20,775 ^{+Sec. Sec.}	20,775
Continuing Education	9,876	10,495	10,908	10,900	--
Student Aid	210,080	208,268	204,050	244,363 ^{+24M}	200,000
TOTAL	325,252	347,557	339,948	355,718^{+32M}	293,033
Plant operation & maintenance					
Plant	342,914	347,798	357,286	363,286	371,000
Security	68,112	70,395	78,122	53,708	53,948
TOTAL	411,026	418,193	435,408	416,994^{-12M}	424,948

EXPENSES Cont'd

	Actual 1972	Budg. 1973	Actual 1973	Proj. 1974	Proj. 1975
Auxiliary Expense					
Residence Halls	\$125,099	\$124,050	\$115,971	\$120,000 ^{-6M}	\$120,000
Dining Hall	165,048	162,500	140,154	139,000 ^{-24M}	140,000
Bookstore/Postoffice	75,831	76,963	81,294	82,000 ^{+5M}	82,000
Tea Room	22,242	16,000	20,602	20,000 ^{+4.5M}	20,000
Summer School	10,709	11,246	11,247	10,000 ^{+2M}	5,000
Conferences	--	26,000	29,069	34,238 ^{+5M}	36,252
Athletics	--	4,750	5,721	5,700 ^{+1M}	5,700
Miscellaneous	19,826	7,500	8,932	9,000 ^{+1.5M}	9,000
TOTAL AUXILIARY	418,755	429,009	412,990	419,938^{-11M}	417,952

LINDENWOOD COLLEGE

INVESTMENT MEETING

July 11, 1973

LINDENWOOD FEMALE COLLEGE
 GENERAL ENDOWMENT FUND
 TD 40 45277 00

PERFORMANCE REVIEW

Period January 1969 to June 21, 1973

	<u>Percentage Change</u>					<u>1973 to June 21</u>
	<u>Year - 1969</u>	<u>1970</u>	<u>1971</u>	<u>1972</u>	<u>4-Year Compound Rate</u>	
Total Account Including Income	- 8.8	+ 2.0	+11.9	+ 9.5	+ 3.5	- 4.2
Common Stocks Excluding Income	-15.1	- 0.3	+ 2.7	+ 2.1	- 2.7	-12.8
Dow Jones Industrial Average	-15.2	+ 4.8	+ 6.1	+14.6	+ 2.5	-14.1

	<u>Amount of Withdrawal</u>				<u>1973 to June 21</u>
	<u>1969</u>	<u>1970</u>	<u>1971</u>	<u>1972</u>	
Net Cash Withdrawals	\$611,638	\$710,090	\$47,976	\$336,037	\$457,430

2,431,171

LINDENWOOD FEMALE COLLEGE
GENERAL ENDOWMENT FUND
TD 40 45277 00

PERFORMANCE REVIEW

Period January 1959 to December 1972

<u>Total Account Including Income</u>		
<u>Period</u>	<u>Change</u>	
10 Years - Jan. 1959 to Dec. 1968	+ 8.3%	
2 Years - Jan. 1969 to Dec. 1970	- 7.0	
2 Years - Jan. 1971 to Dec. 1972	+22.5	
Compound Rate - 14 Years	+ 6.3	

<u>Common Stocks Excluding Income</u>		
<u>Period</u>	<u>Change</u>	<u>Change Dow Jones Industrial Average</u>
10 Years - Jan. 1959 to Dec. 1968	+ 6.1%	+ 5.3%
2 Years - Jan. 1969 to Dec. 1970	-15.4	-11.2
2 Years - Jan. 1971 to Dec. 1972	+ 4.8	+21.6
Compound Rate - 14 Years	+ 3.5	+ 4.2

St. Louis Union Trust Company510 Locust Street
St. Louis MO 63101INVESTMENT PROFILE
JUN 26, 1973AGENT FOR
LINDENWOOD FEMALE COLLEGE
GENERAL ENDOWMENT FUNDSACCOUNT NO.
50 45277 00INV. L G LAUGHLIN
ADM. L G LAUGHLIN

INVESTMENT POSITION

	MARKET VALUE	PERCENT OF TOTAL
CASH & EQUIVALENT	\$49,141.13	1.0
BONDS	\$2,735,168.27	56.5
COMMON STOCK & CONVERTIBLE SECURITIES	\$2,051,872.00	42.4
TOTAL	\$4,836,181.40	100.0

STANDARD & POORS 500 INDEX	105.10
DOW JONES INDUSTRIAL AVERAGE INDEX	903.67
DOW JONES 40 BOND INDEX	74.38

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BOND QUALITY RATINGS

QUALITY RATING	NO. OF ISSUES	PAR VALUE	PERCENT OF TOTAL
AAA	3	\$206,600.00	7.7
AA	6	\$710,000.00	26.5
A	15	\$1,395,000.00	52.2
BBB	2	\$60,000.00	2.2
UNRATED	8	\$300,000.73	11.2
TOTAL	34	\$2,671,600.73	100.0

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ADM. L G LAUGHLIN

BOND COUPON DIVERSIFICATION

COUPON RANGE	NO. OF ISSUES	PAR VALUE	PERCENT OF TOTAL
4.0 - 4.9	4	\$130,300.00	4.8
5.0 - 5.9	2	\$81,450.73	3.0
6.0 - 6.9	1	\$40,250.00	1.5
7.0 - 7.9	6	\$320,000.00	11.9
8.0 - 8.9	17	\$1,701,600.00	63.6
9.0 - 9.9	4	\$398,000.00	14.8
TOTAL	34	\$2,671,600.73	100.0

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ADM. L G LAUGHLIN

COMMON STOCK INDUSTRY DIVERSIFICATION

	MARKET VALUE	PERCENT OF TOTAL	S & P 500
FINANCIAL & PUBLIC UTILITIES INCLUDES BANKS & INSURANCE	\$531,030.00	27.2	12.0
BASIC INDUSTRY	\$799,367.00	40.9	41.8
CONSUMER & SERVICE	\$374,675.00	19.2	18.5
TECHNOLOGY	\$246,300.00	12.6	27.7
TOTAL	\$1,951,372.00	100.0	100.0

St. Louis Union Trust Company510 Locust Street
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JUN 26, 1973AGENT FOR
LINDENWOOD FEMALE COLLEGE
GENERAL ENDOWMENT FUNDSACCOUNT NO.
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ADM. L G LAUGHLIN

TEN LARGEST EQUITY HOLDINGS

NAME OF COMPANY	MARKET VALUE	PERCENT
EXXON CORP COM	\$188,000.00	9.1
FIRST NATIONAL BANK SAINT CHARLES, MO COM	\$125,055.00	6.0
RALSTON PURINA CO COM	\$113,250.00	5.5
MASONITE CORP COM	\$100,225.00	4.8
CHUBB CORP COM	\$100,100.00	4.8
WISCONSIN ELECTRIC POWER CO COM	\$95,500.00	4.6
GENERAL ELECTRIC CO COM	\$91,400.00	4.4
MAY DEPARTMENT STORES CO COM	\$89,600.00	4.3
INTERNATIONAL PAPER CO COM	\$89,050.00	4.3
BURROUGHS CORP COM	\$88,800.00	4.3
TOTAL	\$1,080,980.00	52.6
TOTAL COMMON STOCK & CONVERTIBLE SECURITIES 26 ISSUES TOTAL	\$2,051,872.00	100.0

St. Louis Union Trust Company510 Locust Street
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JUN 26, 1973AGENT FOR
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GENERAL ENDOWMENT FUNDSACCOUNT NO.
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ADM. L G LAUGHLIN

COMMON STOCK YIELD AT MARKET

RANGE	NO. OF ISSUES	MARKET VALUE	PERCENT OF TOTAL COMMON
0 - 0.9	2	\$157,800.00	8.0
1.0 - 1.9	3	\$272,350.00	13.9
2.0 - 2.9	4	\$364,600.00	18.6
3.0 - 3.9	2	\$161,850.00	8.2
4.0 - 4.9	6	\$446,867.00	22.9
5.0 - 5.9	3	\$214,655.00	11.0
6.0 & OVER	5	\$333,250.00	17.0
TOTAL	25	\$1,951,372.00	100.0

STANDARD & POORS 500 YIELD 3.09

DOW JONES INDUSTRIAL AVERAGE YIELD 3.59

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GENERAL ENDOWMENT FUNDSACCOUNT NO.
50 45277 00INV. L G LAUGHLIN
ADM. L G LAUGHLIN

COMMON STOCK QUALITY RATINGS

QUALITY RATING	NO. OF ISSUES	MARKET VALUE	PERCENT OF TOTAL COMMON
A	6	\$545,200.00	27.9
B	18	\$1,281,117.00	65.6
C	0	\$.00	.0
D	0	\$.00	.0
UNRATED	1	\$125,055.00	6.4
TOTAL	25	\$1,951,372.00	100.0

LINDENWOOD FEMALE COLLEGE
 GENERAL ENDOWMENT FUND
 TD 40 45277 00

INVESTMENT DIVERSIFICATION (1)

<u>Present Diversification</u>	<u>Approximate Market Value</u>	<u>% of Total</u>	<u>Estimated Income</u>	<u>Yield</u>
Bonds	\$2,335,165	52.6%	\$186,481	8.0%
Convertible Bonds	100,500	2.3	6,500	6.5
Common Stocks	1,951,372	44.0	72,476	3.7
Cash & Equivalent	<u>49,141</u>	<u>1.1</u>	<u>3,920</u>	<u>8.0</u>
Total	<u>\$4,436,178</u>	<u>100.0%</u>	<u>\$269,377</u>	<u>6.1%</u>
 <u>Proposed Diversification (70% Equity)</u>				
Bonds	\$1,331,000	30.0%	\$106,480	8.0%
Convertible Bonds & Common Stocks	<u>3,105,178</u>	<u>70.0</u>	<u>108,681</u>	<u>3.5</u>
Total	<u>\$4,436,178</u>	<u>100.0%</u>	<u>\$225,161</u>	<u>5.1%</u>

(1) After proposed withdrawal of \$400,000 per advice of Mr. Berg.
 Reflects our proposal to raise funds by selling Corporate Bonds.

St. Louis Union Trust Company510 Locust Street
St. Louis MO 63101INVESTMENT SUMMARY
JUN 26, 1973AGENT FOR
LINDENWOOD FEMALE COLLEGE
GENERAL ENDOWMENT FUNDSACCOUNT NO.
50 45277 00

INV. L G LAUGHLIN



DESCRIPTION	BOOK VALUE			MARKET VALUE			
	BOOK VALUE	% OF TOTAL	CURRENT YIELD	MARKET VALUE	% OF TOTAL	CURRENT YIELD	ESTIMATED ANNUAL INCOME
FIXED INCOME ITEMS							
CORPORATE BONDS	\$2,656,182.23	63.68	8.2	\$2,735,165	56.56	8.0	\$218,481
CONVERTIBLE BONDS	\$153,551.56	3.68	4.2	\$100,500	2.08	6.5	\$6,500
TOTAL FIXED INCOME ITEMS	\$2,809,733.79	67.36	8.0	\$2,835,665	58.63	7.9	\$224,981
COMMON STOCK							
COMMON STOCK	\$1,312,110.86	31.46	5.5	\$1,951,372	40.35	3.7	\$72,476
TOTAL INVESTMENTS	\$4,121,844.65	98.82	7.2	\$4,787,037	98.98	6.2	\$297,457
CASH AND EQUIVALENT							
TEMPORARY INVESTMENTS	\$48,000.00	1.15		\$48,000	.99		
PRINCIPAL CASH	\$1,141.13	.03		\$1,141	.02		
TOTAL CASH AND EQUIVALENT	\$49,141.13	1.18		\$49,141	1.02		
TOTAL ASSETS	\$4,170,985.78	100.00		\$4,836,178	100.00		
INCOME CASH ON HAND	\$5,159.38						

St. Louis Union Trust Company510 Locust Street
St. Louis MO 63101COMMON STOCK DIVERSIFICATION
JUN 26, 1973ACCOUNT NO.
50 45277 00AGENT FOR
LINDENWOOD FEMALE COLLEGE
GENERAL ENDOWMENT FUNDS

DESCRIPTION	BOOK VALUE			MARKET VALUE			
	BOOK VALUE	% OF COMMON	CURRENT YIELD	MARKET VALUE	% OF COMMON	CURRENT YIELD	ESTIMATED ANNUAL INCOME
FINANCIAL							
BANKS	\$29,547.51	2.25	41.7	\$210,930	10.80	5.8	\$12,336
INSURANCE	\$111,307.91	8.48	2.3	\$100,100	5.12	2.5	\$2,596
TOTAL FINANCIAL	\$140,855.42	10.73	10.6	\$311,030	15.93	4.8	\$14,932
INDUSTRIALS							
BEVERAGE	\$82,275.64	6.27	1.6	\$59,850	3.06	2.1	\$1,288
BUILDING AND PAINT	\$121,852.14	9.28	1.3	\$100,225	5.13	1.6	\$1,615
CHEMICAL %BASIC	\$79,961.47	6.09	3.4	\$77,250	3.95	3.4	\$2,700
ELECTRICAL EQUIPMENT	\$190,261.61	14.50	1.8	\$175,025	8.96	1.9	\$3,490
FOOD	\$1.00	.00	.0	\$113,250	5.80	1.9	\$2,250
HOUSEHOLD	\$55,370.93	4.21	3.3	\$27,375	1.40	6.5	\$1,800
MERCHANDISING	\$148,045.82	11.28	5.1	\$174,200	8.92	4.3	\$7,552
OFFICE EQUIPMENT	\$82,803.31	6.31	.4	\$88,800	4.55	.3	\$320
OIL	\$89,345.10	6.80	17.6	\$357,817	18.33	4.3	\$15,718
PAPER	\$95,689.22	7.29	4.2	\$89,050	4.56	4.5	\$4,056
PHARMACEUTICAL	\$150,394.13	11.46	1.1	\$157,500	8.07	1.0	\$1,605
TOTAL INDUSTRIALS	\$1,096,000.37	83.52	3.9	\$1,420,342	72.78	2.9	\$42,394
PUBLIC-UTILITIES							
ELECTRIC LIGHT AND POWER	\$75,255.07	5.73	20.1	\$220,000	11.27	6.8	\$15,150
TOTAL COMMON STOCK	\$1,312,110.86	100.00		\$1,951,372	100.00		

St. Louis Union Trust Company510 Locust Street
St. Louis MO 63101MATURITY SCHEDULE
JUN 26, 1973ACCOUNT NO.
50 45277 00AGENT FOR
LINDENWOOD FEMALE COLLEGE
GENERAL ENDOWMENT FUNDS

DUE IN YEAR	PAR VALUE	% OF TOTAL
1974	5,000	.18
1976	100,000	3.54
1977	100,000	3.54
1978	100,000	3.54
1979	71,000	2.52
1983	64,000	2.27
1984	88,250	3.13
1988	10,000	.35
1989	186,450	6.61
1990	200,000	7.09
1991	90,000	3.19
1992	150,000	5.32
OVER 20 YEARS	1,656,900	58.72
TOTAL	2,821,600	100.00



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JUN 26, 1973ACCOUNT NO.
50 45277 00

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AGENT FOR
LINDENWOOD FEMALE COLLEGE
GENERAL ENDOWMENT FUNDS

PAR VALUE OR NO. OF SHARES	DESCRIPTION	BOOK VALUE		MARKET VALUE		ANNUAL INCOME		YIELD AT	
		AVERAGE UNIT BOOK	AMOUNT	PER UNIT	AMOUNT	RATE	AMOUNT	BOOK VALUE	MRKT VALUE
FIXED INCOME ITEMS									
FINANCIAL									
50,000	AMERICAN INVESTMENT CO SENIOR S F NOTES 8.75 % MATURING 08-01-89	99.507	\$49,753.50	99.375	\$49,687	8.75	\$4,375	8.8	8.8
10,000	ASSOCIATES CORPORATION OF NORTH AMERICA SENIOR DEB 7.3750% MATURING 12-01-88	99.250	\$9,925.00	95.500	\$9,550	7.37	\$738	7.4	7.7
50,000	COMMERCIAL CREDIT CO NOTES 7.00 % MATURING 02-15-79	100.257	\$50,128.57	98.500	\$49,250	7.00	\$3,500	7.0	7.1
15,000	GENERAL MOTORS ACCEPTANCE CORP DEB 8.00 % MATURING 05-01-93	99.007	\$14,851.05	104.000	\$15,600	8.00	\$1,200	8.1	7.7
100,000	BENFFICIAL CORP DEB 8.50 % MATURING 11-15-76 HELD BY ST LOUIS UNION TRUST CO	100.000	\$100,000.00	103.625	\$103,625	8.50	\$8,500	8.5	8.2
5,000	HELLFR, WALTER E & CO S F SENIOR NOTES DUE ANNUALLY PVT PLACEMENT 5.3750% MATURING 02-01-74 PLEDGED AS COLLATERAL HELD BY ST LOUIS UNION TRUST CO	100.000	\$5,000.00	97.380	\$4,869	5.37	\$269	5.4	5.5
	TOTAL		\$229,658.12		\$232,581		\$18,582		

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PAR VALUE OR NO. OF SHARES	DESCRIPTION	BOOK VALUE		MARKET VALUE		ANNUAL INCOME		YIELD AT		
		AVERAGE UNIT BOOK	AMOUNT	PER UNIT	AMOUNT	RATE	AMOUNT	BOOK VALUE	MRKT VALUE	
INDUSTRIAL										
50,000	ALUMINUM COMPANY OF AMERICA S F DEB 9.00 % MATURING 05-15-95	99.007	\$49,503.50	108.000	\$54,000	9.00	\$4,500	9.1	8.3	
20,000	GENERAL MILLS INC S F DEB 8.8750% MATURING 10-15-95	100.001	\$20,000.28	107.000	\$21,400	8.87	\$1,775	8.9	8.3	
10,000	INTERNATIONAL PAPER CO S F DEB 8.85 % MATURING 03-15-95	101.507	\$10,150.77	109.000	\$10,900	8.85	\$885	8.7	8.1	
50,000	NATIONAL CASH REGISTER CO S F DEB 7.70 % MATURING 07-15-94	100.007	\$50,003.50	98.500	\$49,250	7.70	\$3,850	7.7	7.8	
100,000	PHELPS DODGE CORP NOTES 7.3750% MATURING 06-15-78	102.005	\$102,005.26	100.750	\$100,750	7.37	\$7,375	7.2	7.3	
200,000	WEYERHAEUSER CO S F DEB 8.6250% MATURING 10-01-00	100.000	\$200,000.00	107.000	\$214,000	8.62	\$17,250	8.6	8.1	
100,000	FORD MOTOR CO NOTES 7.25 % MATURING 07-15-77 HELD BY BOATMENS NATIONAL BANK	102.205	\$102,205.77	100.500	\$100,500	7.25	\$7,250	7.1	7.2	
100,000	GENERAL MILLS INC S F DEB 8.8750% MATURING 10-15-95 HELD BY BOATMENS NATIONAL BANK	100.000	\$100,000.00	107.000	\$107,000	8.87	\$8,875	8.9	8.3	

St. Louis Union Trust Company

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PAR VALUE OR NO. OF SHARES	DESCRIPTION	BOOK VALUE		MARKET VALUE		ANNUAL INCOME		YIELD AT	
		AVERAGE UNIT BOOK	AMOUNT	PER UNIT	AMOUNT	RATE	AMOUNT	BOOK VALUE	MRKT VALUE
200,000	GOODYEAR TIRE & RUBBER CO S F DEB 8.60 % MATURING 09-30-95 HELD BY BOATMENS NATIONAL BANK	100.000	\$200,000.35	104.500	\$209,000	8.60	\$17,200	8.6	8.2
200,000	SEARS ROEBUCK & CO S F DEB 8.6250% MATURING 10-01-95 HELD BY BOATMENS NATIONAL BANK	99.507	\$199,014.14	108.250	\$216,500	8.62	\$17,250	8.7	8.0
200,000	ARMCO STEEL CORP S F DEB 8.70 % MATURING 10-01-95 HELD BY ST LOUIS UNION TRUST CO	100.000	\$200,000.00	105.000	\$210,000	8.70	\$17,400	8.7	8.3
200,000	FEDERATED DEPARTMENT STORES INC S F DEB 8.3750% MATURING 09-15-95 HELD BY ST LOUIS UNION TRUST CO	100.000	\$200,000.00	106.000	\$212,000	8.37	\$16,750	8.4	7.9
100,000	GULF OIL CORP DEB 8.50 % MATURING 11-15-95 HELD BY ST LOUIS UNION TRUST CO	99.507	\$99,507.00	108.000	\$108,000	8.50	\$8,500	8.5	7.9
76,450.73	SHERINGHAM PROPERTIES INC NOTE SER B DUE MONTHLY G R KINNEY CORP LEASES PVT PLACEMENT 5.00 % MATURING 01-01-89 PLEGDED AS COLLATERAL HELD BY ST LOUIS UNION TRUST CO	100.000	\$76,450.73	74.790	\$57,177	5.00	\$3,823	5.0	6.7

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PAR VALUE OR NO. OF SHARES	DESCRIPTION	BOOK VALUE		MARKET VALUE		ANNUAL INCOME		YIELD AT	
		AVERAGE UNIT BOOK	AMOUNT	PER UNIT	AMOUNT	RATE	AMOUNT	BOOK VALUE	MRKT VALUE
64,000	SWIFT & CO DEB PVT PLACEMENT 4.75 % MATURING 10-01-83 PLEGGED AS COLLATERAL HELD BY ST LOUIS UNION TRUST CO	100.000	\$64,000.00	87.990	\$56,313	4.75	\$3,040	4.8	5.4
21,000	TRAILER TRAIN CO S F CONDITIONAL SALES CONTRACT 2 OF 1964 DUE ANNUALLY PVT PLACEMENT 4.80 % MATURING 08-15-79 PLEGGED AS COLLATERAL HELD BY ST LOUIS UNION TRUST CO	100.010	\$21,002.10	93.300	\$19,593	4.80	\$1,008	4.8	5.1
TOTAL			\$1,693,843.40		\$1,746,383		\$136,731		
PUBLIC UTILITIES									
56,600	AMERICAN TELEPHONE & TELEGRAPH CO DEB 8.75 % MATURING 05-15-00	97.349	\$55,100.00	108.000	\$61,128	8.75	\$4,953	9.0	8.1
60,000	DUKE POWER CO 1ST & REF MTGE SEP B 8.00 % MATURING 09-01-99	100.507	\$60,304.34	101.250	\$60,750	8.00	\$4,800	8.0	7.9
50,000	NATURAL GAS PIPELINE COMPANY OF AMERICA 1ST MTGE 8.1250% MATURING 08-01-89	99.757	\$49,878.50	102.000	\$51,000	8.12	\$4,063	8.1	8.0

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PAR VALUE DR NO. OF SHARES	DESCRIPTION	BOOK VALUE		MARKET VALUE		ANNUAL INCOME		YIELD AT	
		AVERAGE UNIT BOOK	AMOUNT	PER UNIT	AMOUNT	RATE	AMOUNT	BOOK VALUE	MRKT VALUE
200,000	NORTHERN NATURAL GAS CO S F DEB 9.50 % MATURING 11-01-90	100.000	\$200,000.00	107.000	\$214,000	9.50	\$19,000	9.5	8.9
50,000	SOUTHERN BELL TELEPHONE & TELEGRAPH CO DEB 8.00 % MATURING 07-01-99	101.000	\$50,500.00	101.500	\$50,750	8.00	\$4,000	7.9	7.9
10,000	TRANSCONTINENTAL GAS PIPELINE CORP 1ST MTGE 7.25 % MATURING 04-15-89	100.007	\$10,000.77	94.000	\$9,400	7.25	\$725	7.2	7.7
100,000	CONSOLIDATED NATURAL GAS CO DEB 9.00 % MATURING 07-01-95 HELD BY ST LOUIS UNION TRUST CO	105.496	\$105,496.49	108.000	\$108,000	9.00	\$9,000	8.5	8.3
	TOTAL		\$531,280.10		\$555,028		\$46,541		
	TRANSPORTATION								
48,000	PENN CENTRAL CO CONDITIONAL SALE CONTRACT DUE ANNUALLY 8/1/70 TO 8/1/84 PVT PLACEMENT 9.00 % MATURING 08-01-84	100.000	\$48,000.00	103.580	\$49,718	9.00	\$4,320	9.0	8.7
90,000	GENERAL AMERICAN TRANSPORTATION CORP EQUIPMENT TRUST SER 67 8.60 % MATURING 06-01-91 HELD BY ST LOUIS UNION TRUST CO	102.334	\$92,101.05	102.246	\$92,021	8.60	\$7,740	8.4	8.4

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PAR VALUE OR NO. OF SHARES	DESCRIPTION	BOOK VALUE		MARKET VALUE		ANNUAL INCOME		YIELD AT	
		AVERAGE UNIT BOOK	AMOUNT	PER UNIT	AMOUNT	RATE	AMOUNT	BOOK VALUE	MRKT VALUE
50,000	WILL ROSS INC CONVERTIBLE SUBORDINATED DEB 4.50 % MATURING 09-01-92	101.103	\$50,551.56	67.500	\$33,750	4.50	\$2,250	4.5	6.7
100,000	F M C CORP CONVERTIBLE SUBORDINATED DEB 4.25 % MATURING 07-15-92 PLEDGED AS COLLATERAL HELD BY ST LOUIS UNION TRUST CO	103.000	\$103,000.00	66.750	\$66,750	4.25	\$4,250	4.1	6.4
	TOTAL		\$153,551.56		\$100,500		\$6,500		
	TOTAL CONVERTIBLE BONDS		\$153,551.56		\$100,500		\$6,500		
	TOTAL FIXED INCOME ITEMS		\$2,809,733.79		\$2,835,665		\$224,981		
	COMMON STOCK								
	BANKS								
5,558	FIRST NATIONAL BANK SAINT CHARLES, MO COM CLOSED CORPORATION	2.988	\$16,609.75	22.500	\$125,055	1.14	\$6,336	38.1	5.1
3,000	MERCANTILE BANCORPORATION INC COM HELD BY ST LOUIS UNION TRUST CO	4.312	\$12,937.76	28.625	\$85,875	2.00	\$6,000	46.4	7.0
	TOTAL		\$29,547.51		\$210,930		\$12,336		

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PAR VALUE OR NO. OF SHARES	DESCRIPTION	BOOK VALUE		MARKET VALUE		ANNUAL INCOME		YIELD AT	
		AVERAGE UNIT BOOK	AMOUNT	PER UNIT	AMOUNT	RATE	AMOUNT	BOOK VALUE	MRKT VALUE
3,000	RALSTON PURINA CO COM		\$1.00	37.750	\$113,250	.75	\$2,250	.0	2.0
	HOUSEHOLD								
1,500	MOHASCO INDUSTRIES INC COM	36.913	\$55,370.93	18.250	\$27,375	1.20	\$1,800	3.3	6.6
	MERCHANDISING								
2,400	INTERCO INC COM	49.261	\$118,227.76	35.250	\$84,600	1.28	\$3,072	2.6	3.6
400	MAY DEPARTMENT STORES CO COM	42.866	\$17,146.59	32.000	\$12,800	1.60	\$640	3.7	5.0
2,400	MAY DEPARTMENT STORES CO COM PLEGGED AS COLLATERAL HELD BY ST LOUIS UNION TRUST CO	5.279	\$12,671.47	32.000	\$76,800	1.60	\$3,840	30.3	5.0
	TOTAL		\$148,045.82		\$174,200		\$7,552		
	OFFICE EQUIPMENT								
400	BURROUGHS CORP COM	207.008	\$82,803.31	222.000	\$88,800	.80	\$320	.4	.4
	OIL								
500	CONTINENTAL OIL CO COM	34.879	\$17,439.98	32.500	\$16,250	1.50	\$750	4.3	4.6

St. Louis Union Trust Company

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PAR VALUE OR NO. OF SHARES	DESCRIPTION	BOOK VALUE		MARKET VALUE		ANNUAL INCOME		YIELD AT	
		AVERAGE UNIT BOOK	AMOUNT	PER UNIT	AMOUNT	RATE	AMOUNT	BOOK VALUE	MRKT VALUE
3,000	AMERICAN ELECTRIC POWER CO INC COM PLEDGED AS COLLATERAL HELD BY ST LOUIS UNION TRUST CO	5.081	\$15,243.71	26.500	\$79,500	1.81	\$5,430	35.6	6.8
2,000	DAYTON POWER & LIGHT CO COM PLEDGED AS COLLATERAL HELD BY ST LOUIS UNION TRUST CO	11.316	\$22,632.74	22.500	\$45,000	1.66	\$3,320	14.7	7.4
4,000	WISCONSIN ELECTRIC POWER CO COM PLEDGED AS COLLATERAL HELD BY ST LOUIS UNION TRUST CO	9.344	\$37,378.62	23.875	\$95,500	1.60	\$6,400	17.1	6.7
	TOTAL		\$75,255.07		\$220,000		\$15,150		
	TOTAL COMMON STOCK		\$1,312,110.86		\$1,951,372		\$72,476		
	TOTAL SECURITIES		\$4,121,844.65		\$4,787,037		\$297,457		
	CASH AND EQUIVALENT								
	TEMPORARY INVESTMENTS								
40,000	GENERAL MOTORS ACCEPTANCE CORP COMMERCIAL PAPER DUE ON DEMAND MASTER NOTE MATURING 00-00-00	1.000	\$40,000.00	100.000	\$40,000	.00		.0	.0

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PAR VALUE OR NO. OF SHARES	DESCRIPTION	BOOK VALUE		MARKET VALUE		ANNUAL INCOME		YIELD AT	
		AVERAGE UNIT BOOK	AMOUNT	PER UNIT	AMOUNT	RATE	AMOUNT	BOOK VALUE	MRKT VALUE
1,000	COMMERCIAL CREDIT CO COMMERCIAL PAPER DUE ON DEMAND MASTER NOTE MATURING 00-00-00	1.000	\$1,000.00	100.000	\$1,000	.00		.0	.0
5,000	GOODYEAR TIRE & RUBBER CO COMMERCIAL PAPER DUE ON DEMAND MASTER NOTE MATURING 00-00-00	1.000	\$5,000.00	100.000	\$5,000	.00		.0	.0
2,000	FORD MOTOR CREDIT CO COMMERCIAL PAPER RENEWABLE JAN & JULY 1ST DUE ON DEMAND MASTER NOTE MATURING 00-00-00	1.000	\$2,000.00	100.000	\$2,000	.00		.0	.0
	TOTAL		\$48,000.00		\$48,000				
	PRINCIPAL CASH		\$1,141.13		\$1,141				
	TOTAL CASH AND EQUIVALENT		\$49,141.13		\$49,141				
	TOTAL ASSETS		\$4,170,985.78		\$4,836,178				

July 25, 1973

TO: Members of the Board of Control

Robert Hyland, Chairman
George W. Brown
Russell J. Crider, M.D.
Mrs. Thomas S. Hall
Walter L. Metcalfe, Jr.
Carol A. Mundt
Armand C. Stalnaker

Careful and long range deliberation on my part leads me to the conclusion that I should resign from the presidency of The Lindenwood Colleges effective September 1, 1973, and permit The Colleges to undertake an immediate search for a new president rather than follow a long planned resignation which had been scheduled for the Spring of 1974.

Therefore, I request the Board of Control of The Colleges to announce my resignation at their convenience and urge them to state my firm belief that Lindenwood College for Women and the new Lindenwood College II have the resources, the plans, and the strong support from friends, alumni, and others to continue to serve the needs of those who want to attend a small private college at which the benefit of individualized attention and good instruction within the framework of the liberal arts are well exemplified.

My own plans are to continue to associate myself with those working in higher education, and those plans will be made known in due time.

Sincerely yours,

*John Anthony Brown
by M.J.*

John Anthony Brown
President

JAB:MY

CC: All Board Members of The Lindenwood Colleges

Dictated by Dr. Brown and signed in his absence.

MINUTES OF THE BOARD OF CONTROL OF THE LINDENWOOD COLLEGES

August 8, 1973

The meeting was called to order at 5:00 p.m. at the University Club by Chairman Robert Hyland. Present were Mr. Hyland and Mr. Stalnaker, representing Lindenwood College for Women; and Mr. George Brown and Mr. Metcalfe, representing Lindenwood College II. No members of the administration were present.

The Board reviewed current leadership and personnel matters at the colleges. Dr. Elwood Miller was confirmed as Acting Director of Admissions in addition to his other responsibilities effective August 1, 1973 until a permanent director can be secured. Dr. Richard Berg will continue the search for an experienced Admissions Director.

The Board discussed the resignation of John Anthony Brown as President of the colleges and the procedures to be followed in searching for a successor. The following paragraphs from the bylaws to the Faculty constitution prescribing the participation of the faculty in the selection process were reviewed by the Board:

"IV. B. 4. - The (Faculty) Council shall establish a Faculty-Board of Directors Liaison Committee. This shall consist of the three elected officers of the Council, plus two members appointed by the Dean of the Faculty from the Faculty at large. This committee shall have the following duties:

- a. They shall meet at least twice during each academic year with the Board of Directors, to keep open the communication between the Faculty and the Board.
- b. When a President or a Dean of the Faculty is to be appointed, they shall act as consultants in the initial stages in the process of discovering and interviewing candidates. The committee shall seek faculty opinion regarding standards for evaluation of candidates and the names of possible candidates, shall present these as recommendations to the Boards of the Colleges, and shall remain available for consultation until the appointment is made."

Upon the recommendation of the administration and with the concurrence of counsel, the Board adopted the following resolution establishing a retirement plan for the college physician:

RESOLUTION OF THE BOARD OF CONTROL
OF THE LINDENWOOD COLLEGES

WHEREAS, James P. Felder, M.D. Physician and Science Education Consultant has been employed by the College for two (2) years and the capable and efficient performance of his duties has contributed to the growth and progress of this College;

WHEREAS, Lindenwood College desires that James P. Felder, M.D. continue in the employ of the College because the loss of his services would be a substantial loss to the College;

WHEREAS, to retain the services of James P. Felder, M.D. the College desires to establish for him certain retirement and death benefits in accordance with the conditions hereinafter set forth;

THEREFORE, BE IT RESOLVED that as an inducement for James P. Felder, M.D. to remain with the College the following benefits are provided for him:

1. If James P. Felder, M.D. remains in the continuous employ of the College until he attains age 65, he shall be paid upon retirement a monthly income of \$1,011.88 for a period of 120 months. Should he die after such retirement but before receiving 120 monthly payments, then such monthly payments shall be continued to his widow, if she is then living, until a total of 120 monthly payments shall have been made in the aggregate or the prior death of his widow whichever date occurs first. The method of payment may not be changed by James P. Felder or his widow.

2. If he should die while in our employ prior to age 65, the College will pay to his widow \$50,000 in cash and \$1,631.84 monthly for her lifetime or for 120 months whichever period of time is shorter. This method of payment may not be changed by James P. Felder, or his widow.

3. The retirement benefits shall be conditioned on the premise that after retirement James P. Felder will not work or become associated, either directly or indirectly, with any firm or business engaged in any business which is substantially similar to that of this College. Also the retirement benefits shall be conditioned on his being available for reasonable advisory consultative services.

4. Termination of employment prior to age 65 shall cause a forfeiture of all benefits.

5. The insuring agreement shall contain the following provisions:

(a) Nothing in this Agreement or any amendments thereto shall give the Employee, nor any beneficiary of the Employee a right unless it is specifically provided. Nothing in this Agreement or any amendment thereto shall be construed as giving the Employee the right to be retained in the employ of Lindenwood. Employee shall be subject to discharge at any time to the same extent as if the Agreement had not been executed.

(b) Nothing in this Agreement shall be deemed to have created a trust, escrow account, fund, or any other form of asset segregation for, or on behalf of Employee or his

beneficiary in which Employee or his beneficiary shall have any right, title or interest whatsoever at any time.

(c) The account shall be a general asset of Lindenwood and subject to the claims of the general creditors of Lindenwood.

(d) No benefit under this Deferred Compensation Agreement shall be subject in any manner to anticipation, alienation, sale, transfer, assignment, pledge or encumbrance. Any attempt to so transfer or encumber such benefit shall be null and void. In the event of any such attempted transfer or encumbrance, Lindenwood shall have no further obligations hereunder.

(e) If Lindenwood or the insurer receives evidence satisfactory to it that any person entitled to receive any benefit hereunder is, at the time such benefit is to be paid, physically, mentally or legally incompetent to receive such benefit and to give valid receipt therefor and that an individual or institution is then maintaining or has custody of such person and that no guardian nor Trustee for minor child or children under a testamentary trust of Employee has been appointed, committee or other representative of the estate of such person has been appointed, Lindenwood may pay such benefit to such individual or institution maintaining or having custody of such person, the receipt by

MEETING OF THE BOARD OF CONTROL

such individual or institution shall be valid and shall be a complete discharge for the payment of such benefit, or installment thereof. Deposit to the credit of a payee in any bank or trust company shall be deemed payment into his hands.

BE IT FURTHER RESOLVED, that the Vice-President of the College is directed to incorporate the plan and benefit set forth in the Resolution in a letter signed in the name of this College formally advising James P. Felder, M. D. of the actions here taken, such letter to be signed also by the said James P. Felder, M. D. and shall constitute a contract in writing entered by this College.

There being no further business, the meeting was adjourned.

Respectfully submitted,

Walter L. Metcalfe, Jr.
Acting Secretary

MEETING OF THE BOARD OF CONTROL

THE LINDENWOOD COLLEGES

held at

The Missouri Athletic Club
September 5, 1973

Present at the meeting were Mr. Robert Hyland, Dr. Russell Crider and Mr. Armand Stalnaker, representing Lindenwood College for Women; Mr. George Brown and Mr. Walter Metcalfe, representing Lindenwood College II; and Interim President Franc L. McCluer, Vice President B. Richard Berg and Vice President Howard A. Barnett, representing the administration.

The meeting was called to order by Chairman Hyland who welcomed Interim President McCluer and expressed the appreciation of the Board for his willingness to take over the leadership of the colleges at this time.

Minutes of previous meetings of the Board of Control are to be attached to the minutes of this meeting and reviewed as a group at the next meeting of the Board.

Mr. Hyland read a letter to former President John Anthony Brown in which the Board agreed to continue his salary for a period of one year. Dr. Crider moved that the terms of the letter be approved; the motion was seconded by Mr. Stalnaker and passed. A copy of that letter is attached to and made a part of these minutes.

Mr. Berg reported on the search for a new Director of Admissions. Dr. McCluer stated that the area of full time resident student recruitment was critical to the future of the college and that every effort must be made to obtain the strongest person possible to serve as Director. Mr. Stalnaker stated that with Dr. McCluer's arrival, the selection of personnel was an administrative matter and the Acting President has full authority to take whatever steps are necessary to employ a capable staff.

Dean Barnett reported on the status of his efforts to reduce the size of the faculty to achieve the 16 to 1 faculty ratio approved by the Board. The results of that discussion were incorporated in a letter from the Board of Control to the faculty. Mr. Stalnaker moved that the positions taken by the Board in the letter to the faculty be approved. The motion was seconded by Dr. Crider and passed. A copy of that letter is attached to and made a part of these minutes.

A discussion of the faculty constitution and by-laws led to the conclusion that some revisions were necessary to make them workable for a college of our size. Dr. McCluer suggested that the college should consider an all-college constitution rather than a document dealing solely with the faculty.

The development of the college farm and the possible option to the City of St. Charles for a Community Center were discussed briefly. The Chairman of the Board of Control, Dr. McCluer and other interested members agreed to meet in the offices of Team Four, Inc. to review the studies which had been made on the development of the land and the alternatives available to the college. Mr. Berg was instructed to make arrangements for that meeting as soon as possible.

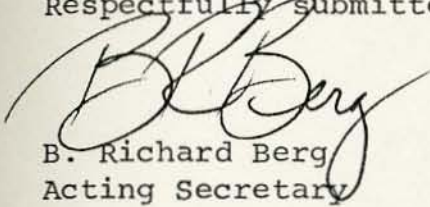
Mr. Stalnaker moved that St. Louis Union Trust Company and Mercantile Trust Company be requested to obtain market valuations of the college portfolios each month and to pay a fixed percentage of that value to the college each month as income from endowment. The rate for the coming year should be 7%, or .583% per month. The motion was seconded by Mr. George Brown and passed.

Dr. Crider moved that the college be authorized to loan Mr. Edward Balog up to \$17,850 to assist him in purchasing a residence at 902 Pine Street in St. Charles; the loan to be fully secured by a first deed of trust. The mortgage would accrue interest at the maximum rate currently allowed in the State of Missouri. The motion was seconded by Mr. Stalnaker and passed.

The Board then went into an executive session and established the level of compensation for President McCluer at a rate equal to former President Brown's monthly salary less the amount of retirement payments currently being made to Dr. McCluer by the college.

The meeting was adjourned.

Respectfully submitted,



B. Richard Berg
Acting Secretary

August 30, 1973

Dr. John Anthony Brown
818 North Woodlawn
Kirkwood, Missouri 63122

Dear Jack:

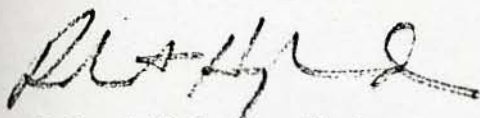
This letter is intended to set down as a matter of record the agreements reached with you with respect to the period September 1, 1973 through September 1, 1974, following the tendering of your resignation as president of The Lindenwood Colleges, Lindenwood Female College and Lindenwood College II effective September 1, 1973.

In recognition of your past services to the Colleges and your agreements set forth in this letter, The Lindenwood Colleges will pay you through September 1, 1974, subject to normal deductions and withholdings, the amount of \$2,461.67, per month and continue contributions to TIAA on the basis of 10% of this compensation. In addition, the Colleges will contribute to the existing medical and insurance plans, at an aggregate cost of \$226 on an annual basis and shall pay you an additional \$450 per month through September 1, 1974, subject again to normal deductions and withholding when taken in combination with the other payments. It is understood that upon your acceptance of employment elsewhere, the colleges will discontinue insurance plan payments and the additional \$450 per month payment to you.

It is further agreed that the Colleges have the right to deduct from the payments to you and set-off the principal and interest due Lindenwood Female College pursuant to its loan to you.

In consideration of such payments, you agree to render such advisory and consultative services on an occasional basis as may, from time to time, be requested of you to effect an orderly transition in management responsibilities of the Colleges and further agree to use your best efforts to further the interest of the Colleges in its relations with the public, alumnae, students, faculty and the like. Please sign and return the enclosed copy of this letter if it properly reflects our understanding.

Very truly yours,



Robert Hyland, Chairman
Board of Control

John Anthony Brown

cc George W. Brown
Russell J. Crider
Mrs. Thomas S. Hall
Walter Metcalfe, Jr.
Armand C. Stalnaker

THE LINDENWOOD COLLEGES
St. Charles, Missouri 63301

September 7, 1973

TO: MEMBERS OF THE FACULTY

FROM: BOARD OF CONTROL OF THE LINDENWOOD COLLEGES
(Robert Hyland, Chairman; George W. Brown; Russell J. Crider, M.D.;
Mrs. Thomas S. Hall; Walter L. Metcalfe, Jr., Armand C. Stalnaker)

The Lindenwood Colleges are beginning a new year, one we believe will be marked by progress and a renewed spirit of commitment to mutual goals.

Under the leadership of Dr. Franc L. McCluer, as interim president, we hope to achieve several major objectives. These objectives are the vital ones of progress toward balancing the budget, growth in full-time enrollment, and restructuring of academic and administrative programs to new concepts of The Lindenwood Colleges, concepts which promise vitality in the years to come.

The job is not an easy one. It will require commitment, devotion, cooperation... and above all, the hard work of all members of the Lindenwood community. The Lindenwood Colleges, like most small, private liberal arts colleges, are facing problems unique in their history. The problems arise from many sources: the growth of the public junior college, the changing standards of universities, and realignment of private and public funding, to name a few.

However, it is meaningless merely to list the causes of problems. We must face the fact that they are here, they are real, and we must deal with them. In the coming year, we must bring to a conclusion some of the projects we have already started.

Because of financial exigency, we must reduce full-time faculty to 42. In order to bring this about, the Board of Control has ruled that one position each in Chemistry, Classics, and Economics will not be funded after this year. We are convinced that this measure will not prevent us from maintaining a vital academic program, with the presence of teaching Deans and the utilization of part-time instructors.

The reduction of the faculty to 42 full-time instructors, plus teaching Deans and part-time instructors, is only part of the task, of course. Our goal is to reach a 16 to 1 student-faculty ratio based on full-time students and faculty. Careful study and analysis have shown this to be a realistic ratio in terms of program, costs, and expected income. We do not propose, at this time, to achieve this goal by further reductions in faculty. We will, instead, seek to achieve it through increased enrollment. As you can readily see, a full-time staff of 42, at a ratio of 16-1, means a full-time enrollment of 672 as opposed to the 500 we had last year.

It is apparent that such an increase is not an easy objective to achieve. Yet, we must proceed toward that goal with confidence and purpose. We hope you all understand why it is necessary to cut faculty, even to the limited degree we have outlined.

We further hope you understand why it is necessary that this painful decision, once made, must be irrevocable. Only through looking ahead, rather than backward, can we consolidate the present program and turn our energies to the development of a mission and curriculum that will build the future potential of The Lindenwood Colleges. We must look upon these next two years as the period in which Lindenwood will use all its energy to bring its enrollment level up to the desired size in order to maintain the interesting and vital program now being developed.

Other efforts, primarily the responsibility of the administration and board, are equally important in the year to come. These include improved fund-raising, improved endowment performance, and reduction of administrative and plant cost. We want to make it clear, however, that any savings resulting from these efforts will be devoted to improving the program, rather than altering our objectives of a 16 to 1 student-faculty ratio and a full-time study body of at least 675.

When we show our ability to sustain high enrollment and maintain a quality academic program, then we will undertake a capital fund campaign to recover the endowment depletion resulting from the deficits of the past few years. At that point, we will be able to build the endowment to contribute a greater amount of support to a growing academic program.

It is vital for you to understand not only what we are trying to do, but how we are trying to do it. To be successful, the program we have outlined requires that faculty, administration and Board work together each step of the way. We, therefore, will call for meetings in the immediate future, for the purpose of revising the constitution and bylaws to make appropriate changes. We shall also decide, at this time, what interim procedures for planning and governance should be followed for the best progress toward our goals.

In these discussions, the Board wishes to emphasize its belief that any structure or procedure that creates adversary positions at this time is counter-productive to our mutual goals. We are confident that plans can be developed emphasizing cooperation, rather than competition, among the various elements of the Lindenwood Community. Such cooperation is vital when the survival of our Colleges is at stake.

We urge all members of the college community to exchange ideas freely, but to set aside those differences arising from factional disagreement. None of us - faculty, administration or Board - can gain from a repetition of the contentions of last year. All of us, and our college community, can gain from mutual exchange of ideas, uninhibited by factionalism.

We wish to assure you of the Board's commitment to and involvement in the viable future of The Lindenwood Colleges. We ask you to join us in this commitment and involvement in the same spirit of dedication to a worthy and rewarding goal. We are confident that you will give us the support and loyalty our mutual objectives require.

AGENDA
JOINT MEETING
BOARD OF DIRECTORS, LINDENWOOD COLLEGE FOR WOMEN
BOARD OF TRUSTEES, LINDENWOOD COLLEGE II
BOARD OF OVERSEERS, THE LINDENWOOD COLLEGES
September 19, 1973 - 12 noon
St. Louis Club, Louisiana Room, 14th floor

Call to Order - Dr. Crider

Invocation - The Reverend Dr. McDowell

Minutes of the meetings of May 11 and July 11 - Mr. Metcalfe

Report of the Board of Control - Mr. Hyland

Designation of Search Committee for a new president .

Report of the Interim President - Dr. McCluer

Dean Barnett

Dean Crozier

Dean Delaney

Statement - "The Church and Related Colleges and Universities"

Report of the Auditors

Approval of the Budget for 1973-74

Designation of new trustee for Lindenwood Retirement Program to succeed Dr. Brown

Resolution authorizing change in signatures for various bank accounts

Committee Reports

Faculty and Curriculum - Mr. Metcalfe

Buildings and Grounds - Dr. Crider

Finance - Mr. Young

Student Life - Miss Smith

Board Organization

Election of Nominating Committee

Committee Assignments

Development Committee

Other Business

Adjournment

MINUTES OF THE JOINT MEETING
OF THE
BOARD OF DIRECTORS AND BOARD OF OVERSEERS
OF
LINDENWOOD COLLEGE FOR WOMEN*
AND THE
BOARD OF TRUSTEES
OF
LINDENWOOD COLLEGE II

Clayton, Missouri
September 19, 1973

The joint meeting of the Board of Directors and Board of Overseers of Lindenwood College for Women and the Board of Trustees of Lindenwood College II was held at the St. Louis Club, Clayton, Missouri, at 12 noon, September 19, 1973, pursuant to call and notice given each member of the Boards in accordance with the bylaws.

The following members of the three Boards, being a quorum in each case, were present:

Lindenwood College for Women - Board of Directors

William H. Armstrong
Russell J. Crider, M.D.
Robert Hyland
Jefferson L. Miller
Mrs. Warren McK. Shapleigh
Armand C. Stalnaker
Mrs. Arthur Stockstrom
Mrs. John Warner, III

Lindenwood College for Women - Board of Overseers

D. C. Arnold
Mrs. K. K. Barton
Mrs. John C. Brundige
Frank E. Colaw
Mrs. James C. Hamill
Paul Knoblauch
The Reverend W. D. McDowell
Mrs. James A. Reed
Victoria Smith
Mrs. J. L. Smith
Mrs. Horton Watkins

* - Lindenwood College for Women (Founded 1827. Chartered as Linden Wood Female College in 1853.)

Lindenwood College II - Board of Trustees

George W. Brown
 Edward W. Cissel
 The Reverend Edward J. Drummond, S.J.
 Larry Edwards
 Walter L. Metcalfe, Jr.
 Roland T. Pundmann
 Thomas R. Remington
 Herbert W. Schooling

The following members of the Administration were present:

F. L. McCluer, Interim President
 Howard A. Barnett, Vice President and Dean of the Faculty
 B. Richard Berg, Vice President for Public Affairs and Finance
 Doris Crozier, Dean of Lindenwood College
 Patrick F. Delaney, Dean of Lindenwood College II
 Mary Yonker, Secretary to the President and Assistant to the
 Secretary of Lindenwood College for Women

Russell J. Crider, M.D., Chairman of the Board of Directors of Lindenwood College for Women, presided. The Reverend W. D. McDowell gave the invocation.

Dr. Crider opened the meeting with a statement from an address by Reverend Paul C. Reinert, S.J., President of St. Louis University, in which he said:

"There are four basic prerequisites for the survival of any private institution of higher learning in the lean and competitive years ahead. They are deceptively easy to state but painfully difficult to implement:

1. Balance your operating budget.
2. Define your goals.
3. Understand your students.
4. Reform your curriculum."

Father Drummond moved that the minutes of the May 11 meetings be approved as distributed. Mr. Brown seconded the motion, which was passed.

Mr. Metcalfe read the minutes of the meeting of July 11, at which time the Boards of the two colleges met jointly in executive session. Mr. Miller moved that these minutes be accepted. The motion was seconded and approved.

Mr. Hyland, Chairman of the Board of Control of The Lindenwood Colleges, reported that the Board of Control had held many meetings, since the joint meeting of the Boards on May 11, dealing with matters of personnel, budget, and the future of the colleges. The Board met formally on May 14 and May 22 to deal with the issues raised in the White Paper presented to the Boards by the Faculty on May 11.

At President Brown's request, individual board members met with concerned faculty members on the campus on May 16, 17, and 18. At the meeting on May 22, when members of the Faculty and Curriculum Committee of the Boards and representatives of the faculty and administration were invited to meet with the Board of Control, the Board clarified its support of the administration in carrying out the policies of the Boards. On June 13 the Board of Control met again and took specific action on tenure for eligible faculty members.

Mr. Hyland further reported that the Board of Control reviewed the banking relationships of the colleges and approved a proposal to transfer accounts and line of credit from Boatmen's National Bank in St. Louis to four banks in St. Charles which have offered to handle the banking needs on a rotating basis which is favorable to the colleges. The change is scheduled to take place in October.

The Department of Revenue of the State of Missouri has notified the college and twenty-two other colleges and universities in the State that the college would have to begin paying sales tax. The ruling was protested by the Independent Colleges and Universities of Missouri and has been reversed. However, negotiations with the Department are continuing and the college may have to begin charging sales tax on bookstore sales.

The need for a regularized personnel performance evaluation program for all employees of the college was discussed by the Board of Control and referred to the administration for action.

Continuing his report, Mr. Hyland said that following President Brown's resignation, the Board of Control asked Franc L. McCluer, President Emeritus of Lindenwood College, to consider assuming the leadership of the colleges on an interim basis. Dr. McCluer accepted and began his work as Interim President on September 4, receiving a warm reception from students, parents, faculty, staff, alumnae, and the community.

The receipt of a grant of \$52,500 from the Monticello College Foundation to underwrite scholarships for women students at Lindenwood has previously been reported.

During the summer the Board of Control met with a candidate for the position of Director of Admissions. With Dr. McCluer's arrival that responsibility has been returned to the administration.

The last meeting of the Board of Control was held on September 5 when personnel matters at the college were again reviewed. Final approval was given to the settlement with Dr. Brown to pay him one-year's salary beginning on October 1, 1973 and ending on September 1, 1974. He will also be granted title to the car which he has been driving for the past 2½ years.

The Board of Control took action in declaring that three faculty positions - one each in chemistry, economics, and classics - would not be funded for the 1974-75 academic year.

Action on the proposal from the City of St. Charles for the acquisition of land for a planned community center was deferred pending a meeting of President McCluer and Mr. Hyland with Team Four (who have been retained as the land planners) on September 17. The purpose of the meeting was to analyze the proposal and the objections which have been raised. It is believed that the proposal for a community

center and auditorium would be beneficial to the college, but that the proposed skating rink could be a liability to both the college and the planned development of the rest of the property. Mr. Berg has been instructed to explore the possible impact of this change with the city officials and sponsoring organizations.

The Board of Control, upon the study and recommendation of the Finance Committee, adopted a new policy in regard to the method of calculating income from endowment. In the past when institutions need income, endowment funds were invested in stocks and bonds with a high yield in dividends and interest at a sacrifice to growth. The investment managers believe it would be more advisable to invest the portfolio for total growth - considering capital gains as well as dividend and interest income. This, however, presented a problem in calculating the income to be available for current operations each year. To resolve the problem, the Board has asked the trust companies to calculate the market value of the portfolio each month and pay the college a fixed percentage of the value of the portfolio as income. The rate of 7% was set per year. This will not only assist in budgeting, but will give a continual measure of the performance of the investment managers.

Mr. Hyland moved that the report of the Board of Control be approved. The motion was seconded and passed.

Mr. Hyland said the Board of Control would like to express appreciation to Dr. Barnett and Dr. Berg for their help during the summer.

Following discussion of the composition of the Search Committee for a new president, Mr. Stalnaker moved that the Board of Control be designated as the Search Committee and that the Board consult with the appropriate faculty committee as described in the Bylaws to the Faculty Constitution, and with a committee of six students - three each to be elected by the student government of each college, and officers of the Alumnae Association of Lindenwood College for Women and officers of the alumni organization of Lindenwood College II, and with members of the Boards of the two colleges to ensure that the ideas of the various groups are fully considered. The motion was seconded and approved.

Dr. Crider, in calling on President McCluer for his report, expressed appreciation to Dr. McCluer for giving the Boards and the college help when they needed it most by graciously agreeing to become Interim President. President McCluer was given a standing ovation by those present.

President McCluer thanked members of the Boards for the confidence they had expressed in calling him back to this duty. He said that he had been warmly welcomed by staff members and students.

He then called on Dean Barnett, who reported the full-time enrollment this fall is 470. In addition, there are 432 evening and part-time students, making a total headcount of 902, compared with 797 last year. This is the highest headcount in the history of the college. There are 45 full-time faculty and three teaching deans, who each carry approximately two-thirds of a full-time load. In addition, there are 22 part-time faculty, most of whom are in the Evening College. 58% of the present faculty are tenured. Two must be considered for tenure this year and four others will be eligible. Dean Barnett said that the present ratio of students to faculty is 10 to 1 and that this must be reduced to 16 to 1 with 672 full-time students and 42 full-time faculty, plus three teaching deans and part-time faculty, until we can raise tuition or double the endowment. Among the new programs this year are: (1) graduate courses in Education in cooperation with St. Louis University. It is hoped that graduate courses can be expanded to include Business Administration. (2) A 3-2 cooperative degree program in engineering with Washington University. (3) A cooperative program with McDonnell-Douglas. He further reported that five new faculty members - in Education, Psychology, and Communication Arts - had been employed to replace faculty members who had left. The consolidation of program discussed at the May meeting is being carried on this year by the work of the Divisions and the Educational Policies Committee.

President McCluer then called on Dean Crozier. She reported that the freshman class of women is excellent with 77% of the class coming from Missouri with many of those from the St. Louis area. The new program in horsemanship attracted at least 8 students who would not have come to Lindenwood otherwise. There are three new head residents, two of whom are students completing degrees at Lindenwood and the third doing graduate work.

Dean Delaney said that he would have a detailed written report which would be distributed with the minutes. He, as well as Dean Crozier, is optimistic about the spirit on the campus. Although a large number of students come from the local area, we must do something to attract students from outstate and outside of Missouri. The Lindenwood College II Curriculum Committee continues to work toward non-traditional and cooperative programs. The Dean's Office of LC II is beginning to develop an organization of alumni.

The 183rd General Assembly of the United Presbyterian Church in the U.S.A., reported Dr. Crider, received a report from its Program Agency approving a revised statement of relationship between the church and its colleges, copy of which is attached to the agenda. Dr. McDowell moved that this statement be adopted for both Lindenwood College for Women and Lindenwood College II. The motion was seconded and passed.

In the absence of Mr. Young, Chairman of the Finance Committee, Dr. Berg reported that the auditor's report had been distributed to members of the Finance Committee and the members of the Board of Control. Others may have copies upon request. The expected deficit of \$583,936 was reduced to an actual deficit of \$525,941. Mr. Hyland moved that the auditor's report be accepted. The motion was seconded and passed.

Dr. Berg then explained the proposed operating budget for the current academic year. Figures for the past two years are included for comparison purposes and a preliminary projection for 1974-75 is also included to give some indication of the direction in which we are heading. The most significant changes in the budget are a result of personnel changes. The projected income from gifts is reduced by \$100,000 which President Brown anticipated he could raise in spite of previous experience. Pension and other payments are significantly larger due to terminations of John Anthony Brown, Hugo Bauer, and Bernard DeWulf; the exhaustion of reserve funds for pensions which have been used to fund monthly pension checks; and a projected change in the pension plan to correct a shortage in the auxiliary fund to the General American plan. These payments will decline rapidly after the current fiscal year.

Mr. Brown moved to approve the operating budget for the current year. The motion was seconded and accepted. Copy of the budget is attached to the agenda.

Dr. Crider said that the Trustees of the Lindenwood College Retirement Plan, B. Richard Berg and John B. Moore, recommend that we adopt certain amendments to that plan to make the benefits comparable to the T.I.A.A. program which is available to employees as an alternative to the plan which we have with General American Life Insurance Company, and to protect the college from an increasing financial burden since the plan currently attracts only older employees. More immediate vesting will also protect the interests of the employees in the plan. The costs to the college will increase for the current year and then decline. Letter from F. Austin Colony, of General American, which is attached to the agenda, gives details in connection with the recommended changes.

On motion made by Mr. Hyland, which was seconded and passed, the following resolution was adopted:

WHEREAS, Lindenwood Female College has established a pension plan with the General American Life Insurance Company on the 28th of October, 1962; and

WHEREAS, this plan was subsequently amended on the first day of October, 1970, effective the 24th day of October, 1969; and

WHEREAS, the Board of Directors of Lindenwood College hereby resolve to further amend the pension plan as follows:

1. The form of the pension plan will be changed from a fixed benefit plan to a money purchase plan.
2. Benefits payable at retirement will be those that can be purchased by the accumulated contributions and earnings for the benefit of each plan participant.
3. The College's contribution to the plan shall be at least 5% of salary. The following named individuals will have contributions of the stated amount (this is more than 5% of salary and is the amount which would be required to provide anticipated benefits equal to benefits provided by the present plan).

Amonas (58); Bauer (63); Beale (64); Davies (63); Doherty (61);
Hendren (51); Lewis (58); Moore (63); Swingen (54); Yonker (56).

Should these people have salary increases, contribution on these increased salaries shall be 5% of such increase.

4. Each employee shall be required to continue contributions of the present rate of 5% of salary.
5. An eligible participant will have the right to have up to 50% of his contribution invested in ordinary life policies. The balance of such contribution should be invested in variable annuities executed by the General American Life Insurance Company.
6. An eligible employee shall be one who has completed three full "years of continuous service" and shall not be participating under the College's alternate retirement plan with TIAA-CREF. However, service with another accredited college or university shall be considered when determining "years of continuous service."
7. Vesting shall be changed to provide for immediate vesting of both the College's and the employee's contribution to the retirement plan.

NOW, THEREFORE, Franc L. McCluer, President of Lindenwood College, and B. R. Berg, Business Manager of Lindenwood College, are hereby authorized and empowered to execute the above mentioned amendment on behalf of the College, and to do all things necessary and proper in connection therewith, and to proceed forthwith to obtain approval of said plan by the Internal Revenue Service of the United States.

Mr. Remington moved, on the recommendation of the Trustees of the Lindenwood College Retirement Plan, that Dr. Elwood Miller, C.P.A., be elected a Trustee of this plan to fill the vacancy created by the resignation of John Anthony Brown. The motion was seconded and approved.

On motion made by Mr. Remington, which was seconded and passed, the authorized signature of various bank accounts is to be changed from John Anthony Brown to Franc L. McCluer.

Mr. Metcalfe, Chairman of the Faculty and Curriculum Committee, reported that three faculty members, elected by the faculty, have been added as regular members of this committee. The newly constituted committee met in June and talked about the Faculty Constitution and Bylaws - how each person interpreted them and whether they worked. The committee met again on September 18. The Faculty-Board Liaison Committee was also invited to the meeting. Mr. Metcalfe said that the spirit of the faculty is good but that the issues which have been troubling the faculty are by no means worked out. He says the faculty believes there is shared governance and that this must be worked out this year. He said also that questions were raised about the letter of September 7 sent out by the Board of Control to the faculty. The Faculty and Curriculum Committee will have monthly meetings this year. The faculty members of the committee will take information from the committee to the faculty and bring back information from the faculty. At the October meeting the tenure study report, made by a faculty committee last spring, will be discussed.

Mr. Metcalfe moved to ask authority to bring in outside consultants, subject to receipt of funds from the Board, to study the tenure problem. The motion was seconded and passed.

The next item to be considered will be the Faculty Constitution and Bylaws to see if these instruments give the procedural and substantive framework which the institution needs to make decisions to go forward with the business of the college.

On motion made by Mr. Metcalfe, which was seconded and passed, the following resolution was adopted:

RESOLVED, that the Faculty and Curriculum Committee be authorized to review the Faculty Constitution and Bylaws, and make recommendations to the Boards relative to the amendment, modification, or revocation of the instruments.

There was no report from the Buildings and Grounds Committee.

The report of the Finance Committee was covered by the report of the Board of Control and other reports having to do with the audit and the budget.

The Student Life Committee had no report to make.

In regard to the motion made at the January, 1973, meeting that the Board of Overseers be made a joint board of the two colleges, it was agreed that this could create an unwieldy situation and that the matter would be studied.

Dr. Crider appointed the following to serve on the Nominating Committee for the Lindenwood College for Women Board. This committee will make recommendations concerning the election of new directors, the reelection of those who may be eligible to serve another term, and those who have served two terms and are eligible to become Life Members of the Board of Overseers.

Armand C. Stalnaker, Chairman
Mrs. Arthur Stockstrom
David Reed

Dr. Crider announced joint Board committee assignments and said that a complete list of committee assignments would be sent by mail.

Mr. Berg announced that the dedication of the Ross A. Jelkyl Center for the Performing Arts would be on Sunday, October 14, at 4 p.m.

There being no further business, the meeting was adjourned.

The next joint meeting of the Boards will be on Monday, January 21, 1974,
on the campus.

Mary Yonker, Assistant to the Secretary
of the Board of Directors of
Lindenwood College for Women

Approved:

Russell J. Crider, M.D., Chairman
Board of Directors, Lindenwood College for Women

George W. Brown, Chairman
Board of Trustees, Lindenwood College II

Dorothy Warner (Mrs. John III), Secretary
Board of Directors, Lindenwood College for Women

Carol A. Mundt, Secretary
Board of Trustees, Lindenwood College II

REPORT TO THE
BOARD OF DIRECTORS, LINDENWOOD COLLEGE FOR WOMEN
BOARD OF TRUSTEES, LINDENWOOD COLLEGE II
BOARD OF OVERSEERS, THE LINDENWOOD COLLEGES

FROM

THE OFFICE OF THE DEAN
LINDENWOOD COLLEGE II

Patrick F. Delaney, Jr.

September 19, 1973

July 28, 1973

On Monday, July 23, the Executive Board of the Staff Development Council of Greater St. Louis invited me to outline our degree programs for Diploma School of Nursing Graduates and Associate Degree Nurses. The Executive Board will be reporting to you in the near future concerning this meeting.

They requested that I send the enclosed packet of materials concerning our programs to all members of the Staff Development Council.

I'll be happy to meet with you to discuss the program further. If you have any questions do not hesitate to write or phone me. Should you desire additional applications or information please contact me.

Sincerely yours,

Patrick F. Delaney, Jr.
Dean of Lindenwood College II

PFD/di
Encl.

Orientation, registration, and the other events which accompany the opening of the academic year proceeded very smoothly. Student attitude and morale are at a high level.

ANALYSIS OF THE L.C. II STUDENT BODY

Of the 170 men who were here at the end of last year, 35 graduated and 3 were suspended for academic reasons. 132 were eligible to return. Of these, 116 returned. The retention rate was quite good - about 85%.

We admitted about 70 new full-time students to Lindenwood for this fall-- 36 Freshmen, 23 Transfers, and 13 full-time Evening Students. Thus we have about 175 full-time males. In addition, there are about 150 part-time male students. This gives a total of 325 male students.

ANALYSIS - FRESHMEN

SAT scores (27 students)

VERBAL	MATH
Over 600 - 5	Over 700 - 2
500-600 - 6	600-700 - 2
400-500 - 12	500-600 - 9
300-400 - 4	400-500 - 10
Average - 490	300-400 - 4
Low - 300	Average - 490
High - 660 (3 students)	Low - 310
	High - 710

ACT scores (14 students): 10 had scores of 21 (60 percentile) or above - 4 had scores below 21.

CLASS RANK: Two-thirds of the entering Freshmen are in the upper half of their high school graduating class; one-ninth were in the upper tenth of the class.

STATES: Two-thirds are from Missouri. Close to one-half of our entering Freshmen are from the St. Louis area. Other states represented in our Freshman class include: New Jersey, Kansas, New York, Illinois, Pennsylvania, Massachusetts, and Maryland. Freshmen foreign students are from Japan, Afghanistan, Greece, Iran, Hong Kong.

Nine Freshmen graduated from private high schools--eight of these were graduates of Catholic schools.

AREAS OF ACADEMIC INTEREST: Communication Arts, Art, Biology, Psychology, Business, Music, and Political Science. (About 1/3 of the students indicated Communication Arts.)

The College continues to attract students from Missouri. It is very apparent that we must expand our efforts to attract students from other parts of the country in order to maintain the resident flavor of the College.

RESIDENCE HALLS

The dormitory renovation we requested last spring has been completed for Irwin Hall. Due to a strike, the installation of new toilet and shower facilities has not yet been completed in Ayres.

We enrolled 24 new resident students and have a total of 70. The policy of having one student per room is having a good effect upon the students.

The male students have approved and put into effect house rules concerning intervisitation. Women can visit male student rooms up to midnight on Monday, Tuesday, Wednesday, Thursday, and Sunday. On Friday and Saturday intervisitation is not restricted. The students have agreed that girls will not be permitted "to roam" the corridors of the residence halls. They also will enforce the policy. The Hall Council and Dorm Managers will play an important role in overseeing the intervisitation policy. Last week we initiated the new policy and no problems arose.

L.C. II CURRICULUM COMMITTEE

The Committee continues to review career-oriented liberal arts degree programs. At the end of the last academic year a B.F.A. in Career-Oriented Art was established. Students who have studied at accredited art institutes can be awarded up

to nine courses of Practicum credit. Such students can thus build their degree program, using the 9 courses as a base. A total of 36 courses is needed for graduation.

The Committee continues to evaluate Practicum Credit, Proficiency Credit, Internships, and Field Studies for the Colleges.

Presently the Committee is considering the establishment of an Outward Bound course at Lindenwood.

The Committee has initiated studies concerning a possible degree for Federal Aviation personnel--more particularly, the Air Traffic personnel--of Lambert Field. Since FAA personnel are requesting 18 courses of Practicum Credit, and since the Committee is authorized by the faculty to grant up to 9 courses of Practicum, the Committee has asked the faculty if it may be agreeable to grant this amount of credit. Should the faculty be so inclined, the Committee will work toward finalizing the program.

SPORTS

Again we will have four varsity teams this year -- soccer, basketball, baseball, and tennis. Our soccer team won its first game. Westminster was our opponent. Larry Volo continues as soccer Coach.

Interest is so high in basketball that we will also have a Junior Varsity Team this year. We have hired a new Varsity Coach, "Bo" Sylvia. Joe Guthrie will be coaching our J.V. team. Our coaches are local men and have done a fine job recruiting area talent. We should have a good team this year.

You may recall we purchased uniforms for our baseball team last year. We look forward to a better season. Larry Volo will again coach the team.

We initiated tennis last year and hope to do better. John Nichols coached the team last year. Presently he is uncertain as to whether he will continue in this capacity.

ITEMS OF INTEREST

1. Two male mathematic students are interning at Argonne National Laboratories.
2. Last year two males interned at McDonnell-Douglas.
3. Completion of a 3-2 plan with Washington University School of Engineering: A student in this program would spend three years at Lindenwood taking Liberal Arts courses and two years at Washington University. Upon completion of the program the student would receive a Bachelor's Degree from Lindenwood and a Bachelor's Degree in Engineering from Washington University.
4. We are now affiliated with McDonnell-Douglas in its Cooperative Education Program. McDonnell recruits the students for this program and Lindenwood is one of the colleges which the student can attend. A student in the program would receive a degree in five years. During the five years a student would have periods of time in which he would attend Lindenwood full time, alternating with full-time employment at McDonnell. The student is, of course, paid for this work. These students would be concentrating in Business, Mathematics, or the sciences.
5. Work-Study: As you may recall, we received Federal Work-Study Funds for this year. We are now in the process of placing students and making the necessary financial arrangements. Lindenwood students will be employed at The Emmaus Home, Boys' Club, YMCA, St. Joseph's Hospital, Linneman Library, Catholic Family Service, and Missouri Employment Office.

Mrs. Dorothy Irvine continues as my Secretary. She continues to display the type of efficiency and dedication which is necessary for the smooth operation of L.C. II. We were very busy this summer. In addition to handling the matters involved with the opening of school and registration, Mrs. Irvine worked diligently in behalf of the Summer Session. She has our sincere gratitude.

DEPARTMENT OF HIGHER EDUCATION

BOARD OF CHRISTIAN EDUCATION

THE UNITED PRESBYTERIAN CHURCH IN THE U.S.A.

825 Witherspoon Building, Philadelphia, Pa. 19107

Area Code 215-735-6722

August 29, 1973

TO: Presidents
United Presbyterian Related
Colleges and Universities

Dear Colleagues:

In the January 1973 meeting of the Presbyterian College Union, we recommended a new statement of church and college relationships to the Program Agency of the United Presbyterian Church in the USA. This statement was produced through several years of discussion inside the PCU and its Nexus Committee, and in consultation with the former synods and former Board of Christian Education of the UPCUSA.

You may recall that the vote of approval for the new statement was accompanied by a second action:

"It was voted that once appropriate action has been taken by the Program Agency, that each college or university be asked to make a response to the statement."

(Minutes PCU, Jan. 13-14, 1973 p.3)

I'm happy to report to you that the Program Agency did approve the proposed statement in April, and forwarded it to the 183rd General Assembly meeting in Omaha as part of the Agency report. There it was reviewed in committee and received by the General Assembly.

I write now to request that you submit the enclosed statement for appropriate action by your college or university. It was the desire of the Nexus Committee and the PCU to have each institution record its acceptance of this statement as the basis for church relationships. It should be noted immediately that the statement is considered the minimal base that all have agreed to in the PCU. More complete statements of agreement have been and will continue to be prepared by individual colleges or universities and the United Presbyterian Synods to which they are related.

TO: Presidents
United Presbyterian Related
Colleges and Universities

page 2.

Consideration of this "Statement of Mutual Responsibilities" undoubtedly will reveal that it is a generalized statement and is relatively brief. The very breadth and brevity may tempt some to seek minor modifications of word or phrase. I hope these can be avoided. The Executive (Nexus) Committee interprets the January 1973 vote of the Presbyterian College Union as recognition of the adequacy of the language for the purposes for which the statement will be used. I would not, however, want to stifle the expression of any major dissent or disagreement. There may well be responsibilities that call for further clarification, or some to which one would take major exceptions. These should be presented to the Nexus Committee.

Whatever action you record, whether by your trustees, or their executive committee, or by some other group appropriate to this purpose in your institution, please send to me a record of the action that I may report it to the January 1974 meeting of the Presbyterian College Union.

Additional copies of the printed statement are available upon request to Dr. Harold Viehman, Mission in Education, United Presbyterian Program Agency, 475 Riverside Drive, New York, New York 10027.

Sincerely yours,

Earland I. Carlson
mh
Earland I. Carlson, President
Presbyterian College Union

Enclosure: 2 copies of "The Church and Related Colleges and Universities:
A Statement of Mutual Responsibilities"

THE CHURCH
and
RELATED COLLEGES
and
UNIVERSITIES

A Statement of
MUTUAL RESPONSIBILITIES

Mission in Education
THE PROGRAM AGENCY
The United Presbyterian Church U.S.A.
475 Riverside Drive, New York, N.Y. 10027

Preface

Throughout the many years that The United Presbyterian Church in the U.S.A. has been related to colleges and universities, the church has joined with those institutions in setting forth the understandings that inform that relationship. The agreements printed in this statement describe the essential basis of what can and should be a dynamic relationship between the church and its related colleges and universities. Many institutions and related judicatories of the church have recorded this vitality through "covenants" or other memoranda of relationships that go beyond the terms of agreement set for all.

The current statement points the direction for acknowledged responsibilities and commitments on the part of both the church and the related institutions of higher education. It is also used as a basis for recognition of colleges and universities by the General Assembly of the United Presbyterian Church and by other judicatories, and constitutes a prerequisite for membership of these institutions in The Presbyterian College Union.

Introduction

We, The United Presbyterian Church in the U.S.A. and the colleges and universities related to The United Presbyterian Church in the U.S.A., affirm the validity and the value of our historic relationship. These institutions of higher education generally were founded by men and women committed to Jesus Christ as Lord. As participants in the Reformed tradition, their faith called them to establish these colleges and universities that successive generations might discover and appropriate the knowledge found in the many disciplines. We value our common heritage and we pledge our continuing commitment to be involved together in service to God and society through higher education.

In the founding of these institutions, varied relationships were established between the judicatories of the United Presbyterian Church and the individual colleges and universities. In the passing of time these relationships have undergone substantial and appropriate change. It is not desirable that a uniform code of relationships be established, nor that relationships become unalterably fixed. Nevertheless, we here declare these responsibilities which we believe to be basic as guidelines for maintaining our mutual association.

Responsibilities of the Church

1. The church will regard the colleges and universities as independent corporate institutions which aid in extending the outreach of the church to each new generation and which also contribute to the continuing mission of the church throughout the world. Yet it is understood that these colleges and universities are not under the control of the church.
2. The church will encourage each college and university in its determination to serve as a center of learning committed to providing maximal opportunities for the responsible exercise of academic freedom.
3. The church will strengthen the work of the colleges and universities through active concern, through a variety of services, and through the sharing of leadership.
4. The church, to the extent permitted by its resources and priorities and as determined by the judicatories, will provide financial and other support to the colleges and universities and will encourage such support from individuals, congregations, and other agencies.

Responsibilities of the Colleges and Universities

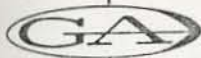
1. Each college or university will provide opportunities for those who teach and those who learn to attain their highest possible level of achievement and by instruction in and by emphasis on human values will encourage each person to seek and reach a significant commitment of the self in service to individuals and society.
2. Each college or university will seek to make its knowledge, skills, and related educational resources available to the church for service appropriate to current needs and social problems.
3. Each college or university will offer courses in religious studies, with emphasis on the Judeo-Christian tradition as important to liberal education.
4. Each college or university will clearly state in its catalog and other appropriate publications its relationship to The United Presbyterian Church in the U.S.A.

5. Each college or university related to The United Presbyterian Church in the U.S.A. will be required to maintain full accreditation by its regional accrediting agency. Such accreditation, however, shall be regarded as a minimal indication of the quality sought by the college or university.

Joint Responsibilities of the Church and the Colleges or Universities

1. The church and the colleges or universities commit themselves to share with one another results of research, insights, and experiences that inform and reinforce the capacities of each to serve society with sensitivity and skill.
2. The church and the colleges or universities together commit themselves to support the struggle for full recognition of all persons as children of God.
3. The church and the colleges or universities commit themselves to accept the responsibilities indicated in this document as central to their declared and continuing relationship.

Adopted by
The Presbyterian College Union
and
The Program Agency
The United Presbyterian Church U.S.A.
1973



GENERAL AMERICAN LIFE
INSURANCE COMPANY • ST. LOUIS, MO. 63166

PENSION TRUST & EQUITY SALES DEPT.
F. AUSTIN COLONY, C. L. U.
Director Pension Trust and Equity Sales
GEORGE K. KENT
Director, Pension Trust Sales - Eastern Division
E. JAMES LYMAN
Director, Pension Trust Sales - Western Division
WILLIAM S. SLATER
Assistant Director, Variable Annuity Sales

AREA CODE 314
231-1700

September 18, 1973

Mr. Dick Berg
Business Manager
Lindenwood College
St. Charles, MO

Dear Dick:

We have proposed that Lindenwood College amend its pension plan with General American Life so that it functions as a Money Purchase plan comparable to the TIA/CREF. The following are some of the reasons for this recommendation:

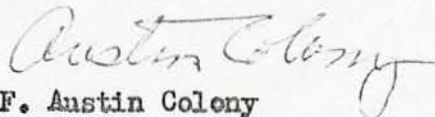
1. The present plan was designed for the college's contribution to provide more benefits for the older, longer serviced employees than for the newer employees. As a result, the plan was not very attractive to the younger employees.
2. Several years ago the college amended its procedure and allowed eligible teachers to select either General American or TIA/CREF with the result that the younger teachers selected the latter plan. Therefore, the college was not having an averaging of cost. The older, longer serviced employees were costing more than 5%. The cost for the younger employees was not less than 5% with General American but exactly 5% in TIA/CREF. Result-- A higher total cost than anticipated.
3. Also, this changed the results on the actuarial assumptions which had been made; and the Auxiliary Fund requirements were not fully funded. Currently there appears to be a deficit of about \$35,000. Assuming no deaths, this will need to be made up at some time in the future; and it appears appropriate to now plan for and schedule this cost.
4. The college was also placing the teacher in a difficult position to evaluate and select between the two plans which were entirely different. It would be better if any such choice were on the exact same financial basis. Thus proposing that the college's contribution to both plans be exactly the same and that the teacher's option would be to select either TIA/CREF contracts or General American's Variable Annuity or Life Insurance contracts.

Mr. Dick Berg
September 18, 1973

5. The college's cost for the present participants with General American will be increased since the contribution for many employees will be increased to 5% and since it is felt that the benefits for these older participants should not be projected at less than the level of benefits presently promised them. A part of this cost also merely represents a funding of additional costs inherent in the present plan. The attached sheet summarizes these cost differences. In addition, it should be mentioned that future pension cost to the college will be a predictable 5% of salary regardless of age of hire and the age of salary increase.
6. The eligibility should also be changed to count the service with a prior college or university to determine the "3 years of continuous service" required for participation in the plan.

We would, therefore, suggest the Board of Directors discuss and approve a resolution, authorize these changes, and authorize the trust to be amended to reflect such changes. The amendment of the trust should be prepared by the attorney for the college with whom we will be glad to cooperate.

Sincerely,


F. Austin Colony

FAC:wlf

cc: Mr. Louis Kruzick

RESOLUTION ON RETIREMENT PLAN REVISIONS OF LINDENWOOD COLLEGE

WHEREAS, Lindenwood Female College has established a pension plan with the General American Life Insurance Company on the 28th day of October, 1962; and

WHEREAS, this plan was subsequently amended on the first day of October, 1970, effective the 24th day of October 1969; and

WHEREAS, the Board of Directors of Lindenwood College hereby resolve to further amend the pension plan as follows:

1. The form of the pension plan will be changed from a fixed benefit plan to a money purchase plan.
2. Benefits payable at retirement will be those that can be purchased by the accumulated contributions and earnings for the benefit of each plan participant.
3. The College's contribution to the plan shall be at least 5% of salary. The following named individuals will have contributions of the stated amount (this is more than 5% of salary and is the amount which would be required to provide anticipated benefits equal to benefits provided by the present plan).

Amonas (58); Bauer (63); Beale (64); Davies (63); Doherty (61); Hendren (51); Lewis (58); Moore (63); Swingen (54); Yonker (56).

Should these people have salary increases, contribution on these increased salaries shall be 5% of such increase.

4. Each employee shall be required to continue contributions of the present rate of 5% of salary.

5. An eligible participant will have the right to have up to 50% of his contribution invested in ordinary life policies. The balance of such contribution should be invested in variable annuities executed by the General American Life Insurance Company.
6. An eligible employee shall be one who has completed three full "years of continuous service" and shall not be participating under the College's alternate retirement plan with TIAA-CREF. However, service with another accredited college or university shall be considered when determining "years of continuous service."
7. Vesting shall be changed to provide for immediate vesting of both the College's and the employee's contribution to the retirement plan.

NOW, THEREFORE, Franc L. McCluer, President of Lindenwood College, and, B. R. Berg, Business Manager of Lindenwood College, are hereby authorized and empowered to execute the above mentioned amendment on behalf of the College, and to do all things necessary and proper in connection therewith, and to proceed forthwith to obtain approval of said plan by the Internal Revenue Service of the United States.

THE LINDENWOOD COLLEGES

Income and Expenses - 1972-1973

and Operating Projections for 1973-1974, and 1974-1975

as of September 19, 1973

INCOME

	Actual 1972	Budg. 1973	Actual 1973	Budg. 1974	Proj. 1975
Tuition-resident students I & II	\$607,690	\$512,995	\$504,266	\$494,677	\$494,500
Tuition-day students I & II	212,785	285,625	287,822	312,000	393,150
Tuition-special students I & II	94,049	75,450	83,014	94,448	80,000
Academic fees-incidentals I & II	36,620	34,000	34,109	34,000	34,000
Tuition-summer session	49,365	51,800	52,224	45,988	50,000
Tuition-campus school	20,060	16,320	15,410	16,920	19,000
Tuition-evening college	--	48,164	52,501	135,000	150,000
<hr/>					
TOTAL TUITION AND FEES	1,020,569	1,024,354	1,029,346	1,133,033	1,220,650
<hr/>					
Endowment	462,987	392,515	401,184	330,000	333,000
Gifts and grants	136,320	160,915	136,995	195,000	200,000
Miscellaneous	40,163	40,000	47,953	45,000	45,000
Income for scholarships	42,557	42,451	50,925	65,000	65,000
<hr/>					
TOTAL EDUCATIONAL & GEN. INCOME	1,702,596	1,660,235	1,666,403	1,768,033	1,863,650
<hr/>					

	Actual 1972	Budg. 1973	Actual 1973	Budg. 1974	Proj. 1975
Residence halls	\$161,548	\$138,420	\$137,057	\$128,700	\$126,500
Food service	208,048	174,600	168,835	163,800	161,000
Bookstore	74,733	75,000	83,400	85,000	85,000
Summer session/room & board	7,715	5,668	5,668	3,134	4,000
Conferences		58,500	72,169	85,000	90,000
Other enterprises/Tea Room, misc.	45,602	34,000	39,488	40,000	40,000
TOTAL AUXILIARY INCOME	497,646	486,188	506,617	505,634	506,500
TOTAL INCOME	2,200,242	2,146,423	2,173,020	2,273,667	2,370,150
TOTAL EXPENSE	2,544,528	2,730,359	2,698,961	2,737,646	2,626,656
SURPLUS/(DEFICIT)	(344,286)	(583,936)	(525,941)	(463,979)	(256,506)
<u>EXPENSES</u>					
Instruction					
Faculty salaries	602,447	649,759	654,756	608,344	579,076
Benefits	45,169	50,500	59,703	63,235	60,386
Departmental expense (including equip. & repairs)	80,473	63,952	70,776	67,075	68,000

EXPENSES Cont'd

	Actual 1972	Budg. 1973	Actual 1973	Budg. 1974	Proj. 1975
Misc. instructional expense	\$ 23,062	\$ 33,700	\$ 34,955	\$ 35,000	\$ 35,000
Library	63,111	71,203	69,108	75,000	75,000
Summer school	33,409	35,000	36,990	36,000	40,000
Campus school	23,831	21,000	14,683	15,247	16,000
Evening college	--	29,000	26,911	43,000	56,000
<u>TOTAL INSTRUCTIONAL EXPENSE</u>	<u>871,502</u>	<u>954,114</u>	<u>967,882</u>	<u>942,901</u>	<u>929,462</u>

General Institutional and Administrative Expense

President's office	55,422	56,619	59,636	47,909	48,000
Business office	61,380	75,000	75,133	79,591	80,000
Admissions office	122,082	119,637	127,279	120,000	120,000
Dean of Faculty office	29,633	31,908	30,272	30,000	30,000
Development/Public Information	55,987	55,384	57,722	28,000	30,000
*Telephone/switchboard	30,624	32,000	37,457	37,000	37,000

*includes telephone service for entire college and all academic departments

EXPENSES Cont'd

	Actual 1972	Budg. 1973	Actual 1973	Budg. 1974	Proj. 1975
Publications	\$ 5,177	\$ 9,000	\$ 3,525	\$ 8,000	\$ 10,000
Board of Directors	597	900	1,378	1,500	1,000
TOTAL ADMINISTRATIVE EXPENSE	360,902	380,448	392,402	352,000	356,000

Fixed Institutional Expenses

Insurance	11,541	14,400	8,135	10,413	10,413
Investment & Property	22,370	22,550	28,818	23,000	23,000
Int. on endowment invested in plant	14,529	14,580	14,580	14,580	14,580
Interest	70,135	70,135	*48,347	69,115	70,080
Pensions and special payments	7,243	7,728	7,412	88,987	43,188
Disability & Unemployment	3,494	12,212	14,426	14,500	14,500
Interest on operating funds		18,000			
Auditing fees	4,000	4,000	4,000	4,500	4,500
Miscellaneous	23,779	24,600	24,576	25,000	25,000
TOTAL FIXED EXPENSE	157,091	188,205	150,294	250,095	205,261

*Interest on operating funds \$12,212
 Government loans on library,
 science and art buildings 36,135

EXPENSES Cont'd

	Actual 1972	Budg. 1973	Actual 1973	Budg. 1974	Proj. 1975
Student Services					
Dean's offices	\$ 48,902	\$ 53,792	\$ 50,094	\$ 39,272	\$ 39,381
Chaplain's office	4,276	4,490	4,344	--	--
Student bank	5,499	5,515	5,339	2,646	2,660
Student Services Center	14,040	31,146	30,749	23,962	16,417
Health Center	13,562	13,740	13,691	13,800	13,800
Registrar's office	19,017	20,511	20,774	20,775	20,775
Continuing Education	9,876	10,495	10,908	10,900	--
Student Aid	210,080	208,268	204,085	244,363	200,000
<hr/> TOTAL <hr/>	325,252	347,557	339,984	355,718	293,033
Plant operation & maintenance					
Plant	342,914	347,798	357,286	363,286	371,000
Security	68,112	70,395	78,122	53,708	53,948
<hr/> TOTAL <hr/>	411,026	418,193	435,408	416,994	424,948

EXPENSES Cont'd

	Actual 1972	Budg. 1973	Actual 1973	Budg. 1974	Proj. 1975
Auxiliary Expense					
Residence Halls	\$125,099	\$124,050	\$115,971	\$120,000	\$120,000
Dining Hall	165,048	162,500	140,155	139,000	140,000
Bookstore/Postoffice	75,831	76,963	81,294	82,000	82,000
Tea Room	22,242	16,000	20,602	20,000	20,000
Summer School	10,709	11,246	11,247	10,000	5,000
Conferences	--	26,000	29,069	34,238	36,252
Athletics	--	4,750	5,721	5,700	5,700
Miscellaneous	19,826	7,500	8,932	9,000	9,000
TOTAL AUXILIARY	418,755	429,009	412,991	419,938	417,952

THE LINDENWOOD COLLEGES

JOINT COMMITTEES

Board of Control

Robert Hyland, Chairman
George W. Brown
Russell J. Crider, M.D.
Mrs. Thomas S. Hall
Walter L. Metcalfe, Jr.
Armand C. Stalnaker (to serve
until Mrs. Hall returns
from Europe in January)

Buildings and Grounds Committee

Russell J. Crider, M.D., Chairman
D. C. Arnold
Mrs. K. K. Barton
Arthur S. Goodall
The Reverend W. D. McDowell
James W. Quillian
(B. Richard Berg)

Faculty and Curriculum Committee

Walter L. Metcalfe, Jr., Chairman
William H. Armstrong
The Reverend E. J. Drummond, S.J.
Mrs. Thomas S. Hall
Mrs. James C. Hamill
William B. Harris
Mrs. Joseph Pulitzer, Jr.
David Q. Reed
Thomas R. Remington
Herbert W. Schooling
Mrs. Warren McK. Shapleigh
Mrs. J. L. Smith
Mrs. Arthur Stockstrom
John Nichols) Faculty
John Wehmer) Members of
DeLores Williams) Committee
(Howard A. Barnett)

Finance Committee

Richard A. Young, Chairman
William H. Armstrong
John M. Black
George W. Brown
Paul Knoblauch
Walter L. Metcalfe, Jr.
Jefferson L. Miller
Thomas R. Remington
Armand C. Stalnaker
(F. L. McCluer)
(B. Richard Berg)

Planning and Resources Committee

George W. Brown, Chairman
Mrs. John C. Brundige
Frank E. Colaw
Robert Hyland
Carol A. Mundt
Roland T. Pundmann

Student Life Committee

Victoria Smith, Chairman
Edward W. Cissel
Larry Edwards
Mrs. Thomas W. Erwin, III
Mrs. Thomas S. Hall
Walter L. Metcalfe, Jr.
Mrs. Joseph Pulitzer, Jr.
Armand C. Stalnaker
Mrs. Arthur Stockstrom
Mrs. John Warner, III
Mrs. Horton Watkins
E. J. Wipfler, M.D.
(Dean Doris Crozier)
(Dean Patrick F. Delaney)

The following members of the Board of Overseers have no committee assignment:

Mrs. James A. Reed
The Reverend W. Sherman Skinner

THE LINDENWOOD COLLEGES

BOARD OF CONTROL
1973-74

The Board of Control of The Lindenwood Colleges is made up of six members, three of whom shall be nominated and elected by Lindenwood College for Women 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. Members of this Board usually serve for a year, and usually are officers of the two Boards. Present members of the Board of Control are:

Robert Hyland, Chairman
George W. Brown
Russell J. Crider, M.D.
Mrs. Thomas S. Hall
Walter L. Metcalfe, Jr.
Armand C. Stalnaker (to serve until
Mrs. Hall returns from Europe)

(One vacancy from Lindenwood II Board)

LINDENWOOD COLLEGE FOR WOMEN
BOARD OF DIRECTORS

<u>Name</u>	<u>Year Elected</u>	<u>Term Expires</u>
William H. Armstrong	1944	1974
John M. Black	1963*	1974
*-Elected to Board of Overseers in 1963, and to Board of Directors in 1964		
Mrs. Arthur Stockstrom	1949	1974
James W. Quillian	1968	1974
Armand C. Stalnaker	1969	1974
Russell J. Crider, M.D.	1964*	1975
*-Elected to Board of Overseers in 1964, and to Board of Directors in 1967		
Mrs. Thomas S. Hall	1969	1975
David Q. Reed	1969	1975
Richard A. Young	1969	1975
William B. Harris	1969	1975
Robert Hyland	1971	1979
Jefferson L. Miller	1972	1979
Mrs. Joseph Pulitzer, Jr.	1973	1979
Mrs. Warren McK. Shapleigh	1973	1979
Mrs. John Warner, III	1972	1979

BOARD OF OVERSEERS*

*-Members of the Board of Overseers who have served two consecutive terms, or more, on the Board of Directors, or who have reached the age limitation for members of the Board of Directors at the expiration of their terms become Life Members of the Board of Overseers. Other members of the Board of Overseers are elected for one year and may be re-elected.

David C. Arnold	1973	1974
Mrs. K. K. Barton	1966	1973
Mrs. John C. Brundige	1972	1973
Frank E. Colaw	1973	1974
Arthur S. Goodall	1937*	Life
*-Elected to Board of Directors in 1937 and to Overseers in 1968		
Mrs. James Hamill	1970*	1973
*-Elected to Board of Directors in 1970 and to Overseers in 1972		
Mrs. Thomas W. Irwin, III	1970	1973
Paul Knoblauch	1973	1974
The Reverend W. Davidson McDowell	1960*	Life
*-Elected to Board of Directors in 1960 and to Overseers in 1973		
Mrs. James A. Reed	1953*	Life
*-Elected to Board of Directors in 1953 and to Overseers in 1968		
The Reverend W. Sherman Skinner	1955	Life
*-Elected to Board of Directors in 1955 and to Overseers in 1969		
Mrs. J. L. Smith	1970	1973
Miss Victoria Smith	1970	1973
Mrs. Horton Watkins	1957*	Life
*-Elected to Board of Directors in 1957 and to Overseers in 1968		

LINDENWOOD COLLEGE II

BOARD OF TRUSTEES

<u>Name</u>	<u>Year Elected</u>	<u>Term Expires</u>
George W. Brown	1969	1977
John Anthony Brown	1969	1979
Edward W. Cissel	1970	1975
The Reverend Edward J. Drummond, S.J.	1969	1979
Larry Edwards	1973	1977
Walter L. Metcalfe, Jr.	1969	1975
Carol A. Mundt	1969	1975
Roland T. Pundmann	1973	1977
Thomas R. Remington	1970	1977
Herbert W. Schooling	1970	1979
Earl J. Wipfler, Jr., M.D.	1970	1979

THE LINDENWOOD COLLEGES

BOARD MEMBERS

William H. Armstrong (and Mrs.)

LC Board of Directors

Office: 611 Olive Street
St. Louis, Missouri 63101
314-621-5070

Home: 625 S. Skinker Boulevard
St. Louis, Missouri 63105
314-727-3556

D. C. Arnold (and Mrs.)

Board of Overseers

Office: McDonnell Douglas Electronics Co.
2600 N. Third Street
St. Charles, Missouri 63301
314-232-0232

Home: RFD #1
Portage des Sioux, Missouri 63373

Mrs. K. K. Barton

Board of Overseers

Home: 4618 Warwick, Apt. 8F
Kansas City, Missouri 64112
816-531-2285

John M. Black (and Mrs.)

LC Board of Directors

Home: 1535 Dolphin Terrace
Corona Del Mar, Calif. 92625

George W. Brown (and Mrs.)

LC II Board of Trustees

Home: 9 Cricklewood Place
St. Louis, Missouri 63131
314-432-4939

John Anthony Brown

LC II Board of Trustees

Home: 818 N. Woodlawn Avenue
Kirkwood, Missouri 63122
314-966-0647

Mrs. John C. Brundige (and Dr.)

Board of Overseers

Home: Bliss Road, Box 90
Sugar Grove, Illinois 60554
312-466-4259

Edward W. Cissel (and Mrs.)

LC II Board of Trustees

Office: John Burroughs School
Headmaster
755 South Price Road
St. Louis, Missouri 63124
314-993-4040

Home: 715 South Price Road
St. Louis, Missouri 63124
314-997-1039

Frank E. Colaw (and Mrs.)

Board of Overseers

Office: St. Charles Public Schools
Superintendent
1916 W. Elm Street
St. Charles, Missouri 63301
314-946-6169

Home: 1000 Indian Hills Drive
St. Charles, Missouri 63301
314-723-6266

Russell J. Crider, M.D. (and Mrs.)

LC Board of Directors

Office: 222 South Second Street
St. Charles, Missouri 63301
314-946-6595

Home: 1875 South River Road
St. Charles, Missouri 63301
314-724-8680

The Reverend Edward J. Drummond, S.J.

LC II Board of Trustees

Office: St. Louis University Medical Center
Vice President
3556 Caroline Street
St. Louis, Missouri 63104
314-664-9800

Larry Edwards (and Mrs.)

LC II Board of Trustees

Office: Environmental Interiors, Inc.
Vice President
60 Progress Parkway
St. Louis, Missouri 63043
314-878-4633

Home: 209 Oriole
St. Charles, Missouri 63301
314-724-7408

Mrs. Thomas W. Erwin, III (and Mrs.)

Board of Overseers

Home: 914 Northwood Boulevard
Corsicana, Texas 75110

Arthur S. Goodall (and Mrs.)

Board of Overseers

Office: 418 Olive Street
St. Louis, Missouri 63102
314-621-0195

Home: 23 Twin Springs Lane
St. Louis, Missouri 63124
314-993-2288

Mrs. Thomas S. Hall (and Mr.)

LC Board of Directors

Home: 50 Westmoreland Place
St. Louis, Missouri 63108
314-361-4744

Mrs. James C. Hamill

Board of Overseers

Home: 821 N. W. 37th Street
Oklahoma City, Oklahoma 73118
405-525-3074

William B. Harris (and Mrs.)

LC Board of Directors

Home: 1742 Holly Street, N.W.
Washington, D. C. 20017
202-726-4325

Office: 202-386-6151

Robert Hyland (and Mrs.)

LC Board of Directors

Office: Vice President, CBS
General Manager, KMOX Radio
One Memorial Drive
St. Louis, Missouri 63102
314-621-2345

Home: 6 Bellerive Country Club Grounds
St. Louis, Missouri 63141
314-434-1120

Paul Knoblauch (and Mrs.)

Board of Overseers

Office: First National Bank of St. Charles
Main Street and Jefferson
St. Charles, Missouri 63301
314-724-4000

Home: 120 Prairie Haute
St. Charles, Missouri 63301
314-724-8769

The Reverend W. Davidson McDowell (and Mrs.)

Board of Overseers

Office: The Ladue Chapel
9450 Clayton Road
St. Louis, Missouri 63124
314-993-4771

Home: 41 Godwin Lane
St. Louis, Missouri 63124
314-993-1610

Walter L. Metcalfe, Jr. (and Mrs.)

LC II Board of Trustees

Office: 611 Olive Street, Suite 1950
St. Louis, Missouri 63101
314-621-5070

Home: 7032 Westmoreland Drive
University City, Mo. 63130
314-727-2906

Jefferson L. Miller (and Mrs.)

LC Board of Directors

Office: Senior Vice President
First National Bank in St. Louis
Broadway and Locust
St. Louis, Missouri 63102
314-342-6444

Home: 8 Glenview Road
St. Louis, Missouri 63124
314-991-2718

Carol A. Mundt (and Mrs.)

LC II Board of Trustees

Office:

Home: 20 Somerset Downs
St. Louis, Mo. 63124
314-993-4412

Roland T. Pundmann (and Mrs.)

LC II Board of Trustees

Office: Pundmann-Ford
2727 W. Clay
St. Charles, Missouri 63301
314-946-6611

Home: 14 Belle Plaine
St. Charles, Missouri 63301
314-724-9007

James W. Quillian (and Mrs.)

LC Board of Directors

Office: 200 Cravens Building
Oklahoma City, Oklahoma 73102
405-236-3021

Home: 1712 Bedford Drive
Oklahoma City, Oklahoma 73116
405-843-4074

Mrs. Joseph Pulitzer, Jr. (and Mr.)

LC Board of Directors

Home: 4903 Pershing
St. Louis, Mo. 63108
314-361-3212

David Q. Reed (and Mrs.)

LC Board of Directors

Office: Traders Bank Building, Suite 2010
Grand Avenue at 12th Street
Kansas City, Missouri 64106
816-221-0505

Home: 5236 Cherry Street
Kansas City, Missouri
816-444-0770

Mrs. James A. Reed

Board of Overseers

Home: 5049 Wornall Road
Kansas City, Missouri 64112
816-561-2887

Thomas R. Remington (and Mrs.)

LC II Board of Trustees

Office: 611 Olive Street, Suite 1950
St. Louis, Missouri 63101
314-621-5070

Home: 1 Mary Hill Lane
St. Louis, Missouri 63124
314-994-0404

Herbert W. Schooling (and Mrs.)

LC II Board of Trustees

Office: Chancellor
University of Missouri - Columbia
Jesse Hall
Columbia, Missouri 65201
314-449-9429

Mrs. Warren McK. Shapleigh (and Mr.)

LC Board of Directors

Home: 1310 Mason Road
St. Louis, Missouri 63131
314-434-8675

The Reverend W. Sherman Skinner (and Mrs.)

Board of Overseers

Office: McCormick Theological Seminary
Chicago, Illinois 60614

Home: 858 Chalmers Place
Chicago, Illinois 60614

Mrs. J. L. Smith (and Mr.)

Board of Overseers

Home: General Delivery
Houston, Mo. 65483

Victoria Smith

Board of Overseers

Home: 7918 Kingsbury, Apt. 11
St. Louis, Missouri 63105
314-862-7468

Office: 314-863-0100

Armand C. Stalnaker (and Mrs.)

LC Board of Directors

Office: General American Life Insurance Company
P. O. Box 396
St. Louis, Missouri 63166
314-231-1700

Home: 35 York Drive
St. Louis, Missouri 63144
314-994-9522

Mrs. Arthur Stockstrom

LC Board of Directors

Home: 18 Wydown Terrace
St. Louis, Missouri 63105
314-727-9941

Mrs. John Warner, III (and Mr.)

LC Board of Directors

Home: 605 S. Jackson Avenue
Clinton, Illinois 61727
217-935-3884

Mrs. Horton Watkins

Board of Overseers

Home: 7 Brentmoor Park
St. Louis, Missouri 63105
314-863-3443

Earl J. Wipfler, Jr., M.D. (and Mrs.)

LC II Board of Trustees

Office: 222 South Second Street
St. Charles, Missouri 63301
314-946-6595

Home: 405 Duckett
St. Charles, Missouri 63301
314-447-5546

Richard A. Young (and Mrs.)

LC Board of Directors

Office: Bemis Co., Inc.
800 Northstar Center
Minneapolis, Minn. 55402
612-332-7151

Home: 950 6th Avenue North Road
Wayzata, Minnesota 55391

MINUTES

A combined meeting of the Buildings and Grounds Committee and the Executive Committee of Lindenwood College for Women was held in the Board Room of the Commerce Bank of St. Charles at noon, Monday, October 8, 1973.

Present for the meeting were Mr. Robert Hyland, representing the Executive Committee of Lindenwood College for Women, Mr. D.C. Arnold, Chairman of the Buildings and Grounds Committee of The Lindenwood Colleges, President F.L. McCluer and Vice President B.R. Berg. Mr. Richard Ward was present, representing Team Four, Inc., the land planning firm retained by the colleges. Also present were Mayor Frank Brockgreitens, representing the City of St. Charles, Mr. Bill Hutchins and Mr. Larry Edwards, representing the St. Charles Community Center Committee.

Mr. Berg presented a chronology of the actions taken by the college and the City of St. Charles regarding the proposed Community Center on the Lindenwood campus. A copy of that report is attached to and made a part of these minutes.

A copy of the proposed agreement between the city and the college was also distributed to those attending the meeting and is appended to these minutes.


Following a discussion on the merits of the Community Center proposal, Mr. Hyland recommended that the site of the proposed center be re-studied and that the college and the city consider the possibility of locating the Community Center on the site of the present college stables and that the possibility of relocating the stables on the opposite side of Boschert Creek be investigated.

The possibility that the proposed ice skating rink could be developed as a multi-use sports center rather than exclusively as an ice rink was discussed and it was recommended that the installation of a portable basketball floor be investigated.

The representatives of the Community Center Committee asked if a determination from the Board on whether or not an agreement on the Community Center proposal was possible at this stage. Mr. Hyland said that he would call a meeting of the Board of Control within the next few weeks and he expected to have a decision for the committee at that time.

The meeting was adjourned.

Respectfully submitted,


B. Richard Berg
Acting Secretary

CHRONOLOGY OF THE COLLEGE FARM DEVELOPMENT PLANS
AND THE ST. CHARLES COMMUNITY CENTER PROPOSAL

Friday, September 26, 1969 - Meeting of the Subcommittee on Campus Development of the Buildings and Grounds Committee of the Board of Directors, Lindenwood College for Women.

Jack Wolff presented a preliminary study from the Nooney Company on the possible development of the college farm made by James D. O'Hara. O'Hara recommended rezoning of the land for multi-family housing. The possibility of building a civic center including a new city hall and library and entering into a long-term lease with the City of St. Charles was considered favorably. The Committee recommended that, as a first step, an experienced planner be employed to study the long-range campus needs of the colleges, 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.

January, 1970 - TEAM FOUR employed to study existing campus space and facilities and make recommendations for development of college farm.

May, 1970 - TEAM FOUR presents report to Board indicating that Lindenwood can grow to 1,200 students with existing facilities and to 3,500 students by adding additional buildings in existing campus area without using farm land. Also indicated parcel on highway 94 near water towers was not suitable for campus use and could be developed commercially. Board approves plan to develop college farm as additional source of income to college and requests economic analysis of proposed development.

August, 1970 - Proposal received from SPIRE CORPORATION offering to develop college farm land and asking permission to make a study of the project for the college. SPIRE is wholly owned subsidiary of Sverdrup & Parcel and Associates, Inc.

December, 1970 - Brice Smith of Sverdrup and Parcel, agrees to make initial study of college development without cost to college. Proposal had requested \$25,000 for full study.

January, 1971 - Information on surplus land lease program received from Stanford University.

March, 1971 - Negotiations begin with Commerce Bank of St. Charles for lease of 1.5 acres on highway 94 near water towers for construction of primary banking facility.

June, 1971 - Economic and Market Analysis of Lindenwood Farms Realty Development received from SPIRE Corporation. Analysis of study received from General American staff.

October, 1971 - Preliminary opinion from legal counsel on impact of college participation in land development project on tax exempt status received.

SPIRE proposal rejected on basis of massive uniformity and dullness of planned project, and loss of development control by college.

TEAM FOUR retained to prepare comprehensive development plan for college farm including zoning proposals and probably income projections.

March, 1972 - Board of Control authorizes participation in planning studies for possible development of Community Center for City of St. Charles. Jaycees allocate \$8,000 for development of preliminary plans. Wischmeyer and Associates selected as design architects. Team Four recommends possible site on college farm.

May, 1972 - Thirty page study received from Team Four along with preliminary development plan. Students and faculty express concern about building road across campus between stables and Parker Hall. Board asks Team Four to study alternative alignment of access road from First Capitol Drive along property line between the college and Mrs. Knight's trailer court.

Summer, 1972 - Meetings held with prospective developers to obtain their reactions to the preliminary development plan for the college farm and to assess their interest in participating in the project. Hoelting property adjacent to the college stables purchased for road right-of-way.

Developers express concern that property has poor access and visibility, and needs some kind of focal point to encourage development.

October, 1972 - Preliminary proposal from St. Charles Jaycees to utilize a portion of college farm for Community Center presented to Board of Directors. Administration requested to obtain reactions from developers on value of Community Center Proposal to the college and its impact on the development.

January, 1973 - Formal proposal from Jaycees on behalf of City of St. Charles to exchange nine acres of land for Community Center in exchange for \$178,000 access road presented to Board for consideration. Lindenwood Board agrees to proposal with a number of conditions. (see appendices).

May 8, 1973 - City Council of City of St. Charles reviews conditions imposed by Lindenwood and adopts counter proposal.

May 11, 1973 - Proposal given to all Board Members of Lindenwood but no action taken. Individual members suggest that condition giving Lindenwood voice in operating policy of Community Center as part of deed indenture should be added to the resolution adopted by the City Council.

May, 1973 - B. R. Berg discusses reaction of Board with Mayor Brockgreitens and suggests permanent committee of Park Board be established to oversee operations of the Community Center and that Lindenwood be assured of a permanent seat on that committee.

May 12, 1973 - St. Charles City Council, sitting as a Committee of the Whole, agrees to inclusion of permanent committee as a condition of the exchange.

May 24, 1973 - St. Charles Jaycees allocate \$12,000 to promote bond issue for Community Center.

June, July, 1973 - Option to provide land to City of St. Charles awaiting consideration by the Building and Grounds Committee and the Executive Committee of Lindenwood College for Women. Final form of agreement must be reviewed by college legal counsel.

6/13/73

THE CITY COUNCIL meeting last night as a committee of the whole approved the following addition to their proposed agreement

2. a. (1). That a permanent committee of the Park Board be established to oversee the operations of the Community Center with the following persons serving as members of that committee:

The President of The Lindenwood Colleges or his delegate

The Chairman of the City Park Board or his delegate

The Director of Parks for the City of St. Charles

The Manager of the Community Center

The City Council of the City of St. Charles adopted a resolution at their meeting of May 8, 1973, endorsing the following tentative agreement between the City and Lindenwood College concerning the proposed Community Center.

That the City would be willing to enter into an agreement with the college for the transfer of ownership of approximately ten (10) acres of land for the construction and operation of a Community Center upon fulfillment of the following conditions:

1. That the City agrees to construct access roads from First Capitol Drive (State Highway 94) to the community center site as indicated on the attached plate. The college agrees to dedicate the necessary right-of-way through its property to the City for said access roads.

2. That indenture provisions in the deed conveying the property from the college to the City contain the following covenants:

- a. The St. Charles Dept. of Parks and Recreation be fully responsible for the operation policies and procedures of the community center.

- b. The City shall guarantee to all students and employees of The Lindenwood Colleges access and use of the facilities of the community center on the same basis as any other citizen of the City of St. Charles.

c. The City further guarantees that the college shall have the privilege of scheduling use of the multi-purpose room and theater complex for up to twelve (12) student events each year, to be scheduled at the beginning of each school year.

d. The City of St. Charles agrees that if it ever abandons the operation of the community center for any reason, that the college shall be given first option to acquire the land conveyed herein and the improvements made by the City for a sum equal to the outstanding indebtedness and interest on the property at that time.

4. That the option can only be exercised if appropriate mutually acceptable zoning of the property and the surrounding area be enacted by the City Council.

5. That streets and other utilities as required by zoning plan submitted and approved by the City Council be provided by Lindenwood Colleges.

6. When a general obligation bond issue is passed by the voters of the City of St. Charles, allowing construction to commence, the Board of Directors of Lindenwood College shall deed the property to the City for the sum of \$1.00 and other valuable considerations.

7. That the College retain the right of approval of architectural style, landscaping, and signing for the community center project in accordance with plans prepared by Kenneth E. Wischmeyer and Partners dated January 9, 1973, to ensure the compatibility of the project with

surrounding property. This approval will be given by the Buildings and Grounds Committee of the Board of Directors of the College and shall not be unreasonably withheld. The City Council and The Park Board Dept. shall also give approval to the final plans prior to being submitted to the College.

8. The terms of this agreement must be fulfilled no later than December 31, 1974, at which time the option to the City of St. Charles for the construction of a community center on the property described herein shall expire.

THE LINDENWOOD COLLEGES

BOARD OF CONTROL MEETING

October 31, 1973
Missouri Athletic Club

AGENDA

Call to Order - Chairman Hyland

Minutes of the meeting of September 5, 1973

1. Presidential Search Committee
 - a. Present status
 - b. Consulting bodies - schedule joint meeting
 - c. Consultant
2. Community Center proposal and development of college farm
 - a. Report on meeting with City officials October 8, 1973
 - b. Report on alternatives from Team Four, Inc.
 - c. Decision to City Council on option
3. Request for Sabbatical leave by Groff Bittner
4. Report of Faculty & Curriculum Committee - October 17, 1973
5. Other Business
 - a. Resolution establishing Thomas H. and Lucie J. Cobbs Fund at St. Louis Union Trust Company
 - b. _____
6. Adjournment

MINUTES OF BOARD OF CONTROL OF THE LINDENWOOD COLLEGES MEETING
HELD WEDNESDAY, OCTOBER 31, 1973 AT THE MISSOURI ATHLETIC CLUB

Present at the meeting were Robert Hyland, Russell J. Crider and Armand Stalnaker, representing Lindenwood College for Women; George W. Brown and Walter L. Metcalfe, Jr., representing Lindenwood College II; President Franc L. McCluer, Vice President B. Richard Berg and Vice President Howard A. Barnett, representing the administration.

The meeting was called to order by Chairman Hyland, and the minutes of the meeting of September 5, 1973 were approved as mailed on a motion made by George Brown, seconded by Dr. Crider and duly passed.

Dr. Barnett recommended that the Board approve Sabbatical leave for Groff S. Bittner, Assistant Professor of Music, for the fall term of 1974 to complete his doctorate at the Kansas City Conservatory of Music. Dr. Crider moved that the Sabbatical leave be approved; motion was seconded by Mr. Stalnaker and passed.

Mr. Stalnaker moved that the Thomas H. and Lucie J. Cobbs Fund be established as a separate endowment account with the St. Louis Union Trust Company. The account will consist of approximately \$202,000 which the college is receiving from the termination of the Cobbs Trust. The motion was seconded by George Brown and passed.

Dr. Crider reported that he had received a letter from Richard Young asking that he be replaced as Chairman of the Finance Committee since his headquarters were now in Minneapolis and he was unable to give the job the time required. He would continue to serve as a member of the Finance Committee. Dr. Crider recommended that Mr. Young's request be honored and that the Board express its appreciation to him for the leadership he has given the Finance Committee over the past few years. Mr. George Brown moved that this be done and that Jefferson Miller be named to succeed Mr. Young as Chairman of the Finance Committee. The motion was seconded by Mr. Stalnaker and passed.

Following a discussion on the procedures in selecting a new President for The Lindenwood Colleges, Mr. George Brown moved that the following procedure be followed in the selection of a new President to fill the vacancy created by the resignation of John Anthony Brown.

I. That the consulting committees of the faculty, students, alumni and administration named on the list attached to these minutes be asked to:

a. Prepare and share with the members of all the consulting committees and the Board of Control statements describing:

1. The leadership needs of the colleges.
2. The characteristics a presidential candidate should possess in order to effectively meet the leadership needs of the colleges.
3. Any other criteria which the consulting committees believe should be considered.

b. All members of the consulting committees should feel free to recommend candidates for consideration who they believe meet their own criteria as described above.

c. The members of the consulting committee will be asked to prepare individual evaluative statements on the qualities of individual candidates for consideration by the selection committee.

d. Each consulting committee shall select a representative to work with a coordinating committee as described in paragraph II-b.

II. That Interim President Franc L. McCluer serve as the Board's designated representative to coordinate the presidential search process to insure that the concerns of the various constituencies of the colleges are adequately considered.

a. Preliminary correspondence with candidates will be handled by Dr. McCluer as the official representative of the Board of Control.

b. To facilitate coordination, Dr. McCluer will work with a committee composed of members of the faculty-student-alumni-administration consulting committees.

This coordinating committee shall be composed of two faculty members, a student from Lindenwood College for Women, a student from Lindenwood College II, a representative of the Alumnae Association of Lindenwood College for Women, a representative of the Alumni Association of Lindenwood College II and a representative of the administration in addition to Dr. McCluer.

III. Members of the Boards of the colleges will be asked for recommendations and evaluations of candidates. The Board of Control shall act as a selection committee in considering highly qualified candidates developed through these procedures.

IV. President McCluer shall invite selected candidates to the campus to meet with members of the Board, various consulting committees and other individuals and groups whom the candidate wishes to meet.

V. Evaluative statements shall be prepared following the visit of each candidate and submitted to President McCluer for consideration by the selection committee.

VI. Final candidates will be interviewed in depth by the Board of Control and recommendations will be made to the combined Boards of The Lindenwood Colleges. Appointment of the new president will then be made by the Boards.

The motion was seconded by Mr. Stalnaker and passed.

Dr. McCluer was asked to convey the information contained in the above resolution to the members of the various consulting committees. The decision as to whether this should be done by letter or by a joint meeting of the consulting committees was left to President McCluer's discretion.

The question of employing an executive search consultant to assist with the selection of a new president was deferred pending the outcome of the procedures outlined above.

Mr. Walter Metcalfe reported on the meetings of the Faculty and Curriculum Committee and expressed his appreciation for the assistance of committee members Father Edward Drummond of St. Louis University and Chancellor Herbert Schooling of University of Missouri-Columbia.

In response to a question raised by Mr. Stalnaker as Chairman of the Nominating Committee of the Board of Directors of Lindenwood College for Women, the Board of Control agreed that the Board of Overseers should continue as an extension of the Board of Directors of the women's college rather than attempting to make it a joint Board of both colleges as was suggested at the meeting of the Boards on January 21, 1973. The Board also agreed on the need for a closer study of the organization and structure of the governing Boards of the two colleges.

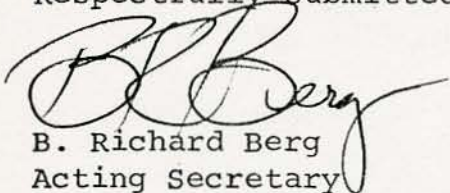
Mr. Hyland reported on a meeting with city officials and Team Four at Lindenwood on October 8, 1973 to review the proposed community center agreement and the development of the college farm. Mr. Hyland said he expressed his concern about the value of the ice skating rink to the project and the representatives of the community center for St. Charles expressed their firm belief that the community center had little chance of voter support without the inclusion of the ice rink. At the October 8 meeting, Team Four was requested to prepare an alternative plan for the location of the community center, placing it adjacent to the land currently leased to the Commerce Bank of St. Charles. Mr. Berg presented the alternatives developed by Team Four thus far and was asked to request further study of the location by Team Four. Mr. Metcalfe recommended that a major change in the location of the center or a decision to withdraw from negotiations with the city regarding the community center be referred to the Board of the women's college for action. Mr. Berg raised the question of the college's liability to the community center committee for funds which they have spent in developing plans for the Lindenwood College location if the college withdraws from the project. The Board expressed the consensus that if the proposal was not sufficiently beneficial to the college, we might be better off compensating the committee for its expenses than to proceed with a doubtful project.

President McCluer reported on the progress of the search for a new Director of Admissions and the recruiting program being conducted by the Acting Director and other members of the admissions staff in the interim. He commended the splendid cooperation which members of the administration have given to the recruiting program.

President McCluer distributed a proposal from the National Association for the Advancement of Private Higher Education to study the recruiting and development programs of the colleges. Dr. McCluer asked members of the Board to review the proposal and give him their comments by telephone.

The meeting was then adjourned on a motion made by Mr. George Brown.

Respectfully submitted,



B. Richard Berg
Acting Secretary

PRESIDENTIAL SEARCH COMMITTEE AND CONSULTING BODIES

Board of Control

Russell J. Crider
Armand Stalnaker - Mary Hall
Robert Hyland

George Brown
Walter Metcalfe

Faculty

Dean Eckert, Art
Mary Gruber, Psychology
Dominic Soda, Mathematics
John Bartholomew, Sociology
John Bornmann, Chemistry

Students

Suzanne Groom
Amy Haake
Betty Beasley

Robin Smith, Student Government President

Michael Dean
Stephen Hoelscher
Lloyd Moses

Peter Bekker, alternate
Jeffrey Kleiman, Community Manager

Alumni

Marie Robb, Indianapolis, President of the Alumnae Association
Folsta Gibbons, Kirkwood, Vice President
Pam Carter, Kirkwood, Secretary

Patrick McMackin, St. Charles, Organizer, Lindenwood II Alumni Assn.

Administration

President Franc L. McCluer
Dean Howard A. Barnett
Vice President B. Richard Berg
Dean Doris Crozier
Dean Patrick Delaney

Minutes of the Meeting of the Planning and Resources Committee of the Boards of The Lindenwood Colleges, Monday, November 19, 1973 - Lindenwood College Dining Room - 12:00 noon.

Present at the meeting were Mr. George Brown and Mr. Roland Pundmann representing the Board of Trustees of Lindenwood College II; Mrs. Marie Brundige, representing the Board of Directors of Lindenwood College for Women; and Mr. Frank Colaw, representing the Board of Overseers. President Franc L. McCluer, Vice President B. Richard Berg and Associate Director of Development Thomas Smith represented the administration of the colleges.

The meeting was called to order by Committee Chairman George Brown. Mr. Brown introduced Mr. Smith, who is now serving the college part-time as Associate Director of Development after three years as a full-time faculty member in the role of Assistant Professor of German. Mr. Smith discussed the work of the Development Office and reviewed his quarterly report to the committee. A copy of that report is attached to and made a part of these minutes, along with the latest monthly report on gift income.

Mr. Brown raised the question of the role of the Planning and Resources Committee, and the following statement was developed from comments and ideas presented by members of the committee.

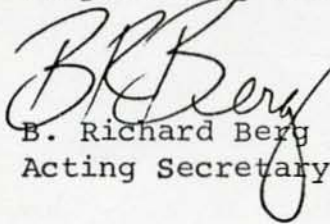
RESPONSIBILITIES OF THE PLANNING AND RESOURCES COMMITTEE

The Planning and Resources Committee is a joint committee of the Board of Directors and Board of Overseers of Lindenwood College for Women and the Board of Trustees of Lindenwood College II. Its purpose is to develop long range plans on the gift income requirements of The Lindenwood Colleges, and to develop programs for obtaining the necessary resources to meet the requirements of the colleges. The committee should provide leadership and encourage the other members of the Boards to participate as actively as possible in the work of the Planning and Resources Committee. Areas of concern to the committee shall include the identification of gift income requirements and the establishment of policies affecting gift priorities, strengthening current giving and identifying new sources of support, and promoting the mutual benefits available to both donors and the colleges in deferred giving arrangements.

The committee agreed to review the statement at its next meeting. Mr. Smith gave the committee a presentation on deferred giving opportunities including bequests, trusts and gift annuities. Following the presentation, Mr. Colaw moved that Mr. Smith be asked to make a similar presentation to all Board members at the January meeting, with the recommendation from the committee that Board members actively assist the colleges in obtaining such gifts. The motion was seconded by Mrs. Brundige and passed.

There being no further business, the meeting was adjourned.

Respectfully submitted,



B. Richard Berg
Acting Secretary

CURRENT OPERATING INCOME
Cumulative Gift Income Report

<u>SOURCES</u>	Gifts and Pledges Received to		Total Previously Reported Through		Cumulative Total Through	
	November 16, 1973		October 15, 1973		November 15, 1973	
	<u>No. of Gifts</u>	<u>Amount</u>	<u>No. of Gifts</u>	<u>Amount</u>	<u>No. of Gifts</u>	<u>Amount</u>
Trustees		\$		\$		\$
Alumni Trustees						
Faculty & Staff	2	80.00	5	300.00	7	380.00
Alumni Faculty & Staff			2	30.00	2	30.00
Other Alumni	11	1,302.00 ^{a,b}	38	957.00	49	2,259.00
Parents (non-alumni)	10	5,635.00 ^c	3	95.00	13	5,730.00
Friends	1	100.00	12	635.00	13	735.00
Corporations	4	610.00 ^d	21	3,207.50 ^f	25	3,817.50
Foundations	1	600.00 ^e	3	15,700.00	4	16,300.00
Other Special Sources	1	3,297.11	2	3,294.62 ^f	3	6,591.73
Church Groups			2	2,550.00	2	2,550.00
Other Groups			1	10.00	1	10.00
TOTAL PRIVATE	30	\$ <u>11,624.11</u>	89	\$ <u>26,779.12</u>	119	\$ <u>38,403.23</u>
Government Grants						
Government Loans						
TOTAL FROM ALL SOURCES		\$ <u>11,624.11</u>		\$ <u>26,779.12</u>		\$ <u>38,403.23</u>
Total Unrestricted	25	\$ <u>10,884.11</u>	73	\$ <u>13,549.12</u>	98	\$ <u>24,433.23</u>
Total Restricted	5	\$ <u>740.00</u>	16	\$ <u>13,230.00</u>	21	\$ <u>13,970.00</u>

Explanation of Restrictions:

^a\$1,000 Baldwin bequest

^b\$15 for Library Expansion

^c4 Restricted gifts - \$425 --\$200 Campus School, \$225 Library Expansion

^d\$10 Matching gift - Owens, Ill.

^e\$300 Restricted for Library, Grant from Sears

^fChanges in the amounts reported in previous statements are due to the August gift from Missouri Colleges Fund being taken out of the category Corporations and placed in Other Special Sources. Amount is \$1,387.11

CAPITAL INCOME
Cumulative Gift Income Report

<u>CATEGORIES</u>	<u>Gifts and Pledges Received in Last 30 Days</u>		<u>Total Previously Reported Through October 15, 1973</u>		<u>Cumulative Total Through November 15, 1973</u>	
	<u>No. of Gifts</u>	<u>Amount</u>	<u>No. of Gifts</u>	<u>Amount</u>	<u>No. of Gifts</u>	<u>Amount</u>
	\$		\$		\$	
Unrestricted Endowment						
Restricted Endowment			2	6,754.59	2	6,754.59
Quasi Restricted Endowment			1	40,000.00	1	40,000.00
Term Endowment			1	5,537.50	1	5,537.50
Plant Fund						
Loan Fund						
TOTAL FROM ALL SOURCES		<u>\$</u>	4	<u>\$ 52,292.09</u>	4	<u>\$ 52,292.09</u>

Explanation of Restrictions:

OFFICE OF DEVELOPMENT

FIRST QUARTER REPORT

June 16, 1973 - October 15, 1973

LONG RANGE PLANNING

Most of the long range planning has centered around the definition of the mission of The Lindenwood Colleges. This is an attempt to provide a focus for fund raising activities, for proposals to foundations and government agencies, and for Admissions. Presently, the various divisions in the college are attempting to define their own mission and, hopefully, after this is accomplished, the divisions can determine the mission of the college as a whole.

Dean Barnett, who has been working on a RAMP proposal to be funded by EXXON Corporation, has been urged to continue formulation of such a proposal. This would enable the colleges to bring in professional advisors to evaluate how we could better use our resources, both academic and physical. In connection with such a study, various proposals for buildings have been discussed. One such proposal is that a present dormitory building be renovated for use as a business school. Another such proposal is renovation of another existing building for more adequate radio and TV facilities. A third proposal is for the building of a new gymnasium.

In September a Student Advisory Committee for Development was established which is composed of ten students - five from each college. The purpose of this committee is to review the work in progress in the Office of Development and to provide student input.

Mr. Smith has urged Dr. Berg and President McCluer to hold a meeting of the Planning and Resources Committee of our Board as soon as possible so that Board members are kept well informed about present activities in the Office of Development and their advice put to use.

CURRENT CAMPAIGNS

The first major campaign for this year is the Parents' Fund Campaign which will be launched on October 19, 1973. There will be three mailings, spaced approximately 45 days apart. The planning and preparation of materials took place from late August to early October and included two reviews by the administration. The completed material will be sent to all current parents and to those parents of students who have graduated up to five years previously.

In planning for this campaign, it was decided that a Parents' Council should be established to function in a role similar to that of the Student Advisory Committee for Development. President McCluer invited 23 parents from throughout the United States to serve on such a Parents' Council and indicated that the council would meet approximately twice a year at times when the majority of parents would be on campus. To date we have had six responses, four of which were favorable.

This year's Annual Campaign (previously called Alumnae Campaign) is presently in the planning stage. Coordinating the campaign is Ms. Sandy Lovinguth. President McCluer is contacting various people in hope of obtaining matching gift incentives for this year's campaign.

CONFERENCES

On October 19, 1973, Mr. Smith attended a Missouri College-Government conference at the University of Missouri in Rolla. This conference dealt mainly with prospects for employment in government positions, cooperative education programs, and continuing education programs for government employees. Lindenwood is already working with local government leaders to place students in government positions in the St. Charles government structure. We are also presently discussing a cooperative education program with FAA representatives at St. Louis International Airport.

From October 22 through October 24, Mr. Smith attended the 16th Annual Conference of the National Council on Philanthropy which was held in Detroit. The overall theme of the conference was Philanthropy in a Changing Society with specific seminars in educational needs, cultural needs, minority problems, etc. Many leading figures in business, voluntary organizations, foundations, and colleges addressed those in attendance.

Ms. Lovinguth attended an American Alumni Council conference in Los Angeles on Planning an Annual Giving Campaign. She also used this trip to contact various alumnae in the Los Angeles area before returning to campus.

GRANTS

Mr. Smith has been in contact with various faculty members to discuss with them the possibilities of outside funding for projects in which they have an interest. At present the following proposals are being formulated:

- (1) The Art Department is looking for private foundation money to finance a Tiffany Glass exhibit.
- (2) Dr. Anderson in the Biology Department is preparing a proposal for funds to maintain and improve the facilities on the 1,000 acre tract of land which Lindenwood is able to use for biological studies.
- (3) Ms. Janice Jackson is working on a proposal to aid in the recruitment of minority students and the establishment of a scholarship fund designated for such students.
- (4) Dean Crozier and Mr. John Nichols are heading a group which is formulating a proposal to set up a program of expanded career opportunities for women.
- (5) Mr. Uram of the Communication Arts Department has drawn up a proposal indicating the needs of the radio and TV facilities, and private funding from an individual or a private foundation is being sought.
- (6) Dr. Greenlaw is formulating a proposal seeking funds for an organ, a harpsicord, and pianos for the Music Department. Foundation funds will be sought.

ESTATE PLANNING

Two mailers prepared for us by Newkirk and Associates, Inc. were sent out during this quarter, one in early July and one in early October. The October mailing included a letter from President McCluer to all alumnae announcing Mr. Smith's appointment and the establishment of a consultation program in estate planning.

In response to the spring Newkirk mailer, Mr. Smith received an inquiry for more information from an alumna living in the Kansas City area. After a subsequent visit, this alumna purchased a gift annuity from Lindenwood in the amount of \$5,537.50.

MAJOR GIFTS

We received the final installment from the Martha Eswin Scholarship Fund from the estate of the late Martha Eswin in the amount of \$5,058.59.

The Monticello Foundation Grant for scholarships was received in the amount of \$52,500.

INCOME

Total gift income for operating purposes for this quarter amounted to \$26,779.12. Total gift income for capital purposes for this quarter amounted to \$52,292.09. Total gift income for the quarter amounted to \$79,071.21. This compares to a total amount of \$28,832.71 for the first quarter of last year.

MISCELLANEOUS

President McCluer sent a letter to all local alumni in which he included a monthly calendar of events. He indicated that he felt the local alumni should be better informed about events which were to take place on campus and that he would continue to send to these alumni our monthly calendar so that they might be able to take advantage of any event in which they were interested.

Work on putting Development Office information on the computer printout system is progressing, although at a slow pace due to lack of time and staff.

The need for a capital campaign to replenish our endowment and to give us resources for a new gymnasium and funds for renovating existing buildings is very obvious. If expectations are met we should be in a fairly sound financial position in two years and a capital campaign at that point would be most advantageous. Planning for such a campaign should commence in the spring of 1974.