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1974

## Lindenwood College Board of Directors Minutes and Papers, 1974

Lindenwood College

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AGENDA  
BOARD MEETINGS  
THE LINDENWOOD COLLEGES  
JANUARY 20-21, 1974

Sunday, January 20, 1974

4 p.m. to 6 p.m. - Reception - President's House - Lindenwood Campus

Monday, January 21, 1974

9:30 a.m. - Individual Board Meetings

Lindenwood College for Women Boards, Dr. Crider Presiding -  
Room 202, New Fine Arts Building

Report of Nominating Committee - Mr. Stalnaker

Report of Dean Crozier

Lindenwood College II Board, Mr. Brown Presiding -  
Seminar Room, New Fine Arts Building

Report of Dean Delaney

10:00 a.m. - Joint Board Meeting - Room 202, New Fine Arts Building,  
George W. Brown, Chairman, Board of Trustees Lindenwood  
College II, Presiding

Minutes of the meeting of September 19, 1973

Report of the Board of Control - Mr. Hyland

Report of the President of The Colleges

Committee Reports

Finance Committee - Mr. Miller

Buildings and Grounds Committee - Mr. Arnold

Planning and Resources Committee - Mr. Brown

Deferred Giving Program - Mr. Smith

Faculty and Curriculum Committee - Mr. Metcalfe

Faculty Bylaw revisions

Tenure recommendations

Student Life Committee - Miss Smith

Other business

Adjournment

12 noon Luncheon in the Amber Dining Room - Ayres Hall

FINANCIAL REPORT  
THE LINDENWOOD COLLEGES

<u>Income</u>	<u>Actual 12/15/72</u>	<u>Actual 12/15/73</u>	<u>Change from prior year</u>	<u>Anticipated change fiscal year</u>	<u>Budget fiscal year</u>
Tuition - resident I & II	\$515,800	\$456,372	\$-59,428	\$- 9,589	\$494,677
day I & II	282,135	292,020	+ 9,885	+24,178	312,000
special I & II	38,474	34,038	- 4,436	+11,434	94,448
Academic fees I & II	21,353	20,905	- 448	- 109	34,000
Tuition - summer	52,341	46,343	- 5,998	- 6,236	45,988
campus school	16,320	17,100	+ 780	+ 1,510	16,920
evening college	23,923	73,422	+49,499	+82,499	135,000
<b>TOTAL TUITION AND FEES</b>	<b>950,346</b>	<b>940,200</b>	<b>-10,146</b>	<b>+103,687</b>	<b>1,133,033</b>
Endowment	215,628	188,692	-26,936	-71,184	330,000
Gifts and grants	37,215	48,104	+10,889	+58,005	195,000
Miscellaneous	23,873	22,824	- 1,049	- 2,953	45,000
Income for scholarships				+14,075	65,000
<b>TOTAL EDUCATIONAL &amp; GENERAL INCOME</b>	<b>1,227,062</b>	<b>1,199,820</b>	<b>-28,242</b>	<b>+101,630</b>	<b>1,768,033</b>
Residence Halls	140,192	120,809	-19,383	- 8,357	128,700
Food service	173,362	176,985	+ 3,623	- 5,035	163,800
Bookstore	46,374	48,907	+ 2,533	+ 1,600	85,000
Summer - room and board	5,668	3,134	- 2,534	- 2,534	3,134
Conferences	48,307	30,341	-17,966	+12,831	85,000
Other enterprises/tearoom, etc.	18,396	15,445	- 2,951	+ 512	40,000
<b>TOTAL AUXILIARY INCOME</b>	<b>432,299</b>	<b>395,621</b>	<b>-36,678</b>	<b>- 983</b>	<b>505,634</b>
<b>TOTAL INCOME</b>	<b>1,659,361</b>	<b>1,595,441</b>	<b>-63,920</b>	<b>+100,647</b>	<b>2,273,667</b>
<b>TOTAL EXPENSE</b>	<b>1,324,306</b>	<b>1,327,897</b>	<b>+ 3,591</b>	<b>+38,685</b>	<b>2,737,646 -</b>
<b>SURPLUS (DEFICIT)</b>	<b>335,055</b>	<b>267,544</b>	<b>+(67,511)</b>	<b>-(61,962)</b>	<b>(463,979)</b>



<u>Expenses</u>	<u>Actual 12/15/72</u>	<u>Actual 12/15/73</u>	<u>Change from prior year</u>	<u>Anticipated change fiscal year</u>	<u>Budget fiscal year</u>
<b>Instructional Expense</b>					
Faculty salaries	\$186,043	\$179,467	\$- 6,576	\$-46,412	\$608,344
Benefits	15,826	18,696	+ 2,870	+ 3,532	63,235
Departmental expense	28,907	33,020	+ 4,113	- 3,701	67,075
Misc. instructional expense	24,735	21,628	- 3,107	+ 005	35,000
Library	29,444	26,465	- 2,979	+ 5,892	75,000
Summer school	36,990	29,107	- 7,883	- 990	36,000
Campus school	5,391	4,982	- 409	+ 564	15,247
Evening college	7,439	23,134	+15,695	+16,089	43,000
<b>TOTAL INSTRUCTIONAL EXPENSE</b>	<b>334,775</b>	<b>336,499</b>	<b>+ 1,724</b>	<b>-24,981</b>	<b>942,901</b>
<b>General Institutional &amp; Admin.</b>					
President's office	29,017	25,001	- 4,016	-11,727	47,909
Business office	42,903	41,119	- 1,784	+ 4,458	79,591
Admissions office	48,895	54,192	+ 5,297	- 7,279	120,000
Dean of faculty	16,052	14,899	- 1,153	- 272	30,000
Development/Public Relations	19,250	9,684	- 9,566	-29,722	28,000
Telephone/Switchboard	17,684	16,823	- 861	- 457	37,000
Publications	1,781	11,209	+ 9,428	+ 4,475	8,000
Board of Directors	125	658	+ 533	+ 122	1,500
<b>TOTAL ADMINISTRATIVE</b>	<b>175,707</b>	<b>173,585</b>	<b>- 2,122</b>	<b>-40,402</b>	<b>352,000</b>
<b>Fixed Institutional Expenses</b>					
Insurance	2,843	8,395	+ 5,552	+ 2,278	10,413
Investment & Property	17,815	7,372	-10,443	- 5,818	23,000
Interest on endowment invested in plant	0	0	0	0	14,580
Interest	40,263	44,949	+ 4,686	+20,768	69,115
Pension & special payments	2,114	16,453	+14,339	+81,575	88,987

	Actual <u>12/15/72</u>	Actual <u>12/15/73</u>	Change from <u>prior year</u>	Anticipated change <u>fiscal year</u>	Budget fiscal <u>year</u>
Fixed Inst. exp. cont'd					
Disability & Unemployment	\$ 7,991	\$ 5,407	\$- 2,584	\$+ 74	\$ 14,500
Auditing fees	---	---	-0-	+ 500	4,500
Miscellaneous	12,548	10,463	- 2,085	+ 424	25,000
TOTAL FIXED EXPENSE	83,574	93,039	+ 9,465	+99,801	250,095
Student Services					
Dean's offices	26,441	27,139	+ 698	-10,822	39,272
Student bank	2,561	905	- 1,656	- 2,693	2,646
Student services center	15,268	4,106	-11,162	- 7,057	23,962
Health Center	4,484	2,401	- 2,083	+ 109	
Registrar's office	10,393	10,510	+ 117	+ 001	20,775
Continuing Education	5,526	5,466	- 60	- 008	10,900
TOTAL STUDENT SERVICES	64,673	50,527	-14,146	-20,470	111,355
Student Aid	211,689	232,552	+20,863	+40,278	244,363
Plant operation & Maintenance					
Plant	206,154	220,023	+13,869	+ 6,000	363,286
Security	42,692	32,078	-10,614	-24,414	53,708
TOTAL PLANT OPERATION	248,846	242,101	+ 3,255	-18,414	416,994
Auxiliary Expense					
Residence Halls	21,367	30,557	+ 9,190	+ 4,029	120,000
Dining Hall	60,695	33,350	-27,345	- 1,155	139,000
Bookstore/Post Office	69,630	73,951	+ 4,321	+ 706	82,000
Tea Room	8,305	6,169	- 2,136	- 602	20,000
Summer School	11,247	11,289	+ 042	- 1,247	10,000
Conferences	24,183	24,391	+ 208	+ 5,169	34,238
Athletics	4,073	4,760	+ 687	- 021	5,700
Miscellaneous	5,542	5,127	- 415	+ 068	9,000
TOTAL AUXILIARY	205,042	189,594	-15,448	+ 6,947	419,938



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

St. Charles, Missouri  
January 21, 1974

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 in the New Fine Arts Building at The Lindenwood Colleges, St. Charles, Missouri, at 10 a.m., January 21, 1974, 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

Mrs. K. K. Barton  
Russell J. Crider, M.D.  
Mrs. Thomas S. Hall  
Robert Hyland  
Jefferson L. Miller  
Mrs. Joseph Pulitzer, Jr.  
Mrs. Warren McK. Shapleigh  
Miss Victoria Smith  
Armand C. Stalnaker

Lindenwood College for Women - Board of Overseers

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

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

Lindenwood College II - Board of Trustees

Edward W. Cissel  
 The Reverend Edward J. Drummond, S.J.  
 Larry Edwards  
 Walter L. Metcalfe, Jr.  
 Roland T. Pundmann

The following members of the Administration were present:

F. L. McCluer, 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  
 Patrick F. Delaney, Dean of Lindenwood College II  
 Thomas W. Smith, Associate Director of Development  
 Edwin A. Gorsky, Director of Admissions  
 Mary Yonker, Secretary to the President and Assistant to the  
 Secretary of the Board of Directors of Lindenwood College

Mr. Hyland, Chairman of the Board of Control presided.

Mr. Stalnaker moved that the minutes of the September 19, 1974 meeting be approved as distributed. The motion was seconded and accepted.

Mr. Hyland, Chairman of the Board of Control, reported that the Board had met twice - October 31 and January 3 - since the last meeting of the Boards. At the October meeting a Sabbatical leave for Groff S. Bittner was approved for the Fall Term 1974 so that Mr. Bittner may complete his doctorate at the Kansas City Conservatory of Music. The Thomas H. and Lucie J. Cobbs Fund has been 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. Jefferson L. Miller has agreed to serve as the new Chairman of the Finance Committee replacing Richard A. Young. The Board of Control has drafted guidelines in regard to the procedure to be followed in the search for a new president. At the January meeting the pros and cons of a tuition increase were discussed, and the Board of Control recommends that the tuition rates for the 1974-75 academic year be maintained at current levels.

After discussion, Mr. Stalnaker moved that there be no increase in tuition for 1974-75. The motion was seconded and passed.



Mr. Hyland then called on President McCluer for his report. Copy of this report is attached to the minutes.

On the recommendation of President McCluer and following discussion, Dr. Crider moved that the following honorary degrees be conferred at commencement:

Dale Purcell - honorary degree of Doctor of Laws

Dan Rather - honorary degree of Doctor of Laws

Ross A. Jelkyl - honorary degree of Doctor of Humanities

The motion was seconded. During the discussion the feeling was expressed that an honorary degree should not be given to someone solely because he had been a benefactor of a college. The motion was passed with no dissenting votes.

Dean Barnett in explaining the Key Persons Program said that it had been designed this fall as a supplement to the admissions effort. The model for this program can be found in several other colleges. These people will help in identifying prospective students in their communities, notifying the college, etc. This program has alerted alumni to the needs of the colleges. 770 letters have been sent out to alumni who have been identified as Key Persons. Other letters will go later, especially to people in the St. Louis area. Dr. Barnett said that he had met recently with Key Persons in Kansas City, and he, President McCluer, Dr. Berg, Dean Crozier, and Dean Delaney will meet with other groups as well. He said that locally and where we are known, we are drawing students well, but it has become increasingly difficult to become known in areas from which resident students come. Another problem is that alumni do not know the program of the colleges now. However, they will be given material and someone from the college will meet with the various groups. It is hoped through this program to bring more alumni into active relationship with the colleges

Dr. McCluer reported that he had had a letter from Sherman Skinner offering his resignation as a member of the Board of Overseers since it has not been possible for him to attend Board meetings. Since he is a Life Member, it was

agreed that he should be written that his membership is an honorary one because of past service on the Board, and although he is welcome at all Board meetings, it is not necessary for him to attend.

Mr. Miller, Chairman of the Finance Committee, explained the financial report attached to the agenda. As of December 15, 1973 there was a surplus of \$267,544 as compared with \$335,055 on December 15, 1972. A deficit of \$464,000 has been anticipated for the 1973-74 year but because the amount of the surplus as of December 15 was less than anticipated, the deficit will probably be about \$535,000.

In the absence of Mr. Arnold, Chairman of the Buildings and Grounds Committee, Mr. Stalnaker reported that the Board of Control and the Buildings and Grounds Committee had met together on January 20. At the meeting the development of the back campus was discussed. The assumption is that the college has an asset in the land on the back campus that will not be needed in the foreseeable future by the college and this land is producing little income. Two developers - Robert C. McMahon & Associates, and Lincoln Properties - are making proposals for the development of the back campus.

It is the feeling of the committee and the Board of Control that the community center should be located on the perimeter of campus property probably near the bank and the water tower, and if a road is required, it should be built and paid for by the city. In addition, all of the land should be zoned for development if any part is to be made available for a community center. As previously agreed, the ultimate title to college land should remain with the college under any development plan.

Following discussion of the proposed community center and its location, Dr. Crider moved that the Board approve a location for such a center near the water tower and the bank and that Mr. Edwards suggest to the city committee that it might be less expensive for the city to purchase the property on which the trailers are located just beyond college property. The motion was seconded and defeated.



Mr. Pundmann moved that the Board of Control be authorized to meet and talk with the city committee and report back to the Board. The motion was seconded and passed.

Thomas . Smith, Associate Director of Development, in reporting for the Planning and Resources Committee, explained the deferred giving program of the college.

Mr. Metcalfe, Chairman of the Faculty and Curriculum Committee, reported that the committee had met regularly during the year. At the next meeting of the committee the matter of tenure recommendations for next year will be discussed. Following that, the committee will take up the revision of the Faculty Constitution and Bylaws.

Mrs. Hall moved that the Board of Control be empowered to act on tenure recommendations before the next meeting of the full Board. The motion was seconded and passed.

Miss Smith, for the Student Life Committee reported that a request had been received from the students asking that the student activity fee be increased from \$50.00 to \$75.00 beginning with the 1974-75 year, and on the recommendation of the Student Life Committee Miss Smith moved that this be approved. The motion was seconded and passed.

Dr. Crider announced that at the meeting of the Board of Lindenwood College for Women, prior to this meeting, three individuals who have given long and faithful service to the college were elected life members of the Board of Overseers. Those honored are William H. Armstrong, who has been a director of the college since 1944; John M. Black, now living in California, who has been a director of the college since 1966, and served for many years as Chairman of the Board; and Gladys Stockstrom, who has served as a member of the Board since 1949, and has been an officer and committee chairman in many areas. These three persons join five others on the Board of Overseers, who have previously been elected life

members - Arthur S. Goodall, a member of the Board since 1937; The Reverend W. Davidson McDowell, a member since 1960; Mrs. James A. Reed, a member since 1953; The Reverend W. Sherman Skinner, a member since 1955; and Mrs. Horton Watkins, a member since 1957. Mrs. Reed and Mrs. Watkins, who were in attendance, were presented with Lindenwood paperweights and letter openers, the paperweights being engraved with their names and the designation "Life Board Member." Similar awards will be sent to all other Life Board Members who could not be at the meeting. Dr. Crider thanked the Life Members for all that they had done for Lindenwood in the past, and for what they will continue to do in the years ahead.

There being no further business, the meeting was adjourned.

The next joint meeting of the Boards will be Friday, May 10, 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 OF THE PRESIDENT  
TO THE BOARDS OF  
THE LINDENWOOD COLLEGES

January 21, 1974

I have enjoyed the work as Interim President of The Lindenwood Colleges, and am happy to give you this brief report of some of the most significant things that have been taking place.

STATUS OF THE PRESIDENTIAL SEARCH

Three candidates - Dr. Earl J. Reeves, Director of Urban Studies at the University of Tulsa, Dr. Craven E. Williams, Vice President of Mary Baldwin College, and Dr. Samuel H. Magill, Executive Associate of the Association of American Colleges - have been on campus for interviews by members of the consulting committees.

Dr. D. Campbell Wyckoff, Professor of Christian Education at Princeton Theological Seminary, will be on campus this week. Dr. Wyckoff says that he would like to come for interviews without commitment on his part to be a candidate. (He has had no administrative or fund raising experience.)

Dr. Lyle E. Boyles, presently Assistant Superintendent of Schools for Certified Personnel, Curriculum and Public Affairs, of the Fort Zumwalt School District, and formerly Executive Vice President and Dean of Faculties at Missouri Western College, lives in St. Charles, has had a conference with President McCluer, and a schedule of interviews will be set up for him within the next few weeks.

President McCluer has seen two other men - George F. Chapman and George S. Reuter - but no interviews are being set up.

Others who have been written but have said they do not wish to be candidates are:

Leslie H. Fishel, Jr., President of Heidelberg College  
Theodore A. Gill, Professor, John Jay College, and formerly  
Dean of Chapel at Lindenwood  
Clifford E. Hutton, Vice President for Student Affairs,  
University of Tulsa  
William L. Kolb, Provost, Beloit College  
Joan B. Melvin, Dean, Wellesley College  
Helen A. Padykula, Professor of Biology, Wellesley College  
John E. Visser, President, Kansas State Teachers College

Others who have been written:

Edwin G. Eigle, Jr., Academic Vice President and Professor  
of Mathematics, St. Louis University  
Frederick Gieb, Sociologist, Colby College  
William B. Huntley, Westminster College  
Gale E. Myers, Dean of Trinity University and formerly  
President of Monticello College



Brooke Sloss, Westminster College  
 Richard Timmins, President, Huron College  
 Larry Ter Molen, Executive Director of Development,  
 Southern Methodist University

## CURRENT CAMPAIGNS AND FUNDS

### Long Range Planning

The various divisions in the college are continuing their attempt to define this mission and define the mission of the college as a whole. After this information is available, it will be much easier for us to approach foundations and major donors with a concise and clear picture of what our college is about. Putting the mission of our college down in writing is a formidable task, but it can hopefully be accomplished before the end of the school year.

The Student Advisory Committee for Development met once the month of October and once the month of November. In the October meeting, the committee reviewed the plans for the coming Parents' Campaign and made some suggestions. In the November meeting, the committee agreed to send the second letter to the parents out under the signature of the committee members. Some of the members of the committee also indicated an interest in helping the admissions people during the Christmas vacation.

The Planning and Resources Committee of the Board met in November. The committee heard from Mr. Smith on the present activities of the Office of Development and he presented a sketch of the opportunities in the area of estate planning. The committee recommended that a similar presentation on estate planning possibilities be presented to the full board at its January meeting by Mr. Smith.

### Current Campaigns

The Parents' Fund Campaign, which was launched on October 19, 1973, has met with outstanding success this year. Up to this date, two mailings have been sent out and the total amount of dollars received is approximately \$8,200. One more mailing is to be sent in mid-January. The total compares to last year's total of approximately \$2,400, which means a substantial increase in giving over last year.

The Parents' Council, which was set up to function in a role similar to that of the Student Advisory Committee for Development, has met with limited success. Many of the parents who live in areas far from the college indicated an interest in serving on the committee, but feared that they would be unable to attend the meetings. The parents contacted in the immediate St. Charles-St. Louis area did not indicate an interest in serving on the committee, with the exception of one or two.

The annual campaign for the colleges was begun in late November. The initial mailing came out in two forms. One was directed toward the women graduates of Lindenwood and the other toward the men graduates of Lindenwood II. For the women, the first mailing included a brochure describing the needs of the college and the goals of the campaign, accompanied by a matching gift list, listing all the companies in the United States which match gifts of their employees, and a return envelope. Also included was a letter to the alumnae from Folsta Bailey Gibbons, the Vice President of the Alumnae Association and the Chairman of the Annual Giving Committee, who urged the alumnae to support their alma mater. The mailing directed toward men



included a letter from Dean Patrick Delaney, and a matching gift list plus a return envelope. Our goal for this year's campaign is \$75,000. We had hoped to secure some major matching gifts but, to date, we have been unable to do so. We also hope to increase the percentage of alumni who give to our annual campaign. In the past, this percentage has been approximately 4% to 5% of the alumni. To January 15, 1974 we have received just \$5,660 (186 donors) toward this annual campaign, but prior to this date we had received from alumni an additional \$2,700. A second mailing is being sent in mid-January, followed by two further mailings in the spring.

### Conferences

On November 12 and 13, Mr. Smith attended a Newkirk conference in Chicago on deferred giving. The purpose of the conference was to review the most recent tax rulings pertaining to deferred gifts to charitable organizations and to give participants advice on setting up a program designed to encourage deferred giving.

December 3 through December 7, Mr. Smith attended a week long training seminar in Indianapolis, sponsored by the Newkirk people, which was designed to train development people to set up and administer a program of estate planning consultation. Included in the week long course were some actual presentations to Newkirk staff and a review of the basic terms and facts involved in estate planning. In addition, Mr. Smith has enrolled in the 20-week course with the Newkirk people designed to cover all aspects of estate planning. This course should be completed by him in mid-February.

On December 10 and 11 Mr. Smith attended an advanced seminar in deferred giving held in Fort Lauderdale, Florida. This seminar was designed to cover the specific problems and fine points which may be associated with tax regulations as they pertain to major gifts to charitable institutions. The conference was conducted by Mathies and Bucklin, two of the major consultants in the country on deferred giving.

### Grants

Mr. Smith is continuing to work with various faculty members to try to encourage them to formulate projects suitable for outside funding. To date no specific proposal has been submitted, although Miss Janice Jackson has formulated a proposal which is presently being reviewed by the administration. None of the other faculty members with whom Mr. Smith has been working has as yet been able to complete a proposal in writing.

### Estate Planning

Mr. Smith feels that after attending the last two seminars in December he has been well trained in the area of estate planning and is ready to launch an in-depth program in estate planning consultation at Lindenwood. It is hoped that such a program will prove beneficial both to the alumni and friends of Lindenwood and Lindenwood itself. The basic thrust of the estate planning consultation will be to make the alumni and friends of the college aware of the various tax incentives available to people who intend to make charitable gifts. Mr. Smith will be able to show these alumni and friends of the college exactly what will happen to their estates as they presently have provided and what could happen to their estates through careful estate planning. The comparison should be an eye-opener to all those not well-versed in the internal revenue tax consequences. He will give you more information about this later.



Gift Income

Total gift income for operating purposes for 1973-74 through January 15, 1974, amounted to \$60,597.59.

Total gift income for capital purposes for 1973-74 through January 15, 1974 amounted to \$83,844.

Total gift income through January 15, 1974 amounted to \$144,442. This compares to a total of \$85,844 for the same period in 1972-73.

ADMISSIONS

Mr. Edwin A. Gorsky has been appointed Director of Admissions. We have had had some difficulty in finding a well qualified leader for this position but believe we have now solved our problem. It is a real pleasure to present him to the Boards. We have great confidence in him and in his program. He will be helped by the Key Persons Program which has been developed by Dean Barnett and will be reported to you by Dean Barnett.

Earlier we sought names of prospective students from alumni and received an excellent response from them in giving us names of eligible students for the coming year. We have not yet secured a great number of applications from these prospects although the number of applications coming in the last few weeks in more encouraging than it had been.

Mrs. McCluer and I joined Susan Schroeder, our representative in Texas, Oklahoma, and Arkansas, in meeting with prospective students, their parents, and high school counselors in Little Rock, Fort Smith, and Oklahoma City, in November. Some of our alumni joined us and since then some of them have joined our Key Persons Program. We expect to do the same thing in Texas in February.

EVENING COLLEGE

The enrollment in the Evening College continues to increase. During the Fall Term this year there were 700 students enrolled, compared with 302 during the Fall Term last year. The total contribution to The Colleges from the Evening College for the 1972-73 year was \$21,056. This year it is estimated it will be \$102,830.

MISSOURI COLLEGES FUND

I enjoyed working the Dr. Berg in bringing up to date the time each college spends in soliciting for the Missouri Colleges Fund. I met with the Board of the Missouri Colleges Fund about a week later at which time we approved a recommendation that each college whose administration fails to put in the required amount of time soliciting be charged \$1,000 for each day not spent in such solicitation.

This group of colleges is securing approximately \$500,000 a year and it is hoping to secure \$1,000,000 to be divided among the several member colleges within the next three or four years.



SALARY INCREASES

Dr. Berg, Dr. Barnett, and President McCluer have met several times with a faculty committee in regard to salary increases for the coming year. There has been general agreement that, if possible, we should seek a cost of living increase for faculty and staff. Final decision on this will probably have to be delayed until we are further along with planning for next year and know what the enrollment will be.

SESQUICENTENNIAL CELEBRATION - 1977

The President of the Alumnae Association of Linderwood College, Marie Robb, has informed me that Nancy Orr is chairman of plans for the Sesquicentennial Celebration in 1977. I talked with Mrs. Orr about this while in Arkansas and while we have no specific plans to put before the Board at this time, I feel we should encourage them to submit plans for this celebration.

RECOMMENDATIONS:

It is recommended:

1. That the honorary degree of Doctor of Laws be conferred upon Dale Purcell, President of Westminster College.
2. That the honorary degree of Doctor of Laws be conferred upon Dan Rather, of CBS, who will be the commencement speaker.
3. That the honorary degree of Doctor of Humanities be conferred on Ross A. Jelkyl, the donor of the renovated auditorium in Roemer Hall, now known as the Ross A. Jelkyl Center for the Performing Arts.

These three men have been recommended for honorary degrees by the faculty committee on honorary degrees, but recommend that only two degrees be given.

Respectfully submitted,

F. L. McCluer  
President

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

St. Charles, Missouri  
January 21, 1974

The meeting of the Board of Directors and Board of Overseers of Lindenwood College for Women was held in the New Fine Arts Building at The Lindenwood Colleges, St. Charles, Missouri, January 21, 1974, at 9:30 a.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:

Russell J. Crider, M.D.  
Mrs. Thomas S. Hall  
Robert Hyland  
Jefferson L. Miller  
Mrs. Joseph Pulitzer, Jr.  
Mrs. Warren McK. Shapleigh  
Armand C. Stalnaker

The following members of the Board of Overseers were present:

Mrs. K. K. Barton  
Paul Knoblauch  
Miss Victoria Smith  
Mrs. J. L. Smith  
Mrs. Horton Watkins

The following members of the Administration were present:

F. L. McCluer, President of The Colleges  
Howard A. Barnett, Vice President and Dean of  
the Faculty  
Doris Crozier, Dean of Lindenwood College for Women  
Mary Yonker, Secretary to the President and Assistant  
to the Secretary of the Board of Lindenwood College

Dr. Crider, Chairman of the Board, presided.

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



Mr. Stalnaker reported that the Nominating Committee, composed of Mrs. Arthur Stockstrom, David Q. Reed, and Armand C. Stalnaker, Chairman, had met and makes the following recommendations:

1. That the following be elected Life Members of the Board of Overseers:

William H. Armstrong  
Mrs. Arthur Stockstrom  
John M. Black

Mr. Stalnaker moved that the recommendation of the Nominating Committee be accepted. The motion was seconded and passed.

2. That the following be reelected to the Board of Directors for a term of six years from January, 1974, to January, 1980:

James W. Quillian  
Armand C. Stalnaker

Upon motion made by Mr. Stalnaker, which was seconded and passed, the recommendation was approved.

3. That the following members of the Board of Overseers be elected to the Board of Directors for a term of six years from January, 1974, to January, 1980:

Mrs. Kenneth K. Barton  
Miss Victoria Smith  
D. C. Arnold

Mr. Stalnaker moved that the recommendation of the Nominating Committee be accepted. The motion was seconded and approved.

4. That the following members of the Board of Overseers be reelected to the Board of Overseers:

Mrs. J. L. Smith  
Mrs. Thomas W. Erwin, III  
Mrs. John C. Brundige  
Mrs. James C. Hamill  
Frank E. Colaw  
Paul Knoblauch

Mr. Stalnaker moved that this recommendation be approved. The motion was seconded and passed.

5. That the Administration be asked to arrange the members of the Board of Overseers into three classes for staggered three-year terms with the present nominees selected by lot for one, two, or three year terms to start that pattern.

Since the bylaws specify that the term of members of the Board of Overseers be one year, Mr. Stalnaker moved that the bylaws be changed so that the term of members of the Board of Overseers be three years. The motion was seconded and passed.

Dean Crozier reported that the spirit of the students of Lindenwood College for Women is excellent. The quality of the freshman class is being borne out by the fact that only four students were placed on probation at the end of the Fall Term. Nineteen new students are entering during the January or Spring Terms, as compared with twelve who entered last year. During the January Term some students are abroad and some are doing independent studies. The women are taking advantage of the career-oriented programs, with one student going to the Argonne Laboratories during the Spring Term. The horsemanship program brought at least six students to Lindenwood who would not have come otherwise.

Following a discussion of the lack of public relations, Mr. Hyland moved that the Administration be consulted about what they are doing about public relations and a committee do further study. The motion was seconded and passed.

There being no further business, the meeting was adjourned.

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

Approved:

Russell J. Cridex, M.D.  
Chairman, Board of Directors

Dorothy Q. Warner (Mrs. John, III)  
Secretary, Board of Directors



MINUTES OF THE MEETING  
OF THE  
BOARD OF TRUSTEES  
OF  
LINDENWOOD COLLEGE II  
January 21, 1974

The following persons constituting a quorum of the Board of Trustees of Lindenwood College II, met at 9:30 a.m. Monday, January 21, 1974, in the Seminar Room of the New Fine Arts Building on The Lindenwood Colleges' campus, St. Charles, Missouri:

Walter Metcalfe, Jr.  
Edward W. Cissell  
The Reverend Edward J. Drummond, S.J.  
Roland T. Pundmann  
Larry Edwards

The following members of the Administration were present:

B. Richard Berg, Vice President for Public Affairs and Finance  
Patrick F. Delaney, Jr., Dean of Lindenwood College II

Mr. Metcalfe presided.

REPORTS, DISCUSSION, AND ACTION

Dean Delaney read a petition signed by 130 men and women students to have a whirlpool machine installed in Ayres Hall. Discussion followed.

Dr. Berg stated that according to contract of Lindenwood College II with Lindenwood College for Women, \$100.00 is retained for every full time student, and that there is a balance in the Surplus Account as of January 15, 1974, of \$97,890.23. This after the expenditure of some \$20,000.00 for remodeling in Ayres and Irwin Halls. The Surplus Account report was distributed to the members present. Dr. Berg stated that the philosophy in the past has been to use a portion to improve the facilities of the men. Mr. Metcalfe commented that if this equipment will help improve our program it is probably a wise move. Dean Delaney quoted the cost to be approximately \$900.00.

Mr. Roland Pundmann moved that \$900.00 be spent in the acquisition of a whirlpool machine - motion seconded by Mr. Larry Edwards and passed unanimously.

Dean Delaney stated that the students in Ayres Hall have been very happy with the installation of showers and bathroom facilities. He invited the members of the Board to visit Ayres to see what has been done. The students are very grateful.

Dean Delaney reported on the academic status of Lindenwood College II, stating that the overall grade point average of the Senior class in the Spring Term of 1972-73 was about 3.0. In the Fall Term just ended, 25 men were named to the Dean's List - 12 men were on the Dean's List in the Fall of last year. In the Spring Term students do better. Freshmen are always the biggest problem. A good percentage of the students are making the Dean's List. The best class is the Juniors. Ten Juniors made the Dean's List, which constitutes about 20% of the entire Junior class.

Dean Delaney then made a report on the sports program for L.C. II, stating that he was asking for guidance. He stated that in 1969 when he came to Lindenwood he informally coached and refereed games; in other words, the program was very disorganized at the outset. Soccer was the only sport that was "organized." We have established a baseball team - attractive uniforms have been furnished; basketball has been upgraded to having a full time coach. They have uniforms now and are beginning to be very good. He asked that some sort of an advisory committee be formed - possibly one Board member, a couple of alums, student body and the Coach to organize this. One of the charges of this committee would be to formulate our policy. The school is in a very transitional stage with regard to sports. Either we are going to be bonafide and serious or we should go back to the way we were.

Dean Delaney stated that Coach Sylvia has been a very good "recruiter" for Lindenwood. He has brought in 12 students in the last two weeks for interview. Two of the students are with us now - 10 more have applied. These students have all been interviewed. They come from Francis Howell, Orchard Farm, Berkeley, and St. Dominic. Their lowest grade point average is 3.3 - highest 3.8. These students



all qualify for our Lindenwood Honor Scholarship. If we attract a tall student with a 3.8 GPA from Berkeley High School who averages 20 points per game, we will get other students from Berkeley to look at Lindenwood. People will take our program more seriously. He quoted an article from the Sunday Magazine "Parade" two weeks ago. The Missouri Baptist College is slowly building a reputation. They give 16 athletic scholarships per year to deserving people in the area. Dean Delaney's question to the Board was: "What direction do you see us going? I think I need help or advice. Do we go to the stage of where we will eventually give athletic scholarships?" The Board in general is going to be hit with the pressure not just from L.C. II but also from L.C. for Women to expand our athletic facilities and program. We don't have a gym--we have embarrassing facilities. We don't have any fields. Dean Delaney read a letter from a student, Ed Lovinguth, calling for the establishment of an Athletic Director for L.C. II and mentioning the condition of the soccer field. Dean Delaney said we should probably get out of the Greater St. Louis Basketball League. We want to get into the new league which includes Missouri Baptist, Concordia, etc.

Mr. Metcalfe asked if we had developed any type of financial commitment.

Dean Delaney's answer was no.

Mr. Cissell posed the question of whether the President should become involved with this decision at this point since this is part of the total program of the school.

After some discussion, Reverend Drummond moved that we recommend to the Administration the appointment of an ad hoc committee to look to the program of intramural athletics for Lindenwood College II and bring its findings to the Board. Mr. Edwards seconded the motion. Motion carried unanimously.

There being no further business the meeting was adjourned.

Dorothy Irvine  
Acting Secretary

Approved:

Walter L. Metcalfe, Jr.  
Vice Chairman



Minutes of the Board of Control Meeting of The Lindenwood Colleges held Wednesday, February 20, 1974, 11:30 a.m., at the Missouri Athletic Club

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Present at the meeting were D. C. Arnold, Russell J. Crider, Mary Hall, and Robert Hyland, representing Lindenwood College for Women; George Brown and Walter Metcalfe representing Lindenwood College II; and President Franc L. McCluer, Dean Howard Barnett and Vice President B. Richard Berg representing the administration of the colleges.

The meeting was called to order by Chairman Robert Hyland, and the minutes of the meeting of January 3, 1974 were approved as distributed on a motion made by George Brown, seconded by Dr. Crider and duly passed.

Dr. Crider moved that the rate of reimbursement for mileage expense by employees using private automobiles for college business be increased from 10¢ to 12¢ a mile. The motion was seconded by George Brown and passed.

President McCluer reported on progress in the search for a new president and agreed to make appointments with Board members for two strong candidates who will be on campus for interviews this month.

Mr. Berg announced that Mary Lichliter has been appointed to the position of Director of Alumni Affairs and Mrs. Dorothy Barklage to the position of Assistant Director of Alumni Affairs, effective March 1, 1974.

Clippings of the results of the recent publicity campaign on behalf of the colleges were distributed to the Board for their information.

Dean Barnett presented the request from a faculty committee that the Board give some consideration to a cost of living increase for the coming year. Following discussion of the hardship that inflation is placing on many faculty members, especially those earning less than \$11,000 a year, Dr. Crider moved that the Dean be authorized to make appropriate increases for faculty members at lower salary levels in consultation with the President and Business Manager. This is especially important for hard-working younger faculty members whose services the colleges wish to retain. The motion was seconded by Mrs. Hall and passed.

Mr. Metcalfe reported on items which would come before the Faculty and Curriculum Committee later that afternoon. Specific tenure decisions, the study of tenure policy, and the issue of tenure for part-time faculty who have served as full-time faculty members will be considered by the Committee.

The question of Lindenwood's future and the prospect of the development of a Community College District in the St. Charles area was discussed at length. Dr. Berg was instructed to draft a brief document outlining the alternatives open to Lindenwood along with a strategy for establishing a Community College District which would contract with existing institutions in the area without establishing a new competing institution of its own.



Mr. Metcalfe emphasized the need for consideration of this issue by the entire Boards of the colleges since it represented an institutional mission that might not coincide with the institutional mission of Lindenwood as conceived by some Board members, especially those who are alumnae of Lindenwood College for Women. Members of the Board of Control agreed and offered to discuss the matter with other Board members on an individual basis as soon as a clear document could be prepared. There was a consensus among the members present that Lindenwood's future was highly dependent upon the favorable resolution of a cooperative community college arrangement, and the realization that a competing institution in the St. Charles area charging much lower fees could make it impossible for Lindenwood to survive as a private college.

Material describing a cooperative community college district in Hudson County, New Jersey was distributed to Board members for their study as a possible model for the St. Charles area.

The decision to withdraw the college farm site as a possible location for a community center resulted in a request from the St. Charles Jaycees for reimbursement of the costs they incurred in planning a facility for that site. It was noted that the colleges did not have a legal obligation per se to reimburse the Jaycees, but as a token of good faith Mr. Metcalfe moved that Mr. Berg be authorized to meet with the representatives of the Jaycees and arrange a reimbursement not to exceed one-half of the direct costs of the Jaycees for retaining the services of Kenneth E. Wischmeyer and Partners to plan a community center facility for a specific site on the Lindenwood farm. The amount of the reimbursement not to exceed \$4,000. The motion was seconded by Dr. Crider and passed.

The Board then considered the proposal which had been received from Robert G. McMahon and Associates to develop a portion of the college farm in high-quality multi-family housing units to provide the college with increased income. Mr. Brown moved that the Board delay making a commitment for the development of any part of the college farm until the Community College issue is resolved. Concern was voiced that an attempt to re-zone the farm for multi-family or limited commercial development would attract strong opposition from college neighbors that might hinder the progress of an arrangement that could bring the college far more income than the development of our surplus land. The motion was seconded by Dr. Crider and passed.

Mr. Hyland then called the meeting into executive session, and the representatives of the administration were excused.

The meeting was then adjourned.

Respectfully submitted,

B. Richard BERG  
Acting Secretary

AGENDA

BOARD MEETINGS

THE LINDENWOOD COLLEGES

FRIDAY, MAY 10, 1974

12 noon - Luncheon and individual Board meetings - Amber Dining Room

Lindenwood College for Women Board of Directors and Board of Overseers - Dr. Crider Presiding

Approval of minutes of January 21, 1974

Election of Directors for Fox Horn Stables, Inc.

Election of Board officers for 1974-75 and designation of three representatives to the Board of Control

Lindenwood College II Board of Trustees - Mr. Metcalfe Presiding

Approval of minutes of January 21, 1974

Acceptance of the resignations of:

Herbert W. Schooling

Carol A. Mundt

Election of Board officers for 1974-75 and designation of three representatives to the Board of Control

Review of policy on intercollegiate athletics



1:30 p.m. - Joint Meeting of the Board of Directors and Board of Overseers of Lindenwood College for Women and Board of Trustees of Lindenwood College II - Room 202, Fine Arts Building - Mr. Hyland Presiding

Approval of minutes of January 21, 1974

Approval of Boyd, Franz and Stephans to conduct the annual audit

Report of the Board of Control - Mr. Hyland

Report on the presidential search

Approval of candidates for degrees

Report of the President of The Colleges - President McCluer

Proposed dates for 1974-75 meetings:

Monday morning, September 23, 1974, or Wednesday morning, September 25, 1974

Monday morning, January 20, 1975, or Wednesday morning January 22, 1975

Monday morning, May 12, 1975, or Wednesday morning, May 14, 1975

Report of the Finance Committee - Mr. Miller

Report of the Buildings and Grounds Committee - Mr. Arnold

Report of the Faculty and Curriculum Committee - Mr. Metcalfe

Other business

Adjournment

CANDIDATES FOR DEGREES

from  
THE LINDENWOOD COLLEGES

Date of Graduation: May 25, 1974

LINDENWOOD COLLEGE

Bachelor of Arts Degree

Maelou Kelly Baxter  
Ann Elizabeth Chisholm Beasley  
Louise Beauchamp  
\*Joan Laurie Bernbaum  
Sharon Lynn Bogard  
Alice Ritter Boschert  
Carol Ann Braunschauen  
Emily Jean Bruce  
Eleanor Hudson Buell  
Sarah M. Cannon  
Carolyn Christine Chapman  
Ann Fredrikke deMarrais  
Mary Douglas  
Julie Lynn Dunsworth  
Cynthia Lynn Essenpreis  
Lisa Helene Forstmann  
Kathleen A. Gallagher  
\*Roberta Leanne Goodman  
Mary Jill Graves  
Helen Gigi Hartig  
Kim E. Hartley  
Mary Elise Hoegen  
Hila Ann Jahsmann  
Lee Jolliffe  
Susan Marie Kansteiner  
Mary Lou Kebert  
Charlotte Elaine Manges  
\*Linda Kay Newman  
Anna Christine Nothstine  
Liliana Maria Perez  
Patti Jo Price  
Susan Elaine Roedemeier  
Marcia Breslyn Rogers  
Ina Frances Snoddy  
Nan Carol Sobery  
Deborah Jeannette Stewart  
Sally C. Stumberg  
Linda Jean Swartzenberg  
Karen Lynn Taylor

Bachelor of Music Degree

Cathleen Ann Woelbling

Bachelor of Science Degrees

\*Barbara Arnold  
Elaine Carlton Bachman  
Susan Elaine Barklage  
Janet Emily Baron  
Barbara J. Barth  
Jerrilynn Wright Bergfeld  
Laura Jane Bland  
Marcella W. Boerding  
Mildred A. Boerding  
Betsy Joy Bomberger  
Jennifer Carline Bond  
Elsie Nova Bowman  
Mary Catherine Brady  
Danna Marie Brown  
Nancy C. Brown  
Marreen Ward Buntaine  
Yvette Marie Clark  
Cecelia Doris Cofer  
Peggy Elaine Collins  
Jacklyn Elliot Dillon  
Jeanne Lynn French  
Marcia Vera Gibson  
\*Kathleen Herrmann  
Mary Lee Herron  
Jolene Hoffman  
Nancy Jane Johnson  
Victoria Elaine Kern  
Virginia Kinion  
Mary Hendy Kister  
Mary Todd Wise Kritz  
Debra Lynn Lewis  
Leandra Melgreen Lewis  
Janet Sue Little  
Linda Coleman McMullen  
Elizabeth R. Mello  
\*Linda J. Mertz  
Sari Christine Meszaros  
Ann Louise Meyer  
Patricia Juliann O'Brien Nelson  
Mary Lu Norden  
Kathleen M. O'Donnell  
Carolyn Rose Read  
Janet Haeberle Schowe  
\*Darlene A. Schuenemeyer  
\*Ruby Edna Sawyer Smith  
Carol Ellen Snook  
\*Sharon Payne Stagner  
Jennifer Marie Vacek  
Joann S. Weaver  
Debra Rose Weiner  
\*Christy Lynn Wilmot

\* RETURNING CREDIT



CANDIDATES FOR DEGREES

From

THE LINDENWOOD COLLEGES

Date of Graduation: May 25, 1974

LINDENWOOD II

Bachelor of Arts Degree

Mario P. Balladares  
Peter Otto Erik Bekker, Jr.  
William Marcus Cutright  
John F. Dooley  
Charles Edward Geer  
Robert Edward Gordon  
Robert L. Irvine  
\*Gentry Estill Johnson  
Jeffrey David Kleiman  
\*Rudolph Edward Lama  
Robert Paisley Mulock  
Roberto Ubatay Pangilinan  
\*Michael Robert Porter

Bachelor of Science Degree

Marc R. Askenasi  
Thomas Fullerton Bakewell  
Stephen Davis Barth  
Matthew John Beckstedt  
Raymond George Bedell  
Roy D. Bloebaum  
Glen T. Cerny  
\*Paul John Ciaglia  
\*Mark T. Cline  
Thomas Stephen Dafnides  
\*Richard John Ford  
Walter A. Franklin  
David S. Gardner  
Paul John Grundhauser  
Martin Joe Hente  
\*Stephen Lawrence Hoelscher  
\*Dennis James Klautzer  
Michael Lynn Koonce  
Tommy E. Lindsey  
\*Larry Jerome Littleton  
\*Wayne Allen Marshall  
Richard William Meier  
Robert Lee Nash, Jr.  
Terry L. Pohlmann  
James Kurtiss Ricketts  
Frank C. Rittenhouse, Jr.  
Mitchel Steven Rubens  
Christopher C. Schmieder  
\*Terrence J. Slattery  
Robert Louis Vance  
Robert Chandler Weaver

Bachelor of Fine Arts Degree

Kip Logan Bowers  
Thomas L. Fernow  
David R. Johnston  
\*Gale F. Johnston III  
David R. Walsh  
David Robert Williams

Associate in Science in Business  
Administration

\*Matthew Medina  
\*Patrick H. Murphy

\* Returning Credit

FACULTY SALARY LEVELS - THE LINDENWOOD COLLEGES - 1973-1974  
 Full-time faculty for nine months

years of service

PROFESSORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20+		
18-19																					M	
17-18																						
16-17					M																	
15-16								M														WM
14-15																W						
13-14																						
12-13																						

ASSOCIATE PROFESSORS

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20+		
18-19																						
17-18																						
16-17				M																		
15-16				M	M																	M
14-15																						
13-14								W							M							M
12-13					M	W			W					M						W		
11-12																W						
10-11																						W

ASSISTANT PROFESSORS

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20+		
14-15																						
13-14																						
12-13				M		M	W															
11-12					W	M	M	W					M									
10-11	WM	WM		W	M	W			W													
9-10	WMM	W																				
8-9																						

base salary in thousands of dollars

The years of service shown on this chart do not include previous teaching experience at other institutions. Faculty members with administrative assignments are not included on this chart.



## LINDENWOOD COLLEGE

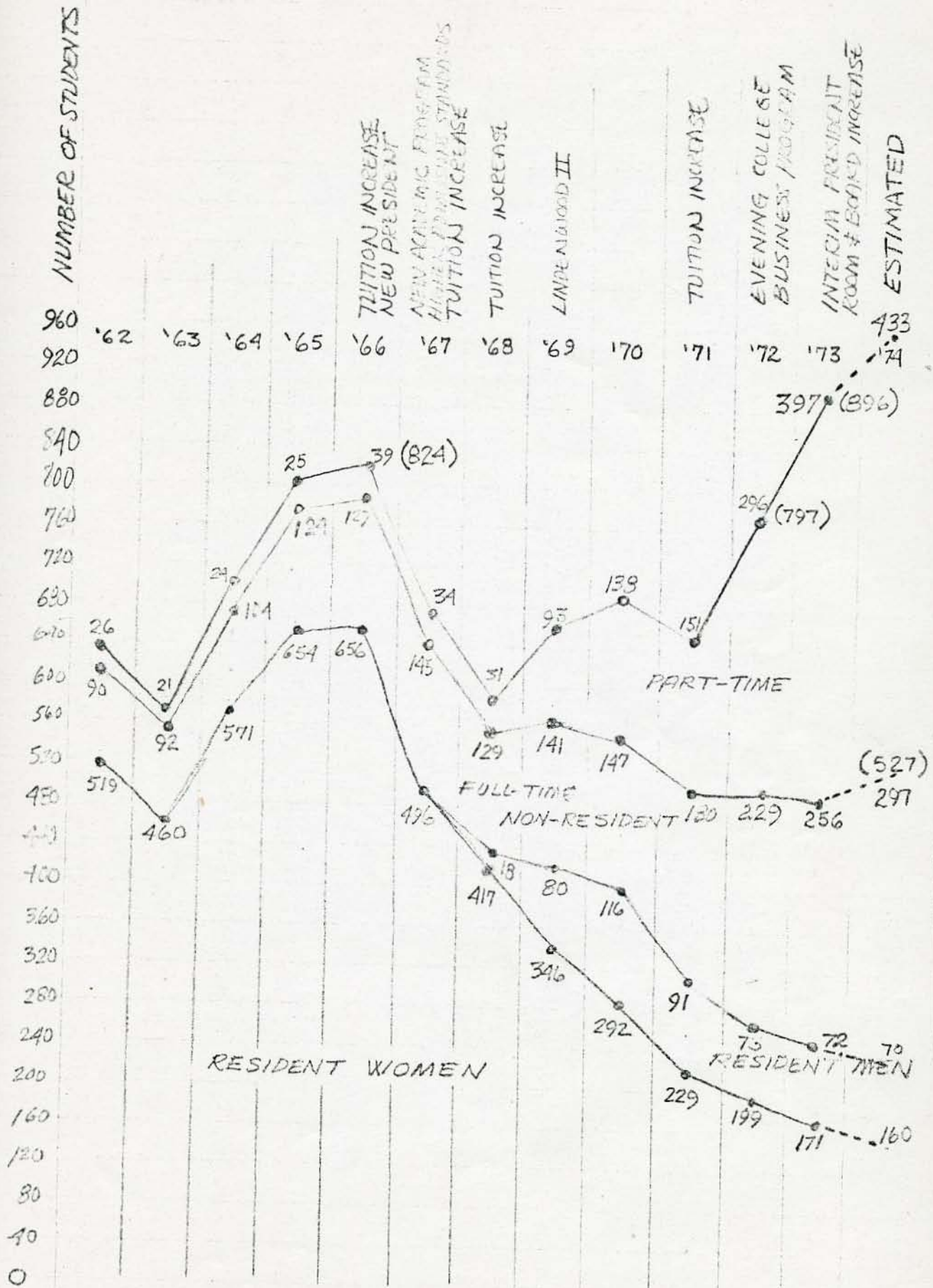
Endowment Funds and Funds Held as Endowment/Changes in Principal

<u>YEAR</u>	<u>ADDITIONS FROM GIFTS</u>	<u>DELETIONS BY TRANSFER TO OPERATING FUNDS</u>	<u>OPERATING- SURPLUS (DEFICITS)</u>	<u>BOOK VALUE</u>	<u>MARKET VALUE</u>	<u>INCOME</u>
1966-67	\$11,015	00	\$ 9,693	\$4,400,299	\$8,338,884	\$367,418
1967-68	46,238	00	(293,366)	4,964,398	8,945,779	359,329
1968-69	534,680	(150,000)	(241,226)	5,492,001	9,483,402	405,578
1969-70	32,046	(283,000)	(610,505)	5,825,425	7,403,616	436,928
1970-71	8,674	(642,489)	(499,594)	6,535,611	7,883,002	436,642
1971-72	91,072	(494,714)	(344,286)	6,119,774	7,306,594	501,290
1972-73	87,738	(404,988)	(525,941)	6,209,968	6,801,365	448,831
3/15/74	320,432	(480,182)*	( 56,261)	5,938,880	6,187,910	243,392
Totals		(2,455,373)	(2,580,872)			

## \*Additional Endowment Funds transferred

To Plant funds	\$120,500
First Mortgage	<u>17,850</u>
	\$138,350

ENROLLMENT TRENDS - THE LINDENWOOD COLLEGES  
 Fall - 1962 to Fall - 1973





FINANCIAL REPORT  
THE LINDENWOOD COLLEGES

Income	Actual 4/15/73	Actual 4/15/74	Change from prior year	Anticipated change 1974 from 1973	Budget 1974	Projected Budget 1975 as of 5/1/74	
Tuition - resident I & II	\$509,521	\$459,477	\$-50,044	\$- 9,589	\$494,677	\$448,500	
day I & II	291,024	307,450	+16,426	+24,178	312,000	324,360	
special I & II	83,049	84,856	+ 1,807	+11,434	94,448	85,000	
Academic fees I & II	31,455	32,731	+ 1,276	- 109	34,000	33,000	
Tuition - summer	52,341	46,343	- 5,998	- 6,236	45,988	49,000	
campus school	15,745	16,605	+ 860	+ 1,510	16,920	16,000	
evening college	52,502	163,837	+111,335	+82,499	135,000	190,000	
<b>TOTAL TUITION AND FEES</b>	<b>1,035,637</b>	<b>1,111,299</b>	<b>+75,662</b>	<b>+103,687</b>	<b>1,133,033</b>	<b>1,145,860</b>	
Endowment	388,015	286,343	-101,672	-71,184	330,000	255,000	
Gifts and grants	98,774	86,840	-11,934	+58,005	195,000	125,000	
Miscellaneous	37,846	36,684	- 1,162	- 2,953	45,000	30,000	
Income for scholarships	3,365		- 3,365	+14,075	65,000	60,000	
<b>TOTAL EDUCATIONAL &amp; GENERAL INCOME</b>	<b>1,563,637</b>	<b>1,521,166</b>	<b>-42,471</b>	<b>+101,630</b>	<b>1,768,033</b>	<b>1,615,860</b>	
Residence Halls	138,571	123,184	-15,387	- 8,357	128,700	126,500	
Food service	170,516	180,483	+ 9,967	- 5,035	163,800	161,000	
Bookstore	76,630	81,117	+ 4,487	+ 1,600	85,000	88,000	
Summer - room and board	5,668	3,134	- 2,534	- 2,534	3,134	3,000	
Conferences	55,761	39,678	-16,083	+12,831	85,000	40,000	
Other enterprises/tearoom, etc.	29,242	21,741	- 7,501	+ 512	40,000	25,000	
<b>TOTAL AUXILIARY INCOME</b>	<b>476,388</b>	<b>449,337</b>	<b>-27,051</b>	<b>- 983</b>	<b>505,634</b>	<b>443,500</b>	<b>Projected Budget with 6% Salary increase</b>
<b>TOTAL INCOME</b>	<b>2,040,025</b>	<b>1,970,503</b>	<b>-69,522</b>	<b>+100,647</b>	<b>2,273,667</b>	<b>2,059,360</b>	<b>2,059,360</b>
<b>TOTAL EXPENSE</b>	<b>2,204,034</b>	<b>2,168,065</b>	<b>-35,969</b>	<b>+38,685</b>	<b>2,737,646</b>	<b>2,654,343</b>	<b>2,709,260</b>
<b>SURPLUS (DEFICIT)</b>	<b>(164,009)</b>	<b>(197,562)</b>	<b>+(33,553)</b>	<b>-(61,962)</b>	<b>(463,979)</b>	<b>(594,983)</b>	<b>(649,900)</b>



<u>Expenses</u>	<u>Actual 4/15/73</u>	<u>Actual 4/15/74</u>	<u>Change from prior year</u>	<u>Anticipated change 1974 from 1973</u>	<u>Budget 1974</u>	<u>Projected Budget 1975</u>	<u>Projected Budget with 6% Salary Increase</u>
Instructional Expense							
Faculty salaries	\$421,975	\$399,244	\$-22,731	\$-46,412	\$608,344	\$579,393	\$606,031
Benefits	40,954	42,222	+ 1,268	+ 3,532	63,235	50,426	51,757
Departmental expense	59,759	66,785	+ 7,026	- 3,701	67,075	77,977	77,977
Misc. instructional expense	29,517	28,797	- 720	+ 005	35,000	35,000	35,000
Library	50,030	47,933	- 2,097	+ 5,892	75,000	77,500	77,900
Summer school	36,990	29,158	- 7,832	- 990	36,000	35,100	35,100
Campus school	10,007	9,950	- 57	+ 564	15,247	15,000	15,000
Evening college	17,088	39,364	+22,276	+16,089	43,000	72,362	72,362
<b>TOTAL INSTRUCTIONAL EXPENSE</b>	<b>666,320</b>	<b>663,453</b>	<b>- 2,867</b>	<b>-24,981</b>	<b>942,901</b>	<b>942,758</b>	<b>971,127</b>
General Institutional & Admin.							
President's office	50,442	39,013	-11,429	-11,727	47,909	47,000	47,000
Business office	77,476	67,531	- 9,945	+ 4,458	79,591	75,000	78,878
Admissions office	96,729	103,302	+ 6,573	- 7,279	120,000	135,700	139,035
Dean of faculty	26,409	26,770	+ 361	- 272	30,000	33,000	34,852
Development/Public Relations	35,188	18,361	-16,827	-29,722	28,000	28,000	29,153
Telephone/Switchboard	31,509	29,305	- 2,204	- 457	37,000	33,042	33,390
Publications	3,412	11,609	+ 8,197	+ 4,475	8,000	10,000	10,000
Board of Directors	1,176	970	- 206	+ 122	1,500	1,000	1,000
<b>TOTAL ADMINISTRATIVE</b>	<b>322,341</b>	<b>296,861</b>	<b>-25,480</b>	<b>-40,402</b>	<b>352,000</b>	<b>362,742</b>	<b>373,308</b>
Fixed Institutional Expenses							
Insurance	(120)	9,975	+10,095	+ 2,278	10,413	12,200	12,200
Investment & Property	25,523	14,565	-10,958	- 5,818	23,000	17,000	17,000
Interest on endowment invested in plant	14,580		-14,580	0	14,580	14,580	14,580
Interest	78,425	79,379	+ 954	+20,768	69,115	70,080	70,080
Pension & special payments	3,523	41,299	+37,776	+81,575	88,987	44,000	44,000



	Actual 4/15/73	Actual 4/15/74	Change from prior year	Anticipated change 1974 from 1973	Budget 1974	Projected Budget 1975	Projected Budget with 6% Salary Increase
Fixed Inst. exp. cont'd							
Disability & Unemployment	\$ 13,679	\$ 7,921	\$- 5,758	\$+ 74	\$ 14,500	\$ 9,100	\$ 9,100
Auditing fees				+ 500	4,500	6,800	6,800
Miscellaneous	18,858	19,812	+ 954	+ 424	25,000	25,000	25,000
TOTAL FIXED EXPENSE	154,468	172,951	+18,483	+99,801	250,095	198,760	198,760
Student Services							
Dean's offices	45,300	46,470	+ 1,170	-10,822	39,272	38,522	40,585
Student bank	4,314	1,180	- 3,134	- 2,693	2,646	2,646	2,805
Student services center	26,866	13,417	-13,449	- 7,057	23,962	16,000	16,763
Health Center	7,995	8,019	+ 24	+ 109	13,800	10,000	10,379
Registrar's office	17,130	17,050	- 80	+ 001	20,775	23,873	23,873
Alumni & Placement Office	9,179	8,897	- 282	- 008	10,900	15,354	15,354
TOTAL STUDENT SERVICES	110,784	95,033	-15,751	-20,470	111,355	106,395	109,759
STUDENT AID	207,175	228,071	+20,896	+40,278	244,363	230,000	230,000
Plant operation & Maintenance							
Plant	289,563	340,688	+51,125	+ 6,000	363,286	350,000	359,300
Security	65,928	54,417	-11,511	-24,414	53,708	61,500	61,500
TOTAL PLANT OPERATION	355,491	395,105	+39,614	-18,414	416,994	411,500	420,800
Auxiliary Expense							
Residence Halls	101,932	49,009	-52,923	+ 4,029	120,000	115,841	118,309
Dining Hall	121,892	103,511	-18,381	- 1,155	139,000	127,847	127,847
Bookstore/Post Office	98,640	101,536	+ 2,896	+ 706	82,000	89,000	89,850
Tea Room	16,249	10,921	- 5,328	- 602	20,000	14,000	14,000
Summer School	11,247	11,289	+ 42	- 1,247	10,000	11,500	11,500
Conferences	26,107	27,634	+ 1,527	+ 5,169	34,238	30,000	30,000
Athletics	3,679	6,326	+ 2,647	- 021	5,700	6,000	6,000
Miscellaneous	7,709	6,365	- 1,344	+ 068	9,000	8,000	8,000
TOTAL AUXILIARY	387,455	316,591	-70,864	+ 6,947	419,938	402,188	405,506

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

St. Charles, Missouri  
May 10, 1974

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 in the Art Building at The Lindenwood Colleges, St. Charles, Missouri, May 10, 1974, at 1:30 p.m., 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

D. C. Arnold  
Russell J. Crider, M.D.  
Robert Hyland  
Mrs. Joseph Pulitzer, Jr.  
Mrs. John Warner, III

Lindenwood College for Women - Board of Overseers

Mrs. John C. Brundige  
Frank E. Colaw  
Arthur S. Goodall  
Mrs. James C. Hamill  
Paul Knoblauch  
Mrs. Arthur Stockstrom

Lindenwood College II - Board of Trustees

Edward W. Cissel  
The Reverend Edward J. Drummond, S.J.  
Walter L. Metcalfe, Jr.  
Roland T. Pundmann  
Earl J. Wipfler, Jr., M.D.

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



The following members of the Administration of The Colleges were also 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  
Edwin A. Gorsky, Director of Admissions  
Thomas W. Smith, Associate Director of Development  
Mary Yonker, Secretary to the President and Assistant to the  
Secretary of the Board of Directors of Lindenwood College

Mr. Hyland, Chairman of the Board of Control, presided.

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

Mr. Cissel moved that the firm of Boyd, Franz and Stephans be employed to conduct the annual audit. The motion was seconded and passed.

Mr. Hyland, Chairman of the Board of Control, reported that the Board of Control has been working with President McCluer and the Faculty Committee on the search for a new president. There has been no general agreement on any person that the Board has interviewed, and the members of the Control of Control have come to the conclusion that a professional organization should be employed to help find well qualified candidates. The Faculty Committee agrees with this decision. The Board of Control has interviewed two organizations and believes that the firm of Associated Educational Consultants Corporation, headed by Frank Lloyd, with offices in South Yarmouth, Mass., is the better qualified firm of the two interviewed. Mr. Goodall moved that Associated Educational Consultants Corporation be employed to assist in locating candidates for the presidency. The motion was seconded and approved.

Dr. Colaw moved the approval of candidates for degrees subject to satisfactory completion of requirements for such degrees. The motion was seconded and passed. (List of candidates is attached to the agenda of the meeting.)

President McCluer made the following report to the joint Boards:

It is a pleasure to bring you this brief report from the Office of the Interim President of The Colleges.

On the whole we have had a very good year. Morale on the campus is excellent. Students are happy and many of them have made noteworthy achievements in the classroom and in student activities. At the Honors Day Program on May 7 Jelkyl Center for the Performing Arts was filled, which is a significant indication of the interest the students have in academic achievement. At the conclusion of the distribution of the awards, winners of fellowships in various graduate schools throughout the country were introduced by Dean Barnett. The number of these awards are a source of pride to everyone interested in the college. Few small colleges would have as many graduates receiving awards of significant distinction.

#### Admissions for the Fall of 1974

Mr. Gorsky, who came to us in January as Director of Admissions, will report later on admissions. I should like to call attention to the fact, however, that the number of new students who have applied for admission is exactly the same as it was on this date last year - 231. The enrollment of returning students as of May 7 this year is 260 as compared with 249 on June 30 last year. We expect the number of 260 to be increased by June 30.

We are confident that Mr. Gorsky's leadership as Director of Admissions will lead to a substantial increase in enrollment next year.

#### Financial Support

From the Parents' Fund this year we have received \$10,250 from 66 donors as compared with \$1,490 from 13 donors last year. From the Alumni Fund this year we have received \$18,265 from 658 donors as compared with \$29,969 from 436 donors last year. There were no major gifts this year as there were last year, but there is a substantial increase in the number of donors which is important.

In 1973 the Community Support Campaign as of this date brought \$7,580 from 59 donors. We have already passed the \$15,000 mark with 97 donors. The leaders of this campaign tell me they are certain the campaign will go over \$20,000 and possibly as high as \$25,000.

The gifts and pledges of Board members total \$21,700 from 22 donors.

There is encouragement in the support we are receiving and in the assurance that with Mr. Gorsky's leadership we shall have some increase in the student body next fall.



### Retirements

There will be six members of the faculty and staff retiring this year - Agnes Sibley, Professor of English, who joined the faculty in 1943; Hazel Toliver, Professor and Chairman of the Department of Classical Civilization, who came to Lindenwood in 1957; Luis Galvez, Professor and Chairman of Modern Languages at Lindenwood since 1968; Lula Clayton Beale, Registrar, who was first employed at Lindenwood in 1952; Mary E. Ambler, Librarian, an alumna, who came to Lindenwood in 1964 as Assistant Librarian; and Helen Davies, Head Resident in McCluer Hall, and also an alumna, who was employed in 1965.

Upon the recommendation of the Faculty Council and approval of the Faculty, it is recommended that the Boards approve emeritus status for the following who have given distinguished service to The Colleges for 10 years or more:

Agnes Sibley - Professor Emeritus of English  
 Hazel Toliver - Professor Emeritus of Classical Civilization  
 Lula Clayton Beale - Registrar Emeritus  
 Mary E. Ambler - Librarian Emeritus

Dr. Crider moved that emeritus status for Agnes Sibley, Hazel Toliver, Lula Clayton Beale, and Mary E. Ambler be approved. The motion was seconded and accepted.

Dean Barnett reported that there is one more step to be completed on one termination of contract. If that is accepted, next year there will be 42 full-time faculty and 34 part-time, giving a full-time equivalent of 54, and thus the instructional cost projected for next year will be achieved. There will be some reduction in offerings since there will not be a Classics concentration. He also reported that the faculty spirit is good and that the activities of certain departments have been especially noteworthy. The Jelkyl Center and the change in the schedule of classes have been of benefit to the Music Department and the Communication Arts Department. Revision of the Faculty Constitution and Bylaws is being undertaken both among the faculty and among the Board Committee on Faculty and Curriculum.

Mr. Gorsky, Director of Admissions, said that although computer projections indicate no increase in enrollment for the coming year, he believes there will be an increase. His staff will be recruiting students up until September.

On motion made by Mr. Stalnaker, which was seconded and passed, the dates for joint meetings of the Boards during the 1974-75 year are:

Monday morning, September 23, 1974

Monday morning, January 20, 1975

Monday morning, May 12, 1975

Mr. Berg, in the absence of Mr. Miller, explained the Financial Report, Faculty Salary Levels, Endowment Funds and Funds Held as Endowment/Changes in Principal, and Enrollment Trends attached to the agenda. In connection with the Financial Report, he said that all salaried personnel salaries have been frozen since September 1, 1972. Increases on that date averaged 5.5% following a freeze which had been in effect since September 1, 1970. Wages for hourly personnel were increased 5.5% a year ago, but are still below the prevailing wages in the area. Faculty members compensated at less than \$10,500 have been given contracts for 1974-75 which included a \$750 increase. Because of the financial circumstances and the enrollment uncertainty, no other faculty members have been given increases at this time, and no administrative contracts have been issued.

Mr. Hyland said that the Board of Control would renew consideration of cost of living adjustment in salaries in late August or early September. According to the Financial Report, an increase of 6% for all returning employees would cost \$54,917.

Mr. Berg read the following May 1, 1974 letter from Mr. Miller:

"It seems that the future of the college may well be closely related to the use of the farm property, the proceeds from its sale or the income from its use. Therefore, it is suggested that the Finance Committee should work closely with other committees of the colleges that are considering the use of this property. Because of the financial implications of the use of the property, it is suggested that the Finance Committee be advised and be interested in any considered use of the property."

Mr. Stalnaker moved that the report of the Finance Committee be accepted.

The motion was seconded and approved.



Mr. Arnold, Chairman of the Buildings and Grounds Committee, reported that serious weathering and drainage problems have resulted in damage to the College Chapel, which is owned jointly with the St. Charles Presbyterian Church, and to which we contribute one-third of the maintenance. The repairs which will be needed will total approximately \$15,000, making our share \$5,000. Since we are no longer using the chapel during the week for the Lindenwood Campus School, Mr. Berg is currently negotiating with the State Department of Education to lease classroom space for a school for the mentally retarded which will also serve as a laboratory for Lindenwood students interested in special education.

In regard to zoning of the farm, Mr. Arnold continued, the City of St. Charles has just completed a Master Land Use Plan for the City and we were concerned that the use designated in the master plan not be detrimental to the future interests of the college. Following Dr. McCluer's testimony before the City Council, the Lindenwood Farm was designated as an area for "Planned Unit Development." This means that zoning changes will be made on the basis of a master plan for the development of the entire 80-acre site.

Mr. Arnold reminded members of the Board that at the last meeting a proposal from Robert G. McMahon & Associates was mentioned in which the McMahon architectural firm in association with Arthur Klein and Associates as Real Estate Consultants and Lomas and Nettleton Company as Mortgage Bankers proposed to construction 200 multi-family units with a small commercial building on approximately 17 acres of the College Farm. The Board of Control has voted to delay action on the proposal.

Also at the last Board meeting, Mr. Arnold continued, it was decided not to approve an exchange of land with the City of St. Charles for the construction of a community center, auditorium and skating rink for certain improvements including a roadway giving access to the college farm. Since we were concerned about the

investment the Jaycees had made in hiring architects, the Board of Control authorized Mr. Berg to meet with the Jaycees and negotiate with them, offering to share in the direct costs of the project to date on a 50/50 basis. This has been accomplished with a payment by Lindenwood of \$4,000 of the more than \$8,000 expended by the local group.

Mr. Metcalfe reported that the Committee on Faculty and Curriculum has been meeting once a month. Three faculty members - Daryl Anderson, Vincent Brescia, and Richard Wier - have been recommended for tenure by the committee and placed on tenure by the Board of Control. Dr. Roman and Mrs. Welch, who were sent terminal contracts last year, took advantage of due process as stated in the bylaws. Dr. Roman's last hearing will be in a few days. Mrs. Welch has been given part-time tenure. This summer the Committee on Faculty and Curriculum will be reduced to two faculty members and two Board members, Mrs. Hall and Mr. Metcalfe, who will work on revision of the Faculty Constitution and Bylaws.

Mr. Hyland said that the Board of Control at its February 20, 1974 meeting discussed the question of Lindenwood's future and the prospect of the development of a Community College District in the St. Charles area. The possible alternatives open to the college were mentioned along with examples of private liberal arts colleges that have contracted to provide community college services in Illinois, Ohio, and New Jersey. The college has been collecting information on existing programs for study and consideration by members of the Boards and the faculty. Millikin University in Decatur, Illinois, for example, contracts to provide only those programs that fit into their own traditional liberal arts and science offerings. There is interest among the leadership in St. Charles County to develop an institution which might contract with a variety of existing educational institutions to provide community college programs. In addition to Lindenwood, these might include St. Mary's College, in O'Fallon, and the Lewis and Clark Vocational Technical School, in St. Charles. Dr. McCluer added that St. Charles



is second on the list in the state for a junior college district, and if a community college program can be operated in connection with Lindenwood, it will not hurt us, as a junior college would, and this should be developed. After further discussion, Mr. Arnold moved that the Board of Control appoint a joint committee of the boards to study the issue of a community college program and make a recommendation as soon as possible. The motion was seconded and passed.

Mr. Hyland appointed the following persons to serve on the committee:

Robert Hyland  
 Roland T. Pundmann  
 Mrs. Warren McK. Shapleigh  
 Armand C. Stalnaker  
 Earl J. Wipfler, Jr., M.D.

There being no further business, the meeting was adjourned.

Officers of the Board of Directors of Lindenwood College for Women for 1974-75 are:

Russell J. Crider, M.D., Chairman  
 Mrs. Thomas S. Hall, Vice Chairman  
 Robert Hyland, Treasurer  
 Mrs. John Warner, III, Secretary

Officers of the Board of Trustees of Lindenwood College II for 1974-75 are:

George W. Brown, Chairman  
 Roland T. Pundmann, Vice Chairman  
 Walter L. Metcalfe, Jr., Secretary and Treasurer

Representatives to the Board of Control for 1974-75 are:

Lindenwood College for Women Board

Russell J. Crider, M.D.  
 Mrs. Thomas S. Hall  
 Robert Hyland

Lindenwood College II Board

George W. Brown  
 Roland T. Pundmann  
 Walter L. Metcalfe, Jr.

The next joint meeting of the Boards will be on Monday morning,  
September 23, 1974.

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

Approved:

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

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

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

Walter L. Metcalfe, Jr.  
Secretary and Treasurer, Board of Trustees  
Lindenwood College II



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

St. Charles, Missouri  
May 10, 1974

The meeting of the Board of Directors and Board of Overseers of Lindenwood College for Women was held in the Art Building at The Lindenwood Colleges, St. Charles, Missouri, May 10, 1974, 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:

D. C. Arnold  
Russell J. Crider, M.D.  
Robert Hyland  
Mrs. Joseph Pulitzer, Jr.  
Armand C. Stalnaker  
Mrs. John Warner, III

The following members of the Board of Overseers were present:

Mrs. John C. Brundige  
Frank E. Colaw  
Arthur S. Goodall  
Mrs. James C. Hamill  
Paul Knoblauch  
Mrs. Arthur Stockstrom

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  
Edwin A. Gorsky, Director of Admissions  
Thomas W. Smith, Associate Director of Development  
Mary Yonker, Secretary to the President and Assistant to the  
Secretary of the Board of Directors of Lindenwood College

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

Dr. Crider, Chairman of the Board of Directors, presided.

Mrs. Stockstrom moved that the minutes of the meeting of January 21 be approved as distributed. The motion was seconded and accepted.

Mr. Stalnaker moved that the officers of the Board of Directors and the representatives to the Board of Control remain the same for the coming year. The motion was seconded and passed.

The officers for 1974-75 are:

Russell J. Crider, M.D., Chairman  
Mrs. Thomas S. Hall, Vice-Chairman  
Robert Hyland, Treasurer  
Mrs. John Warner, III, Secretary

Representatives to the Board of Control are:

Russell J. Crider, M.D.  
Mrs. Thomas S. Hall  
Robert Hyland

Mr. Berg explained that last summer a group of physicians in Illinois contributed to Lindenwood Female College all of the stock in their corporation - Foxhorn Stables, Incorporated. The gift was received with the assurance that all outstanding liabilities have been met by the donors. Remaining assets consist of four horses and a six-horse van. As the legal recipients of the stock of this corporation, a Board of Directors must be elected for the corporation with instructions to dissolve the corporation and distribute the assets to Lindenwood Female College. The book value of the assets on February 28, 1973 was \$4,763.47.

Mr. Arnold moved that Walter Metcalfe, Richard Berg, and Fred Fisher be elected directors of the Foxhorn Stables, Incorporated, and that they be empowered to vote all the stock in said corporation belonging to Lindenwood Female College, a Missouri corporation. The directors shall elect their own officers and transact whatever business may be necessary to dissolve the corporation and distribute the assets of Foxhorn Stables, Incorporated to Lindenwood Female College. The motion was seconded and passed.



Dr. Crider recognized two Life Members of the Board of Overseers - Mrs. Arthur Stockstrom, who was elected to the Board of Directors in 1949, and Mr. Arthur Goodall, who was elected to the Board of Directors in 1937 - for their long and faithful service on the Board, and presented each of them with Lindenwood paperweights and letter openers, the paperweights being engraved with their names and the designation "Life Board Member."

Mr. Stalnaker was honored for the two years of service he gave as Chairman of the Board of Directors and was also presented with a paperweight and letter opener.

There being no further business, the meeting was adjourned.

The next meeting will be on Monday morning, September 23, 1974.

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

Approved:

Russell J. Crider, M.D.  
Chairman, Board of Directors

Dorothy Q. Warner (Mrs. John, III)  
Secretary, Board of Directors

MINUTES OF THE MEETING

OF THE

BOARD OF TRUSTEES

OF

LINDENWOOD COLLEGE II

MAY 10, 1974

The following persons, constituting a quorum of the Board of Trustees of Lindenwood College II, met at 3:00 P.M. Friday, May 10, 1974, in the Lounge of the New Fine Arts Building.

The Reverend Edward J. Drummond, S.J.  
Earl J. Wipfler, Jr., M.D.  
Edward W. Cissell  
Roland T. Pundmann  
Walter Metcalfe, Jr.

The following member of the Administration was present:

Dean Patrick F. Delaney, Jr.

Mr. Metcalfe presided (in the absence of George Brown).

REPORTS, DISCUSSION, AND ACTION

The Minutes of the January meeting were accepted.

The matter of the resignation of Herbert W. Schooling and Carol A. Mundt was discussed. It was moved by Father Drummond and seconded by Roland Pundmann that the resignations of these two men be accepted. The motion was unanimously passed. After discussion, it was moved by Edward W. Cissell and seconded by Dr. Wipfler that the officers for next year would be: George Brown, Chairman, Roland Pundmann, Vice President, and Walter Metcalfe, Secretary and Treasurer. Motion was unanimously passed. It was pointed out by Walter Metcalfe that the elected officers of the Lindenwood College II Board would also serve on the Board of Control.

Mr. Cissell and Dr. Wipfler reported to the Board concerning the luncheon meeting they had with Dean Delaney and the recommendations from the Athletic Advisory Committee. A copy of these recommendations is included in these Minutes.



Mr. Cissell moved that these recommendations be accepted. Dr. Wipfler seconded the motion. The motion was unanimously passed.

Dean Delaney discussed his report which will be included in these Minutes. Following the conclusion of Dean Delaney's brief statement, Father Drummond moved that the Board commend him for the fine job he is doing as Dean and stated that he hoped that he would continue at The Lindenwood Colleges in his various capacities. Motion was seconded by Dr. Wipfler and unanimously passed.

There being no further business the meeting was adjourned.

Patrick F. Delaney, Jr.

Acting Secretary

Approved:

Walter L. Metcalfe, Jr.

Vice Chairman

ANNUAL REPORT TO THE LINDENWOOD COLLEGE II

BOARD OF TRUSTEES

FROM

THE OFFICE OF THE DEAN

Patrick F. Delaney, Jr.

May 10, 1974



## LINDENWOOD COLLEGE II

### I. STUDENT BODY

#### A. Enrollment

Male enrollment now stands at 205 full-time students. We have 132 non-resident students and 73 resident students. In the fall there were 156 part-time males attending our Day and Evening Colleges. These figures are higher than those of the Spring Term of last year. Two-thirds of our entering Freshmen this year are in the upper half of their high school graduating class; one-ninth were in the upper tenth of their class. 60% received financial aid.

Applications for L.C. II are at the same level as last year at this time. The number of paid deposits from new resident students has decreased. Paid deposits from non-resident students are about the same as at this date last year. I think it is too early to predict whether or not we will have an enrollment increase for next September, especially in light of the large graduating class.

#### B. Academic performance

##### 1. Freshmen

Analysis of the male Freshmen SAT and ACT scores reveals:

	1971-72	1972-73	1973-74
Verbal Mean	520	485	490
Math	521	461	490
ACT Composite:		21	
(70% of our male students scored above 21 for 1973-74 - the other 30% had scores below 21.)			

##### 2. Other classes

The composite G.P.A. for the Fall Term for Upperclassmen and Freshmen is as follows:

	1971-72	1972-73	1973-74
Seniors	2.74	3.15	3.13
Juniors	2.73	2.80	2.91
Sophomores	2.52	2.32	2.80
Freshmen	2.04	2.34	2.24
Over-all	2.38	2.57	2.69

## II. RESIDENCE HALLS AND DISCIPLINARY PROBLEMS

We did not have as good a year with regard to disciplinary matters this year as we had last year. Our Judiciary Board did not hear any cases, but the Dean's Office did. We placed several students on Disciplinary Probation and also found it necessary to issue warnings to several others. I feel that dormitory government worked very well in Ayres Hall this year. This was not the case in Irwin, where we experienced an inordinately large amount of student-caused damage. We found it necessary to bill all the Irwin residents for this damage. I had a number of conferences concerning the damages in Irwin and I believe that the students will take the necessary actions to see that this does not happen in the future. Next year we will make it known that we will make every effort to determine the persons who caused the damage. In addition to making the guilty students pay for the damages we also will levy fines.

The Intervisitation Policy continues to run smoothly and our position to abandon Student Assistants sitting desks in the male dorms proved to be a proper one.

## III. STUDENT GOVERNMENT

I continue to be concerned over the area of Student Government - more specifically, Student Government elections. Very few men run for office. This is especially true of non-resident students, even though we have made a special effort to encourage non-resident students to seek office. Again, for next year most of the Student Government leaders will reside in Irwin Hall. In spite of the student apathy, the Community Manager, together with the Student Life Committee of the male College, performed their duties quite effectively for this year.

## IV. GRADUATING CLASS AND ALUMNI

It appears that 51 male students will graduate this year. This



represents L.C. II's largest graduating class.

We made considerable strides in the establishment of our Alumni Association. We have established an Alumni Advisory Committee. This Committee, together with the Dean and the present Senior Class Officers, arranged an Alumni Day on May 4. The events included a business meeting in the morning, a picnic and beer-ballgame in the afternoon, a supper at the Western Lounge, followed by a rather large party at the Scarlet Queen Lounge. Attendance was fairly good; spirits were high; and a good time was had by all. I believe that this organization has now made a small beginning and we hope that it will grow in size and enthusiasm.

#### IV. THE L.C. II CURRICULUM COMMITTEE

This Committee continues to function in the development of career-oriented liberal arts programs. A good deal of the Committee's energies are expended in the evaluation of Practicum credit, Internships, and Field Studies for The Lindenwood Colleges. Student interest in these experiences continues to grow at a very rapid rate. The L.C. II Curriculum Committee, together with the Curriculum Committee of Lindenwood College for Women, is presently considering the Contract Degree Program option. This program would enable students working with Faculty Advisers to design programs to meet specific needs of students. These programs are not in traditional liberal arts areas, nor would such programs be available at the Colleges at this time. I believe my next report to you will include a more complete description of this program.

#### V. SPORTS

Our four varsity sports--soccer, baseball, tennis, and basketball--continue to draw students. Recently our Basketball Coach resigned, and I am

presently in the process of interviewing candidates for the position.

Our teams are also beginning to win. For example, our basketball team had a 12 and 13 record; currently our tennis team is 5 and 5. As you know, we play our home games in basketball at the Jefferson Jr. High School gym. I hope this arrangement can be worked out for next year.

As you all know, you authorized me to establish an Athletic Advisory Committee to make recommendations to the Board concerning our athletic program. The committee met on several occasions and I believe has carried out the original charge of the Board. The committee's recommendations will be discussed at this meeting.

In my report last year I referred to the 1972-73 year as a year of "stabilizing" for L.C. II. I believe that we are continuing to find our direction and defining our programs. "Growing pains" appear to have subsided and I optimistically look forward to years of growth. Such optimism is reinforced by the acquisition of Mr. Edward Gorsky as our Director of Admissions. However, well defined goals and mission of the Colleges will take place with the installation of a new President.

I was somewhat encouraged by the academic performance of the males this year. I continue to be concerned about the academic performance of our Freshmen. I look forward to the College attracting increasing numbers of well motivated students.

I wish again on behalf of all of those of L.C. II to express our sincere thanks to Mrs. Dorothy Irvine for the many things she does for L.C. II.

Personally, I continue to find the position of Dean of L.C. II, Chairman of the Biology Department, and Professor of Biology challenging, and, for the most part, very rewarding. It is my intention to continue to serve the Lindenwood Colleges in these capacities.



## Recommendations of the Lindenwood College II Athletic Program Advisory Committee

### STATEMENT OF PHILOSOPHY

The Athletic Program at Lindenwood College II affords interested students an opportunity to participate in team sports. The program is designed to foster healthy athletic competition, to enhance spirit and friendship, and to provide students with a beneficial extracurricular activity. The athletic teams are open to all eligible Lindenwood College II students.

Lindenwood College II recognizes that a student's academic work must take priority over his participation in sports. Lindenwood College II gives the athletic program the emphasis befitting an institution of its size. It is the hope of Lindenwood College II that the athletic program will progress in accordance with increased student enthusiasm and athletic facilities. In the future, L.C. II may find it necessary to establish organized intramural sports activities.

The College should join athletic conferences whose rules of eligibility closely resemble those of Lindenwood College II. A Faculty Athletic Coordinator should be appointed by the Dean of Lindenwood College II.

### POLICIES AND REGULATIONS CONCERNING THE ELIGIBILITY OF STUDENT ATHLETES

1. Student athletes must be admitted according to the Admissions procedures of the Colleges.
2. L.C. II does not give scholarships for only athletic ability. Student athletes must apply for and be awarded financial aid in accordance with the regular financial aid policy of the Colleges.
3. Only full-time students (3 or more full credit courses per long term) can participate in team sports.
4. Students participating on athletic teams must maintain a cumulative grade point average specified in the catalog for a student to be in good academic standing.
5. Students on academic or disciplinary probation will not be allowed to participate on an athletic team until the first term following the term in which he regains good standing.
6. Students transferring to Lindenwood directly from a four-year institution are eligible to play on an athletic team upon the completion of one long term at Lindenwood as a full-time or part-time student.
7. L.C. II subscribes to the rules of the NCAA concerning amateurism.
8. An athlete must complete his four years of participation within five calendar years from the beginning of the term in which he registered at a collegiate institution as a full-time student.
9. The Dean of Lindenwood College II, in conjunction with the Faculty Athletic Coordinator, will be the person responsible for the interpretation and appeals concerning the eligibility policies.

These policies should become effective with the fall term of 1974.



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MINUTES OF THE MEETING OF THE BOARD OF CONTROL OF THE LINDENWOOD COLLEGES HELD ON WEDNESDAY, JULY 17, 1974, AT THE RACQUET CLUB

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Present at the meeting were Russell J. Crider, M.D. and Robert Hyland, representing Lindenwood College for Women; George Brown, Walter L. Metcalfe, Jr. and Roland T. Pundmann, representing Lindenwood College II; Jefferson Miller, Chairman of the Finance Committee; and Dean Howard A. Barnett and Vice President B. Richard Berg, representing the administration of the colleges.

The meeting was called to order by Mr. Hyland, Chairman of the Board of Control. The minutes of the meeting of the Board of Control of April 24, 1974 were approved as mailed.

Dr. Crider moved that the Board of Control confirm the action taken by members of the Board during their conference call on June 19 to accept the recommendations of the Board-Faculty Review Committee which will result in the termination of the employment of Dr. Dolores Roman as Assistant Professor of Economics. The Board did not accept the finding of the review committee that Dr. Roman had de facto tenure because the Board did not believe that this matter was an issue in view of the prior determination. The motion was seconded and passed.

Mr. Hyland reported on the deliberations of the Board's community college committee which met at the St. Louis Club on July 16, 1974 with the following in attendance: Robert Hyland, Roland T. Pundmann, Mrs. Warren McK. Shapleigh, Armand C. Stalnaker, E. J. Wipfler, M.D., Dean Howard A. Barnett and Vice President B. Richard Berg.

Mr. Hyland presented a 15-point summary of possible statements rising out of the committee for consideration by the Board of Control. A copy of that summary is attached to and made a part of these minutes. The members of the Board of Control recommended that the college move ahead in its explorations of a cooperative program of the proposed St. Charles Community College District, and that the suggested guidelines be subjected to further consideration.

Mr. Metcalfe expressed some concern that such a relationship might violate provisions of the charter under which Lindenwood operates, its deed of land, and the intentions of the founders and donors of Lindenwood College for Women. Mr. Hyland asked Mr. Metcalfe to present to the Board an outline of legal restrictions which would affect the proposed cooperative program. Mr. Pundmann stated that he believed the founders and donors of the college would not object to the kind of cooperative program that is being envisioned to meet the educational needs of the area.

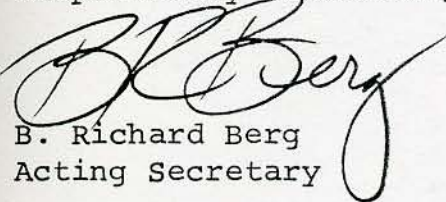


Mr. Miller discussed his concern as Chairman of the Finance Committee about the future of the college at its current level of deficit operation. He stated his belief that expenses have been cut as far as possible and his belief that the college ought to explore a major advertising and merchandising program to make the college and its excellent programs better known in our primary marketing areas. He recommended that the college consider investing some of its reserves in such a program now rather than waiting until it was too late. The Board agreed that such a campaign should be undertaken as soon as possible.

Mr. Hyland reviewed the status of the search for a new president. Dr. John Smylie, former President of Queens College, North Carolina, had been interviewed by a number of Board members the previous day, and on the basis of impressions of those who had interviewed him, the Board agreed he should be invited back to meet with the full search committee and representatives of the faculty and administration. Mr. Hyland stated that there were two other candidates who had been recommended by Associated Educational Consultants Corporation and should be invited to the campus for interviews.

There being no further business, the meeting was adjourned.

Respectfully submitted,

  
B. Richard Berg  
Acting Secretary



Possible Statements for a Board Position re: Community College

1. Neutrality in the face of Community College development in St. Charles is not a viable position for Lindenwood in view of current financial enrollment prospects.
2. Opposition to Community College development would not be consistent with Lindenwood's commitment to service to the community.
3. Obligation to Lindenwood founders and supporters requires us to do our utmost to preserve basic objectives and develop the potential of a church-related liberal arts college even in an era when such institutions seem threatened by expansion of tax-supported higher education and population and economic change.
4. Basic position should therefore be of cooperative involvement of Lindenwood in developing a St. Charles Community College with assertion to the community of the importance of private/public interaction to give reality to American convictions concerning higher education.
5. Ultimate objectives of Lindenwood should be:

a. Assertion of the nature and importance of private liberal arts education as a choice for students who wish the bachelor of arts degree and as an important ingredient in professional or vocational preparation since all graduates - whether liberal arts or vocational - are citizens of a nation and a world.

--- The liberal arts college is a repository of the knowledge accumulated by 3000 years of human intellectual effort.

--- Out of this storehouse of knowledge has come the technical as well as social insight which makes modern civilization work and which is the foundation for its progress.

--- The private, church-related college in particular asserts the idea of life preparation through the development of intellect and skills within a spiritual context, most tangibly represented by a moral commitment: one's abilities to be used for the advancement of justice and social good as well as realization of one's own life potential.

--- The objectives of liberal arts private education are not incompatible with the ideal of universal, post-secondary education, but need to be given new expression in an age which will treat the elitist notions of higher education as anachronistic.

b. The development of a Community College - either in a consortium or contractual arrangement - which supports Lindenwood objectives and provides the community with facilities, resources and programs which it would otherwise have to develop through duplication at great cost to the taxpayer and to the legitimate aims of existing private higher education.



6. Lindenwood would be willing to contract with a Community College District to enroll students in its current undergraduate program for the first two years.
7. Lindenwood would be willing to develop a two-year associate degree program in areas that could be staffed by current faculty members and some part-time faculty for students who would come to Lindenwood through a contractual arrangement with a Community College District.
8. Lindenwood would be willing to cooperate with other educational institutions to develop a comprehensive community college program for a St. Charles County Community College District in which Lindenwood would offer those programs that the college believed it could do best.
9. Lindenwood would be willing to lease or sell land on the college farm to a community college district with the understanding that the district was willing to enter into a long-term cooperative agreement regarding the operation of a community college degree program that would utilize available faculty and facilities at Lindenwood on a contractual basis; and with the understanding that community college facilities would also be available to the other Lindenwood Colleges on a cooperative basis.
10. Lindenwood would enter into such a program with the understanding that it would continue its upper and lower division programs as a private, church-related liberal arts college with some career emphases in selected disciplines.
11. Lindenwood would be willing to enter into a contractual arrangement at a charge-per-course per-student of approximately \$55 per credit hour. (This is the rate in the Kaskaskia/Greenville contract.)
12. Lindenwood would agree to welcome all contract students into the student life of the campus with the payment of the regular student activity fee charged other Lindenwood students.
13. Lindenwood would welcome up to 600 full-time contracted day students into such a program at this time.
14. (Calculated at \$55 per credit hour with a normal course load of nine courses at 3-hours per course - 600 students would bring Lindenwood an additional \$891,000 per year.) (\$600,000 would eliminate our current deficit and the remainder would be needed to increase faculty and departmental supplies to handle the increased student load.)
15. Lindenwood would be willing to accept all students who successfully complete a two-year college-transfer program in the Community College contract program as upper division students in The Lindenwood Colleges.



MINUTES OF THE BOARD OF CONTROL OF THE LINDENWOOD COLLEGES HELD  
AT THE ST. LOUIS CLUB, SEPTEMBER 23, 1974

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Present at the meeting were Russell J. Crider, M.D., Mary Hall and Robert Hyland, representing the Board of Lindenwood College for Women; George W. Brown and Walter L. Metcalfe, Jr., representing the Board of Lindenwood College II; Jefferson Miller, Chairman of the Finance Committee; and President Franc L. McCluer, Dean Howard Barnett and Vice President Richard Berg, representing the administration of the colleges.

The meeting was called to order by Mr. Hyland. The minutes of the meeting of July 17, 1974 were corrected by Mr. Metcalfe and approved on a motion made by Mr. Brown and seconded by Dr. Crider.

Mr. Hyland reported on the status of the Presidential Search and distributed a schedule for the return visit of Dr. William C. Spencer and his wife, Evelyn, September 29-October 2. Mr. Hyland will be host to the Spencers in his box at the Cardinal football game on Sunday afternoon. Mrs. Hall will be hostess for a dinner in her home for the Spencers and Board Members on Sunday evening. Monday Dr. Spencer will meet with President McCluer, administrators and Board Members desiring individual sessions with the candidate. Students and Faculty will meet with the candidate Monday afternoon. Monday evening Mr. Miller will be host for a dinner. The Board of Control will hold a special meeting in President McCluer's office at 4:00 p.m. on Tuesday, October 1, 1974 to negotiate with the candidate if there is mutual acceptance. Dr. Crider will be host to a dinner for Faculty and Board Members in his home on Tuesday, October 1.

Drs. Barnett and Berg left the room while the Board went into executive session to discuss matters of compensation for the President and other officers of the colleges.

Mr. Hyland reviewed the letter which Board Members had received from Mr. Stalnaker indicating areas of action for the Board, growing out of issues raised in the Jordan-McFadden report. The areas of concern were the selection of a President, the utilization or disposition of the college farm, administrative reorganization of the colleges, the colleges' position in relationship to a proposed community college district in St. Charles County, the need for a major fund raising campaign, and the level of awareness concerning the real fiscal situation of the colleges.



Mr. Metcalfe recommended that dates for more frequent meetings of the entire Boards of the colleges be set at the October meeting, and that meetings be called on those dates if we do not have a new President or if the new President has business to bring before the Boards.

Dr. Crider moved that the "Institutional Assessment" of the colleges prepared at the request of the Board of Control by Thomas F. Jordan and Daniel H. McFadden during August be used as a tool by the Board of Control in plotting necessary courses of action. The report should not be distributed beyond the Board of Control unless specific permission is granted by the Board. The motion was seconded by Mr. Miller and passed. Mr. Berg was granted permission to give a confidential copy of the section on admissions to the Director of Admissions and a copy of the section on fund raising to the Director of Development. Mr. Hyland reported that a copy had been given to presidential candidate Spencer.

The agenda for the meeting of the Boards of the Colleges on October 2, 1974 was reviewed and revised. A copy of the final agenda is attached to and made a part of these minutes. Dr. Crider recommended that individual meetings of the Boards, if required, be held after the joint meeting rather than before.

The Board agreed that small special committees of the Board, composed of two or three persons, should be appointed to work with the administration to come up with recommendations concerning the following issues:

Disposition of the College Farm (Mr. Arnold, Mr. Brown, Mr. Stalnaker),

Reorganization of the Colleges including the degree of relationship to the Presbyterian Church, Capital Fund needs and a program to raise the necessary funds, and the relationship of the colleges to a proposed St. Charles Community College District (an ad hoc committee of the Board is already working on this issue).

The Board discussed the need to appoint a joint Nominating Committee to consider vacancies on the Boards of the Colleges. It was recommended that Mr. Metcalfe and Mr. Pundmann serve from Lindenwood



College II and that Mrs. Shapleigh and one other person serve from Lindenwood College for Women.

The meeting was then adjourned on a motion made by Mrs. Hall and seconded by Dr. Crider.

Respectfully submitted,

  
B. Richard Berg  
Acting Secretary

AGENDA  
JOINT MEETING  
OF THE  
BOARDS OF THE LINDENWOOD COLLEGES  
October 2, 1974

Call to Order - Mr. Hyland

Minutes of the meeting of May 10, 1974

Report of the Presidential Search Committee - Mr. Hyland

Report from the Board of Control - Mr. Hyland

Selection of Task Forces on Specific Issues

Mission of The Colleges

Organization

Administrative Reorganization

Church Relationship

Fund Raising

Requirements for a Capital Funds Drive

Organization and Implementation

Lindenwood College Sesquicentennial

Relationship of The Colleges to a Proposed St. Charles County  
Community College District

Utilization or Disposition of the College Farm

Report from the Finance Committee - Mr. Miller

Distribution of the Audit Report

Consideration of Compensation of Employees

Adoption of Operating Budget for 1974-75

Other recommendations



Report of the Special Committee on the Community College issue - Mr. Stalnaker

Report of Faculty and Curriculum Committee - Mr. Metcalfe

Decisions to be made

Report of the Student Life Committee - Miss Smith

Distribution of the Development Office Report - Mr. Smith

Report on gifts and grants

Selection of Nominating Committee

Other business

Adjournment

	Actual 1973	Actual 1974	Freeze 1975 Budg.	6% increase 1975 Budg.
Resident Tuition	\$504,266	\$455,617	\$488,120	
Full-Time non-resident	287,822	305,030	333,333	
Special Students	83,014	84,381	85,000	
Academic Fees	34,109	34,015	34,000	
Summer Session	52,224	46,343	45,500	
Campus School	15,410	16,245	15,600	
Evening College	52,501	162,533	289,000	
<b>TOTAL TUITION &amp; FEES</b>	<b>\$1,029,346</b>	<b>\$1,104,164</b>	<b>\$1,290,553</b>	<b>\$1,290,553</b>
Endowment	401,184	343,343	250,000	
Gifts and Grants	136,995	120,131	125,000	
Miscellaneous	68,840	70,409	70,000	
Income for Scholarships	50,925	58,025	60,000	
<b>TOTAL ENDOWMENT, GIFTS, ETC.</b>	<b>\$657,944</b>	<b>\$591,908</b>	<b>\$505,000</b>	<b>\$ 505,000</b>
Residence Halls	137,057	122,434	142,450	
Food Service	168,835	179,578	194,250	
Bookstore	83,400	87,830	88,000	
Summer - Room and Board	5,668	3,135	3,000	
Conferences	72,169	43,239	40,000	
Tea Room, Miscellaneous	18,601	10,678	14,000	
<b>TOTAL AUXILIARY</b>	<b>\$485,730</b>	<b>\$446,894</b>	<b>\$481,700</b>	<b>\$ 481,700</b>
<b>TOTAL INCOME</b>	<b>\$2,173,020</b>	<b>\$2,142,966</b>	<b>2,277,253</b>	<b>2,277,253</b>
<b>TOTAL EXPENSES</b>	<b>2,698,961</b>	<b>2,696,536</b>	<b>2,832,230</b>	<b>2,901,082</b>
<b>(DEFICIT)</b>	<b>(525,941)</b>	<b>(553,570)</b>	<b>(554,977)</b>	<b>(623,829)</b>



## INSTRUCTIONAL EXPENSE

	Actual 1973	Actual 1974	Freeze 1975 Budg.	6% increase 1975 Budg.
Faculty Salaries	\$665,576	\$634,155	\$570,675	\$595,175
Faculty Benefits	60,965	62,564	65,703	68,591
Faculty Travel	1,111	809	1,000	1,000
Miscellaneous Instructional	31,555	32,633	33,750	34,000
Candidate Expense	2,289	3,187	3,000	3,000
Departmental Expenses	70,776	81,605	80,362	80,362
Evening College	26,911	50,280	123,419	124,608
Library	69,108	73,887	81,286	81,774
Campus School	14,683	14,959	16,467	16,791
Summer Session	<u>36,990</u>	<u>29,834</u>	<u>35,943</u>	<u>35,943</u>
TOTAL INSTRUCTIONAL	\$979,964	\$983,913	\$1,011,605	\$1,041,244

## ADMINISTRATIVE EXPENSE

Board of Directors	1,378	1,398	1,400	1,400
President's Office	59,636	46,230	41,416	51,667
Business & Public Affairs	94,760	84,147	84,909	88,926
Admissions	122,859	126,305	146,606	149,215
Dean of Faculty Office	<u>30,272</u>	<u>32,705</u>	<u>30,110</u>	<u>31,712</u>
TOTAL ADMINISTRATIVE	\$308,905	\$290,785	\$304,441	\$322,920

## STUDENT SERVICES

	Actual 1973	Actual 1974	Freeze 1975 Budg.	6% increase 1975 Budg.
Registrar's Office	\$ 20,774	\$ 20,631	\$ 22,786	\$ 23,650
Dean, Women's College	19,415	19,539	20,570	21,650
Dean, Men's College	18,597	19,082	18,959	20,223
Health Center	13,691	9,847	17,429	17,815
Counseling Center	30,749	13,035	13,658	14,363
Student Bank	5,339	2,019	3,041	3,041
Chaplain's Office	<u>4,344</u>	<u>10</u>	<u>0</u>	<u>0</u>
TOTAL STUDENT SERVICES	\$112,909	\$ 84,163	\$ 96,443	\$100,742

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 INSTITUTIONAL EXPENSE
 

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Development & Mail Room	38,095	24,776	34,926	35,309
Publications	3,525	11,742	13,800	13,800
Switchboard	37,457	35,030	21,369	21,797
Alumni and Placement	<u>15,328</u>	<u>14,216</u>	<u>19,154</u>	<u>19,653</u>
TOTAL INSTITUTIONAL	\$ 94,405	\$ 85,764	\$ 89,249	\$ 90,559



## GENERAL EXPENSE

	Actual 1973	Actual 1974	Freeze 1975 Budg.	6% increase 1975 Budg.
Auditing	\$ 4,000	\$ 4,500	\$ 4,500	\$ 4,500
Memberships	3,252	4,118	4,000	4,000
Automobile & Truck Expense	6,815	4,842	5,000	5,000
Insurance	8,135	13,103	13,300	13,300
Commencement	2,772	4,208	3,000	3,000
Investment Council & Service	9,695	8,219	9,000	9,000
Special Entertainment	989	1,894	1,500	1,500
Taxes - out of state property	100	100	100	100
Interest	62,927	62,446	62,500	62,500
Mo. Colleges Fund/ICUM	5,627	6,447	6,500	6,500
Long Range Planning/Legal	659	3,707	5,000	5,000
Miscellaneous	4,362	4,556	5,000	5,000
Pensions & Special Payments	7,412	55,482	38,231	38,231
Property Expense	19,123	8,455	8,000	8,000
Disability Insurance	<u>14,426</u>	<u>8,752</u>	<u>9,000</u>	<u>9,000</u>
TOTAL GENERAL EXPENSE	\$150,294	\$190,827	\$174,631	\$174,631

## PLANT OPERATION &amp; MAINTENANCE

	Actual 1973	Actual 1974	Freeze 1975 Budg.	6% increase 1975 Budg.
Plant Office - Purchasing	\$179,477	\$174,655	\$175,487	\$185,921
Heat	18,813	26,726	54,000	54,000
Light	35,073	35,092	36,000	36,000
Water	4,887	5,896	6,000	6,000
Gas	5,299	710	1,000	1,000
Inspection Fees	1,276	2,100	2,100	2,100
Maintenance & Janitorial Supplies	3,318	16,112	17,000	17,000
Campus Upkeep	7,245	12,108	12,000	12,000
Repairs & Replacement	4,259	3,765	4,000	4,000
Building Repair & Maintenance	86,152	73,724	75,000	75,000
Property Insurance to Gen. Inst. Expense	11,487	0	0	0
Security Service	<u>78,122</u>	<u>68,144</u>	<u>69,000</u>	<u>71,872</u>
TOTAL PLANT & MAINTENANCE	\$435,408	\$419,032	\$451,587	\$464,893



## AUXILIARY EXPENSES

	Actual 1973	Actual 1974	Freeze 1975 Budg.	6% increase 1975 Budg.
<b>Residence Halls</b>				
Head Resident's Salaries	\$ 11,160	\$ 8,175	\$ 7,200	\$ 7,200
Housekeeper's Wages	34,368	35,071	36,179	37,175
Benefits	4,840	5,382	5,500	5,705
General Expense	1,631	1,297	1,300	1,300
Interest	27,000	27,000	27,000	27,000
Repair & Replacements	3,155	11,481	5,000	5,000
Heat, Light, Water	<u>33,817</u>	<u>39,769</u>	<u>55,700</u>	<u>55,700</u>
<b>TOTAL</b>	<b>\$115,971</b>	<b>\$128,175</b>	<b>\$137,879</b>	<b>\$139,080</b>
<b>Dining Hall</b>				
Food Service	134,203	132,070	156,842	156,842
Equipment & Repairs	1,876	4,339	4,000	4,000
Heat, Light, Water-Stud.Help	<u>3,907</u>	<u>457</u>	<u>4,300</u>	<u>4,300</u>
<b>TOTAL</b>	<b>\$140,155</b>	<b>\$136,866</b>	<b>\$165,142</b>	<b>\$165,142</b>
Bookstore/Postoffice	81,294	85,097	88,953	89,571
Conferences	29,069	29,604	28,000	28,000
Tea Room	20,602	13,581	14,000	14,000
Summer School	11,247	11,289	11,300	11,300
Other Auxiliary	<u>14,653</u>	<u>13,590</u>	<u>14,000</u>	<u>14,000</u>
<b>TOTAL AUXILIARY</b>	<b>\$412,991</b>	<b>\$418,202</b>	<b>\$459,274</b>	<b>\$461,093</b>

	<u>Actual 1973</u>	<u>Actual 1974</u>	<u>Freeze 1975 Budg.</u>	<u>6% increase 1975 Budg.</u>
Student Aid	\$204,085	\$223,850	\$245,000	\$245,000
TOTAL EXPENSES	\$2,698,961	\$2,696,536	\$2,832,230	\$2,901,082



Endowment Funds and Funds Held as Endowment/Changes in Principal

<u>YEAR</u>	<u>ADDITIONS FROM GIFTS</u>	<u>DELETIONS BY TRANSFERS TO OPERATING FUNDS</u>	<u>OPERATING- SURPLUS (DEFICITS)</u>	<u>BOOK VALUE</u>	<u>MARKET VALUE</u>	<u>INCOME</u>
1966-67	\$11,015	00	\$ 9,693	\$4,400,299	\$8,338,884	\$367,418
1967-68	46,238	00	(293,366)	4,964,398	8,945,779	359,329
1968-69	534,680	(150,000)	(241,226)	5,492,001	9,483,402	405,578
1969-70	32,046	(283,000)	(610,505)	5,825,425	7,403,616	436,928
1970-71	8,674	(642,489)	(499,594)	6,535,611	7,883,002	436,642
1971-72	91,072	(494,714)	(344,286)	6,119,774	7,306,594	501,290
1972-73	87,738	(404,988)	(525,941)	6,209,968	6,801,365	448,831
1973-74	346,515	(906,532)	(553,570)	5,644,788	5,574,788	391,879
9/15/74		<u>70,000</u>	<u>          </u>	5,644,788	5,430,198	69,426
Totals		(2,811,723)	(3,058,795)			
Cash flow lag		(247,072)				

Admissions Report  
(September 25, 1974)

First Time Freshmen:	1973-74=109	1974-75=119	+ 9%
First Time Transfers:	1973-74= 50	1974-75= 63	+ 26%
New Full Time Special:	1973-74= 25	1974-75= 63	+ 152%
Full Time Students:	1973-74=498	1974-75=561	+12.7%
Full Time Equivalency: (Part Time Students)	1973-74=180	1974-75=204	+13.3%
Full Time Equivalency:	1973-74=678	1974-75=769	+13.4%
Total Head Count:	1973-74=896	1974-75=1175	+ 31%

Admission Goal 1975-76

A 10% increase across the board: This would be a full time equivalency of 845, a total head count of 1290 students.

College Costs: Comparison

Comparable Area College Cost For 1974-75

	<u>Tuition</u>	<u>Fees</u>	<u>Room &amp; Board</u>	<u>Total</u>
Webster College	2400	50	1350	3800
Lindenwood	1950	130	1300	3380
Maryville	1950	-	1300	3250
Montbonne	1800	50	1050	2900

Presbyterian Colleges in Missouri and Kansas

Lindenwood	1950	130	1300	3380
Westminister	2250	70	1000	3320
Park	1930	44	1140	3114
Tarkio	1990	66	1000	3056
Sterling (Kansas)	1600	-	1000	2600
Missouri Valley	1450	80	966	2526

*Respectfully,*

*Edwin A. Gorsky*  
Director of Admissions



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

St. Charles, Missouri  
October 2, 1974

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 President's House at The Lindenwood Colleges, St. Charles, Missouri, October 2, 1974, at 1:30 p.m., 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, were present:

Lindenwood College for Women - Board of Directors

D. C. Arnold  
Mrs. K. K. Barton  
Russell J. Crider, M.D.  
Mrs. Thomas S. Hall  
Robert Hyland  
Jefferson L. Miller  
Victoria Smith  
Armand C. Stalnaker  
Mrs. John Warner, III

Lindenwood College for Women - Board of Overseers

Mrs. John C. Brundige  
Mrs. James C. Hamill  
The Reverend W. Davidson McDowell  
Mrs. Arthur Stockstrom  
Mrs. Horton Watkins

Lindenwood College II - Board of Trustees

George W. Brown  
The Reverend Edward J. Drummond, S.J.  
Larry Edwards  
Walter L. Metcalfe, Jr.  
Roland T. Pundmann  
E. J. Wipfler, Jr., M.D.

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

The following members of the Administration of The Colleges 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  
Thomas W. Smith, Development Officer  
Mary Yonker, Secretary to the President and Assistant to the  
Secretary of the Board of Directors of Lindenwood College

Mr. Hyland, Chairman of the Board of Control, presided.

On motion made, seconded, and passed, the minutes of the meeting of May 10, 1974, were approved as distributed.

Mr. Hyland introduced Presidential Candidate William C. Spencer and Mrs. Spencer, and invited Dr. Spencer to say a few words.

Dr. Spencer said that he had been asked to meet with the Search Committee of the Boards on October 1 and subsequently had been invited to come to Lindenwood as President of The Colleges. He expressed appreciation for the support and confidence that Lindenwood has extended to him and to Mrs. Spencer. If elected, they will make a final decision within the next few days.

Dr. Spencer then noted that acceptance of the Boards' invitation would require from them a major commitment and an act of faith in the future of Lindenwood. Because the continued strength and welfare of a college depends as much on the involvement of its Board members as on its administrators, he asked the members, during their final deliberation on his formal election, to make individually and collectively the same solemn commitment that he and Mrs. Spencer were being asked to make.

Mrs. Spencer thanked members of the Boards for their hospitality during the visit.

Dr. and Mrs. Spencer left the meeting.

Mr. Hyland reported that the Board of Control and the Search Committee of the Faculty have authorized him to recommend that William Courtney Spencer be invited to become the next President of The Lindenwood Colleges. There was a



discussion of the qualities that the Board is looking for in a president and the experience and qualities of Dr. Spencer.

Dr. Crider moved that Dr. William C. Spencer be asked formally to be our next president. Mr. Pundmann seconded the motion, which was passed unanimously. The negotiations with Dr. Spencer will be made by the Board of Control.

Mr. Hyland said that in regard to the commitment of the Board to the new president, it would be necessary to have more Board meetings during the year and for each Board member to support the new president actively. After discussion of how the members of the Boards could communicate to Dr. Spencer their willingness to commit themselves to work and to support him, it was decided that a formal resolution would be out of order at this time since most of the Board members have expressed this to Dr. Spencer personally.

Mr. Hyland then reported that the Chairman of the Finance Committee had made the Board aware of the financial situation of the colleges. Mr. Miller, the Chairman of the Finance Committee, and the Board of Control have been examining the condition of the colleges and the prospects for the future. This summer the Board of Control retained two management consultants, Thomas Jordan and Dan McFadden, who visited the campus in August. They talked with ten Board members, the Vice-President of the Alumnae Association, the Editor of the St. Charles Banner-News, the Deans and other administrative officers of the college, nine faculty members, and four students.

Mr. Hyland then said that he would like to share the following highlights of the report Mr. Jordan and Dr. McFadden submitted to the Board of Control:

Preface - The year 1977 will be the 150th anniversary of the founding of The Lindenwood Colleges... Today Lindenwood is an irreplaceable asset whose potentiality for future service should not be lost. Not only can the institution resolve the crises with which it is confronted, but it can move ahead with strength and stability. This report calls upon all segments of the Lindenwood constituency--the Boards, the administration and faculty, the alumni, and the communities of St. Charles and the Greater St. Louis area--to dedicate themselves with open hearts and decisive action to this task...



Introduction - ... With some approximation, the Colleges have enough liquid assets to function for 2.7 years (the sale of the Farm property could add perhaps two more years);... What The Lindenwood Colleges must accomplish in the next eighteen months to two years to banish the grim reaper from its campus is remarkably modest. Specifically, the Board of Control must take the following steps:

1. Act quickly on some basic decision of leadership and program.
2. Raise \$3,000,000 for survival or \$5,000,000 for a degree of strength.
3. Move firmly to establish and strengthen the relationship of Lindenwood and the St. Charles community.
4. Build a strong institutional position in order to negotiate a beneficial contractual arrangement with the proposed community college district.

The purpose of the following recommendations is to bring The Lindenwood Colleges to a position of sufficient strength so that in three years it can freely consider its options and directions.

The Board of Control - ...

1. Representatives of the Board and elected members of the faculty (no more than six from each group) should meet and discuss the Colleges' financial problems and share information.
2. The Board should state its support for a major reorganization of the campus administrative structure, based on the rationale that there is "one faculty" and "one facility." The present structure is cumbersome, inefficient, and rests on a series of myths that for a large part serve particular parochial interests. While the actual reorganization should await the coming of a new president, the Board must clearly indicate its backing of this type of major change...

The President - The selection and retention of a new President for The Lindenwood Colleges is of utmost importance...

The Junior College - ... It is strongly recommended that a program be launched to "sell" St. Charles County on a contractual agreement for providing junior-college service to students of the area. Stressed would be the great savings to the taxpayers and quality education with diversity for the student. In this way Lindenwood would control the development of the junior-college movement in the area, and it would be for the benefit of all - not in the least, Lindenwood...



The City and the Colleges - At this point, if the City of St. Charles and The Lindenwood Colleges do not recognize their mutual importance and dependency, an awareness and acceptance of this fact must be firmly established within six months. For St. Charles to willingly lose a cultural and intellectual asset that would be irreplaceable is, for these writers, unthinkable. Junior colleges provide service without a dimension of, in a word, class. For Lindenwood to become a faceless junior college would be to defraud generations of future students of the St. Charles area and the northeast population corridor of Greater St. Louis.

There is an evident faith that St. Charles County will continue to grow at a rapid pace. This feeling of movement and pride in the community is generated by the belief that "when the bridge comes in" the county will grow. It is up to the leadership of the Colleges to create some interest and excitement, and further demonstrate that Lindenwood is not the Lindenwood that people knew ten years ago. If the institution acts, the opportunity is there to firmly establish its value to the community and involve its leaders in the survival of The Lindenwood Colleges.

Lindenwood has made laudable first efforts to be responsive to the needs of the city and area students. These efforts must be intensified with study and decision, and immediate steps taken to further demonstrate the concern of Lindenwood for St. Charles. At the same time, the faculty of the Colleges must be reassured that the dimension of quality of its academic programs will not be diminished in valuable and historic areas of its basic liberal arts college, but that reality and reason dictate that man does not live by great books alone. Nonetheless, the future intellectual enrichment of the citizens of the area and their families cannot be sacrificed to assure practical training devoid of creativity or cultural appreciation.

It is obvious from interviews with leaders of the St. Charles community that they are impressed with the new openness and sensitivity of the Colleges to the needs of the area. This courtship, though perhaps short, must move quickly to perpetual vows.

The Greater St. Louis Area - In a decade, the cultural, intellectual, and educational contributions of The Lindenwood Colleges will be of even greater significance than they are today. Population growth and development of the northeast corridor from St. Louis will demand opportunities for the people who will work and live in the greater metropolitan area. To lose Lindenwood as a regional center could project greater demands on the leadership of St. Louis in the future. St. Louis has always appreciated and supported those institutions that provide educated citizens and valuable employees, as well as the individuals who give leadership to those institutions. This is stated even though the spectre of Monticello College hangs heavily in the minds of St. Louisans. However, St. Charles is not Alton, and the Missouri is not the Mississippi. St. Charles can become more of a Georgetown for St. Louis than Alton, and there is enough mutuality of interest, freeway directness, and the possibility of a strong St. Charles community base to project that the rubics in the matter of Monticello do not apply to Lindenwood.



The funds needed for The Lindenwood Colleges are not great in comparison to its value. This report calls upon those Board members from the St. Louis community to respond to the commitment of the City of St. Charles and The Lindenwood Colleges to assist in meeting the challenge of the next three years. This task of great importance is not financially impossible, nor endless. With the full commitment of town and gown, it is believed that selected individuals of wealth, corporations, businesses, and foundations will respond to a sufficient degree to provide the needed financial support.

In our candid opinion, when the Danforth Foundation did not make a challenge grant to The Lindenwood Colleges, it was fully justified in its action. The vacuum of leadership, the lack of mission definition, and the town and gown separation were sufficient reasons. However, a challenge grant would be quite possible if the committed leaders of the St. Charles community and of Lindenwood would go to a foundation such as Danforth with a plan demonstrating the importance of the Colleges to the future of the area and Greater St. Louis, and with the assurance of unified commitment of all to achieve it. An affirmative response could also be elicited from major businesses and corporations and some national foundations, such as the Ford Foundation, who could recognize the urban and cultural loss of a diminished Lindenwood.

The Sesquicentennial Celebration - This observance of the founding of Lindenwood provides an opportunity to project the roles of the St. Charles and St. Louis groups beyond a crisis situation to an appealing event with significant historic importance. Those who would be asked to join these groups would be in effect the civic endorsers of this celebration. On this basis many outstanding citizens would be pleased to join these sesquicentennial committees, which would then be the basis of a broad support group.

Although it should not detract from addressing full effort to resolve the present problems of The Lindenwood Colleges, within six months an individual should be assigned or retained to project a plan for the Sesquicentennial celebration. The plan should not be based on, in a word, crass promotion, but on projecting a quality image of the Colleges and the City. Specific objectives of the celebration could include the following:

- a. To gain a broader and richer appreciation of the City and Colleges in the Greater St. Louis area.
- b. To bring pride to alumni, friends, students, and past donors.
- c. To demonstrate how a college and a city utilized their resources to preserve and strengthen a priceless heritage.
- d. To encourage donor confidence and attract leadership.

Communication - The lack of communication among all segments of the Lindenwood constituency has compounded problems. No one feels that he or she has a grasp of the reality of the situation. Particularly the faculty has suffered from this. It is absolutely necessary that the faculty understand both the critical situation that Lindenwood faces and also that with commitment, dedication, and facing up to hard decisions, the Colleges cannot only survive but prosper.



Administration of the Academic Program - The item that appeared in St. Charles Banner-News over a year ago under the headline, "Lindenwood's Choice: Cut Expenses or Close," does not adequately describe the situation that Lindenwood faces. While the faculty ratio could be reduced from the present 11:1 (the University of California at Santa Cruz, which is an outstanding liberal arts college with eleven Ph.D. programs, presently has an 18:1 student/faculty ratio) with some selective reductions, the answer for Lindenwood does not lie with extensive slashes in academic or support programs. While the new president must have the backing of the Board to make selective cuts, the answer lies in the organization of the academic program and better use of existing faculty...

Recruitment and Admissions - ... Just as in fund raising the business of attracting and retaining students should be the responsibility of everyone concerned with The Lindenwood Colleges. Anyone of college age or nearing it who comes to the campus should be given time even by the casual passerby. If a prospective student visits the campus to ask for information, he or she should not be handed a packet of information and dismissed. Each should be seen by someone from the Colleges, given a tour, and shown special interest; this should be reported to the admissions office. All assistance possible should be given to the admissions director, Edwin Gorsky, who has shown dedication and expertise in this area. Particularly the faculty should welcome the opportunity to personally call upon or influence students and sources of students...

Selected Eminence in the Arts for The Lindenwood Colleges - As a matter of academic need and practical public attraction, the Colleges must have at least one or several special programs that are exceptional and recognized.

For many important reasons, it is strongly recommended that a Council be established with top representatives of the communications industry that would employ future graduates of this department. The reasons for this are obvious: Such a council gains the interest of influential national and local media leaders, while providing invaluable direction and counsel (without cost); established sources of funds, equipment, and student internships; and an employment edge for graduates.

Another area in which the Colleges cannot only gain attention but also involve St. Charles leaders in its life is through the effective use of the studio arts programs and the fine arts building...

Here, again, it is suggested that a Fine Arts Council be formed to provide a resource to the community that it does not have at this time and that is unlikely to be established in the future. The council membership could include individuals with deep interests in the arts from the Greater St. Louis area, a group of outstanding St. Charles area cultural leaders, and respected regional professionals in the fine arts (curators, artists, collectors)...

This recommendation should be given immediate attention: The Lindenwood Colleges must have some such effective conduits to gain public recognition and to attract students.



Institutional Development - Fund raising should be the concern of all for whom the existence of Lindenwood is important.

The funding needs of The Lindenwood Colleges are attainable...

Alumni - Lindenwood has taken an excellent step ahead with the reestablishment of a good alumni program. Its staff is respected and can do much to win back and sustain alumni interest. Its on-going program should be given encouragement and support...

The Lindenwood Farm Property - It is the strong recommendation of this report that the Farm property be sold as soon as possible and that the funds invested in solid, high-interest paper. The Board should sell the Farm because it must put the academic interests of the institution above those of real estate. It must shore up the budget and provide some margin of operating expenses to allow a five-year time period in which to turn the institution around and get it on a break-even budget. Furthermore, it can hardly claim financial exigency and release tenured faculty when it has large real estate holdings.

Conclusion - We are greatly impressed with the quality of concern for Lindenwood and the priceless value of the institution. We are also convinced that together you can achieve a great and lasting good which will bring rare personal satisfaction to each of you. You are indeed the new Founders of the institution, and generations to come will benefit from your unselfish dedication to preserve and strengthen The Lindenwood Colleges of St. Charles, Missouri.

Mr. Hyland then said that in the absence of a new President it is necessary to move ahead in the consideration of these vital issues with the help of appropriate staff members of the college. The Board of Control will choose Board members to work on the following task forces:

1. Mission of the Colleges
2. Fund raising
3. Community college district
4. College farm

Mr. Miller, Chairman of the Finance Committee, reported that the status of the endowment funds had been examined as of mid-September, and that some changes will be made. The decline in the market value of the endowment over last year is, of course, due to the decline in the stock market. An explanation of the Endowment Funds is attached to the agenda.

Audit reports were distributed which Mr. Miller suggested be read by Board members at their leisure later.



In regard to the farm property, Mr. Miller suggested that a commercial appraiser be asked to give his opinion about the best use of this land.

Mr. Miller then called attention to the two proposed budgets attached to the agenda, one of which shows a freeze on salaries for the 1974-75 year and one which shows a cost of living increase of 6%. Mr. Miller moved that the budget with a 6% salary increase be adopted. The motion was seconded and passed.

Mr. Stalnaker reported for the Special Committee on the Community College Program. Members of the Board committee are:

Robert Hyland  
Roland T. Pundmann  
Mrs. Warren McK. Shapleigh  
Armand C. Stalnaker  
E. J. Wipfler, Jr., M.D.  
Howard A. Barnett  
B. Richard Berg

The committee has met and agreed that there should be a policy statement with respect to a community college district that will guide officers of the college and the Board of Control. The statement developed by the committee is attached to the agenda. It was also agreed that a policy position should be taken by the joint Boards. Mr. Stalnaker suggested that each member of the Board edit the statement of the committee, reflecting the individual's viewpoint, return it to Dr. Berg, who can take it to the committee - or Task Force - so that that group may act on it.

Dr. Berg reported that GROWTH, INC., a promotional organization of St. Charles County studying the needs of the county and ways to attract more business, has a committee involving people from St. Charles County studying the feasibility of a community college district which would not have a plant of its own but would contract for instructional facilities. Members of this committee are:

Frank Brockgreitens, Mayor, St. Charles  
 Terry Williams, Mayor, St. Peters  
 Del Peters, Mayor, O'Fallon  
 Ms. Nancy Reynolds, Mayor, Wentzville  
 Charles Boswell, District Manager, Union Electric  
 William H. Weber, Personnel Director, Metal Goods  
 Div. (member St. Charles School Board)  
 E. J. Wipfler, Jr., M.D.  
 Mrs. Grace Nichols, Chairman, Citizens Advisory  
 Committee St. Charles City Master Plan  
 William Terrill, Teacher  
 Barbara Cook, Home Builders' Association  
 Joan Rauch, Secretary, GROWTH, INC.  
 Frank Colaw, Superintendent, St. Charles City Schools  
 Gene Henderson, Superintendent, Francis Howell Schools  
 Cliff Jones, Superintendent, Wentzville School District  
 Harold Griffin, Superintendent, Orchard Farm Schools  
 B. Richard Berg, Vice President, The Lindenwood Colleges  
 Howard A. Barnett, Vice President and Dean, The  
 Lindenwood Colleges  
 Sr. Rose Agnes Beckerle, President, St. Mary's Junior  
 College, O'Fallon  
 Louis Clark, Director, Lewis & Clark Area Technical School  
 Fr. John Hickle, Duchesne High School  
 James Komaski, St. Dominic High School  
 Sr. Mary Isabelle Schlereth, Principal, St. Mary's  
 Academy, O'Fallon

Dr. Berg called attention to the "Analysis of Currently Available Programs and Facilities Related to a Community College," attached to the agenda, which shows what is already available at Lindenwood, St. Mary's, and Lewis and Clark in comparison to what is offered in the Junior College District of St. Louis-St. Louis County catalog.

The Chairman of the Faculty and Curriculum Committee, Mr. Metcalfe, reported that since the last Board meeting a hearing was held concerning the termination of Dolores Roman, with the final decision being to terminate Mrs. Roman. This year three tenure decisions must be made. If they are acted on favorably, 70% of the faculty will be tenured.

Two new programs have been established with St. Louis University - a Master of Business Administration program with St. Louis University providing instruction on the Lindenwood campus in the evening, which is a duplication of the program



offered at St. Louis University in the daytime, and a Master's in Education program offered by St. Louis University on the Lindenwood campus and not duplicated on the St. Louis University campus.

Mr. Metcalfe moved that the resolutions for Agnes Sibley, Hazel Toliver, Luis Galvez, Mary Ambler, Lula Clayton Beale, and Helen Davies, which have been adopted by the faculty and are attached to the agenda, be adopted by the Boards of The Lindenwood Colleges. The motion was seconded and approved.

Miss Smith reported that the Student Life Committee had met during the morning with Hollis Heyn, President of the Student Government Association of Lindenwood College, and Mark Zimmer, Community Manager of the student body of Lindenwood College II. The following were discussed:

1. The increase in the student activity fee for 1974-75 seems to be working out very well.
2. The students are extremely happy with the food this year, which is due primarily to an increase in the charge for food for 1974-75.
3. Day students vs. resident students. The non-resident students make up 44% of the full-time enrollment and the resident students 56%. It is believed that during the last year or two the day students and the resident students are doing more things together.
4. The need for some sort of student union and gymnasium complex.
5. Desire among students for more informal meetings of students and Board.
6. Dean Crozier and Dean Delaney brought up the matter of why students come to Lindenwood. In looking at the interest preferences of the incoming class there are four areas that attract two-thirds of the students: Communication Arts, Business, Art, and Biology. The freshmen seem to be more career oriented than previously.
7. In a questionnaire sent to graduating seniors one question asked was that if they had it to do over again would they come to Lindenwood. 80% of the answers were affirmative.
8. Last year a decision was made that the automatic tuition grant for bona fide residents of St. Charles County would be reduced from \$500 to \$400 this year and would be \$100 less in each subsequent year until it is eliminated. The Student Life Committee would like the Board to reconsider this decision. Mr. Hyland suggested that a decision on this wait until the new President has arrived.

Since Mr. Gorsky, the Director of Admissions, could not be at the meeting, Mr. Hyland called attention to the Admissions Report attached to the agenda which shows an increase of full-time students of 12.7%, an increase of full-time equivalency of 13.4%, and an increase in headcount of 31%. Mr. Hyland commended Mr. Gorsky on the excellent work he had done in the short time he has been here.

Mr. Smith reported that the Parents' Fund had brought in over \$10,000 last year. The amount received in the Annual Fund Campaign of Alumni was lower in the total amount given but higher in the number of those participating. Almost as much was given in the Community Support Campaign by the local community as by the alumni. A grant of \$5,200 has been made by the EXXON Foundation following a proposal sent in by Dr. Linda Nelson to incorporate the computer into a psychology course on behavior. The Arts and Education Council made a grant of \$1,050 for funds for a summer film festival for St. Charles children to be held on the Lindenwood campus, which was the result of a proposal made by Jean Fields. Six grants have been received from the Missouri State Council on the Arts.

Mr. Hyland thanked B. Richard Berg, Howard A. Barnett, and Mary Yonker for their outstanding cooperation and assistance to the Board of Control and the Search Committees, and said that they would receive special recognition from the Board for their work.

He continued by saying that it was impossible to find words to thank Dr. McCluer for all that he had done not only in serving as President during the interim period but in healing the wounds quickly. He said that we were extremely grateful to Mrs. McCluer as well for all that she had done, and appreciated the great sacrifice the two of them had made in giving up their retirement temporarily. Those present gave Dr. and Mrs. McCluer a standing ovation.



Mr. Miller moved that the following serve on a Nominating Committee to recommend new Board members:

From the Lindenwood College Board:

Robert Hyland  
Mrs. Warren McK. Shapleigh

From the Lindenwood College II Board:

Walter L. Metcalfe, Jr.  
Roland T. Pundmann

The motion was seconded. Mr. Hyland moved that the motion be amended to include Jefferson L. Miller as a member of the committee from the Lindenwood College Board. The amendment was seconded and passed. The original motion as amended was approved.

There being no further business the meeting was adjourned. The next scheduled meeting of the joint Boards is Monday, January 20.

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

Approved:

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

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

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

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

Possible Statements for a Board Position re: Community College

1. Neutrality in the face of Community College development in St. Charles is not a viable position for Lindenwood in view of current financial and enrollment prospects.
2. Opposition to Community College development would not be consistent with Lindenwood's commitment to service to the community.
3. Obligation to Lindenwood founders and supporters requires us to do our utmost to preserve basic objectives and develop the potential of a church-related liberal arts college even in an era when such institutions seem threatened by expansion of tax-supported higher education and population and economic change.
4. Basic position should therefore be of cooperative involvement of Lindenwood in developing a St. Charles Community College with assertion to the community of the importance of private/public interaction to give reality to American convictions concerning higher education.
5. Ultimate objectives of Lindenwood should be:
  - a. Assertion of the nature and importance of private liberal arts education as a choice for students who wish the bachelor of arts degree and as an important ingredient in professional or vocational preparation since all graduates - whether liberal arts or vocational - are citizens of a nation and a world.
    - The liberal arts college is a repository of the knowledge accumulated by 3000 years of human intellectual effort
    - Out of this storehouse of knowledge has come the technical as well as social insight which makes modern civilization work and which is the foundation for its progress.
    - The private, church-related college in particular asserts the idea of life preparation through the development of intellect and skills within a spiritual context, most tangibly represented by a moral commitment: one's abilities to be used for the advancement of justice and social good as well as realization of one's own life potential.
    - The objectives of liberal arts private education are not incompatible with the ideal of universal, post-secondary education, but need to be given new expression in an age which will treat the elitist notions of higher education as anachronistic.
  - b. The development of a Community College - either in a consortium or contractual arrangement - which supports Lindenwood objectives and provides the community with facilities, resources and programs which it would otherwise have to develop through duplication at great cost to the taxpayer and to the legitimate aims of existing private higher education.



6. Lindenwood would be willing to contract with a Community College District to enroll students in its current undergraduate program for the first two years.
7. Lindenwood would be willing to develop a two-year associate degree program in areas that could be staffed by current faculty members and some part-time faculty for students who would come to Lindenwood through a contractual arrangement with a Community College District.
8. Lindenwood would be willing to cooperate with other educational institutions to develop a comprehensive community college program for a St. Charles County Community College District in which Lindenwood would offer those programs that the college believed it could do best.
9. Lindenwood would be willing to lease or sell land on the college farm to a community college district with the understanding that the district was willing to enter into a long-term cooperative agreement regarding the operation of a community college degree program that would utilize available faculty and facilities at Lindenwood on a contractual basis; and with the understanding that community college facilities would also be available to the other Lindenwood Colleges on a cooperative basis.
10. Lindenwood would enter into such a program with the understanding that it would continue its upper and lower division programs as a private, church-related liberal arts college with some career emphases in selected disciplines.
11. Lindenwood would be willing to enter into a contractual arrangement at a charge-per-course per-student of approximately \$55 per credit hour. (This is the rate in the Kaskaskia/Greenville contract.)
12. Lindenwood would agree to welcome all contract students into the student life of the campus with the payment of the regular student activity fee charged other Lindenwood students.
13. Lindenwood would welcome up to 600 full-time contracted day students into such a program at this time.
14. (Calculated at \$55 per credit hour with a normal course load of nine courses at 3-hours per course - 600 students would bring Lindenwood an additional \$891,000 per year.) (\$600,000 would eliminate our current deficit and the remainder would be needed to increase faculty and departmental supplies to handle the increased student load.)
15. Lindenwood would be willing to accept all students who successfully complete a two-year college-transfer program in the Community College contract program as upper division students in The Lindenwood Colleges.

MEMPHIS CURRENTLY UNAVAILABLE (2/28/81) AND



Program	Program & Facilities		No Possibility	Special Areas of Emphasis	Feasibility
	Available Now	Needed to Provide			
Comprehensive C.C. Program Art	L.C. - Fully Covered	A.A.		Lindenwood	Good
Business Admin.	L.C. - Fully Covered St. M. - Many Courses	AA. in day program See Specific Areas		Lindenwood	Good
Child Care Assistant	St. M. - 29 credits	Some special instructors		St. Mary's	Good
Engineering Science	L.C. - L.A. base only St. M. - L.A. base only Lew & Cl. - Facilities		L.C. - Facilities St. M. - Facilities	Lew & Clark	With staff additions, Lewis & Clark could manage.
Home Economics	L.C. - L.A. base only St. M. - Many courses	6 subjects	L.C. - Facilities St. M. - Facilities	Lew & Clark w/ St. M.	With utilization of high school labs, program could be developed.
Liberal Arts including Journalism, Pre-Law, Educa.	L.C. - Fully covered St. M. - Fully covered	A.A.		Lindenwood	Good - better than community college since these are all 4-year programs.
Medical Records Librarian	L.C. - Fully covered St. M. - Fully covered	A.A. + internships		St. Mary's	Good
Music	L.C. - Extensive offerings St. M. - 2025 cred. hrs.	Staff expansion + space	St. M. - Facilities	Lindenwood	Good - Lindenwood's program is strong - would require different emphasis + staff.



Comprehensive CC Program	Courses Available Now	Needed to Provide	No Possibility	Special Areas of Emphasis	Feasibility
Pharmacy	L.C. - Fully covered	A.A.		Lindenwood	Good - 4-year program required
Pre - Dentistry	L.C. - Fully covered	A.A.		Lindenwood	Good - 4-year program required
Pre - Medicine	L.C. - Fully covered	A.A.		Lindenwood	Good - 4-year program required
Pre - Teaching	L.C. - Fully covered St.M. - Fully covered	A.A.		Lindenwood	Good - 4-year program required
Agri - Business Horticulture	L.C. - L.A. Base only St.M. - 9 courses	Plant + Hort. Staff All horticulture courses	St.M. Facilities + Staff	Lindenwood	Possibility - Lindenwood has greenhouse + extensive fund.
Business Accounting	L.C. - Fully covered St.M. - Many courses		Equipment incl Computer	Lindenwood	Good - L.C. has staff + facilities
Advertising	L.C. - Partially covered St.M. - Partially covered	Design + Practice Data Proc. + Adv. Courses	Equipment	Lindenwood	Good



Programs: Facilities

Compreh. C.C. Program	Available Now	Needed to Provide	No possibility	Special Areas of Emphasis	Feasibility
Adv. Design - Comm. Art	L.C. - 1/2 covered St.M. - 6-8 courses LewCl. -	Design lettering, Com. Art H.S. jobs + curriculum	St.M. - Facilities	Lewis + Clark	Good - coop between Lindenwood, Lewis + Clark + H.S.
Data Processing	L.C. - 1/4 covered LewCl. -	Space + additional equip Curriculum	L.C. - Facilities St.M. - Facilities	Combined Lewis + Clark Lindenwood	Good - Both Lindenwood + Lewis + Clark have computers + programs
Hotel, Rest. + Inst. Mgmt	L.C. - Bus. courses only St.M. - 9-10 courses			?	Potential through internship
Medical Secretary	L.C. - Well covered St.M. - Some courses LewCl. -	A.A. H.S. facilities + Curriculum		St. Mary's	Good
Mgmt + Supervisory. Del.	L.C. - 3/4 covered St.M. - 11-12 courses	Job design, Supervision, Case study, A.A.	Staff. St.M.	Lindenwood	Good
Retailing	L.C. - Fully covered St.M. - Partially covered	A.A. Fund. 1, 2, 3, 4; Coop. Retailing		Lindenwood	Good
Sales	L.C. - 3/4 covered St.M. - 3/4 covered	A.A. - Cr. Selling, Adv. Mktg Consumer behavior Specific courses in sales.		Lindenwood	Good
Secretarial	L.C. - Fully covered St.M. - Mostly covered LewCl. -	A.A. Secretarial Course + Staff H.S. + curriculum		Combined	Good



Compreh. C.C. Program	Available Now	Needed to Provide	No Possibility	Special Areas of Emphasis	Feasibility
Clerk-Typist	L.C. - Fully covered St.M. - Some courses Lew+Cl.	Certificate Bus. Teacher H.S. + curriculum		Combined	Good
Technical Illustration	L.C. - L.A. base only St.M. - 6 courses Lew+Cl. -	Staff + chg in facilities Additional staff Curriculum	St.M. - Staffing	Lewis + Clark	Good
Engineering Science	L.C. - L.A. base only St.M. - Most basic courses Lew+Cl. -	Computer Prog + Eng. courses Curriculum	St.M. - Equip. + staff	Lewis + Clark	Potential with staff + equip. expansion
Engineering Technology Chem. Engin. Tech.	L.C. - L.A. base only St.M. - 5-6 courses Lew+Cl. -	Curriculum	Facilities + Staff "	Lewis + Clark	L.C. + St.M. loop w/ Lewis + Clark to provide L.A. base. L.C. has 3/2 engineering program w/ Wash. U. + UMKC at Rolla
Civil Engin. Tech.	"	"	"	Lewis + Clark	"
Electrical Engin. Tech.	"	"	"	Lewis + Clark	"
Electronic Engin. Tech.	"	"	"	Lewis + Clark	"
Industr. Engin. Tech.	"	"	"	Lewis + Clark	"



Compreh. C.C. Program	Available Now	Needed to Provide	No Possibility	Special Areas of Emphasis	Feasibility
Mech. Engin. Tech.	L.C. - L.A. base only St.M. - 5-6 courses LewCl.	Curriculum	Facilities + Staff	Lewis + Clark	L.C. + St.M. Coop w/ Lewis + Clark on L.A. base
Refrigeration	L.C. - incidental courses St.M. - LewCl. -	Curriculum	Facilities + Staff	Lewis + Clark	Good at Lewis + Clark - L.A. base at L.C. + St.M.
Industrial Technology Automotive Tech.	L.C. - L.A. base only St.M. - 5-6 courses Lew + Cl -	Curriculum + equip.	Facilities + Staff	Lewis + Clark	Potential with additional equip. at Lewis + Clark
Drafting & Design Tech.	L.C. - L.A. base only St.M. - 5-6 courses Lew + Cl	Curriculum	Facilities + Staff	Lewis + Clark	Good at Lewis + Clark - L.A. base at L.C. + St.M.
Electrical - Electronic Tech.	L.C. - L.A. base only St.M. - 5-6 courses Lew + Cl -	Curriculum	Facilities + Staff	Lewis + Clark	Good at Lewis + Clark - L.A. base at L.C. + St.M.
Health Clinical Lab. Tech.	L.C. - L.A. base only St.M. - 1st 2 semesters	Additional faculty		St. Mary's	Good
Dental Hygiene	L.C. - L.A. base only St.M. - 8 courses		Staff + equipment	?	Would require special equipment
Dental Assisting Certificate	L.C. - L.A. base only St.M. - 1 course		Staff + equipment	?	"



Compreh. C.C. Program	Available Now	Needed to Provide	No Possibility	Special Areas of Emphasis	Feasibility
Inhalation Therapy	L.C. - L.A. base only St.M. - Most courses	23 credits in inhalation therapy - Hosp. fac.		St. Mary's	Good w/coop between St. Mary's + hospital.
Nursing	L.C. - L.A. base only St.M. - Fully covered Lewrl -	Library, curriculum, coop w/hosp.		St. Mary's	St. Mary's already has fully developed 2-yr nursing program
Med. Office Assistant	L.C. - L.A. base only St.M. - 3-4 courses Lewrl -	Spec. inst. + clinic facilities 1+-5.1 curriculum		St. Mary's	Good w/coop between St. Mary's + hospital.
Radiologic Technol.	L.C. - L.A. base only St.M. - Most courses	31 credits + equipment	St. M. - equipment	?	Problem of equipment + space
Public Service				?	
Fire Protection Technol.	L.C. - L.A. base only St.M. - 8 courses Lewrl -	Staff + internships All		?	Could be developed w/Lewis + Clark as center and fire stations providing internships.
Law Enforcement	L.C. - L.A. base only St.M. - Most courses	27 credits in spec. field		?	Could be developed
Library Service	L.C. - Fully covered St.M. - Fully covered	A.A.		Lindenwood + St. Mary's	Good
Home & Community Living	L.C. - L.A. base only St.M. - Most courses	Principles + Hum. Service Practicing - 5 courses		St. Mary's	Could be developed.
Human Service					





## R E S O L U T I O N

Agnes Sibley has been a member of the faculty of Lindenwood College for Women, and, more recently, The Lindenwood Colleges, since 1943.

She received the bachelor's degree in English from the University of Oklahoma in 1936 and her Master of Arts from Oklahoma in that same year. Her M.A. thesis dealt with John Donne and T. S. Eliot. She received the Doctor of Philosophy in English from Columbia University for a dissertation on Alexander Pope's Prestige in America. While at Columbia, she was Lizette Andrews Fisher Fellow.

She has written both prose and poetry over the years. Her most recent work was a critical biography of May Sarton for the Twayne United States Authors Series. She was chosen the Faculty Lecturer by administration and students in 1965 and delivered a memorable address for those of us who were here then on "Paradox and Poetic Truth."

She has traveled widely in England, Germany, France, Sicily, Italy, and Greece. From 1951 to 1953 she was a participant in a teacher exchange that took her to Bishop Otter College in Chichester, England, an experience that produced yet another book, Exchange Teacher. That stint in England produced lasting friendships for Dr. Sibley, and she has spent portions of the last several years near Chichester. She will leave shortly to make her residence there the year round.

On this campus, she has been for years a formative and important influence in the local chapter of the American Association of University Professors. In addition to serving on more committees than she, or anyone else, can remember, she was, for years, President of Alpha Sigma Tau.

But it is for her scholarship, her devotion to literature in particular, and the humanities in general, her loyalty and long service to this College and its students that Agnes Sibley will be remembered. She remains a member of the faculty as Professor Emeritus. It is one of the strengths and beauties of the academic community that its long-time members can be built into the very heart of the college and can stay there always.

F. L. McCluer

Howard A. Barnett

James F. Hood

Adopted by the Faculty  
of The Lindenwood Colleges  
on May 19, 1974





## RESOLUTION

Hazel Toliver has been a member of the Lindenwood faculty since 1957. Before joining Lindenwood, she taught in several high schools, then at Indiana University, the University of Kansas City, and at what is now Northeast Missouri State University.

She received her Bachelor of Arts in Latin and English from the University of Arkansas in 1929 with a thesis on "Influence of Classical Comedy on Characterization in the Plays of Ben Jonson." Her doctor of philosophy degree is from the State University of Iowa in Classics with a thesis on "The Theatre as a Force in Roman Society." The Roman theatre has remained her interest and speciality ever since. While at Iowa, she was successively a University Scholar, a Research Fellow, and a Teaching Assistant.

She has traveled in many parts of the world, in England, France, Switzerland, Italy, Greece, Turkey, Portugal, and Canada, with three different periods of European travel. She has written extensively in the past several years - fourteen articles, seven reviews, one book completed and another in progress.

Her professional associations include the American Philological Association, the Classical Association of the Middle West and South, the American Classical League, and the American Association of University Professors. She is active in Eta Sigma Phi honorary society.

In addition to her course work, which was both in classics and in history for the last several years, she has had the normal outlandish load of faculty committees, including work on the faculty constitution and Educational Policies Committee.

With Dr. Toliver the commitment to classical civilization and the humanities has enriched both faculty and students in the years she has spent at Lindenwood. Though she is migrating to Pocahontas, Arkansas, she will remain a member of this faculty, as Professor Emeritus, and we will hope to see her often in the future.

F. L. McCluer

Howard A. Barnett

Adopted by the Faculty of  
The Lindenwood Colleges on  
May 19, 1974

James F. Hood



## RESOLUTION

It may be possible to continue The Lindenwood Colleges without Lula Clayton Beale but it is doubtful. She is from Kentucky, which may explain part of it, but there is something else, a meticulous devotion to Lindenwood and its students that brings them back to see her, year after year.

She received her Bachelor of Science from Murray State, and her Master of Arts from George Peabody College for Teachers. She spent twenty-three years teaching in the public school system of Murray. She has traveled widely in England and the Continent.

Lula Clayton first came to Lindenwood in 1952 as Head Resident in Butler Hall and Assistant to the Director of Guidance and Placement. She added the duties of Registrar in 1953, and became full-time Registrar in 1954.

Since then she has kept track of all of us, packing us through our courses, collecting our grades, agonizing over our incompletes. In particular, she has bragged over all the faculty and student children to the point of making herself honorary godmother to the whole Lindenwood community.

As she becomes Registrar Emeritus by action of the faculty and board, she will be a part of this community always.

F. L. McCluer

Howard A. Barnett

James F. Hood

Adopted by the Faculty  
of The Lindenwood Colleges  
on May 19, 1974





## R E S O L U T I O N

Mary Ambler is an alumna of this College, so that her associations and loyalties go back to her own student days. As a student, she became a member of Alpha Sigma Tau, the women's college honorary society.

After her Bachelor of Arts degree at Lindenwood, she received the B.S. degree from Columbia University, and the Master of Arts from the University of Chicago.

After building and establishing a library at Blackburn College in Carlinville, Mary came back to Lindenwood as Assistant Librarian and heiress apparent in 1964 and succeeded to the title of Head Librarian in 1967.

Her monument here will certainly be the new Butler Library, rising around the cruciform shape of the old one. Working with the architects and the library committee, Mary succeeded in giving us a facility we can be proud of. Of course, not everything works out as you intended. When the faculty and student carrels were under discussion, we specifically asked for transparent doors on the student carrels and solid ones on the faculty studies, so faculty could hide, but students could not. Naturally, they were built just backwards, but as things have worked out, it is probably just as well.

Mary has been an unusual sort of librarian, one who did not mind if the books were taken off the shelves and read. She has been willing to put up with a certain amount of untidiness, if people would only use the library.

Mary has been a world traveler during her summers, and the exhibits in the library have displayed many of her souvenirs and treasures.

By action of the faculty, Mary now becomes Librarian Emeritus. We are proud to have her remain as a part of our community.

F. L. McCluer

Howard A. Barnett

James F. Hood

Adopted by the Faculty of The Lindenwood Colleges  
on May 19, 1974.



## RESOLUTION

Helen Davies was a student of Lindenwood who finally came back to the College. In between these two periods at Lindenwood, she lived in many places, including some thirteen years in Australia.

She returned to Lindenwood in 1965 as Head Resident in Butler Hall and for the last three years has been Head Resident at McCluer Hall. During that time she has become a real part of our academic community, often taking classes. She is a grandmother of some distinction, but characterized for us by her devotion to the College and its students, particularly those who have passed through her two residence halls.

Mrs. Davies is one of that large number of people who have helped make Lindenwood what it is through the years.

F. L. McCluer

Howard A. Barnett

James F. Hood

Adopted by the Faculty of  
The Lindenwood Colleges on  
May 19, 1974





## RESOLUTION

Luis Galvez has been a member of the Lindenwood faculty since 1968. Prior to coming here, he was Professor of Spanish Literature and Language at the College of St. Teresa. He has taught also at St. Mary's College and in a training program for Peace Corps Volunteers at the University of Missouri.

He has his baccalaureate degree from the Central University of Quito, Ecuador in classical languages and literature. He holds also the Master of Science from the University of Notre Dame in Education and Philosophy, and the doctor of philosophy from that same university for a thesis on "Education for Inter-Americanism." He has held a fellowship from the Institute for International Study.

He is active in a number of professorial organizations including the Modern Language Association, the American Council of Teachers of Foreign Language, and the American Association of University Professors. He belongs to Sigma Delta Pi and Pi Delta Phi honorary fraternities.

Professor Galvez has been an active chairman of his department and a prominent member of the humanities division. His coursework has ranged widely over Spanish language and literature and Latin American culture.

Though a member of the faculty of The Lindenwood Colleges for a relatively short time upon retirement, Luis Galvez has earned our recognition of his role as teacher and colleague.

F. L. McCluer

Howard A. Barnett

James F. Hood

Adopted by the Faculty  
of The Lindenwood Colleges  
on May 29, 1974

THE LINDENWOOD COLLEGES

MEMORANDUM

DATE: August 5, 1974  
TO: File  
FROM: Thomas W. Smith  
SUBJECT: Parents' Fund, 1973-74

The campaign totaled \$10,350 from 68 donors. This breaks down in the following manner:

- 1 gift of \$5,000 from a current parent
- 5 gifts from Corporations averaging \$140
- 36 gifts from current parents averaging \$94.15
- 24 gifts from former parents averaging \$50
- 2 gifts from alumni

The average gift in the campaign, not counting the matching gifts or the \$5,000 single gift amounted to \$75. Approximately 6.3 percent of those contacted responded with a gift.

There were 3 mailings sent out - one in October, one in early December and one in January. The first mailing included a brochure directed toward the parents and a letter from President McCluer. The second mailing was a letter from the student advisory committee on development. The third and final mailing was a letter from me thanking parents for their support and urging those who had not yet contributed to do so.



THE LINDENWOOD COLLEGES

MEMORANDUM

DATE: August 5, 1974  
 TO: File  
 FROM: Thomas W. Smith  
 SUBJECT: Summary of the Annual Campaign for 1973-74

Contributions to this year's Annual Fund Campaign totaled just over \$23,200 from 786 gifts. There were seven matching gifts from corporations and 699 gifts from alumni. Seventy four alumni made two gifts and six alumni made three gifts. The campaign, which started in early December, 1973, had a total of five mailings, one in December, one in mid-January, one in February, March and April. There was one printed brochure and several letters and flyers. Included in the first mailing was a list of the companies which had matching gift programs. A breakdown of the dollar amounts and number of gifts follows:

Amount	No. of gifts	Total
\$ 5	173	\$ 865
10	264	2,640
15	45	675
20	28	560
25	153	3,825
50	50	2,500
75	5	375
100	55	5,500
125	2	250
150	1	150
200	3	600
250	1	250
500	4	2,000
1,000	1	1,000
2,000	1	2,000
	<u>786</u>	<u>\$23,190</u>

THE LINDENWOOD COLLEGES

MEMORANDUM

DATE: August 8, 1974  
TO: File  
FROM: Tom Smith  
SUBJECT: Community Support Campaign Final Report

This year's Community Support Campaign brought the Colleges \$20,682 in gifts and pledges from 208 local businesses and individuals. The chairman of this year's campaign was Mr. Tom Boschert of the First National Bank of St. Charles. He was instrumental in obtaining a challenge gift from the First National Bank of St. Charles in the amount of \$1,000 which was used to match all new or increased giving to the campaign. The final total showed approximately \$2,800 in new or increased gifts over the previous year making us eligible for the entire \$1,000 gift. The traditional kick-off breakfast was altered slightly and the workers already knew which prospects they would be calling on and were encouraged to invite these prospects along to breakfast at which time all present were asked to make their pledge to this year's campaign. Major gifts in the campaign came from the following businesses:

First National Bank of St. Charles	\$2,000
ACF Industries	1,500
Southwestern Bell	1,200
McDonnell Electronic	1,000

In addition we compiled a list of all local businesses for mail solicitation. The campaign came to a close with a luncheon at the Copper Platter in St. Charles at which time Mr. Boschert was awarded a silver tray with his name engraved on it in appreciation of his efforts in this year's campaign.



DATE: July 8, 1974

END OF FISCAL YEAR  
CURRENT OPERATING INCOME  
 Cumulative Gift Income Report

SOURCES	Gifts and Pledges Received May 16, 1974 to June 15, 1974		Total Previously Reported Through May 15, 1974		Cumulative Total Through June 15, 1974	
	No. of Gifts	Amount	No. of Gifts	Amount	No. of Gifts	Amount
Trustees		\$	16	\$ 9,602.87	16	\$ 9,602.87
Alumni Trustees			7	4,659.13	7	4,659.13
Faculty & Staff	5	95.00	30	1,115.00	35	1,210.00
Alumni Faculty & Staff			5	305.00	5	305.00
Other Alumni	30	1,596.00 <sup>a</sup>	812	19,910.58	842	21,506.58
Parents (non-alumni)			62	8,740.00	62	8,740.00
Friends	23	796.25 <sup>b</sup>	82	7,314.54	105	8,110.79
Corporations	30	6,770.00	91	14,157.67	121	20,927.67
Foundations	1	100.00	9	18,337.00	10	18,437.00
Other Special Sources			6	21,945.05	6	21,945.05
Church Groups			7	3,334.32	7	3,334.32
Other Groups	2	60.00 <sup>c</sup>	2	110.00	4	170.00
TOTAL PRIVATE	91	\$ <u>9,417.25</u>	1129	\$ <u>109,531.16</u>	1220	\$ <u>118,948.41</u>
Government Grants						
Government Loans						
TOTAL FROM ALL SOURCES	91	\$ <u><u>9,417.25</u></u>	1129	\$ <u><u>109,531.16</u></u>	1220	\$ <u><u>118,948.41</u></u>
Total Unrestricted	79	\$ <u>8,889.00</u>	1023	\$ <u>91,293.62</u>	1102	\$ <u>100,182.62</u>
Total Restricted	12	\$ <u>528.25</u>	106	\$ <u>18,237.54</u>	118	\$ <u>18,765.79</u>

## Explanation of Restrictions:

<sup>a</sup>\$425 - Library (So. California Alumnae Club); \$2 PE Department<sup>b</sup>\$41.25 - KCLC Marathon (8 gifts)<sup>c</sup>\$50 - Scholarship Fund; \$10 - KCLC Marathon

DATE: August 28, 1974  
(Revised copy)

CAPITAL INCOME  
Cumulative Gift Income Report

CATEGORIES	Gifts and Pledges Received in Last 30 Days		Total Previously Reported Through		Cumulative Total Through	
	No. of Gifts	Amount	No. of Gifts	Amount	No. of Gifts	Amount
		\$		\$		\$
Unrestricted Endowment			1	230.00	1	230.00
Restricted Endowment	1	161,555.03 <sup>a,b</sup>	6	37,807.39	7	199,362.42
Quasi Restricted Endowment			1	40,000.00	1	40,000.00
Term Endowment			1	5,537.50	1	5,537.50
Plant Fund	2	75.00 <sup>c</sup>	11	1,300.00	13	1,375.00
Loan Fund			1	100.00	1	100.00
TOTAL FROM ALL SOURCES	3	<u>\$ 161,630.03</u>	21	<u>\$ 84,974.89</u>	24	<u>\$ 246,604.92</u>

Explanation of Restrictions:

<sup>a</sup>Nancy Drury Hardy Scholarship Fund - balance of Melissa Hardy Olk bequest  
(value of stock certificate, received January 3, 1974) \$16,821.00

<sup>b</sup>Katherine I. Shafer Trust - \$28,047.27 in cash; \$116,686.76 in securities. To  
be used for scholarships (received March, 1974)

<sup>c</sup>Horsemanship Fund

1308 2881