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1978

## Lindenwood College Board of Directors Minutes and Papers, 1978

Lindenwood College

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Program for a Master's Degree  
in Education through  
Lindenwood 4

AGENDA

Introduction

BOARDS OF THE LINDENWOOD COLLEGES

FEBRUARY 14, 1978

- 1. Call to order - Mr. Hyland
- 2. Minutes of meeting of October 6, 1977 - Mr. Hyland

Correction to October 6, 1977 Board minutes - page 4, second to last paragraph:

"Mr. Miller, Chairman of the Finance Committee, reported that the Finance Committee met October 3. Four residential properties owned by the College off-campus have been sold for approximately \$162,000, a gain of \$51,000. This money will be returned to the Plant Fund..."

The last sentence should read:

"...This money will be returned to unrestricted endowment..."

- 3. Report of the President
- 4. Committee reports
  - a. Fund Raising and Development Committee
  - b. Facilities Committee
  - c. Finance Committee
  - d. Nominating Committee
  - e. Ad Hoc Committee on Summer Theatre
  - f. Executive Committee

5. Motions and resolutions

6. Adjournment



Program for a Master's Degree  
in Education through  
Lindenwood 4

A. Introduction

The program which follows reflects our desire to develop a quality Master's degree program based on the tutorial and cluster group format already active in the Lindenwood 4 individualized program. It also reflects our interest to help improve our schools and augment the effectiveness and career possibilities of our educators.

This is to be a three trimester or one year program in education leading to the Master of Arts degree. It is a program for experienced teachers who want to improve their classroom effectiveness or develop skills in areas such as curriculum planning.

The proposal for a Master's in Education is built upon the concept of individualized studies. Though students meet weekly in small groups, they conduct their work according to their own identified needs and interests. Their individualized studies actually begin at the time of the application, with analyses and statements on the practical and theoretical needs and objectives rooted in their teaching experiences, as required in a Program Overview. From these analyses, subsequently refined in the first trimester, will evolve projects of students to be pursued throughout the remaining trimesters. This individualized focus will remain whether students are engaged in tutorial or group studies. It is assumed that the student majoring in a secondary subject matter field will have a component of work in that field.

B. Trimester Content, Organization, and Evaluation

Trimester I

The initial trimester should involve the students in an intensive and extensive study of the supporting foundations of educational theory and practice. What people believe profoundly affects how they work with and relate to other people. Teachers' beliefs about the self, the community, and the whys of behavior, ought to be the sources from which methods, techniques and strategies for working with people originate. A study of key works in philosophy, psychology, sociology, and political science should provide a basis for conceptualizing and analyzing present beliefs, goals and practices.

In philosophy, the works of Dewey, Whitehead, Polanyi, T. F. Green, Freire, and Illich may be read or reread to help clarify important issues, like the relationship of the individual to the group or of the individual to the work he performs. In psychology, Sullivan, Rogers, Maslow, Piaget, Montessori, Bruner, and Von Neumann may be examined or reconsidered to provide a basis for understanding the self and the theory of self-actualization; the effect of the family, peers, and political institutions on perceptions; a variety of views of learning; and the meaning of the



helping relationship. In sociology, a careful review of Mead, Riesman, Slater, Parsons, Dreehan, Walter, and Henry may provide new practical insights on how to manage the classroom as a living community and how to relate the daily living experiences of the individuals to their culture. In economics and political science, Galbraith, Bell Heilbroner, Gartner, Riesman, and Fuchs may help focus understanding on the politics of power and what it means to lead satisfying lives in the midst of changing economic patterns.

In education, students should be familiar with the works of Kozol, Silberman, Dennison, Herndon, Holt, Kehl, Postman and Weingartner. These educators should provide new insight and awareness of teaching practices and environments, and serve as stimuli for self-evaluations and analyses.

Organization and Process. Students will meet weekly in cluster groups with the Faculty Sponsors for approximately four hours. In the first half of each meeting students will hear presentations by various specialists in subject matter areas and will participate in discussions to enhance or perhaps challenge present beliefs and knowledge. The second half of the weekly session will be devoted to small group interactions in which Faculty Sponsors will work towards the fulfillment of each students' learning objectives for the trimester. Each group member has her/his own projects, papers, and readings to complete and apply during the term, and receives individual advice and substantive critique from the Faculty Sponsor. When necessary, students can arrange individual, one-to-one, meetings with their Faculty Sponsor(s), or Faculty Administrator.

In this first trimester, students will devise ways to analyze and record their thinking about the ideas, concepts, and constructs encountered during the trimester. This might be done in a variety of ways -- through a personal journal, annotated bibliography, or a number of short, analytical position papers. Students may use all or a combination of these methods for dealing constructively with their intellectual development. This phase of study, however, will culminate in a written analysis of the student's present goals in teaching and the strategies employed for achieving them, to include an assessment of the classroom and community environment in which they are to be carried out. This will conclude with a statement of realizable goals for teaching and/or implementing curricular changes in these settings. These goals will provide focus and direction for planning further studies in the coming trimesters.

### Trimester II

In the second trimester, students will be organized according to whether they emphasize learning new teaching strategies and methods or curriculum analysis and development. It should be understood, however, that concentrating efforts in one area does not obviate study in the other. Students will pursue their studies from the personal inventories and analyses completed in the first trimester. This will help maintain continuity and a personalized character to their studies.



Analysis of Teaching. This component of the program is planned for those individuals interested in effecting changes in their teaching behavior, methods or environment. Their studies will focus on techniques of instruction, group behavior and process, on constructing learning environments, learning communities and centers, and on implementing individualized instruction. In selecting and devising strategies for change, students will learn ways to improve the formulation of classroom problems; to inventory information necessary to describe and analyze these problems; how best to test out new learning and record results; and finally how to reformulate the problems to institute a new train of inquiry and action. To achieve significant results will involve students in mastering various evaluative procedures, like observational studies and statistical methods.

In this trimester, then, students will begin to use their own classrooms as laboratories for which they will devise new teaching methods and strategies, implement them, and record and analyze the results. Thus, a strong feature of the program is the close tie between research and practice, but research on problems of immediate concern to the teacher and yielding solutions of immediate value in the classroom.

Curriculum Development. Students who select this component will engage in the analysis and construction of curriculum projects within their classrooms. To carry out such projects may involve studying particular subject matter specialties, curriculum theory and design, and evaluation procedures.

Organization and Process. Students will be organized according to which component they pursue, and arranged in clusters of not more than eight students working with one Faculty Sponsor. As in the first trimester, weekly meetings will involve the participation of outside specialists in one to two hour presentations. The students' needs and interest will determine the selection of specialists and the extent of their participation in the programs. During the second half of the weekly sessions, cluster groups will work on individual and collective problems and responses and decide which directions the group itself will take in the coming sessions. Students will be expected to present their studies, and to share their thoughts with other members of the cluster.

In this trimester, students will be creating curricula and/or devising strategies for changing classroom practices and environments, as well as testing out the results of their efforts in their own classrooms. To these ends, students will be observing, recording and evaluating their own practices and programs.

### Trimester III

The testing out process begun in the second trimester will be expanded into a major curriculum and/or teaching design in the third and final trimester. By this time students will have gathered sufficient information and data to produce a major or Culminating Project, which demonstrates mastery of theory and practice in their areas of specialization. Materials,



methods, constructs, techniques, strategies and processes devised and tested in other trimesters will serve as the basis for the Project. The Project proposal will be submitted to the Faculty Sponsor and Administrator at the beginning of the final trimester. The proposal should describe the format, methods, and indicate the content of the project. When appropriate, a bibliography should be attached. Approval and/or recommendations for changes will be made by the Faculty Sponsor and Administrator within two weeks. The Culminating Project itself will be presented to a Graduate Review Committee consisting of the Faculty Sponsor, Faculty Administrator, a student peer (optional), and one or more specialists in the student's area of concentration not connected with Lindenwood 4. This committee is responsible for approving the Culminating Project and/or recommending changes. A final version of the Project must be returned to the Faculty Administrator before the Administrator can recommend the student for graduation.

The Culminating Project should be comparable to a thesis, though it may take a variety of forms -- a paper, tape, video, or film, for example. Most Projects, however will be written. If a medium other than writing is used, the student should be proficient in the alternative medium so that its use enhances the content rather than detracts from it. If the Project is essentially non-analytical, the student should present a short expository paper that integrates the theoretical study, methodology, and purpose of the Project with its non-analytical presentation.

Organization and Process. Students will continue to meet in clusters in this trimester, though individual meetings with the Faculty Sponsor or Administrator can be arranged as the need arises. Students and Faculty Sponsors may initiate joint meetings of cluster groups where sharing of information seems appropriate. All students are involved in research methods and design, and may need to learn or review methods of evaluation and the statistical analysis of data, the values of pre and post testing, the techniques of recording observations, and ways to avoid biasing data. They may need help from peers and other faculty to redesign their study or to determine how to present their Projects to a Graduate Review Committee.

Faculty Sponsors will observe and evaluate the participants at work in their own classrooms as they implement their own designs. The critiquing by faculty should prove a helpful tool in identifying and substantiating the values and weakness of the students' efforts, and when necessary, in reorganizing or redirecting their activities and plans.

#### C. Faculty Resources

The MA in Education will require faculty who will take responsibility for organizing and administering the program and who will serve also as teaching faculty. They will be specialists in Education and will serve as Faculty Sponsors. Faculty from The Lindenwood Colleges will have significant involvement in the program. They will be asked to present materials for the symposium in the first trimester and to make other presentations as the need arises throughout the program.



Lindenwood faculty will also be asked to serve in an advisory capacity for students who need specialists, particularly in subject matter areas, like mathematics and English. (A student, for example, designing an English literature curriculum may need the type and quality of input that only an English professor can provide.) In addition, Lindenwood faculty may be asked to serve on a student's Graduate Review Committee to evaluate and critique the Culminating Project.

D. Admission:

This program is based on the interface between work and study. Applicants, therefore, should have had professional training and experience and should be teaching presently, though exceptional cases will be considered. The program is designed to have a direct and positive effect on their working situations. Applicants must have completed a baccalaureate degree and should have two years prior work experience.

Applicants must submit a detailed Program Overview which identifies goals and skills to be learned, and identifies the ways they will be learned and incorporated into a program of study. The Overview must also specify the Culminating Project for the year's work. The Overview is reviewed and approved by the Graduate Admissions Committee of The Lindenwood Colleges. Applicants may request and receive help in conceptualizing and organizing the Program Overview from the Faculty Sponsor and/or Administrator or any other resource person.

Applicants should submit with their Overviews three letters of recommendation and official transcripts as requested on the Application Form.

An applicant may transfer one trimester (10.5 graduate hours) of credit into the MA program providing the credit related directly to the applicant's program goals. This relationship will be determined by the Faculty Administrator who recommends approval by the Graduate Admissions Committee. The Admissions Committee makes the final determination on the acceptance of transfer credit.

E. Special Features

The program described in this proposal does not eliminate students from electing to work tutorially in areas not illustrated in the proposal -- e.g., special education. Students may work tutorially for two trimesters and join a cluster group for the third or final trimester.

Students have the option of taking one course per term in the regular colleges to supplement their programs of study.

Non-certified teachers may under certain circumstances become certified in the MA program. Program Overviews must be designed with that purpose in mind. In most cases where the desired certification is in a primary area -- elementary education, English, or Social Studies, for example -- students will need an additional one to two trimesters of study. In other cases where students have primary certification and desire a secondary area, like special education, generally no additional trimesters will be required.



THE LINDENWOOD COLLEGES  
Office of the Registrar

Lindenwood IV Degree Candidates

DATE: January 30, 1978

Master of Arts Degrees (cont.)  
Bachelor of Arts Degrees

A. J. Hanley  
Ellen Morine Baker

Bradley C. Hildebrand  
Stella Anne Ferguson

Mary Althea Hilken  
Lucy Lorenz Guernsey

David Ross Johnston (insert only)

Bachelor of Science Degrees

Mary Edna Bates

Gloria D. Thomas Brooks

Geraldine A. Edwards

Jerry J. Eisinger  
Loverington

Celeste Felton

Janice C. Franklin

Brenda Yvette Chandler Hamilton

Fern Brody Hogan

Master of Science Degree

Kathryne P. Hornung

Agatha M. Rollins

Ruth Elizabeth Houghton

Bachelor of Fine Arts Degrees

Kenneth Calvert

Master of Arts Degrees

Mary Pardue Abrahams

Diane Post Asay (insert only)

Carol Ann Baglin

Ann Roemer Bannes

Pamela Chubbuck Bescher (insert only)

Susan Kay Wier Carlson

Geraldine P. Margolin

Audrey I. Pattinson

Elaine Sternhill Rayman

Jean Walker Powers

Lois Jacobs Ricci

Angela Krentzman

B. Jill Miller

John A. Nichols

Florence W. Patton

Willard Reeves

Genevieve Skidmore

Edythe Kiefe Spitzberg

Ronald M. Verdun (insert only)

Jean Payne Volz

John R. Junger

Emily Susan Carton

Jeryl De Vale

Roz Flax

Virginia H. Foster

Gail Adair Fraser

Dorothy Frances Ghose (insert only)



Bachelor of Medicine Program  
Report and Recommendations

Master of Arts Degrees (cont.)

A. J. Henley	James Clyde Overton
Bradley C. Hildebrand	Mary Barrett Paspalas
Mary Althea Hilken	Mary T. Powell
David Ross Johnston (insert only)	Jean Walker Powers
Deborah Ann Jones	Lois Jacobs Ricci
Francine Kane	Michael Andrew Seaton
John G. Kappas	Alice Beck Simmns
Joyce W. Kelly	Gary E. Smith
Virginia Shelburne Leverington	Roger Elwood Snyder
Keith (Kay) Lyou	Tina Bellocchio Tessina
Yvonne Moran	Howard F. Weber
Susan LaMantia O'Connor	Sandra L. Wilson

Master of Science Degree

Agatha M. Rollins

C. Bachelor of Medicine Admissions and Retention Committee

1. Makes recommendations for the admissions policy and procedures for the program, makes final selection of students and monitors each student's progress.
2. Current admissions procedures
  - a. Regular Lindenwood application forms and procedures.
  - b. Present three letters of reference from someone who can assess your intellectual ability, from someone who can assess your potential as a health care deliverer and educator, and from someone who can assess your dependability, work habits and attitude.
  - c. Preliminary screening by the Director of Admissions, Chairperson of the Admissions Retention Committee, Program Administrator, Dean of Lindenwood College II.



## Bachelor of Medicine Program

## d. Answer the Report and Recommendations Essay form:

- I. Committees (1) What do you understand about the responsibilities and concerns of a Health Associate?
- A. Executive Committee (2) There are many ways to serve in the health professions.
- Makes recommendations concerning the development and evaluation of the program, affiliation agreements, legal matters and recommends persons to serve on the Advisory Committee.
  - Current membership (4) Presently, we are considering applicants for our Health Associate programs in pediatrics and health care. Plans for the Health Associate programs in pediatrics and health care.
    - C. Edward Balog, Chairperson
    - Howard A. Barnett
    - Dean R. Wochner, M.D., Director of Health and Hospital - St. Louis Professor of Medicine, Washington University
    - Clifford A. Birge, M.D., Professor of Medicine - Washington University, Director of Medical Nurse Practitioners Program
    - John D. Vavra, M.D., Director Unit I Medicine - St. Louis City Hospital, Professor of Medicine - Washington University
    - James H. Sullivan, Administrator - St. Louis City Hospital
    - James W. Swift (ex-officio), Program Administrator
    - Patrick F. Delaney, Jr. (ex-officio), Project Director
    - James W. Swift
- B. Advisory Committee to the Executive Committee will be comprised of professionals (physicians, health facilities administrators, health educators, business leaders, persons in government and social work). This committee will assist the Executive Committee, the Program Administrator and Program Medical Director (to be appointed) in continuous development and evaluation, and in faculty coordination of effective clinical relationships.
- C. Bachelor of Medicine Admissions and Retention Committee
- D. Curriculum Committee - Bachelor of Medicine
- Makes recommendations for the admissions policy and procedures for the program, makes final selection of students and monitors each student's progress. communicates with the Executive and Admissions and Retention Committees. The Committee will have access to the Bachelor of Medicine Program.
  - Current admissions procedures
    - Regular Lindenwood application forms and procedures.
    - Present three letters of reference from someone who can assess your intellectual ability, from someone who can assess your potential as a health care deliverer and educator, and from someone who can assess your dependability, work habits and attitude.
      - Chairperson: Patrick F. Delaney, Jr., Consultant
    - Preliminary screening by the Director of Admissions, Chairperson of the Admissions Retention Committee, Program Administrator, Dean of Lindenwood College II, a representative from each division selected by the faculty, one member to be appointed, a representative from EPC, Clifford A. Birge, M.D., the Program Administrator, one Bachelor of Medicine Student from LC I to be elected by students and one from LC II to be elected by students, and Dean of LC II as consultant.



II. Curriculum d. Answer the following questions in essay form:

- (1) What do you understand about the responsibilities and concerns of a Health Associate?
- (2) There are many ways to serve in the health professions. Why do you choose to serve as a Health Associate?
- (3) What special qualifications do you think you have for being a Health Associate?
- (4) Presently, we are considering applicants for our Health Associate program for adult health care. Plans for the future include Health Associate programs in pediatrics and mental health. Please comment concerning your interest in these areas.

3. Current membership

C. Edward Balog, Chairperson

Anne Perry

John D. Vavra, M.D.

Clifford A. Birge, M.D.

James W. Swift

Patrick F. Delaney, Jr.

Recommendation: The Admissions and Retention Committee became an EPC sub-committee and has the following composition: a representative from EPC, a representative from each Division (to be elected by the Faculty serving two-year staggered terms), the Director of Unit I Medicine, St. Louis City Hospital, and the Program Administrator and Dean of LC II - both ex-officio.

D. Curriculum Committee - Bachelor of Medicine

1. Monitors the entire curriculum of the program, plans and implements the program seminars, communicates with the Executive and Admissions and Retention Committees. The Committee will have access to the consultant services of the Bachelor of Medicine Program.

2. Current membership

Howard A. Barnett,

Linda Nelson,

John A. Bornmann,

Anne Perry

James W. Swift, Chairperson

Patrick F. Delaney, Jr., Consultant

Recommendation: The Curriculum Committee became a sub-committee of EPC and has the following composition: a representative from each division selected by the faculty, one member to be appointed, a representative from EPC, Clifford A. Birge, M.D., the Program Administrator, one Bachelor of Medicine Student from LC I to be elected by students and one from LC II to be elected by students, and Dean of LC II as consultant.



## II. Curriculum

The health education, health maintenance, health promotion component of the Bachelor of Medicine Program has been formulated. It is anticipated, based upon knowledge of under-graduate curricula in health education and initial conversations with practicing health educators, that this curricular component will have the following courses and be presented in the following order:

The Freshman and Sophomore years will include an interdisciplinary seminar in each year. The Freshman Seminar, "Healers and Persons," has been completed and is ready for presentation in the Spring of 1978. The Sophomore Seminar, presently titled, "The Anatomy of Change," should be offered in the Spring of 1979. In addition to these two interdisciplinary seminars, there should be field experiences for students during these two years. These will consist of visits to health care schools, facilities, research centers, and institutions representing various aspects of the health care industry and in some cases work with individual physicians or groups of physicians.

During the Junior year the student will be required to take an interdisciplinary seminar focused upon community health and health care research. This seminar will combine the presentation of community organization, health status and the types and availability of data for assessing health status, health care utilization and resources of communities.

A fourth interdisciplinary seminar will be offered during the Senior and second clinical year with a focus upon the organization and administration of health care systems. Also during the fourth years the student will begin a year and one-half sequence in patient education. This sequence will combine courses in preventive medicine, health care counseling and patient education techniques. The sequence will continue throughout the fifth year of internship.

The internship year will consist of full time placement within an Ambulatory Care Center within the City of St. Louis and a continuation of the patient education sequence. The students may choose to specialize in an area of health education. Possible fields of specialization could include school health, community health, gerontology, nutrition, or rehabilitation. This health education curricular component, when added to the basic liberal arts requirements and the clinical training, should prepare the graduate of the Bachelor of Medicine program to contribute to the solution of this nation's problems in health care delivery both in redressing the present imbalance in the distribution of health care services and in supporting an increased emphasis upon preventive care, health maintenance and health promotion.

environmental pollution (air, water, noise), and other factors affecting the growth and development of communities. (3rd year, prerequisites LWM 200, LWM 202)



## A. Program Outline

1. 1st and 2nd years Lindenwood General Education Requirements, MATH 103, MATH 104, BIO 101, BIO 101L, BIO 102, BIO 102L, BIO 309, BIO 309L, CHM 151, CHM 151L, CHM 152, CHM 152L, LWM 200 (first year), LWM 202 (second year) and field experiences in a health care facility.

Recommendation: At the joint meeting of the Social Science Division and Natural Science and Mathematics Division it was recommended that the distribution requirements in Science and Mathematics be fulfilled by the mathematics and science sources required in the program.

2. 3rd and 4th year - Clinical Studies
  - 3rd year - September through August
  - 4th year - September through May
  - 3rd year seminar - LWM 300
  - 4th year seminar - LWM 302 (Fall) First of a sequence of three seminars in patient education (Spring LWM 310)
3. 5th year Internship - Summer through May
  - Placement in Ambulatory Care Center. Completion of the Patient Education Component (LWM 311, LWM 312)

## B. Course Approvals

- LWM 200 Healers and Persons - The first segment of this course will consist of a historical survey of the medical arts, the healer-patient relationship. The second part will concentrate upon healers and persons in the 20th century U.S.A. This section will be more analytical and focus on in-depth investigations of healers, patients, and their relationship. (1st year - Spring Term)
- LWM 202 Anatomy of Change - A representation of sociological changes affecting health and health care. Change will be viewed from historical, organizational, and individual perspectives. Economic, political, and demographic are some changes that will be discussed. (2nd year - Spring Term)
- LWM 300 Community Health and Health Care Research - The presentation of material demonstrates that much of health and illness is rooted in the environment (both physical and social). Consideration will be given to the role of human dependency (aging, the very young, the poor, the disabled), environmental stress (crowding, housing, unemployment), environmental pollution (air, water, noise), and other factors affecting the growth and development of communities. (3rd year, prerequisites LWM 200, LWM 202)



- LWM 302 Organization and Administration of Health Care Systems - The presentation of ways in which organizational, political and economic structure of health care influences both provider and patient. This course emphasizes case studies of local, regional, and national health care delivery systems. The analysis of prospects and their promises of possible changes in health care financing and management will also be presented. (4th year, prerequisites LWM 200, LWM 202)
- LWM 310 Preventive Medicine - First of a sequence of three seminars in Patient Education - Presentation of those physical and counseling procedures in medicine specifically geared toward the prevention of disease. Major emphasis upon primary prevention - preventing physical, mental, and emotional disease and injury in contrast to treating the sick and injured and upon secondary prevention - slowing the progress of disease and conserving maximal function. (4th year, prerequisite LWM 300)
- LWM 311 Care and Counseling - The presentation of knowledge about stress, the differential perception of symptoms between ethnic, and cultural groups, the dynamics of patient-provider interaction, and role analysis with instruction in personal counseling. (5th year, prerequisite LWM 310)
- LWM 312 Patient Education - A comprehensive, interdisciplinary approach to analyzing the educational needs of patients in a variety of settings. This series will focus upon five basics for patient education.
- LWM 333
- Identification of educational needs of patient and family.
  - Establishment of educational objectives.
  - Selection of appropriate educational methods.
  - Implementation of an educational program.
  - Evaluation
- LWM 334 Clinical Pharmacology - 1 course. The course includes a (5th year, prerequisite LWM 311)
- LWM 335 Topics in Medicine - 2 courses. This course presents common disease processes which afflict adult patients, particularly the elderly. Presentation of course is in modules, with each module covering a specific disorder. Disorder includes: diabetes mellitus, hypertension, arteriosclerosis, chronic obstructive pulmonary disease, arthritis and anemias.

NOTE: Third year is September through August - 10 courses for clinical studies and 1 course - LWM 300.



## CLINICAL COURSES - THIRD YEAR

The 300 level clinical courses are available to Bachelor of Medicine students who have completed the first two years of the program, and who have been reviewed by the Admissions and Retention Committee.

- LWM 330 Patient Assessment - 3½ courses. This is a lecture-demonstration discussion course. The material covered is designed to provide an understanding of techniques used in obtaining and recording a patient's history including the chief complaint, history of present illness, systematic review, past medical history, and social and family history. Emphasis is placed on problem-oriented approach to medical records, on the interpretation and integration of historical data and on proper interviewing techniques.
- LWM 031 Basic Laboratory Assessment - ½ course. The course is designed to develop a basic understanding of common laboratory procedures used in the evaluation of disease processes. Emphasis includes blood work, urinalysis, stool, and skin tests, techniques in electrocardiographic tracing, and the interpretation of chest roentgenograms.
- LWM 332 Problem Analysis - 1 course. This is characterized by the presentation of historical and physical data obtained from selected patients to a physician consultant. The clinical findings are reviewed and the clinical data are integrated and interpreted in order that the patients' problems be identified.
- LWM 333 Introduction to Clinical Medicine - 2 courses. This course presents the essentials of human physiology and pathophysiology in its relationship to clinical signs and symptoms elicited in the medical history and physical examination. An integrated organ systems approach is employed. Sections of the course deal with the physiology and pathophysiology of the cardiovascular, respiratory, gastrointestinal, genitourinary, endocrine, hematologic, and neuro-muscular systems.
- LWM 334 Clinical Pharmacology - 1 course. The course includes a review of general pharmacologic principles as well as the pharmacological properties, therapeutic uses, toxicity and side effects, and precautions for the use of drugs commonly employed in clinical medicine.
- LWM 335 Topics in Medicine - 2 courses. This course presents common disease processes which afflict adult patients, particularly the elderly. Presentation of course is in modules, with each module covering a specific disorder. Disorder includes: diabetes mellitus, hypertension, arteriosclerosis, chronic obstructive pulmonary disease, arthritis and anemias.

NOTE: Third year is September through August - 10 courses for clinical studies and 1 course - LWM 300.



## LWM 053 CLINICAL COURSES - FOURTH YEAR

The 300 level clinical courses of the fourth year are available to Bachelor of Medicine students who have completed the third year of clinical courses and who have been reviewed by the Admissions and Retention Committee.

LWM 340 Clerkship in Medicine - 4 courses (32 weeks). The student will apply basic medical knowledge to problems encountered in general medical service and be exposed to a wide variety of inpatient and outpatient medical problems. During this clerkship the student will formulate an understanding of various medical disorders, perform case histories and physical examinations, collect data, formulate a problem list and develop a plan for each problem.

LWM 041 Clerkship in Pediatrics -  $\frac{1}{2}$  course. During this rotation, emphasis is placed on the exposure of the student to childhood illnesses and normal variations of growth and development through contact with pediatric patients.

LWM 042 Obstetrics and Gynecology -  $\frac{1}{2}$  course. This experience acquaints the student with a broad spectrum of obstetrical and gynecological problems with a special emphasis in gynecological problems encountered in the care of ambulatory patients.

LWM 043 Surgery and Emergency Room -  $\frac{1}{2}$  course. The student will receive an orientation to patients with surgically manageable diseases with special emphasis on the management of surgical problems as presented by ambulatory patients in a primary care setting.

ELECTIVES: Normally during the fourth year a student will enroll in up to five electives chosen from the list. On these elective courses students attend daily rounds and conferences. Student will perform histories and examinations and carry out diagnostic and therapeutic procedures under the guidance of clinical instructors.

LWM 050 Cardiology -  $\frac{1}{2}$  course. A study of the indications, limitations, and the methods for performing diagnostic procedures and therapeutic regimen for the evaluation of disorders of the cardiovascular systems.

LWM 051 Endocrinology -  $\frac{1}{2}$  course. The student is provided an in-depth exposure to a wide variety of the endocrine problems of all age groups.

LWM 052 Gastroenterology -  $\frac{1}{2}$  course. The student is provided an in-depth exposure to gastroenterology with emphasis on treatment of gastroenterologic conditions.



- LWM 053 Pulmonary Medicine -  $\frac{1}{2}$  course. The student is provided an in-depth exposure to patients with respiratory conditions. The problems encountered by such patients are studied in detail. Emphasis is placed on further developing the students skills in emergency treatment and procedures.
- LWM 054 Neurology -  $\frac{1}{2}$  course. An elective clinical experience in which common neurological diseases are presented to the student.
- LWM 055 Infectious Disease -  $\frac{1}{2}$  course. The student is provided with an in-depth exposure to the diagnosis and management of patients with infectious diseases and their complications.
- NOTE: Four including electives, and 2 seminars - LWM 302 and LWM 310.
- LWM 056 Dermatology -  $\frac{1}{2}$  course. The student is provided with a view of the spectrum of dermatological diseases encountered in both in-patients and out-patients.
- LWM 057 Rheumatology -  $\frac{1}{2}$  course. This elective is designed to provide the student with an in-depth exposure to patients with rheumatic disorders.
- LWM 058 Nephrology -  $\frac{1}{2}$  course. This elective is designed to provide the student with clinical experience in the diagnosis and management of patients with acute and chronic renal disorders and with the treatment of renal disease.
- NOTE: Fifth 2 seminars
- III. Additional Information
- LWM 059 Pediatrics -  $\frac{1}{2}$  course. An elective clinical experience providing the student with an additional orientation to pediatric patients.
- A. A detailed clinical and medical courses is available in the office of Dean Patrick F. Delaney, Jr.
- LWM 060 Community Medicine -  $\frac{1}{2}$  course. This clinical experience furthers the student with additional experience in the care and management of ambulatory patients. Students will be exposed to preventive and other aspects of primary health care.
- B. Course Load
- 1st year -
- LWM 061 Radiology -  $\frac{1}{2}$  course. During this elective clinical experience the student will learn to apply his theoretical knowledge of Nephrology and Anatomy to the roentgenographic evaluation of clinical disease. Emphasis is given on providing students with experience in the interpretation of common roentgenographic procedures which would be anticipated as being available in a primary care setting.
- 3rd year -
- 4th year -
- LWM 062 Clinical Psychiatry -  $\frac{1}{2}$  course. The student will be exposed to a variety of patients with emotional illness and disabilities. This clinical experience will assist in teaching students to recognize common mental disorders seen in medical practice and to utilize accepted techniques for intervention and appropriate psychiatric referral.
- C. It is understood and in health
- D. This document serves to help bring about the integration of the
- LWM 063 Medicine -  $\frac{1}{2}$  course. This elective provides the students with further opportunity to refine their skills in diagnostic procedures and therapeutic measures introduced in the treatment of general medical disorders.
- LC I and LC



- E. LWM 064 EPC Emergency Medicine -  $\frac{1}{2}$  course. This clinical elective provides the students with an opportunity to refine their skills in the management of acute medical or surgical illness. Emphasis is placed on further developing the students skills in emergency treatment and procedures.
- F. LWM 065 Nutrition -  $\frac{1}{2}$  course. A study of the applications of the principles of nutrition to clinical medicine and the utilization of nutritional principles in the treatment of various disorders.

NOTE: Fourth year is September through May - 8 clinical courses, including electives, and 2 seminars - LWM 302 and LWM 310.

#### CLINICAL COURSE - FIFTH YEAR

LWM 450 Bachelor of Medicine Internship - 7 courses. This internship year will consist of full time placement within an ambulatory care center normally within the City of St. Louis.

NOTE: Fifth year is Summer through May - LWM 450 Internship, and 2 seminars - LWM 311 and LWM 312

### III. Additional Information and Notes

- A. A detailed description of all clinical and medical courses is available in the office of Dean Patrick F. Delaney, Jr.
- B. Course Load
- 1st year - Liberal Arts courses, General Education Requirements, LWM 200 and field experience.
- 2nd year - Liberal Arts courses, General Education Requirements, LWM 202 and field experience.
- 3rd year - 10 clinical courses, 1 seminar - LWM 300
- 4th year - 8 clinical courses including electives, 2 seminars - LWM 302 and LWM 310
- 5th year - LWM 450 - Internship (7 courses), 2 seminars - LWM 311 and 312
- C. It is understood that students will be enrolled in Liberal Arts courses and in health related subjects throughout the program.
- D. This document serves to help bring about the integration of the Bachelor of Medicine Program as a part of the curriculum offered in LC I and LC II.



CERTIFICATION AND AGREEMENT

E. Recently EPC passed a recommendation that health programs (other than those in health administration offered in LC III and LC IV) be housed and administered through the Natural Science and Mathematics Division.

F. In translating clinical and medical instruction into Lindenwood course credits, about 50 hours of such studies were equated as one Lindenwood Course Credit.

WHEREAS, The Lindenwood Colleges, hereafter referred to as the (Applicant Organization)

Applicant, is desirous of utilizing the services and resources of this agency, and

WHEREAS, the Applicant certifies that it is a public agency or a non-profit educational or health institution exempt from taxation under Section 501 of the U. S. Internal Revenue Code of 1954, and

WHEREAS, the Applicant further certifies that property is needed and will be used by the recipient for carrying out or promoting for the residents of a given political area one or more public purposes and for no other purposes, or

WHEREAS, the Applicant further certifies that property is needed for and will be used by the recipient for educational or public health purposes including research and for no other purposes, and

WHEREAS, the Applicant agrees that all items of property shall be placed in use for the purposes for which acquired within one year of receipt and shall be continued in use for such purposes for one year from the date the property was placed in use, and in the event the property is not so placed in use, or continued in use, the donee shall immediately notify the State Agency, and return said property to the State Agency as directed, and

WHEREAS, the Applicant further agrees to abide by all additional periods of restriction placed on property by the State Agency; that is, 18 months on all passenger motor vehicles and other items of property with a unit acquisition cost of \$3000 or more, except for such items of major equipment on which the State Agency designates a further period of restriction as indicated on the distribution document, and

WHEREAS, the Applicant further agrees that during the period of restriction, it will not sell, trade, lease, lend, bail, encumber, or otherwise dispose of such property without prior approval of the General Services Administration or the State Agency, and in the event property is so disposed of without prior approval of the General Services Administration or the State Agency, the Applicant will be liable for the fair market value or the fair rental value of such property as determined by the General Services Administration or the State Agency, and

WHEREAS, the Applicant further agrees to remit promptly to the State Agency for all service and handling fees on property acquired,

THEREFORE, BE IT AGREED, that the Applicant requests that eligibility be established to participate in the State Federal Property Assistance program, and

BE IT FURTHER AGREED, that Alice Wise, Purchasing Agent be (Name and Title of Official) authorized to act on behalf of the governing body of the Applicant in acquiring federal surplus property and so obligate said governing body to the aforementioned



## CERTIFICATION AND AGREEMENT

WHEREAS, the Missouri State Agency for Surplus Property, by authority of the Federal Property and Administrative Services Act of 1949, as amended, makes available federal surplus personal property to public agencies for public purposes and to non-profit tax-exempt health and educational institutions, and

WHEREAS, The Lindenwood Colleges, hereafter referred to as the  
(Applicant Organization)  
Applicant, is desirous of utilizing the services and resources of this agency, and

WHEREAS, the Applicant certifies that it is a public agency or a non-profit educational or health institution exempt from taxation under Section 501 of the U. S. Internal Revenue Code of 1954, and

WHEREAS, the Applicant further certifies that property is needed and will be used by the recipient for carrying out or promoting for the residents of a given political area one or more public purposes and for no other purposes, or

WHEREAS, the Applicant further certifies that property is needed for and will be used by the recipient for educational or public health purposes including research and for no other purposes, and

WHEREAS, the Applicant agrees that all items of property shall be placed in use for the purposes for which acquired within one year of receipt and shall be continued in use for such purposes for one year from the date the property was placed in use, and in the event the property is not so placed in use, or continued in use, the donee shall immediately notify the State Agency, and return said property to the State Agency as directed, and

WHEREAS, the Applicant further agrees to abide by all additional periods of restriction placed on property by the State Agency; that is, 18 months on all passenger motor vehicles and other items of property with a unit acquisition cost of \$3000 or more, except for such items of major equipment on which the State Agency designates a further period of restriction as indicated on the distribution document, and

WHEREAS, the Applicant further agrees that during the period of restriction, it will not sell, trade, lease, lend, bail, encumber, or otherwise dispose of such property without prior approval of the General Services Administration or the State Agency, and in the event property is so disposed of without prior approval of the General Services Administration or the State Agency, the Applicant will be liable for the fair market value or the fair rental value of such property as determined by the General Services Administration or the State Agency, and

WHEREAS, the Applicant further agrees to remit promptly to the State Agency for all service and handling fees on property acquired,

THEREFORE, BE IT AGREED, that the Applicant requests that eligibility be established to participate in the State Federal Property Assistance program, and

BE IT FURTHER AGREED, that Alice Wise, Purchasing Agent be  
(Name and Title of Official)  
authorized to act on behalf of the governing body of the Applicant in acquiring federal surplus property and so obligate said governing body to the aforementioned



certifications and agreements, and that such person be authorized, at his discretion, to further delegate authority to any agent of the Applicant organization for the purpose of acquiring surplus property for use by the Applicant organization.

BOARDS  
OF  
THE LINDENWOOD COLLEGES\*

\_\_\_\_\_  
(Signature of Board Chairman  
or Chief Official)

The Lindenwood Colleges  
\_\_\_\_\_  
(Legal Title of Governing Body)

St. Charles, Missouri 63301  
\_\_\_\_\_  
(Address)

I, \_\_\_\_\_, hereby certify that I am the  
(Name of Certifying Official)  
\_\_\_\_\_, of the \_\_\_\_\_;  
(Title of Certifying Official) (Title of Governing Body of Applicant)  
and that the foregoing agreement is a true and correct copy of the agreement adopted  
by the vote of a majority of the members of said Governing Body, present at a  
meeting on the \_\_\_\_\_ day of \_\_\_\_\_, 19 \_\_\_\_\_, at which a quorum  
was present.

- George M. Brown
- Mrs. Russell J. Crider
- Mrs. Thomas S. Hall
- John C. Hannegan
- Robert Ryland
- Paul Knoblauch
- Walter L. Metcalfe, Jr.
- Jefferson L. Miller
- Roland T. Pundman
- Mrs. Dorothy Warner
- E. J. Wipflar, Jr., M.D.

\_\_\_\_\_  
(Signature of Certifying Official)

\_\_\_\_\_  
(Date)

Honorary Life Members

- Mrs. James A. Read

\* - The Lindenwood Colleges, Founded in 1827 and chartered in 1851 as Lindenwood Female College. New corporate structure of Lindenwood Female College approved by Circuit Court of St. Charles County March 7, 1977.



The following members of the Administration were present:

- MINUTES OF THE  
JOINT MEETING  
OF THE  
BOARDS  
OF  
THE LINDENWOOD COLLEGES\***
- St. Charles, Missouri  
February 14, 1978
- William C. Spencer, President
  - B. Richard Berg, Vice President
  - John N. Bartholomew, Dean, Lindenwood Evening College
  - Doris Crozier, Dean, Lindenwood College for Women
  - Patrick F. DeLoach, Dean, Lindenwood College for Men
  - Craig R. Eisendrath, Dean, Lindenwood College for Individualized Education
  - Edwin A. Gorsky, Director of Admissions
  - William H. Weber, Director of Operations

The meeting of the Board of Directors of The Lindenwood Colleges, honorary life members of the Board of Directors, and Boards of Overseers of the four colleges was held at The Lindenwood Colleges in Young Lounge, February 14, 1978, at 1:30 P.M., pursuant to call and notice given each member of the Board in accordance with the bylaws.

The following members of the Board of Directors, being a quorum, and honorary life members of the Board of Directors were present. There were no members of the Boards of Overseers present:

Board of Directors

- David E. Babcock
- George W. Brown
- Mrs. Russell J. Crider
- Mrs. Thomas S. Hall
- John C. Hannegan
- Robert Hyland
- Paul Knoblauch
- Walter L. Metcalfe, Jr.
- Jefferson L. Miller
- Roland T. Pundmann
- Mrs. Dorothy Warner
- E. J. Wipfler, Jr., M.D.

Honorary Life Members

	Change	1978-79
Tuition (first year) Mrs. James A. Reed	+6.7%	\$2,775/year
Tuition (graduate)* 91.66 sem. hr.	+9.1%	100 sem. hr.
Tuition (part-time) 195/course	+7.7%	210/course
Fees (full-time) 150/year	---	150/year

\* - The Lindenwood Colleges. Founded in 1827 and chartered in 1853 as Linden Wood Female College. New corporate structure of Lindenwood Female College approved by Circuit Court of St. Charles County March 7, 1977.



The following members of the Administration were present:

- William C. Spencer, President
- B. Richard Berg, Vice President
- John N. Bartholomew, Dean, Lindenwood Evening College
- Doris Crozier, Dean, Lindenwood College for Women
- Patrick F. Delaney, Jr., Dean, Lindenwood College for Men
- Craig R. Eisendrath, Dean, Lindenwood College for Individualized Education
- Edwin A. Gorsky, Director of Admissions
- William H. Weber, Director of Operations
- Mary Yonker, Assistant to the President and Assistant Secretary of the Board of Directors

The meeting was called to order by Mr. Hyland, Chairman, and opened with prayer by The Reverend Dr. Bartholomew.

Mr Hyland introduced David E. Babcock, a new member of the Board of Directors.

The minutes of the October 6, 1977 Board meeting, page 4, second to last paragraph, which reads: "Mr. Miller, Chairman of the Finance Committee, reported that the Finance Committee met October 3. Four residential properties owned by the College off-campus have been sold for approximately \$162,000, a gain of \$51,000. This money will be returned to the Plant Fund..." were corrected to read "...This money will be returned to unrestricted endowment..." On motion made, seconded and passed the minutes were approved as corrected.

On the recommendation of the Executive Committee a motion was made, seconded and passed that the following tuition and fees, board and room charges be approved for the 1978-79 year. Charges for 1977-78 together with the percentage change is also given:

	<u>1977-78</u>	<u>Change</u>	<u>1978-79</u>
Tuition (full-time)	\$2,600/year	+6.7%	\$2,775/year
Tuition (graduate)*	91.66 sem.. hr.	+9.1%	100 sem. hr.
Tuition (part-time)	195/course	+7.7%	210/course
Fees (full-time)	150/year	---	150/year
Rooms	500-800	+10% approx.	550-800
Board	<u>1,000/year</u>	<u>+7.5%</u>	<u>1,075/year</u>
<b>Total</b>	<b>\$4,250-4,550</b>	<b>+6.8%**</b>	<b>\$4,550-4,850</b>



\*-Lindenwood 4: \$2,775/year or \$925/trimester for both undergraduate and graduate.

\*-Teacher education grants for St. Charles teachers;

(a) \$15 for each semester hour or

(b) \$125 per trimester in Lindenwood 4.

\*\*National Price Index: 6.7%

President Spencer reported the following which he said were in no way in chronological order or order of importance:

1. President and Mrs. Spencer have just returned from a trip to the Southwest and Hawaii where they met with alumni, prospective students, and school people. Earlier in the year Dr. Spencer met with alumni and Lindenwood 4 students in the Washington area, and on this recent trip the Spencers met in Los Angeles with alumni and Lindenwood 4 students thus helping the Lindenwood 4 students feel a greater identity with Lindenwood. Dr. and Mrs. Spencer were especially impressed by the Hawaii alumni. They also visited Mr. and Mrs. John Black in Corona del Mar, and former Dean Paulena Nickell in Long Beach.
2. The theatre program has been exciting this fall. 11,500 attended the first three presentations. Mr. and Mrs. George Brown gave a dinner at the Bogey Club this past fall featuring the Madrigals. In April the Madrigals will go to California and Hawaii where they will sing before alumni groups and in selected secondary schools to assist with the recruitment of new students.
3. The Lindenwood basketball team has been highly successful this year.
4. The Sesquicentennial Fair in October was very successful. In addition to bringing a large number of people to the campus, it produced approximately \$7,000 which was designated for the Student Center.



5. Thanks to John Wehmer and other faculty members Stumberg Hall is in the process of being converted into a faculty club.
  6. A team from National Council for the Accreditation of Teacher Education will be visiting the campus next fall and from the North Central Association next spring.
  7. President Spencer noted that he has been elected President of the Independent Colleges and Universities of Missouri. Although this takes a substantial amount of his time, it provides a great deal of visibility for Lindenwood. The purpose of the organization is to protect and strengthen the interests of private colleges and universities. Over the last three years President Spencer has also been the representative from the private sector on the Master Planning Committee, and has served on the Advisory Committee to the Coordinating Board for Higher Education in Missouri. President Spencer thus must spend some time in both Jefferson City and Washington, D. C.
  8. President Spencer expressed regret that B. Richard Berg has resigned as Vice President of Lindenwood to accept a position as Vice President of Modular Wall Corporation. Mr. Berg has done a fine job at Lindenwood, and everyone wishes him good luck and happiness in his new position. Mr. Hyland expressed appreciation for Mr. Berg's work at Lindenwood, and expressed regret that he had resigned.
- Dean Crozier reported that enrollment in the College for Women for the Spring Term has increased. The continuing education group is constantly growing, and is a source of great support for the College. Several countries are represented through our foreign students.



Dean Delaney recommended that Lindenwood's offerings in health related sciences be enriched by instituting a Bachelor of Science in Nursing program. The development of the program has been considered and approved in principle by the Educational Policies Committee and the faculty. President Spencer and Dean Delaney visited Coe College to study their program, and in December the directors of Missouri's diploma schools of nursing met on campus. They urged Lindenwood to create a program, and offered their full support. The next step will be to hire a director of nursing. The program will be for nurses who have graduated from diploma schools or two-year college (associate degree) programs.

It was moved, seconded and passed that the Board approve in principle the establishment of the Bachelor of Science in Nursing program.

Dean Bartholomew reported that the Master in Business Administration program is growing faster than had been anticipated, and an MBA program for Women in Management has been inaugurated. The undergraduate enrollment in the Evening College is static at the present time, probably reflecting the need to develop new programs.

Dean Eisendrath reported that the enrollment in Lindenwood 4 is 245, an increase over previous trimesters. A grant proposal in the active and creative therapies (ACT) program has been reviewed by the National Institute for Mental Health; a grant for \$289,000 has been approved by the NIMH Board. Funding however is yet to be determined. Lindenwood 4 has been invited by the Kellogg Foundation to submit a grant application for the Voluntary Administration Program (VAP). This will be submitted in the very near future. The Lindenwood 4 Chautauqua in April has been funded by the Missouri Committee for the Humanities.



President Spencer noted that the Bachelor of Medicine program is going along very well. A grant in the amount of \$125,000 for three years has been received from the Fund for the Improvement of Postsecondary Education in support of this program. A number of management programs for women are going to be developed as well as new programs in adult education. There is considerable interest in the Master in Education programs which are designed to serve teachers in the immediate area. The National Retirement Community Services, Inc. is presently completing a feasibility study on the intergenerational community concept.

Mr. Hannegan, Chairman of the Fund Raising and Development Committee, announced that a total of \$56,829 has been pledged for the Student Center with \$32,053 having been paid. The total cost of the building will be \$132,200, including architects' fees; it will be necessary to raise additional money if this project is to be self-supporting. Mr. Hannegan said gifts from Board members and any suggestions about others who might make gifts would be appreciated.

Chairman of the Facilities Committee, Mr. Pundmann, reported that negotiations have been concluded with the City of St. Charles for exchange of property near Commerce Bank. He suggested that a committee should be appointed to negotiate with Commerce Bank.

Mr. Miller, Chairman of the Finance Committee, reported that the committee meets quarterly with the next meeting being in a few days.

On the recommendation of Dr. Wipfler, Chairman of the Nominating Committee, it was moved that John Tlapek be invited to become a member of the Board of Directors. The motion was seconded and passed. The committee also recommends that Robert McKelvey and Donald Schnuck be considered as prospective Board members.

motion was made, seconded and passed to approve the Program for a Master's Degree in Education through Lindenwood 4 (program attached to agenda).



Mr. Hyland, Chairman of the Executive Committee, reported that the Executive Committee, meeting prior to the Board meeting, had discussed the development of a Learning Resources Center; he asked President Spencer to elaborate on this project. President Spencer noted that the center was necessary to support our new Education Department programs. A large room on the lower level of the library building can be easily modified into a Learning Resources Center. By using our own labor this would require an expenditure of \$1,300. A motion was made, seconded and passed to approve this expenditure, to be taken from the sale of off-campus houses (unrestricted endowment).

Mr. Hyland continued the report of the Executive Committee by noting that the final report on the football field has not yet been received. A special Board meeting will be called as soon as there are final plans and figures to consider.

Mr. Robert G. White, Jr., Language, Literature, Religion and Philosophy Department (Broadcasting)

The faculty has requested additional contact with Board members, and has asked that the Faculty-Board Liaison Committee be reactivated. Mr. Hyland appointed Dr. Wipfler and Mr. Pundmann to serve on this committee. President Spencer remarked that faculty would be happy to have Board members attend their classes, and would be available for individual conversations to avoid the feeling that the Board is a remote group.

Dr. Wesley Van Tassel, Director of Theatre, has asked that a summer theatre plan be considered. The total expenses for such a program are estimated to be \$255,000 with a potential total income of \$300,500. The Executive Committee has asked for modifications to the proposed budget and this will be presented at a special Board meeting.

A motion was made, seconded and passed to approve the Program for a Master's Degree in Education through Lindenwood 4 (program attached to agenda).



A motion was made, seconded and passed to approve Models I and II of the Master's in Education proposal (program attached to agenda).

A motion was made, seconded and passed to approve the Bachelor of Medicine program (program attached to agenda).

A motion was made, seconded and approved to adopt Certification and Agreement (attached to the agenda) so that Lindenwood may buy Federal surplus property.

A motion was made, seconded and passed that candidates for degrees (list attached to agenda) be awarded the appropriate degrees upon successful completion of requirements.

Dean Crozier recommended that the following be granted tenure:

Dr. Anne Perry, Foreign Languages Department

Mr. Robert G. White, Jr., Language, Literature, Religion and Philosophy Department (Broadcasting)

A motion was made, seconded and approved that Dr. Anne Perry be awarded tenure as of September 1978.

A motion was made, seconded and passed that Robert G. White, Jr. be awarded tenure as of September 1978.

Following the recommendation of Dean Delaney that Dr. John S. Burd, Education Department, be awarded tenure, a motion was made, seconded and approved to award tenure to Dr. Burd as of September 1978.

Upon the recommendation of Dean Bartholomew a motion was made, seconded and passed that Mrs. Linda Sullivan, Business Administration Department, be awarded tenure as of September 1978.

A motion was made, seconded and passed to accept with regret the resignation of Armand C. Stalnaker from the Board of Directors.



A motion was made, seconded and approved to adopt the following resolution:

The following persons are authorized to sign checks on bank accounts for The Lindenwood Colleges:

Any one of the following persons: President William C. Spencer, Director of Operations William H. Weber, or Assistant to the President Mary E. Yonker, with any one of the following persons: Controller Fred R. Fisher, or Assistant to the Controller Bruce Keltner.

A motion was made, seconded and passed to adopt the following resolution:

That any two of the following be authorized to enter the safety deposit box at Commerce Bank: William C. Spencer, William H. Weber, Fred R. Fisher, and Bruce Keltner.

A motion was made, seconded and passed that William H. Weber be made a trustee of the General American Retirement Plan to replace B. Richard Berg.

Dr. Wipfler asked about a job description for the replacement of B. Richard Berg. President Spencer replied that he was not yet prepared to provide this, but would give the matter his attention in the very near future.

There being no further business the meeting was adjourned at 3:25.

Mary Yonker  
Assistant Secretary

Approved:

Walter L. Metcalfe, Jr.  
Secretary

Respectfully submitted,

*Fred R. Fisher*  
Fred R. Fisher

Recording Secretary



Mr. George Brown  
Mr. Paul Knoblauch  
Mr. Jefferson Miller  
Mr. Robert Hyland  
Mr. Thomas Remington  
Dr. William C. Spencer

Minutes of The Meeting of the Finance Committee of The Lindenwood Colleges  
Wednesday, February 22, 1978

Present were Directors Paul Knoblauch, Jefferson Miller, Tom Remington and Robert Hyland. Also present were President William Spencer, Vice-President Richard Berg and Controller Fred Fisher and the Investment Managers, Lewis Laughlin of St. Louis Union Trust Company and Dan Meyers of Mercantile Trust Company.

The meeting was called to order by Chairman Miller and the minutes of November 22, 1977 were approved as mailed.

The Investment Managers were called upon to give an analysis of the funds. Their fund summary reports are attached to and made a part of these minutes. The bond-equity ratio was again noted. The managers felt no change from present position was needed, however, as short term bonds mature or are called the proceeds will be held as cash or equivalent to be in a position to move as market may warrant. The First National Bank of St. Charles stock holding was discussed. Efforts are to be continued to effect a sale of the stock. The Investment Managers were then excused from the remainder of the meeting.

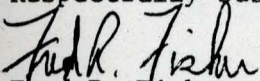
Mr. Fisher reported on the letter from the CPA firm, Boyd, Franz & Stephens regarding fiscal year audit proposal for 1977-78. They quoted a fee of \$9450. This is up from 1976-77 fee of \$8500. After discussion Mr. Fisher was asked to request bids from the two other CPA's who had expressed desire to do the audit. It was noted to request the bids for 1 year, 3 years and 5 years for possible savings.

Mr. Fisher distributed the current operating report dated February 15, 1978. Copy attached for record. President Spencer noted we were down in full-time student tuition income from the projections made last Spring. He indicated we use all the advance data we are able to receive from returning students for our projections and adjust for no-shows.

President Spencer reported as Mr. Berg was leaving February 28 this would be his last finance committee meeting. Chairman Miller expressed the appreciation of the committee for Mr. Berg's long and faithful service to the Colleges and wished he and his family the very best for the future.

There being no further business, the meeting was adjourned.

Respectfully submitted,

  
Fred R. Fisher

Recording Secretary



LINDENWOOD FEMALE COLLEGE MANAGING AGENCY  
#098390L62

Changes since November 22, 1977 -

<u>Sold</u>		<u>Proceeds</u>	<u>Income</u>
800 shs. Commonwealth Edison Co.	@ 27-5/8	<u>\$21,977</u>	<u>\$1,920</u>
<u>Purchased</u>		<u>Cost</u>	<u>Income</u>
1,200 shs. Champion International Corp.	@ 18-1/2	<u>\$22,381</u>	<u>\$1,320</u>

Market Values as of 12/31/77 -

	<u>Total</u>	<u>Income</u>	<u>%</u>
Short Term Investments	\$ 63,000	\$ 4,126	9.4
Fixed Income Investments	198,000	16,093	29.6
Total Bonds	<u>\$261,000</u>	<u>\$20,219</u>	39.0
Common & Preferred Stocks	407,000	20,084	61.0
Total Account Values	<u>\$668,000</u>	<u>\$40,303</u>	<u>100.0%</u>

Performance Recap for the  
Year-Ended December 31, 1977

	<u>58% Common Stocks</u> <u>% Change</u>	<u>Stock Market Analysis</u> <u>% Change</u> <u>S&amp;P 500</u>	<u>% Change</u> <u>DJIA</u>	<u>Total Account</u> <u>Total Return</u>
Year 1977	- 8.5%	-11.5%	-17.3%	- 6.3%



- ACCOUNT PERFORMANCE DETAIL -  
AS OF 12/31/77

TRUST ACCOUNT NUMBER - 098390L62

INCOME EXCLUDED IN RATE OF RETURN

FROM	TO	PERCENTAGE INVESTED IN			DOLLAR WEIGHTED RATES FOR	*** COMMON STK ***			MARKET ANALYSIS		TOTAL ACCOUNT			
		CASH	FIXED INCOME	PREFERRED STOCK		ANALYSIS	ROR	ROR	DWR	TWR				
					%	DWR	TWR	S+P500	DJIA					
12/31/73	12/31/74	1.9	31.1	2.4	0.0	-1.8	-27.2	65.6	-26.8	-26.7	-29.7	-27.6	-20.3	-20.2
12/31/74	12/31/75	.3	24.9	2.3	-0.3	11.1	37.4	73.1	52.0	51.4	31.5	38.3	38.9	38.2
12/31/75	12/31/76	1.4	37.8	2.6	-N-	11.2	40.3	59.2	25.9	23.9	19.1	17.9	23.0	22.6
12/31/76	03/31/77	0.2	39.9	2.8	0.0	-2.1	-1.2	57.1	-10.7	-10.7	-8.4	-8.5	-7.1	-7.1
03/31/77	06/30/77	0.2	39.9	2.9	0.0	1.6	5.6	57.0	1.4	1.4	2.1	-0.3	1.6	1.6
06/30/77	09/30/77	0.0	40.2	2.9	0.0	-0.7	-3.8	56.9	-2.1	-2.1	-3.9	-7.6	-1.6	-1.6
09/30/77	12/31/77	0.5	29.6	2.7	0.0	-2.2	-4.4	58.2	3.2	3.2	-1.5	-1.9	0.9	0.9
12/31/76	12/31/77	9.5	29.6	2.7	0.0	-3.3	-4.0	58.2	-8.5	-8.5	-11.5	-17.3	-6.3	-6.3
12/31/76	12/31/77	9.5	29.6	2.7	0.0	-3.3	-4.0	58.2	-8.5	-8.5	-11.5	-17.3	-6.3	-6.3

MERCANTILE TRUST COMPANY  
ST LOUIS, MISSOURI

- ACCOUNT DOLLAR FLOW DETAIL -  
AS OF 12/31/77

TRUST ACCOUNT NUMBER - 098390L62

INCOME EXCLUDED IN RATE OF RETURN

		***** TOTAL ACCOUNT *****					***** COMMON STK PORTION OF ACCOUNT *****				
		BEGINNING CONTRIBUTIONS					BEGINNING NET OF PURCHASES AND SALES				
FROM	TO	MARKET VALUE	AND WITHDRAWALS	CAPITAL APPREC.	REINVESTED INCOME	ENDING MARKET VALUE	MARKET VALUE	PURCHASES AND SALES	CAPITAL APPREC.	ENDING MARKET VALUE	INCOME FROM DIVIDEND
		-000-	-DOLLARS-	-DOLLARS-	-DOLLARS-	-000-	-000-	-DOLLARS-	-DOLLARS-	-000-	-DOLLARS
12/31/73	12/31/74	435	-2,182	-151,306	0	471	449	-595	-139,464	309	22,05
12/31/74	12/31/75	471	-6,044	151,471	0	617	309	-63	141,345	450	20,33
12/31/75	12/31/76	617	-12,454	118,699	-9,431	714	450	-117,830	89,826	422	18,58
12/31/75	12/31/77	714	0	-45,064	1,111	663	422	1,082	-45,057	378	4,07
03/31/77	4/30/77	663	0	11,605	-1,273	673	378	0	5,150	384	4,43
06/30/77	09/30/77	663	0	-12,590	1,703	663	384	1,435	-8,072	377	4,56
09/30/77	12/31/77	663	0	7,899	-1,600	669	377	0	12,100	389	4,56
12/31/76	12/31/77	714	0	-45,150	-159	669	422	2,517	-35,879	389	17,63
12/31/76	12/31/77	714	0	-45,150	-159	669	422	2,517	-35,879	389	17,63



**St.Louis Union  
Trust Company**



510 Locust Street  
St. Louis, MO 63101  
314/231-9300

**Investment**

**Advisory**

**Service**



LINDENWOOD COLLEGE  
COMPOSITE

Market Valuation

November 7, 1977

December 30, 1977

Classification	November 7, 1977		Estimated Annual Income		Yield	Classification	December 30, 1977		Estimated Annual Income	Yield
	Market Value	% of Total					Market Value	% of Total		
Bonds	\$1,209,070	43.8%	\$ 96,797		8.0%	Bonds	\$1,167,108	39.8%	\$ 94,399	8.1%
Convertible Bonds	39,000	1.4	2,400		6.2	Convertible Bonds	40,200	1.4	2,400	6.0
Common Stock	1,283,406	46.5	59,227		4.6	Common Stock	1,467,558	50.0	62,057	4.2
Cash & Equivalent	227,975	8.3	14,943		6.5	Cash & Equivalent	258,530	8.8	17,544	6.8
<b>Total</b>	<b>\$2,759,451</b>	<b>100.0%</b>	<b>\$ 173,370</b>		<b>6.3%</b>	<b>Total</b>	<b>\$2,933,396</b>	<b>100.0%</b>	<b>\$ 176,400</b>	<b>6.0%</b>

LINDENWOOD COLLEGE COMPOSITE

FINANCE COMMITTEE MEETING

February 22, 1978

(1) During this period the market value of First National Bank of Chicago common was increased to reflect quoted market.



LINDENWOOD COLLEGE  
COMPOSITE  
LINDENWOOD COLLEGE  
COMPOSITE

Performance Review  
Market Valuation

November 7, 1977

<u>Classification</u>	<u>Market Value</u>	<u>% of Total</u>	<u>Estimated Annual Income</u>	<u>Yield</u>	<u>December 30, 1977</u>				
					<u>Classification</u>	<u>Market Value</u>	<u>% of Total</u>	<u>Estimated Annual Income</u>	<u>Yield</u>
Bonds	\$1,209,070	43.8%	\$ 96,797	8.0%	Bonds	\$1,167,108	39.8%	\$ 94,399	8.1%
Convertible Bonds	39,000	1.4	2,400	6.2	Convertible Bonds	40,200	1.4	2,400	6.0
Common Stock	1,283,406	46.5	59,227	4.6	Common Stock	1,467,558	50.0	62,057	4.2
Cash & Equivalent	227,975	8.3	14,946	6.6	Cash & Equivalent	258,530	8.8	17,544	6.8
<b>Total</b>	<b>\$2,759,451</b>	<b>100.0%</b>	<b>\$ 173,370</b>	<b>6.3%</b>	<b>Total</b>	<b>\$2,933,396</b>	<b>100.0%</b>	<b>\$ 176,400</b>	<b>6.0%</b>

(1) During this period the market value of First National Bank St. Charles common was increased to reflect quoted market.



LINDENWOOD COLLEGE  
COMPOSITE

Performance Review

	11-7-77 to 12-30-77(1)	Year 1977	PERCENT OF TOTAL
CASH & EQUIVALENT			9.0
BONDS			40.4
Common Stock			50.4
Common Stock (X - St. Charles Bank Stocks)			100.0
Dow Jones Industrial Average			
Standard & Poor's 500 Composite			
Total Funds	+6.3%	-2.3%	
Common Stock	+14.4	-0.1	
Common Stock (X - St. Charles Bank Stocks)	+3.0	-13.3	
Dow Jones Industrial Average	+1.8	-17.3	
Standard & Poor's 500 Composite	+3.0	-11.5	

(1) During this period the market value of First National Bank St. Charles common was increased to reflect quoted market.



AGENT FOR LINDENWOOD COLLEGE  
COMPOSITE

INV. L G LAUGHLIN  
ADM. L G LAUGHLIN



INVESTMENT POSITIONS

QUALITY RATING	NO. OF ISSUES	MARKET VALUE	PERCENT OF TOTAL
CASH & EQUIVALENT	5	\$200,259,171.83	16.9 9.0
BONDS	4	\$401,155,358.42	34.0 40.4
COMMON STOCK & CONVERTIBLE SECURITIES		\$371,438,329.75	31.5 50.4
TOTAL	6	\$201,282,860.00	17.1 100.0
TOTAL	21	\$1,179,382.90	100.0
STANDARD & POORS 500 INDEX		92.32	
DOW JONES INDUSTRIAL AVERAGE INDEX		808.30	



AGENT FOR LINDENWOOD COLLEGE  
 COMPOSITE

INV. L G LAUGHLIN  
 ADM. L G LAUGHLIN



BOND QUALITY RATINGS

QUALITY RATING	NO. OF ISSUES	PAR VALUE	PERCENT OF TOTAL
4.0 AAA-9	5	\$200,000.00	16.9
5.0 AA-9	4	\$401,000.00	34.0
6.0 A-9	6	\$372,000.00	31.5
7. UNRATED	6	\$206,382.90	17.4
8. TOTAL-9	21	\$1,179,382.90	100.0
9.0 - 9.9	2	\$38,000.00	3.2
TOTAL	21	\$1,179,382.90	100.0



AGENT FOR LINDENWOOD COLLEGE  
 COMPOSITE

INV. L G LAUGHLIN  
 ADM. L G LAUGHLIN



BOND COUPON DIVERSIFICATION

COUPON RANGE	NO. OF ISSUES	MARKET VALUE	PAR VALUE	PERCENT OF TOTAL
4.0 - 4.9	3	\$123,575.00	\$54,000.00	4.5
5.0 - 5.9	1	\$878,542.50	\$60,382.90	5.1
6.0 - 6.9	1	\$176,800.00	\$24,000.00	2.0
7.0 - 7.9	2	\$221,112.25	\$150,000.00	12.7
8.0 - 8.9	12	\$1,400,029.75	\$853,000.00	72.3
9.0 - 9.9	2		\$38,000.00	3.2
<b>TOTAL</b>	<b>21</b>		<b>\$1,179,382.90</b>	<b>100.0</b>







AGENT FOR LINDENWOOD COLLEGE  
COMPOSITE

INV. L G LAUGHLIN  
ADM. L G LAUGHLIN



DESCRIPTION	BOOK VALUE			MARKET VALUE		
	NAME OF COMPANY	% OF TOTAL	CURRENT YIELD	MARKET VALUE	% OF CURRENT TOTAL	ESTIMATED ANNUAL INCOME
FIXED INCOME ITEMS:	FIRST NATIONAL BANK			\$433,524.00	30.1	
U.S. GOVERNMENT BONDS	SAINT CHARLES, MO COM	9.632.00	4.06	8.1	\$97,250	3.41
CORPORATE BONDS		\$1,079,520.83	44.01	8.0	\$1,058,106	37.09
CONVERTIBLE BONDS	EXXON CORP COM					
		\$48,452.21	1.98	5.0	\$38,300	1.34
	INTERNATIONAL BUSINESS MACHINES					
	CORP COM	\$1,227,605.04	50.05	7.9	\$1,193,656	41.84
COMMON STOCK:	RALSTON PURINA CO COM					
		\$966,020.06	39.38	6.6	\$1,400,027	49.07
	SMITHKLINE CORP COM					
TOTAL INVESTMENTS		\$2,193,625.10	89.43	7.3	\$2,593,683	90.92
CASH AND EQUIVALENT	EMERSON ELECTRIC CO COM					
TEMPORARY INVESTMENTS		\$258,000.00	10.52	6.9	\$49,896.00	9.03
PRINCIPAL CASH	MONSANTO CO COM	\$1,171.83	.05		\$1,171	.04
TOTAL CASH AND EQUIVALENT	MOBIL CORP COM	\$259,171.83	10.57		\$47,600.00	9.03
TOTAL ASSETS	AMERICAN TELEPHONE & TELEGRAPH CO COM					
		\$44,887.50	1.83		\$52,854	10.03
INCOME CASH ON HAND	CROWN ZELLERBACH CORP COM	\$5,466.47	.23		\$42,350.00	2.9
TOTAL ASSETS	TOTAL				\$971,544.75	67.5
TOTAL COMMON STOCK & CONVERTIBLE SECURITIES	TOTAL COMMON STOCK & CONVERTIBLE SECURITIES				\$1,438,329.75	100.0



AGENT FOR LINDENWOOD COLLEGE  
 COMPOSITE

INV. L G LAUGHLIN



DESCRIPTION	BOOK VALUE			MARKET VALUE			
	BOOK VALUE	% OF TOTAL	CURRENT YIELD	MARKET VALUE	% OF TOTAL	CURRENT YIELD	ESTIMATED ANNUAL INCOME
<b>FIXED INCOME ITEMS</b>							
UTILITY							
U.S. GOVERNMENT BONDS	\$99,632.00	4.06	8.1	\$97,250	3.41	8.3	\$8,050
CORPORATE BONDS	\$1,079,520.83	44.01	8.0	\$1,058,106	37.09	8.2	\$86,317
GAS, WATER AND OTHERS	\$36,505.09	3.77	9.6	\$41,437	2.95	8.4	\$3,510
NONVERTIBLE BONDS	\$48,452.21	1.98	5.0	\$38,300	1.34	6.3	\$2,400
<b>BASIC TOTAL FIXED INCOME ITEMS</b>	<b>\$1,227,605.04</b>	<b>50.05</b>	<b>7.9</b>	<b>\$1,193,656</b>	<b>41.84</b>	<b>8.1</b>	<b>\$96,767</b>
<b>COMMON STOCK</b>							
COMMON STOCK(SIC)	\$28,652.03	2.96	7.9	\$34,625	2.47	6.4	\$2,250
ELECTRICAL EQUIPMENT	\$966,020.06	39.38	6.6	\$1,400,027	49.07	4.5	\$63,481
<b>TOTAL INVESTMENTS</b>	<b>\$2,193,625.10</b>	<b>89.43</b>	<b>7.3</b>	<b>\$2,593,683</b>	<b>90.92</b>	<b>6.2</b>	<b>\$160,248</b>
OIL - INTEGRATED	\$78,950.31	8.17	13.9	\$165,600	11.82	6.6	\$10,960
CASH AND EQUIVALENT	\$63,893.52	6.61	4.2	\$42,350	3.02	6.2	\$2,660
TEMPORARY INVESTMENTS	\$258,000.00	10.52	6.9	\$258,000	9.04	6.9	\$17,858
PRINCIPAL CASH	\$1,171.83	.05		\$1,171	.04		
<b>TOTAL CASH AND EQUIVALENT</b>	<b>\$259,171.83</b>	<b>10.57</b>		<b>\$259,171</b>	<b>9.08</b>		
<b>TOTAL ASSETS</b>	<b>\$2,452,796.93</b>	<b>100.00</b>	<b>5.1</b>	<b>\$2,852,854</b>	<b>100.00</b>	<b>3.5</b>	<b>\$2,500</b>
TOBACCO	\$44,700.35	4.62	7.5	\$64,975	4.64	5.1	\$3,340
MERCHANDISING & SHOES	\$5,466.47	3.10	3.3	\$19,750	1.41	5.0	\$1,000
INCOME CASH ON HAND	\$21,768.40	2.25	3.3	\$21,450	1.53	3.3	\$720
PUBLISHING	\$145,254.35	15.03	5.2	\$176,800	12.62	4.2	\$7,560
<b>TOTAL CONSUMER &amp; SERVICE</b>							
<b>TECHNOLOGICAL</b>							
BUSINESS SERVICE	\$53,669.75	5.55	26.6	\$470,584	33.61	3.0	\$14,266



AGENT FOR LINDENWOOD COLLEGE



DESCRIPTION	BOOK VALUE			MARKET VALUE			
	BOOK VALUE	% OF COMMON	CURRENT YIELD	MARKET VALUE	% OF COMMON	CURRENT YIELD	ESTIMATED ANNUAL INCOME
FINANCIAL AND PUBLIC UTILITY	\$26,144.42	2.70	7.9	\$21,075	1.50	1.1	\$360
TOTAL TECHNOLOGICAL	\$314,014.94	32.50	7.1	\$691,695	49.40	3.2	\$22,381
COMMUNICATIONS	\$74,722.98	7.73	7.7	\$82,137	5.86	6.9	\$5,735
GAS, WATER AND OTHERS	\$36,505.09	3.77	9.6	\$41,437	2.95	8.4	\$3,510
TOTAL FINANCIAL	\$111,228.07	11.51	8.3	\$123,574	8.82	7.4	\$9,245
BASIC INDUSTRY							
AUTOMOTIVE	\$28,652.03	2.96	7.9	\$34,625	2.47	6.4	\$2,250
CHEMICAL (BASIC)	\$67,691.87	7.00	4.6	\$49,896	3.56	6.2	\$3,125
ELECTRICAL EQUIPMENT	\$121,591.58	12.58	3.1	\$88,112	6.29	4.3	\$3,800
MACHINERY	\$34,743.39	3.59	4.3	\$27,375	1.95	5.4	\$1,500
OIL - INTEGRATED	\$78,950.31	8.17	13.9	\$165,600	11.82	6.6	\$10,960
PAPER	\$63,893.52	6.61	4.2	\$42,350	3.02	6.2	\$2,660
TOTAL INDUSTRIALS	\$395,522.70	40.94	6.1	\$407,958	29.13	5.9	\$24,295
CONSUMER & SERVICE							
FOOD, BEVERAGE & TOBACCO	\$48,813.50	5.05	5.1	\$70,625	5.04	3.5	\$2,500
MERCHANDISING & SHOES	\$44,700.35	4.62	7.5	\$64,975	4.64	5.1	\$3,340
PERSONAL CARE	\$29,972.10	3.10	3.3	\$19,750	1.41	5.0	\$1,000
PUBLISHING	\$21,768.40	2.25	3.3	\$21,450	1.53	3.3	\$720
TOTAL CONSUMER & SERVICE	\$145,254.35	15.03	5.2	\$176,800	12.62	4.2	\$7,560
TECHNOLOGICAL							
BUSINESS SERVICE	\$53,669.75	5.55	26.6	\$470,584	33.61	3.0	\$14,266
MISCELLANEOUS (TECHNOLOGY)	\$66,822.91	6.91	1.6	\$22,062	1.57	4.7	\$1,050
OFFICE EQUIPMENT	\$84,029.93	8.69	4.5	\$85,149	6.08	4.4	\$3,813
PHARMACEUTICAL	\$83,347.93	8.62	3.6	\$92,825	6.63	3.2	\$3,012



AGENT FOR LINDENWOOD COLLEGE



DESCRIPTION	DUE IN YEAR		PAR BOOK VALUE		% OF TOTAL VALUE		MARKET VALUE	
	1979	BOOK VALUE	% OF COMMON	CURRENT YIELD	% MARKET VALUE	% OF COMMON	CURRENT YIELD	ESTIMATED ANNUAL INCOME
HOSPITAL SUPPLY	1984	\$26,144.42	2.70	.9	5.08	1.50	1.1	\$240
TOTAL TECHNOLOGICAL	1989	\$314,014.94	32.50	7.1	13.15	49.40	3.2	\$22,381
TOTAL COMMON STOCK	1993	\$966,020.06	100.00		100.00	100.00		
	1994		50,000		4.10			
	1995		285,000		23.37			
	OVER 20 YEARS		403,000		33.05			
	TOTAL		1,219,382		100.00			

AMERICAN EXPRESS CREDIT CO	100.000	\$10,000.00	1.04		1.04			
AMERICAN INVESTMENT CO	99.507	\$99,735.50	97.12		97.12			







AGENT FOR LINDENWOOD COLLEGE



PAR VALUE OR D. OF SHARES	DESCRIPTION	BOOK VALUE		MARKET VALUE		ANNUAL INCOME		YIELD	
		AVERAGE UNIT BOOK	AMOUNT	PER UNIT	AMOUNT	RATE	AMOUNT	BOOK VALUE	MRKT VALUE
193,000	FIXED INCOME ITEMS SER 62502 MATURING 10-01-95 U.S. GOVERNMENT NATIONAL BANK ST LOUIS	99.507	\$192,048.65	101.750	\$196,377	8.62	\$16,646	8.7	8.5
100,000	FEDERAL HOME LOAN MORTGAGE CORP FHLMC IS REQUIRED TO PURCHASE AT PAR 3/15/97 NATIONAL BANK ST LOUIS 8.05 % MATURING 03-15-07	99.632	\$99,632.00	97.250	\$97,250	8.05	\$8,050	8.1	8.3
80,000	GENERAL AMERICAN TRANSPORTATION CORP EQUITY TRUST SER 67 8.60 % MATURING 06-01-91	101.639	\$81,311.99	99.370	\$79,496	8.60	\$6,880	8.5	8.7
10,000	AMERICAN EXPRESS CREDIT CO WITH OTHERS SENIOR NOTES 9.50 % MATURING 06-15-82	100.000	\$10,000.00	104.250	\$10,425	9.50	\$950	9.5	9.1
82,000	HELD BY TRUST CO PLEDGED WITH OTHERS HELD BY TRUST CO PLEDGED WITH OTHERS	100.000	\$82,000.00	101.500	\$83,230	8.87	\$7,278	8.9	8.7
50,000	AMERICAN INVESTMENT CO SENIOR S F NOTES 8.75 % MATURING 08-01-89	99.507	\$49,753.50	93.125	\$46,562	8.75	\$4,375	8.8	9.4
10,000	HELD BY TRUST CO PLEDGED WITH OTHERS	101.391	\$10,139.19	101.000	\$10,100	8.85	\$885	8.7	8.6
15,000	GENERAL MOTORS ACCEPTANCE CORP DEB 8.00 % MATURING 05-01-93 HELD BY TRUST CO PLEDGED WITH OTHERS	99.007	\$14,851.05	96.000	\$14,400	8.00	\$1,200	8.1	8.3
50,000	NATIONAL SH REGISTER CO S F DEB 7.70 % MATURING 07-15-94 HELD BY TRUST CO PLEDGED WITH OTHERS	100.007	\$74,604.55	93.500	\$71,387	7.70	\$6,525	7.7	8.2





PAR VALUE OR Q. OF SHARES	DESCRIPTION	BOOK VALUE		MARKET VALUE		ANNUAL INCOME		YIELD	
		AVERAGE UNIT BOOK	AMOUNT	PER UNIT	AMOUNT	RATE	AMOUNT	BOOK VALUE	MRKT VALUE
193.000	SEARS ROEBUCK & CO S F DEB 8.6250% MATURING 10-01-95 HELD BY FIRST NATIONAL BANK ST LOUIS	99.507	\$192,048.65	101.750	\$196,377	8.62	\$16,646	8.7	8.5
188.000 .90	WEYERHAEUSER CO S F DEB NC NOTE SER B 8.6250% MATURING 10-01-00 LEASES HELD BY FIRST NATIONAL BANK ST LOUIS	100.000	\$188,000.00	100.500	\$188,940	8.62	\$16,215	8.6	8.6
80.000	GENERAL AMERICAN TRANSPORTATION CORP EQUIPMENT TRUST SER 67 8.60 % MATURING 06-01-91 HELD BY TRUST CO PLEDGED WITH OTHERS	101.639	\$81,311.99	99.370	\$79,496	8.60	\$6,880	8.5	8.7
10.000	ST. 8.60 % MATURING 01-01-89 HELD BY TRUST CO PLEDGED WITH OTHERS	101.715	\$10,171.52	85.625	\$8,562	4.50	\$450	4.4	5.3
82.000	GENERAL MILLS INC S F DEB 8.8750% MATURING 10-15-95 HELD BY TRUST CO PLEDGED WITH OTHERS	100.000	\$82,000.00	101.500	\$83,230	8.87	\$7,278	8.9	8.7
38.000	SW 8.8750% MATURING 10-15-95 HELD BY TRUST CO PLEDGED WITH OTHERS	100.000	\$38,000.00	90.990	\$34,576	4.75	\$1,805	4.8	5.2
10.000	INTERNATIONAL PAPER CO S F DEB 8.85 % MATURING 03-15-95 HELD BY TRUST CO PLEDGED WITH OTHERS	101.391	\$10,139.19	101.000	\$10,100	8.85	\$885	8.7	8.8
6.000	TR 8.85 % MATURING 03-15-95 HELD BY TRUST CO PLEDGED WITH OTHERS	100.035	\$6,002.10	97.050	\$5,823	4.80	\$288	4.8	4.9
10.000	MC DERMOTT J RAY & CO INC NOTES 8.90 % MATURING 12-01-84 HELD BY TRUST CO PLEDGED WITH OTHERS	100.190	\$10,019.02	102.250	\$10,225	8.90	\$890	8.9	8.7
	TOTAL		\$828,287.78		\$814,590		\$65,581		
50.000	NATIONAL CASH REGISTER CO S F DEB 7.70 % MATURING 07-15-94 HELD BY TRUST CO PLEDGED WITH OTHERS	100.007	\$50,003.50	93.500	\$46,750	7.70	\$3,850	7.7	8.2





PAR VALUE OR NO. OF SHARES	DESCRIPTION	BOOK VALUE		MARKET VALUE		ANNUAL INCOME		YIELD	
		AVERAGE UNIT BOOK	AMOUNT	PER UNIT	AMOUNT	RATE	AMOUNT	BOOK VALUE	MRKT VALUE
100.000	PHELPS DODGE CORP NOTES DEB 7.3750% MATURING 06-15-78 HELD BY TRUST CO PLEDGED WITH OTHERS HELD BY TRUST CO PLEDGED WITH OTHERS	100.208	\$100,208.91	99.500	\$99,500	7.37	\$7,375	7.4	7.4
60.382.90 50.000	SHERINGHAM PROPERTIES INC NOTE SER B DUE MONTHLY G R KINNEY CORP LEASES PVT PLACEMENT 5.00% MATURING 01-01-89 HELD BY TRUST CO PLEDGED WITH OTHERS	100.000 99.757	\$60,382.90 \$49,878.50	84.480 97.990	\$51,011 \$48,995	5.00 8.12	\$3,019 \$4,063	5.0 8.1	5.9 8.3
10.000	STANDARD OIL CO, IND DEB 4.50% MATURING 10-01-83 HELD BY TRUST CO PLEDGED WITH OTHERS HELD BY TRUST CO PLEDGED WITH OTHERS	101.715	\$10,171.52	85.625	\$8,562	4.50	\$450	4.4	5.3
38.000	SWIFT & CO DEB PVT PLACEMENT 4.75% MATURING 10-01-83 HELD BY TRUST CO PLEDGED WITH OTHERS	100.000	\$38,000.00	90.990	\$34,576	4.75	\$1,805	4.8	5.2
6.000 24.000	TRAILER TRAIN CO S F CONDITIONAL SALES CONTRACT 2 OF 1964 DUE ANNUALLY PVT PLACEMENT 4.80% MATURING 08-15-79 HELD BY TRUST CO PLEDGED WITH OTHERS HELD BY TRUST CO PLEDGED WITH OTHERS	100.035 100.000	\$6,002.10 \$24,000.00	97.050 93.650	\$5,823 \$22,476	4.80 6.00	\$288 \$1,440	4.8 6.0	4.9 6.4
	TOTAL		\$828,287.78		\$814,590		\$65,581		
28.000	PENN CENTRAL CO CONDITIONAL SALE PUBLIC UTILITIES 69 DUE ANNUALLY 8/1/70 TO 8/1/84 PRIVATE PLACEMENT 9.00% MATURING 08-01-84 HELD BY TRUST CO PLEDGED WITH OTHERS	100.000	\$28,000.00	97.150	\$27,202	9.00	\$2,520	9.0	9.3





PAR VALUE OR NO. OF SHARES	DESCRIPTION	BOOK VALUE		MARKET VALUE		ANNUAL INCOME		YIELD	
		AVERAGE UNIT BOOK	AMOUNT	PER UNIT	AMOUNT	RATE	AMOUNT	BOOK VALUE	MRKT VALUE
25.000	AMERICAN TELEPHONE & TELEGRAPH CO DEB 8.75% MATURING 05-15-00 HELD BY TRUST CO PLEDGED WITH OTHERS	97.000	\$24,250.00	103.625	\$25,906	8.75	\$2,188	9.0	8.4
40.000	SPERRY RAND CORP 8.125% MATURING 12-15-00 HELD BY TRUST CO PLEDGED WITH OTHERS	121.130	\$48,452.21	95.750	\$38,300	6.00	\$2,400	5.0	6.3
50.000	NATURAL GAS PIPELINE COMPANY OF AMERICA 1ST MTGE 8.125% MATURING 08-01-89 HELD BY TRUST CO PLEDGED WITH OTHERS	99.757	\$49,878.50	97.990	\$48,995	8.12	\$4,063	8.1	8.3
50.000	SOUTHERN BELL TELEPHONE & TELEGRAPH CO DEB 8.00% MATURING 07-01-99 HELD BY TRUST CO PLEDGED WITH OTHERS	101.000	\$50,500.00	95.100	\$47,550	8.00	\$4,000	7.9	8.4
COMMUNIT TOTAL			\$124,628.50		\$122,451		\$10,251		
756	AMER TRANSPORTATION & TELEGRAPH CO CON	52.955	\$40,034.68	59.375	\$44,887	4.20	\$3,175	7.9	7.1
24.000	GREYHOUND CORP SENIOR NOTE DUE ANNUALLY FROM 11/15/70 PVT PLACEMENT 6.00% MATURING 05-15-84 HELD BY TRUST CO PLEDGED WITH OTHERS	100.000	\$24,000.00	93.650	\$22,476	6.00	\$1,440	6.0	6.4
28.000	PENN CENTRAL CO CONDITIONAL SALE CONTRACT DATED 8/1/69 DUE ANNUALLY 8/1/70 TO 8/1/84 PRIVATE PLACEMENT 9.00% MATURING 08-01-84 HELD BY TRUST CO PLEDGED WITH OTHERS	100.000	\$28,000.00	97.150	\$27,202	9.00	\$2,520	9.0	9.3
TOTAL			\$52,000.00		\$49,678		\$3,960		





PAR VALUE OR NO. OF SHARES	DESCRIPTION	BOOK VALUE		MARKET VALUE		ANNUAL INCOME		YIELD	
		AVERAGE UNIT BOOK	AMOUNT	PER UNIT	AMOUNT	RATE	AMOUNT	BOOK VALUE	MRKT VALUE
	CONVERTIBLE BONDS								
	INDUSTRIAL								
40.000	SPERRY RAND CORP CONVERTIBLE SUB DEB 6.00 % MATURING 12-15-00 HELD BY TRUST CO PLEDGED WITH OTHERS	121.130	\$48,452.21	95.750	\$38,300	6.00	\$2,400	5.0	6.3
	TOTAL CONVERTIBLE BONDS	80.703	\$48,452.21	49.500	\$38,300	3.10	\$2,400	3.8	6.3
	TOTAL FIXED INCOME ITEMS	53.307	\$1,227,605.04	49.500	\$1,193,656	3.10	\$96,767	5.8	6.3
	COMMON STOCK								
	COMMUNICATIONS								
756	AMERICAN TELEPHONE & TELEGRAPH CO COM	52.955	\$40,034.68	59.375	\$44,887	4.20	\$3,175	7.9	7.1
2.000	UNITED TELECOMMUNICATIONS INC COM HELD BY TRUST CO PLEDGED WITH OTHERS	17.344	\$34,688.30	18.625	\$37,250	1.28	\$2,560	7.4	6.9
	TOTAL	41.487	\$74,722.98	30.125	\$82,137	1.20	\$5,735	2.9	4.0
	GAS, WATER AND OTHERS								
	TOTAL		\$121,591.58		\$80,112		\$3,800		





PAR VALUE OR NO. OF SHARES	DESCRIPTION	BOOK VALUE		MARKET VALUE		ANNUAL INCOME		YIELD		
		AVERAGE UNIT BOOK	AMOUNT	PER UNIT	AMOUNT	RATE	AMOUNT	BOOK VALUE	MRKT VALUE	
1.500	COLUMBIA GAS SYSTEM INC COM	24.336	\$36,505.09	27.625	\$41,437	2.34	\$3,510	9.6	8.5	
500	AUTOMOTIVE	69.486	\$34,743.39	54.750	\$27,375	3.00	\$1,500	4.3	5.5	
1.000	EATON CORP COM HELD BY TRUST CO PLEDGED WITH OTHERS	28.652	\$28,652.03	34.625	\$34,625	2.25	\$2,250	7.9	6.5	
800	CHEMICAL (BASIC)	42.052	\$33,641.96	59.500	\$47,600	4.20	\$3,360	10.0	7.1	
1.000	MONSANTO CO COM	27.129	\$27,129.41	29.000	\$29,000	1.20	\$1,200	4.4	5.1	
508	MONSANTO CO COM HELD BY FIRST NATIONAL BANK ST LOUIS	80.783	\$41,038.04	49.500	\$25,146	3.10	\$1,575	3.8	6.3	
2.500	MONSANTO CO COM HELD BY FIRST NATIONAL BANK ST LOUIS	53.307	\$26,653.83	49.500	\$24,750	3.10	\$1,550	5.8	6.3	
	TOTAL		\$67,691.87		\$49,896		\$3,125			
	ELECTRICAL EQUIPMENT									
800	GENERAL ELECTRIC CO COM HELD BY FIRST NATIONAL BANK ST LOUIS	63.539	\$50,831.27	46.125	\$36,900	2.20	\$1,760	3.5	4.8	
800	EMERSON ELECTRIC CO COM HELD BY FIRST NATIONAL BANK ST LOUIS	41.776	\$33,421.37	30.125	\$24,100	1.20	\$960	2.9	4.0	
	HELD BY TRUST CO PLEDGED WITH OTHERS	45.638	\$31,946.72	30.250	\$21,175	1.90	\$1,330	4.2	6.3	
900	EMERSON ELECTRIC CO COM HELD BY TRUST CO PLEDGED WITH OTHERS	41.487	\$37,338.94	30.125	\$27,112	1.20	\$1,080	2.9	4.0	
	TOTAL		\$121,591.58		\$88,112		\$3,800			

FOOD, BEVERAGE & TOBACCO





PAR VALUE OR NO. OF SHARES	DESCRIPTION	BOOK VALUE		MARKET VALUE		ANNUAL INCOME		YIELD	
		AVERAGE UNIT BOOK	AMOUNT	PER UNIT	AMOUNT	RATE	AMOUNT	BOOK VALUE	MRKT VALUE
3.000	MACHINERY	16.270	\$48,812.50	14.125	\$42,375	.50	\$1,500	3.1	3.5
2.500	INGERSOLL RAND CO COM HELD BY FIRST NATIONAL BANK ST LOUIS	69.486	\$34,743.39	54.750	\$27,375	3.00	\$1,500	4.3	5.5
	OIL - INTEGRATED								
	TOTAL		\$48,813.50		\$70,625		\$2,500		
800	MOBIL CORP COM MERCHANDISING & SHOES HELD BY FIRST NATIONAL BANK ST LOUIS	42.052	\$33,641.96	59.500	\$47,600	4.20	\$3,360	10.0	7.1
1.000	PHILLIPS PETROLEUM CO COM HELD BY FIRST NATIONAL BANK ST LOUIS	27.129	\$27,129.41	29.000	\$29,000	1.20	\$1,200	4.4	4.1
800		49.275	\$39,420.55	39.500	\$31,600	2.00	\$1,600	4.1	5.1
2.000	EXXON CORP COM STORES CO COM HELD BY TRUST CO PLEDGED WITH OTHERS	9.089	\$18,178.94	44.500	\$89,000	3.20	\$6,400	35.2	7.2
	TOTAL		\$78,950.31		\$165,600		\$10,960		
	PAPER								
1.700	CROWN ZELLERBACH CORP COM HELD BY FIRST NATIONAL BANK ST LOUIS	45.638	\$31,946.80	30.250	\$21,175	1.90	\$1,330	4.2	6.3
700	CROWN ZELLERBACH CORP COM HELD BY TRUST CO PLEDGED WITH OTHERS	45.638	\$31,946.72	30.250	\$21,175	1.90	\$1,330	4.2	6.3
600	GANNETT CO INC COM HELD BY TOTAL ST NATIONAL BANK ST LOUIS	36.280	\$21,768.40	35.750	\$21,450	1.20	\$720	3.3	3.4
	TOTAL		\$63,893.52		\$42,350		\$2,660		
	FOOD, BEVERAGE & TOBACCO								













PAR VALUE OR NO. OF SHARES	DESCRIPTION	BOOK VALUE		MARKET VALUE		ANNUAL INCOME		YIELD	
		AVERAGE UNIT BOOK	AMOUNT	PER UNIT	AMOUNT	RATE	AMOUNT	BOOK VALUE	MRKT VALUE
1.200	SMITHKLINE CORP COMPLIANCE CORP COMMERCIAL PAPER DUE ON DEMAND	28.807	\$34,569.50	47.750	\$57,300	1.32	\$1,584	4.6	2.8
1.400	SQUIBB CORP COM HELD BY FIRST NATIONAL BANK ST LOUIS	34.841	\$48,778.43	25.375	\$35,525	1.02	\$1,428	2.9	4.0
	TOTAL		\$83,347.93		\$92,825		\$3,012		
51.000	C I T FINANCIAL CORP HOSPITAL SUPPLY R DUE ON DEMAND MASTER NOTE	1.000	\$51,000.00	100.000	\$51,000	6.98	\$3,562	7.0	7.0
600	BAXTER TRAVENOL LABORATORIES INC COM HELD BY FIRST NATIONAL BANK ST LOUIS	43.574	\$26,144.42	35.125	\$21,075	.40	\$240	.9	1.1
10.000	NATIO TOTAL COMMON STOCK COOPERATIVE FINANCE CORP COMMERCIAL PAPER DUE ON DEMAND	1.000	\$966,020.06	100.000	\$1,400,027	6.98	\$63,481	7.0	7.0
	TOTAL SECURITIES MATURING 00-00-00		\$2,193,625.10		\$2,593,683		\$160,248		
	CASH AND EQUIVALENT								
93.000	GOV TEMPORARY INVESTMENTS COMMERCIAL PAPER DUE ON DEMAND	1.000	\$93,000.00	100.000	\$93,000	6.98	\$6,496	7.0	7.0
27.000	UNITED STATES OF AMERICA TREASURIES & AGENCIES BOND POOL DUE ON DEMAND	100.000	\$27,000.00	100.000	\$27,000	6.38	\$1,723	6.4	6.4
57.000	FORD MOTOR CREDIT CO COMMERCIAL PAPER RENEWABLE JAN & JULY 1ST DUE ON DEMAND MASTER NOTE MATURING 00-00-00	1.000	\$57,000.00	100.000	\$57,000	6.98	\$3,981	7.0	7.0
	TOTAL		\$258,000.00		\$258,000		\$17,858		





PAR VALUE OR NO. OF SHARES	DESCRIPTION	BOOK VALUE		MARKET VALUE		ANNUAL INCOME		YIELD	
		AVERAGE UNIT BOOK	AMOUNT	PER UNIT	AMOUNT	RATE	AMOUNT	BOOK VALUE	MRKT VALUE
20,000	GENERAL MOTORS ACCEPTANCE CORP COMMERCIAL PAPER DUE ON DEMAND MASTER NOTE CASH AND EQUIVALENT MATURING 00-00-00	1.000	\$20,000.00	100.000	\$20,000	6.98	\$1,397	7.0	7.0
	TOTAL ASSETS		\$2,452,796.93		\$2,852,854		\$17,858		
51,000	C I T FINANCIAL CORP COMMERCIAL PAPER DUE ON DEMAND MASTER NOTE MATURING 00-00-00	1.000	\$51,000.00	100.000	\$51,000	6.98	\$3,562	7.0	7.0
10,000	NATIONAL RURAL UTILITIES COOPERATIVE FINANCE CORP COMMERCIAL PAPER DUE ON DEMAND MASTER NOTE MATURING 00-00-00	1.000	\$10,000.00	100.000	\$10,000	6.98	\$699	7.0	7.0
93,000	GOODYEAR FINANCIAL CORP COMMERCIAL PAPER DUE ON DEMAND MASTER NOTE MATURING 00-00-00	1.000	\$93,000.00	100.000	\$93,000	6.98	\$6,496	7.0	7.0
57,000	FORD MOTOR CREDIT CO COMMERCIAL PAPER RENEWABLE JAN & JULY 1ST DUE ON DEMAND MASTER NOTE MATURING 00-00-00	1.000	\$57,000.00	100.000	\$57,000	6.98	\$3,981	7.0	7.0
	TOTAL		\$258,000.00		\$258,000		\$17,858		





PAR VALUE OR NO. OF SHARES	DESCRIPTION	BOOK VALUE		MARKET VALUE		ANNUAL INCOME		YIELD	
		AVERAGE UNIT BOOK	AMOUNT	PER UNIT	AMOUNT	RATE	AMOUNT	BOOK VALUE	MRKT VALUE
	PRINCIPAL CASH		\$1,171.83		\$1,171				
	TOTAL CASH AND EQUIVALENT		\$259,171.83		\$259,171		\$17,858		
	TOTAL ASSETS		\$2,452,796.93		\$2,852,854				



c.

MINUTES OF A MEETING OF THE EXECUTIVE COMMITTEE  
AND BOARD OF DIRECTORS OF  
THE LINDENWOOD COLLEGES

February 26, 1978

A meeting of the Executive Committee of the Board of Directors of The Lindenwood Colleges was held at the Noonday Club, St. Louis, Missouri, on February 22, 1978, at 11:00 o'clock a.m. Present were Messrs. Hyland, Metcalfe and Miller. Also present was William R. Spencer, the President of the Colleges. Mrs. Crider had informed Mr. Hyland earlier that she would be out of town and unable to attend, and Mr. Brown had called earlier that day to report that he would be unable to attend due to illness.

The first item on the agenda was a discussion of the resignation of B. Richard Berg as Vice President of the Colleges and Dr. Spencer's proposal for a replacement. There ensued a lengthy discussion, and Dr. Spencer emphasized that he saw the need for three management functions to be carried out: (1) finance and budget, (2) development and public relations, and (3) recruitment and alumnae affairs. He said that he would report back to the Executive Committee in the near future on the organization of these functions and candidates for the position.

The next item of business on the agenda was consideration of a tentative proposal made by the Football Cardinals to Mr. Hyland. Dr. Spencer first outlined proposals relative to natural turf and its practicality, and reviewed the status of the litigation with Western Waterproofing and Hy-Play. Mr. Hyland then noted that the Cardinal proposal was made by Mr. Sullivan and had not been approved to date by Mr. Bidwell and his attorneys and accountants. Conditioned upon College installation of the asphalt base, the Cardinals would purchase and install the Super-turf cover at a cost of approximately \$295,000. The existing contract between the Cardinals and the College would be extended for an additional term of six years, a total term of ten years, and would be amended to provide for (i) the forgiveness of the \$25,000 annual base rent, (ii) elimination of the 20% indirect cost charge, (iii) addition of provisions that the Colleges will be reimbursed for all direct costs, and (iv) receipt by the Colleges of all revenues from the field, concessions and parking.

The proposal was discussed at length. Problems of future turf replacement, cash flow and field maintenance, were noted but on balance it appeared acceptable provided that reimbursement with the Cardinal training camp be broadened. Mr. Hyland reported that he would be meeting with Mr. Bidwell shortly.



The next item on the agenda was consideration of the summer theatre project. A summary of the revised financial projections of the summer theatre was distributed to the Board. A 64% seat sale is projected to break-even. Dr. Spencer reviewed the history of the winter program and the potential benefits of the summer project to the students in the theatre department, recruitment of new students, the community at large, and the Colleges generally. After discussion, it was determined that the Committee would recommend to the Board an expenditure of up to \$18,000 from now to May 15, 1978, to cover pre-opening costs (including five equity players) as per the budget submitted. If, at May 15, 1978, 50% of the seats are sold for the summer theatre then the administration will be authorized to go forward with the project.

There being no further or other business to come before the meeting, it was adjourned.

\_\_\_\_\_  
Walter L. Metcalfe, Jr.  
Secretary

The meeting was preceded by lunch and was held at the Lindenwood College in Young Lounge, March 6, 1978. The meeting was possible to give ten days' notice, as stated in the bylaws, all members of the Board of Directors signed a statement waiving the ten day notice. The purpose of the meeting was to consider matters tabled at the February 14 meeting pending further negotiations.

The following members of the Board of Directors, being a quorum, were present. No honorary life members or members of the Boards of Overseers were in attendance.

Board of Directors

- George W. Eiden
- Mrs. Russell J. Crider
- Mrs. Thomas S. Hall
- John C. Hannegan
- Robert Hyland
- Paul Knoblauch
- Roland T. Pundmann
- E. J. Wipfler, Jr., M.D.

\* - The Lindenwood Colleges - Founded in 1827 and chartered in 1853 as Lindenwood Female College. New corporate structure of Lindenwood Female College approved by Circuit Court of St. Charles County March 7, 1977.



The following members of the MINUTES OF THE were present:  
SPECIAL JOINT MEETING

- William C. Spencer, President OF THE
- John N. Bartholomew, Dean BOARDS Lindenwood Evening College
- Doris Crozier, Dean OF Lindenwood College for Women
- Patrick F. DeLoach, Director THE LINDENWOOD COLLEGES\* Lindenwood College for Men
- Fred R. Fisher, Controller
- William H. Weber, Director of Operations St. Charles, Missouri
- Mary Yonker, Assistant to the President and Secretary of the Board of Directors March 6, 1978

A special meeting of the Board of Directors of The Lindenwood Colleges, Mr. Hyland, Chairman, presided. Mr. Hyland read a letter from P. J. Ducey, honorary life members of the Boards, and Boards of Overseers of the Executive Vice President-Treasurer of Chromalloy, saying the Contributions four colleges called for March 2, 1978 but postponed because of bad weather was Committee of Chromalloy American Corporation has authorized a contribution of held at The Lindenwood Colleges in Young Lounge, March 6, 1978. The meeting \$25,000 to Lindenwood College. Mr. Ducey would appreciate an indication from us was preceded by lunch and was called to order at 11:55 A.M. Since it was not as to the timing when funds would be required, possible to give ten days' notice, as stated in the bylaws, all members of the Board of Directors signed a statement waiving the ten day notice. The purpose Consideration was given to a tentative proposal made by the Football Cardinals of the meeting was to consider matters tabled at the February 14 meeting pending to Mr. Hyland. Dr. Spencer first outlined proposals relative to natural turf and further negotiations.

The following members of the Board of Directors, being a quorum, were proofing Co. and Hy-Play. Mr. Hyland then noted that the Cardinal proposal was present. No honorary life members or members of the Boards of Overseers were made by Mr. Sullivan and had not been approved to date by Mr. Bidwill and his in attendance.

Board of Directors

- George W. Brown
- Mrs. Russell J. Crider
- Mrs. Thomas S. Hall
- John C. Hannegan
- Robert Hyland
- Paul Knoblauch
- Roland T. Pundmann
- E. J. Wipfler, Jr., M.D.

\* - The Lindenwood Colleges, Founded in 1827 and chartered in 1853 as Linden Wood Female College. New corporate structure of Lindenwood Female College went, approved by Circuit Court of St. Charles County March 7, 1977.



The following members of the Administration were present:

William C. Spencer, President  
John N. Bartholomew, Dean, Lindenwood Evening College  
Doris Crozier, Dean, Lindenwood College for Women  
Patrick F. Delaney, Jr., Dean, Lindenwood College for Men  
Fred R. Fisher, Controller  
William H. Weber, Director of Operations  
Mary Yonker, Assistant to the President and Assistant Secretary of the Board of Directors

Mr. Hyland, Chairman, presided. Mr. Hyland read a letter from P. J. Ducey, Executive Vice President-Treasurer of Chromalloy, saying the Contributions Committee of Chromalloy American Corporation has authorized a contribution of \$25,000 to Lindenwood College. Mr. Ducey would appreciate an indication from us as to the timing when funds would be required.

Mr. Hyland reported that the Executive Committee met on February 22, 1978. Consideration was given to a tentative proposal made by the Football Cardinals to Mr. Hyland. Dr. Spencer first outlined proposals relative to natural turf and its practicality, and reviewed the status of the litigation with Western Water-

A motion was made, seconded and passed to accept the report of the Executive proofing Co. and Hy-Play. Mr. Hyland then noted that the Cardinal proposal was made by Mr. Sullivan and had not been approved to date by Mr. Bidwill and his attorneys and accountants. Conditioned upon College installation of the asphalt

base, the Cardinals would purchase and install the Super Turf cover at a cost of approximately \$295,000. The existing contract between the Cardinals and the

College would be extended for an additional term of six years, a total term of ten years, and would be amended to provide for (i) forgiveness of the \$25,000 annual base rent, (ii) elimination of the 20% indirect cost charge, (iii) addition of provisions that the Colleges will be reimbursed for all direct costs, and (iv) receipt by the Colleges of all revenues from the field, concessions and parking. The proposal was discussed at length. Problems of future turf replacement activities; season plans will be cancelled if financial success is not achieved, cash flow, and field maintenance were noted, but on balance it appeared



acceptable provided that reimbursement for the training camp could be broadened to cover all costs. Mr. Hyland reported that he would be meeting with Mr. Bidwill shortly.

The next item on the agenda of the Executive Committee was consideration of the summer theatre project. A summary of the revised financial projections of the summer theatre was distributed. A 64% seat sale is projected to break even. Dr. Spencer reviewed the history of the winter program and the potential benefits of the summer project to the students in the theatre department, recruitment of new students, the community at large, and the Colleges generally. After discussion it was determined that the Committee would recommend to the Board an expenditure of up to \$18,000 from now to May 15, 1978 to cover pre-opening costs (including five Equity players) as per the budget submitted. If, at May 15, 1978, 50% of the seats are sold for the summer theatre then the administration will be authorized to go forward with the project.

A motion was made, seconded and passed to accept the report of the Executive Committee.

The revised summer theatre budget was presented. The total cost of the revised program will be \$143,000. The revision reflects:

1. 10 weeks season (5 light, family oriented plays) opening end of May, closing late in July or first days of August.
2. Season ticket prices (5 shows) range from \$24.00 - \$30.00; single ticket prices range from \$6.00 to \$7.50.
3. Average subscription ticket price = \$6.08  
Average single ticket price = \$6.75  
Average of all tickets = \$6.40
4. 64% of capacity is break-even; excluding gifts or grants, net earning potential is over \$50,000.
5. 50% of capacity is goal of season ticket campaign and audience development activities; season plans will be cancelled if financial success is not reasonably assured.



6. Will be closely coordinated with and support:

-- summer session, enrolling students and local school teachers of drama in courses, workshops, and as apprentices.

-- opportunities for patrons to enjoy picnics on campus, buffet in dining room, see Cardinals at practice.

-- recruitment of students for academic year 1978-79.

7. Need \$15,000 for start-up; primarily for season ticket campaign and audience development costs:

-- could be covered by one-time gift (outright or refundable if season succeeds)

-- could be covered by advance against 1978-79 department budget

-- if season is cancelled maximum loss is \$18,000 (\$3,000 if start-up is a gift).

Mr. Hyland announced that Community Federal Savings and Loan Association

has said orally it will advance \$15,000 start-up costs for the summer theatre based on an agreement that their customers will receive a half-price arrangement on tickets. (The \$15,000 may be a gift or could be repaid if the summer theatre season succeeds). A written confirmation of course must be received from Community Federal. After discussion it was moved that Lindenwood accept the \$15,000 from Community Federal, and that we begin a season ticket campaign. The motion was seconded and passed.

In regard to the football field Mr. Hyland noted the basic proposal by Mr. Bidwill and approved by Mr. Sullivan (see page 2, Executive Committee report). Following discussion it was moved, seconded and passed to move forward in negotiations with Mr. Bidwill following the above basic proposal. It was suggested that consideration should be given to continuing the \$25,000 annual payment from the Cardinals with the understanding that Lindenwood would pay the Cardinals \$25,000 annually in return for installing the synthetic turf.



Mr. Hannegan asked that Mr. Bidwill be requested to write a letter saying that if the turf is not replaced, the Cardinals would not be returning to Lindenwood. He said this would be helpful in connection with the litigation involving Western Waterproofing Company and Hy-Play.

There being no further business the meeting was adjourned at 1:45.

Present were Directors William Spencer, Thomas Remington, and Robert Hyland. Also present were President William Spencer and Controller Fred Fisher.

Mary Yonker  
Assistant Secretary

Approved:

Walter L. Metcalfe, Jr.  
Secretary of the Board

The meeting was called to order by Mary Yonker and the minutes of the February 22, 1978 meeting were read.

Controller Fisher presented the bids received from the 3 CPA firms asked to bid for the college audit. After discussion it was moved and seconded to retain the present audit firm of Boyd, Farrant and Ferguson which was the high bid. Motion was carried.

Director Knoblanch then presented the operating report dated April 15, 1978. Copy is attached and made a part of the minutes. It was noted income was down from projections and college administration was trying to hold expenses to under the projected budget.

President Spencer reported on the budget preparation for 1978-79. The faculty has been asked to hold the expenses to 10% less than 77-78 excluding salaries. The same will be applied to all support and administrative offices.

Director Knoblanch, President Spencer and Controller Fisher were then excused from the meeting. The committee was to discuss the sale of First National Bank of St. Charles stock.

The meeting was then adjourned.

Respectfully submitted,

*Fred K. Fisher*  
Fred K. Fisher  
Recording Secretary



Minutes of the Meeting of the Finance Committee of  
The Lindenwood Colleges - April 25, 1978

Present were Directors Jefferson Miller, George Brown, Paul Knoblauch,  
Thomas Remington, and Robert Hyland. Also present were President  
William Spencer and Controller Fred Fisher.

The meeting was called to order by Chairman Miller and the minutes  
of the February 22, 1978 meeting were approved.

Controller Fisher presented the bids received from the 3 CPA firms  
asked to bid for the college audit. After discussion it was moved  
and seconded to retain the present audit firm of Boyd, Franz and  
Stephans which was the high bid. Motion was carried.

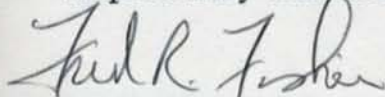
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budget.

President Spencer reported on the budget preparation for 1978-79.  
The faculty has been asked to hold the expenses to 10% less than  
77-78 excluding salaries. The same will be applied to all support  
and administrative offices.

Director Knoblauch, President Spencer and Controller Fisher were  
then excused from the meeting. The committee was to discuss the  
sale of First National Bank of St. Charles stock.

The meeting was then adjourned.

Respectfully submitted,



Fred R. Fisher  
Recording Secretary



Audit Bids for the Fiscal Year ending May 31, 1978

Botz, Goerss & Co., St. Charles	\$8,000. - 8,700
Boyd, Franz & Stephans, St. Louis	\$9,450.
Floyd O. Lieurance, St. Louis	\$7,500.

Audit Bids for Following Fiscal Years

Botz, Goerss & Co.	Asked not to be committed, but felt with suggestions and revisions, total bill should reduce.
Boyd, Franz & Stephans	7 to 8 per cent a year increase
Floyd O. Lieurance	8 to 10 per cent a year increase

AUXILIARY ENTERPRISES	
18 RESIDENCE HALLS	99.8 156899.
19 FOOD SERVICE	99.8 221816.
20 BOOKSTORE	98.7 182487.
21 CONFERENCES	98.7 51131.
22 S. B. E. OF SUBURBAN	100.0 171100.
23 TEA ROOM/MISCELLANEOUS	88.6 37819.
24 TOTAL AUXILIARY INCOME	98.8 602252.

25 TOTAL INCOME	91.0 422758.
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LINDENWOOD COLLEGES  
 OPERATING BUDGET 1976-77  
 1977-1978 EXP YTD ACTUAL  
 04-15-78

			1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	77-78 % EXP	1977-78 YTD ACTUAL	76-77 % EXP	1976-77 YTD ACTUAL
1	INCOME								
1	FULL-TIME RESIDENT STUDENTS		483446.	531550.	634400.	83.0	526887.	100.1	532290.
2	FULL-TIME NON-RESIDENTS		393463.	451575.	540800.	92.2	498950.	100.4	453475.
3	SPECIAL STUDENTS		48396.	96209.	114080.	111.7	127473.	99.3	95574.
4	ACADEMIC FEES		51341.	70309.	75840.	101.0	76619.	89.8	63199.
5	SUMMER SESSION		41800.	50755.	78000.	94.1	73475.	100.2	50885.
6	CAMPUS SCHOOL		24647.	27043.	29075.	97.9	28480.	97.7	26432.
7	EVENING COLLEGE		517512.	520674.	596115.	80.2	478573.	100.6	524083.
8	M.B.A. PROGRAM		29938.	71075.	85140.	211.7	180265.	100.0	71075.
9	LINDENWOOD 4		262281.	385403.	570000.	88.2	502957.	88.3	340436.
10	NURSING PROGRAM		52524.	48333.	52500.	56.0	29435.	67.1	32457.
11	FOREIGN STUDENT CENTER		69000.	52900.	62400.	63.7	39800.	100.0	52900.
12	TOTAL TUITION AND FEES		1974350.	2305826.	2838350.	90.2	2562918.	97.2	2242807.
13	ENDOWMENT		296641.	222589.	150000.	103.9	155904.	87.3	194466.
14	GIFTS AND GRANTS		171789.	193822.	180150.	65.0	117274.	47.3	91806.
15	INCOME FOR SCHOLARSHIPS		23387.	40851.	25000.	26.4	6605.	15.5	6333.
16	MISCELLANEOUS		40988.	48599.	50000.	79.5	39764.	80.8	39298.
17	TOTAL EDUCATIONAL AND GENERAL		2507156.	2811690.	3243500.	88.8	2882467.	91.5	2574713.
18	AUXILIARY ENTERPRISES								
18	RESIDENCE HALLS		150284.	158355.	172585.	83.5	144258.	99.0	156895.
19	FOOD SERVICE		201731.	221397.	263000.	80.7	212312.	99.8	221016.
20	BOOKSTORE		135383.	146993.	148500.	94.1	139870.	90.4	132902.
21	CONFERENCES		62058.	86996.	100000.	65.4	65415.	35.7	31131.
22	S. L. F. C. CONTRACT		0.	101102.	100000.	119.8	119899.	100.0	101102.
23	TEA ROOM/MISCELLANEOUS		47936.	49400.	77790.	63.3	49288.	80.6	39819.
24	TOTAL AUXILIARY INCOME		597393.	764244.	861875.	84.8	731044.	89.3	682867.
25	TOTAL INCOME		3104550.	3575934.	4105375.	88.0	3613512.	91.0	3257580.



	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	77-78 % EXP	1977-78 YTD ACTUAL	76-77 % EXP	1976-77 YTD ACTUAL
EXPENSES							
26	92313.	89163.	96793.	80.5	78010.	67.4	60177.
27	56829.	57146.	90633.	142.5	129177.	67.8	38748.
28	30694.	26316.	31210.	81.1	25313.	81.0	21322.
29	0.	0.	12000.	75.5	9069.	100.0	0.
30	66973.	64164.	68348.	79.8	54582.	62.6	40181.
31	47226.	50629.	43416.	73.4	31868.	66.9	33907.
32	160961.	69644.	74156.	76.6	56806.	71.1	49542.
33	15413.	15946.	17150.	70.5	12102.	71.1	11349.
34	370413.	373009.	433706.	91.5	396931.	68.4	255229.
INSTRUCTION/SCIENCES AND SOCIAL SCIENCES							
35	34721.	41760.	43653.	75.2	32833.	73.1	30538.
36	30664.	37920.	40783.	77.0	31412.	68.3	25928.
37	50926.	53082.	56355.	78.4	44237.	60.0	31852.
38	31622.	27358.	29534.	82.2	24294.	61.1	16718.
39	39562.	42705.	41510.	77.1	32038.	78.5	33553.
40	41631.	65884.	71642.	101.9	73033.	64.0	42189.
41	0.	0.	7250.	83.0	6022.	100.0	0.
42	34840.	35665.	38548.	81.3	31351.	59.9	21365.
43	24312.	32245.	34064.	76.4	26048.	65.1	21013.
44	25474.	44809.	49428.	74.3	36753.	66.9	30010.
45	14488.	15456.	17044.	83.3	14208.	60.3	9320.
46	328244.	396889.	429811.	81.9	352234.	66.1	262491.
INSTRUCTION/BUSINESS AND ECONOMICS							
47	36611.	79027.	99932.	55.6	55609.	63.3	50072.
48	3075.	0.	0.	0.0	0.	100.0	0.
49	42674.	27894.	39054.	72.4	28302.	68.5	19130.
50	82361.	106921.	138986.	60.3	83912.	64.7	69202.
INSTRUCTION/EVENING COLLEGE							
51	204799.	138677.	134286.	86.4	116028.	82.1	113904.
INSTRUCTION/ LINDENWOOD 4							
52	78001.	150573.	193735.	67.9	131693.	66.7	100540.
53	73774.	95047.	98990.	59.1	58529.	73.3	69725.
54	54750.	70241.	96197.	69.2	66634.	72.5	50969.
55	206525.	315862.	388922.	66.0	256857.	70.0	221235.
INSTRUCTION/ OTHER PROGRAMS							
56	2099.	1867.	1802.	18.6	335.	95.2	1779.
57	2090.	7801.	11845.	64.3	7627.	69.3	5408.
58	25797.	29509.	32854.	64.7	21269.	80.1	23641.
59	30867.	34865.	38985.	111.9	43654.	94.4	32938.
60	22569.	27308.	19705.	87.5	17250.	77.4	21144.
61	29353.	23366.	23345.	66.6	15570.	82.6	19323.
62	112777.	124717.	128536.	82.2	105708.	83.5	104236.
INSTRUCTIONAL SUPPORT/LIBRARY							
63	46655.	55158.	66257.	90.0	59686.	68.5	37836.
64	6718.	10995.	3724.	71.5	2663.	43.6	4798.
65	33056.	41752.	40000.	80.4	32161.	66.5	27802.
66	86430.	107905.	109981.	85.9	94511.	65.2	70437.



	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	77-78 % EXP	1977-78 YTD ACTUAL	76-77 % EXP	1976-77 YTD ACTUAL
<b>STUDENT SERVICES</b>							
67 DEAN'S OFFICE - WOMEN'S COLLEGE	30955.	31996.	33415.	82.2	27493.	82.4	26395.
68 DEAN'S OFFICE - MEN'S COLLEGE	33563.	36263.	37644.	78.9	29703.	80.4	29181.
69 DEAN'S OFFICE - EVENING COLLEGE	19550.	43791.	47910.	79.0	37869.	82.8	36276.
70 DEAN'S OFFICE - COLLEGE 4	39318.	50873.	46098.	80.4	37090.	83.3	42383.
71 ATHLETIC PROGRAM-MEN AND WOMEN	16456.	16786.	16806.	58.2	9789.	72.3	12150.
72 COUNSELLING OFFICE	15496.	15612.	16315.	70.7	11543.	73.0	11408.
73 STUDENT BANK	5351.	0.	0.	0.0	0.	100.0	0.
74 ADMISSIONS OFFICE	130670.	121609.	147370.	82.9	122255.	78.8	95876.
75 REGISTRAR	26376.	35034.	37562.	83.9	31548.	81.1	28439.
76 VETERAN'S AFFAIRS	7338.	7166.	6870.	79.8	5482.	82.5	5913.
77 HEALTH CENTER	13339.	10240.	10595.	73.6	7806.	70.4	7212.
78 FINANCIAL AID OFFICE	4897.	11755.	11160.	74.0	8268.	79.3	9330.
79 HOUSING STU. ACTIVITIES PLACEMENT	0.	0.	8145.	77.8	6344.	100.0	0.
80 TOTAL	343312.	381131.	419890.	79.8	335195.	79.9	304566.
81 TOTAL INSTRUCTION AND STUDENT SERVICES	1734866.	1945114.	2184118.	79.7	1741380.	72.0	1401303.
<b>ADMINISTRATION</b>							
82 PRESIDENT'S OFFICE	77220.	78121.	77760.	86.4	67190.	81.4	63615.
83 BOARD OF TRUSTEES	1149.	623.	800.	185.9	1487.	100.0	623.
84 VICE PRESIDENT'S OFFICE	47944.	56702.	129177.	85.7	110724.	79.8	45255.
85 BUSINESS OFFICE	53044.	70691.	76518.	81.6	62498.	82.1	58071.
86 DIRECTOR ADMINISTRATIVE SERVICES	0.	28998.	0.	0.0	0.	80.8	23454.
87 DEVELOPMENT OFFICE	27713.	49267.	0.	0.0	0.	82.1	40491.
88 ASSISTANT TO THE PRESIDENT	3988.	0.	0.	0.0	0.	100.0	0.
89 TOTAL	211060.	284403.	284255.	85.0	241900.	81.4	231512.
<b>GENERAL INSTITUTIONAL EXPENSE</b>							
90 TRANSPORTATION	6508.	14825.	8000.	128.5	10283.	95.6	14179.
91 MAIL ROOM	7194.	7267.	7700.	76.5	5897.	83.4	6067.
92 SWITCHBOARD/TELEPHONE SERVICES	15576.	14067.	8661.	114.6	9932.	69.7	9806.
93 ALUMNI AND PLACEMENT OFFICE	17387.	23857.	0.	0.0	0.	94.0	22442.
94 PUBLICATIONS	17248.	36828.	0.	0.0	0.	75.4	27769.
95 DATA PROCESSING	26968.	34775.	37125.	77.5	28794.	76.5	26612.
96 AUDIT EXPENSE	6905.	10096.	10000.	86.1	8610.	100.0	10096.
97 MEMBERSHIP DUES	14391.	11818.	13000.	125.1	16272.	99.2	11731.
98 INSURANCE	20660.	39669.	40000.	115.9	46384.	98.4	39062.
99 SPECIAL EVENTS	0.	0.	10000.	86.5	8654.	100.0	0.
100 INVESTMENT COUNSEL AND SERVICE	10806.	10597.	10000.	64.5	6456.	1.8	200.
101 RENTAL PROPERTY EXPENSE	5960.	7649.	2000.	102.1	2043.	67.1	5132.
102 INTEREST/OPERATING FUNDS	44587.	14162.	10000.	195.0	19503.	36.6	5183.
103 INTEREST/PLANT FUNDS	33000.	31920.	50000.	215.4	107718.	100.0	31920.
104 PENSIONS AND SPECIAL PAYMENTS	32672.	24827.	24700.	80.3	19848.	83.4	20723.
105 STAFF RECRUITING AND MOVING EXPENSE	2528.	7438.	7000.	26.2	1839.	100.0	7438.
106 DISABILITY INSURANCE	5116.	0.	0.	0.0	0.	****	487.
107 UNEMPLOYMENT INSURANCE	5314.	8823.	10000.	191.7	19173.	100.0	8823.
108 LONG RANGE PLANNING AND LEGAL FEES	14147.	17374.	15000.	50.3	7546.	92.1	16015.
109 ADVERTISING	0.	0.	13000.	100.8	13112.	100.0	0.
110 PUBLICATIONS	19732.	26404.	20000.	110.7	22157.	90.3	23854.
111 MISCELLANEOUS EXPENSE/CONTINGENCY FUND	11629.	3897.	3000.	48.9	1468.	58.7	2289.
112 TOTAL GENERAL INSTITUTIONAL	318337.	346302.	299186.	118.8	355696.	83.6	289836.



	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	77-78 % EXP	1977-78 YTD ACTUAL	76-77 % EXP	1976-77 YTD ACTUAL
113 PHYSICAL PLANT OPERATIONS							
114 SALARIES, WAGES, BENEFITS	173567.	222541.	233560.	76.4	178477.	84.0	187072.
115 SUPPLIES AND SERVICES	19175.	23218.	22000.	60.1	13239.	86.1	19998.
116 ELECTRICITY	48247.	65844.	70000.	87.1	60997.	126.5	83304.
117 HEAT/NATURAL GAS/OIL	41946.	60234.	65000.	107.9	70172.	137.3	82716.
118 WATER	9545.	17118.	24000.	65.1	15636.	120.8	20688.
119 BUILDING REPAIRS	85262.	83753.	75000.	130.0	97532.	149.5	125224.
119 TOTAL	377743.	472711.	489560.	89.0	436056.	109.7	519005.
120 PURCHASING	12414.	18055.	24889.	76.4	19039.	82.6	14920.
121 SECURITY	57265.	76095.	51660.	78.7	40663.	87.1	66280.
122 TOTAL EDUCATIONAL AND GENERAL EXPENSE	2711688.	3142682.	3333668.	85.0	2834737.	80.2	2522858.
123 STUDENT FINANCIAL AID	234259.	305908.	275000.	93.7	257859.	97.3	297950.
AUXILIARY ENTERPRISES							
124 CONFERENCES	34127.	107874.	60000.	81.9	49149.	24.4	26338.
125 S. L. F. C. EXPENSE	0.	65502.	65000.	95.6	62198.	98.9	64833.
126 BOOKSTORE-POST OFFICE	126056.	141774.	145306.	92.9	135010.	92.7	131489.
127 FOOD SERVICE	189327.	200349.	217000.	51.4	111636.	82.0	164298.
128 RESIDENCE HALLS	144124.	171776.	134000.	96.6	129515.	56.1	96504.
129 TEA ROOM/MISCELLANEOUS	17206.	17992.	17000.	56.1	9541.	82.0	14763.
130 TOTAL AUXILIARY	510841.	705268.	638306.	77.8	497052.	70.6	498228.
131 TOTAL EXPENSES	3456788.	4153860.	4246974.	84.5	3589648.	79.9	3319036.
132 TOTAL INCOME	3104550.	3575934.	4105375.	88.0	3613512.	91.0	3257580.
133 DEFICIT (SURPLUS)	352238.	577925.	141599.		( 23863.)		61456.

Lindenwood Colleges. Founded in 1877 and chartered in 1899 as Lindenwood Female College. New corporate structure of Lindenwood Female College approved by Circuit Court of St. Charles County March 7, 1977.



The following members of the Board were present:

MINUTES OF THE  
SPECIAL MEETING

- William C. Spang, President, Lindenwood College for Women
- Doris Crider, Vice President, Lindenwood College for Women
- Patrick F. Delaney, Jr., Lindenwood College for Men
- Fred [unclear], THE LINDENWOOD COLLEGES\*
- William H. Weber, Director of Operations
- Mary Yonker, Assistant to the President, St. Louis, Missouri
- Secretary of the Board of Directors, April 27, 1978

A special meeting of the Board of Directors of The Lindenwood Colleges was held at the Missouri Athletic Club, St. Louis, Missouri, Thursday, April 27, 1978, at 12:30 P.M., pursuant to call and notice given each member of the Board in accordance with the Bylaws. The purpose of the meeting was to act on a proposal made to the St. Louis Football Cardinals, to discuss and act upon the feasibility study of the National Retirement Community Services, Inc., and to confirm candidates for degrees. Honorary life members and members of the Board of Overseers were notified of the meeting but informed it would not be necessary for them to attend the meeting since the Board would be acting on legal matters.

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

- George W. Brown
- Mrs. Russell J. Crider
- Mrs. Thomas S. Hall
- John C. Hannegan
- Robert Hyland
- Paul Knoblauch
- Walter L. Metcalfe, Jr.
- Jefferson L. Miller
- Roland T. Pundmann
- E. J. Wipfler, Jr., M.D.

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\* - The Lindenwood Colleges. Founded in 1827 and chartered in 1853 as Lindenwood Female College. New corporate structure of Lindenwood Female College approved by Circuit Court of St. Charles County March 7, 1977.



The following members of the Administration were present:

William C. Spencer, President  
Doris Crozier, Dean, Lindenwood College for Women  
Patrick F. Delaney, Jr., Lindenwood College for Men  
Fred R. Fisher, Controller  
William H. Weber, Director of Operations  
Mary Yonker, Assistant to the President and Assistant  
Secretary of the Board of Directors

In addition, Richard Mills and Richard Vetter, of National Retirement Community Services, Inc., attended part of the meeting.

Mr. Hyland, Chairman, called the meeting to order. The meeting was opened with silent prayer.

A motion was made, seconded and passed that the minutes of the February 14 meeting and the March 6 special meeting be approved as distributed.

It was moved, seconded and passed that candidates for degrees be awarded the appropriate degrees upon satisfactory completion of their work. List of the candidates is attached to and made a part of these minutes.

Before the proposal made to the St. Louis Football Cardinals was presented, Mr. Metcalfe called attention to the basic proposal made by the Football Cardinals and reviewed at the March 6 Board meeting. The terms of this proposal, conditioned upon College installation of the asphalt base, were that the Cardinals would purchase and install the Super Turf cover at a cost of approximately \$295,000. The existing contract between the Cardinals and the Colleges would be extended for an additional term of six years, a total term of ten years, and would be amended to provide for (i) forgiveness of the \$25,000 annual base rent, (ii) elimination of the 20% indirect cost charge, (iii) addition of provisions that the Colleges will be reimbursed for all direct costs, and (iv) receipt by the Colleges of all revenues from the field, concessions and parking.



A summary of the financial terms of the present contract, a summary of the present Football Cardinal proposal, the initial response by Lindenwood, and the Football Cardinal response are:

Summary of Financial Terms of Present Contract:

1. Football Cardinals reimburse Lindenwood for "reasonable Football direct costs." (1977 = \$55,113 per contract.)
2. Football Cardinals pay Lindenwood an additional 20% for "indirect costs." (1977 = \$11,022)
3. Football Cardinals pay Lindenwood \$25,000 per year on August 1 of each year.
4. Lindenwood retains ticket, parking and concession revenues for open practices. (1977 = \$17,114)
5. Lindenwood and Football Cardinals split ticket revenues for controlled scrimmages 75% to Football Cardinals and 25% to Lindenwood. (1977 = \$0)

Summary of Present Football Cardinal Proposal (4/25/78)

1. \$75,000 gift.

Immediate Steps Assuming Football Cardinals Accept

2. Retain present contract provisions.
3. Extend contract for additional 4 years (to total 8 years).
4. "Guarantee" starting times for practices and scrimmages to yield additional cash to Lindenwood from tickets, parking and concessions to carry new debt.

Initial Response by Lindenwood (4/26/78)

Football Cardinal proposal acceptable to Lindenwood on the following conditions:

1. Lindenwood can obtain gift of asphalt base.
2. Lindenwood's cost to purchase and install Super Turf will not exceed \$280,000.
3. Lindenwood is able to borrow the \$205,000 difference (\$280,000 cost less \$75,000 gift) to be amortized over 8 years at 9½% interest.



4. Football Cardinals will make up the annual difference (if any) between Lindenwood's ticket, parking and net concession revenues and its debt service obligations (approximately \$36,000 per year over 8 years).

5. Satisfactory Super Turf warranty (5 year unconditional, 1/3 Super Turf, 1/3 Cardinal, 1/3 Lindenwood risk for 3 years).

#### Football Cardinal Response (4/26/78)

Open to "discuss" point 4. Concerned about high food costs and other aspects of arrangement.

#### Financial Implications to Lindenwood

If Football Cardinals do not accept proposal and refuse to return, they owe Lindenwood \$100,000 against Lindenwood's \$1,000,000+ investment in the stadium and field. Future revenue opportunities virtually eliminated.

If Football Cardinals accept proposal, Super Turf will be "paid for" in 8 years. Direct cost reimbursement plus 20% indirect will cover Lindenwood's annual cost of operating football camp. \$25,000 available to offset interest charges of \$1,000,000+ borrowed for initial construction. Future revenue opportunities possible.

#### Immediate Steps Assuming Football Cardinals Accept

Revise present contract to reflect new terms and maintenance responsibilities and costs related to artificial turf. Negotiate agreements with Super Turf. Tie down gift of asphalt base.

During the discussion Mr. Hyland pointed out that he believed the present proposal is more favorable to Lindenwood than the present contract. Mr. Miller suggested that Mr. Metcalfe explore the possibility of borrowing the money from

Mr. Bidwill. Mr. Brown expressed concern that the Monsanto artificial turf,

Astro Turf, is not being used and felt this could harm us when we make requests

to Monsanto for gift and/or grants. Mr. Hyland replied that he had had many

conversations with John Hanley, of Monsanto, to come to some agreement, since

Astro Turf is considerably more expensive, but had not been successful. He

offered to send a letter to Mr. Hanley saying we would be happy to use Astro Turf

if Super Turf's price could be met.



and Mr. Hannegan moved that Monsanto be contacted before finalizing any agreement with Super Turf, and that the project be approved as outlined. Mr. Miller seconded the motion which was passed unanimously.

Mr. Mills and Mr. Vetter entered the meeting to elaborate on and answer any questions in connection with the Feasibility Study and Master Development Plan for The Lindenwood Colleges prepared by the National Retirement Community Services, Inc., a copy of which has been sent to each member of the Board of Directors. Mr. Vetter called attention to the "Conclusions" in the study which indicate the market research confirmed that the St. Louis area currently needs more full-service retirement facilities, and that the St. Charles area would be an ideal location. St. Charles city officials and prominent citizens interviewed unanimously supported the idea of Lindenwood creating such a community. The response to the market questionnaire indicates strong market and high level of interest. Mr. Mills and Mr. Vetter both emphasized that they believe there will be great financial benefits to Lindenwood. The next steps, according to Mr. Mills and Mr. Vetter, would be zoning matters, identification of corporate organization, establishment of articles of incorporation, filing of tax exemption application, drawing up residency agreement, and architectural refinements. Mr. Vetter said that the relationships between the retirement community and the college need to be defined.

After Mr. Mills and Mr. Vetter left the meeting, Mr. Metcalfe stated he believed the next steps should be the financial aspects of the community, an environmental study, and the impact of such a community on the college.

A motion was made, seconded and passed that the following serve on a committee, with the chairman to be determined later, to further review of the feasibility study, study of the legal ramifications, a review of the benefits



and detriments to the college - faculty, students, enrollment, etc. (an environmental impact study), and the financial aspects:

- George W. Brown
- Mrs. Russell J. Crider
- John C. Hannegan
- Paul Knoblauch
- Roland T. Pundmann
- E. J. Wipfler, Jr., M.D.
- Robert Hyland, ex officio

Mr. Hyland charged the committee to move forward with all haste.

There being no further business the meeting was adjourned at 3:05 P.M.

Mary Yonker  
Assistant Secretary

Approved:

Walter L. Metcalfe, Jr.  
Secretary

Lindenwood College I

Bachelor of Arts Degrees

Bachelor of Fine Arts Degrees

Bachelor of Music Degrees

Bachelor of Music Education Degrees

Bachelor of Science Degrees

Bachelor of Social Work Degrees

Bachelor of Theology Degrees

Bachelor of Education Degrees

Bachelor of Business Administration Degrees

Bachelor of Public Administration Degrees

Bachelor of Health Services Degrees

Bachelor of Nursing Degrees

Bachelor of Physical Therapy Degrees

Bachelor of Occupational Therapy Degrees

Bachelor of Applied Science Degrees

Bachelor of Applied Arts Degrees

Bachelor of Applied Business Administration Degrees

Bachelor of Applied Health Services Degrees

Bachelor of Applied Public Administration Degrees

Bachelor of Applied Social Work Degrees

Bachelor of Applied Theology Degrees

Bachelor of Applied Education Degrees

Bachelor of Applied Business Administration Degrees

Bachelor of Applied Health Services Degrees

Bachelor of Applied Public Administration Degrees

Bachelor of Applied Social Work Degrees

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Bachelor of Applied Health Services Degrees

Bachelor of Applied Public Administration Degrees

Bachelor of Applied Social Work Degrees

Bachelor of Applied Theology Degrees

Bachelor of Applied Education Degrees

Bachelor of Applied Business Administration Degrees

Bachelor of Science Degrees

Bachelor of Fine Arts Degrees

Bachelor of Music Degrees

Bachelor of Music Education Degrees

Bachelor of Science Degrees

Bachelor of Social Work Degrees

Bachelor of Theology Degrees

Bachelor of Education Degrees

Bachelor of Business Administration Degrees

Bachelor of Public Administration Degrees

Bachelor of Health Services Degrees

Bachelor of Nursing Degrees

Bachelor of Physical Therapy Degrees

Bachelor of Occupational Therapy Degrees

Bachelor of Applied Science Degrees

Bachelor of Applied Arts Degrees

Bachelor of Applied Business Administration Degrees

Bachelor of Applied Health Services Degrees

Bachelor of Applied Public Administration Degrees

Bachelor of Applied Social Work Degrees

Bachelor of Applied Theology Degrees

Bachelor of Applied Education Degrees

Bachelor of Applied Business Administration Degrees

Bachelor of Applied Health Services Degrees

Bachelor of Applied Public Administration Degrees

Bachelor of Applied Social Work Degrees

Bachelor of Applied Theology Degrees

Bachelor of Applied Education Degrees

Bachelor of Applied Business Administration Degrees

Bachelor of Applied Health Services Degrees

Bachelor of Applied Public Administration Degrees

Bachelor of Applied Social Work Degrees

Bachelor of Applied Theology Degrees

Bachelor of Applied Education Degrees

Bachelor of Applied Business Administration Degrees

Bachelor of Applied Health Services Degrees

Bachelor of Applied Public Administration Degrees

Bachelor of Applied Social Work Degrees

Bachelor of Applied Theology Degrees

Bachelor of Applied Education Degrees

Bachelor of Applied Business Administration Degrees



SPRING TERM DEGREE CANDIDATES  
(Graduation Date: May 20, 1978)  
SPRING TERM DEGREE CANDIDATES  
(Graduation Date: May 20, 1978)

Lindenwood College I

Bachelor of Arts Degrees

Ruth Robinson Cornwell  
Penny C. Demsko  
Cindy Jo Gross  
Wanda Kim Henderson  
Bonnie Lashly Huette  
Karen Joann Hyde  
Mary Kathleen McAfee  
Ruth M. McCoy  
Kinnee Suzan McGhee  
Martha Jane Michael  
Karen Plackmeyer  
Kim Sue Rankin  
Nancy Ruth Shankland  
Joanne Melissa Shroba  
Sandra Lee Strauss  
Joan M. Van Becelaere  
Karen Terese Wappelhorst  
Debra Marks Woodruff

Bachelor of Fine Arts Degrees

Donna Marie Schweiss  
Mary Lee Strauss

Bachelor of Music Degrees

Billie Jo Derham  
Linda Ann Thompson

Bachelor of Music Education Degrees

Ann Elizabeth Hoffman  
Audrey Jane Kramer

Bachelor of Science Degrees:

Jean Phylis Bohler  
Leslie Karen Caplan  
Marsha Louise Coombs  
Dorothy Mae Crispell  
Myra Louise Jackson DeForest  
Jeanne Sue DeWitt  
Yvonne Elizabeth Goelz  
Deborah Leah Goodrich  
Karen Steward Green  
Susan Lynn Haag  
Linda Jo Harmon  
Amy Lynn Harr  
Vicki Kaye Harvey  
Vanette W. Haviland  
Linda Haynes  
Dorothy Jean Hendler  
Sally Keyes Hermann  
Marla Sikes Houser  
Dolora Ann Kellerman  
Joyce Ann Ketterling  
Jean Marie Knutson  
Ann Rene Layton  
Robertta Kay Lenk  
Katherine Isabel McCormack  
Kriste Anne Meek  
Marylen Joan Melgaard  
Judith Allene Montgomery  
Lois Jane Nourse  
Linda Jamieson Peeler  
Jill Ann Raymond  
Tipsuda Rutngamlug  
Deborah Ann Saputo  
Constant S. Schepker  
Deborah Kim Schneider  
Penny Jan Schulte  
Kathryn Zell Seeger  
Carolyn Ann Sullivan  
Susan Marie Tallman  
Carolyn Renee Taylor  
Brenda Kay Terry  
Leslie Wier  
Lana VanCloostere Williams  
Kristi J. Young



SPRING TERM DEGREE CANDIDATES  
(Graduation Date: May 20, 1978)

Lindenwood II

Bachelor of Arts Degrees

Gregory H. Barnett  
William J. Barta  
Faruk Erhan  
Charles Brian Gelber  
Philip Anderson Irons  
Jon Patrick McSweeney  
Eric O. Stuhler

Bachelor of Fine Arts Degree

Wade James Wilkin

Bachelor of Science Degrees

Robert Alan Bowers  
Bradley Leslie Cox  
Byron Neely DeForest  
Jan Fredric Dishinger  
David E. Eisenbath  
Paul A. Gross  
Bradley Lewis Hill  
Ronald Lee Johnson  
Kurt Darius Junger  
Stephen Kochanski  
William John McVey  
Robert Dale Ramsey  
Patrick G. Rice  
Marvin Joseph Stehr  
Gary John Strauss  
Roy Franklin Sykes  
William Frank Tayon  
M. J. (Mick) Ward  
Jerry Dale Weems  
Steven Roger Wood

Lindenwood VIII (cont.)

Associate in Science Degrees

Thomas Michael Clark  
Ronald Gene Gilliland  
Bobby Russell Greene  
Judith Jeanette Ostendorf  
Joseph G. Serles  
Samuel Sylvester Shields

Bachelor of Arts Degree

Nancy L. Schneider

Bachelor of Science Degrees

Judith Ann Adams  
Lynn P. Ainsworth Sr.  
Robert Maurice Bailey  
Susan Kay Bird  
James S. Bond  
Richard A. Bunting  
Lee J. Busch  
Rong Tzyy Chen  
Howard J. Deckelman  
Robert L. Derham  
Jerry Wayne Hodges  
Cecil R. Hudson, Jr.  
Ted John Hulcer  
John Alden Lively  
Edward James Maloney, Jr.  
Judith Leslie Marshall  
Susan Marie Meers  
Virgil William Null  
Bernard Joseph O'Donnell  
Dennis Rus Penland  
Jeanine Marie Prickett  
Donald L. Rapier  
Robert David Rayfield  
Jacqueline R. Roberts  
Robert Dean Saling  
Robert L. Sandefur  
Dorothy May Beasley Smith  
Patricia M. Stuhlman  
Linnie Thigpen, Jr.  
Kenneth Lee Ward  
Sandra Lee Zei



SPRING TERM DEGREE CANDIDATES  
(Graduation Date: May 20, 1978)

Graduate Degrees

Master of Business Administration Degrees

Charles William Boswell  
Philip Cluny Burkemper  
Scott Jon Christensen  
Frank Irwin Guilds  
Dennis J. Hahn  
Jan R. Kniffen  
Douglass Randal Krause  
Lee Ferrell Martin  
Joe Wayne Randolph  
Steven Alan Schwartzberg  
Ronald W. Saettele  
Gordon H. Von Doersten

Master of Arts in Education Degrees

Richard L. Korasick

Master of Science in Education Degrees

Eric Franz Kirtz  
Ruth Ann Magee

Lindenwood IV

Bachelor of Arts Degrees

Gretchen S. Coppin  
Peggy Gillette  
Lucy Lorenz Guernsey

Bachelor of Science Degrees

Merline P. Anderson  
Mary Edna Bates  
Roger Charles Birkel  
Cherlyn Roberts Broeder  
S. Richard Ellis  
Janice C. Franklin  
Edna Ellen Freeman  
Charles P. Greco  
Brenda Yvette Chandler Hamilton  
Judy Maschan  
Joseph E. Mornini  
John A. Nichols

Lindenwood IV (cont.)

Bachelor of Science Degrees (cont.)

Mafalda Lowery Pierce  
Catherine M. Price  
Willard Reeves  
Marilyn Sue Rhea  
Maxine Louise Roby  
Fred A. Schultz, Jr.  
Genevieve Leone Platt Skidmore  
Patrick Andrew Watson

Master of Arts Degrees

Mary Pardue Abrahams  
Gladys F. Barker  
Pamela Chubbuck Bescher  
Valerie Kent Brown  
Gail-Beverly Cummins  
Charles Earl Ellis, Sr.  
Art Erb  
Gail Adair Fraser  
Dorothy Frances Ghose  
A. J. Henley  
Mary Althea Hilden  
Deborah Ann Jones  
Peggy Keim  
Mariam Elizabeth King-Watts  
Daniel U. Krehbiel  
Jean Tuholske Laventhal  
Virginia Shelburne Leverington  
Leandra M. Lewis  
Dora Lee Joyce Lovell  
Keith Weeks Lyou  
Jess L. Mueller  
James Clyde Overton  
Mary T. Powell  
Jean Walker Powers  
Valerie Rope  
Michael Andrew Seaton  
Henrietta Nicolay Senecal  
Alice Beck Simmons  
Judith Simmons  
Gary E. Smith  
Dorothy Cantrell Teas  
Eleanor F. Watson  
Howard F. Weber  
Magnolia Wilkinson  
Sandra L. Wilson  
Wendy Wirth



SPRING TERM DEGREE CANDIDATES  
(Graduation Date: May 20, 1978)

Lindenwood IV (cont.)

Master of Science Degrees

Leonard F. Petrosky  
Bobby G. Stewart  
Mark E. Whitlock

THE EXECUTIVE COMMITTEE  
OF  
THE BOARD OF DIRECTORS  
OF  
THE LINDENWOOD COLLEGES

A meeting of the Executive Committee of the Board of Directors of the Lindenwood Colleges was held by conference telephone on Friday, May 5, 1978, at 4:00 o'clock p.m. All members of the Executive Committee were present by telephone and, at the invitation of the Committee, were joined by William C. Spencer, President of the College and Wesley Van Tassel, Director of the theatre.

The meeting was called to review the status of the summer theatre project and to determine what further and other courses of action may be followed.

Mr. Van Tassel reviewed sales to date and noted that season tickets representing a 16% sale of the summer theatre and group sales representing 10% of the summer theatre had been sold. Single ticket sales representing 10% of the summer theatre performance of the summer theatre had been sold to some 20,400 persons representing 71% of the capacity. He then reviewed "the buying habits" of the St. Louis Metropolitan audience. Lindenwood theatre during the winter was reviewed.

SUMMER TERM DEGREE CANDIDATES  
(Graduation Date: August 1, 1978)

Lindenwood I

Bachelor of Arts Degree

Susan Adolphine Terry

Bachelor of Science Degree

Lisa Jean Spurlock

Lindenwood II

Bachelor of Science Degree

John Michael O'Neill, Jr.

Lindenwood III

Bachelor of Science Degree

Lloyd William Callaway

Graduate Degrees

Master of Business Administration Degrees

Barry Bruder  
Jerry L. Fitch  
Thomas Lynch  
Richard Rauh

Master of Arts in Education Degrees

Helen Glen Bogener  
Joan Prost Coerver  
Michael Carroll Gibbons  
Mary Louise Hannegan  
Linda Sue McKinzie  
Carolyn Jeanne Newcomb

No.



MINUTES OF A MEETING  
OF  
THE EXECUTIVE COMMITTEE  
OF  
THE BOARD OF DIRECTORS  
OF  
THE LINDENWOOD COLLEGES

A meeting of the Executive Committee of the Board of Directors of the Lindenwood Colleges was held by conference telephone call on Friday, May 5, 1978, at 4:00 o'clock p.m. All members of the Committee were present by telephone and, at the invitation of the Committee, were joined by William R. C. Spencer, President of the College and Wesley Van Tassel, Director of the theatre.

The meeting was called to review the status of the summer theatre project and to determine what further and other courses of action may be followed.

Mr. Van Tassel reviewed sales to date and noted that season tickets representing a 16% sale of the summer theatre and group sales representing 10% of the summer theatre ~~had been sold~~. Single ticket sales will commence Monday. He then reviewed the performance of the winter theatre which played to some 20,400 persons representing 71% of the capacity. He then reviewed "the buying habits" of the St. Louis Metropolitan audience. Lindenwood's experience during the winter was: 10% of ticket sales for a performance two weeks or more before the particular offering; 20% the week prior to the particular offering, and 70% the week of the performance. The American Theatre's experience also was reviewed.

Mr. Van Tassel then reviewed his current projections of cash flow and marketing carried out to date. In terms of marketing to date, he reviewed the memorandum previously sent to the committee showing the participation of businesses, the door-to-door campaign, the private parties, the work of the 50 volunteers, the mailing of approximately 220,000 promotional pieces, the advertisements sponsored by Community Federal Savings & Loan Association, KMOX participation, alumnae and the like. He also noted that Community Federal would mail some 60,000 pieces of promotional material with its statements at the end of this month. Four to six press releases are delivered weekly, and, of particular note, Shirley Wipfler has volunteered to chair a committee to support the Summer Stage Project and she stated that she would put together 30 women who would each be responsible for selling 100 season tickets or 3,000 total. He also mentioned that Gundaker Realtors would give \$3,000 to underwrite the production of the "Fantastics".

No.



He then reviewed workshops being sponsored for high school students, the addition of 15 students to the summer school to assist with the summer project and other efforts in the educational area.

Mr. Van Tassel concluded that the reasonable "worst story" would be a \$20,000 loss although it was possible that the worst story could be a \$100,000 loss. Dr. Spencer supported Mr. Van Tassel's statement and reviewed his participation, along with the participation of Fred Fisher, in the financial statements and projections. Dr. Spencer stated that he thought that the project was a calculated risk, there was a good chance of making money, and the chance of losing any substantial amounts was very small.

Mr. Van Tassel was then excused from the meeting and committee discussion ensued. Mr. Hyland pointed out that from his experience in the theatre business, he would be ecstatic if we broke even. It was also pointed out that further support from the St. Louis community itself would have to be obtained. To offset the prior statements of the board, intangibles were discussed and the momentum which has been achieved to date including the commitment of a number of people who had not worked actively for the college in the past was reviewed. It was then pointed out that these persons' energies, having become interested in the college activities, may very well be translated into obtaining students for the school and other support of programs. On the other hand, many of the committee members expressed their sentiment that the committee had been put into a "corner" again if it voted to proceed on the basis of the intangibles without satisfaction of conditions set forth in the prior board resolutions.

After further discussion, it was moved and seconded that the committee continue the commitment to the Summer Stage Program to and including May 15, 1978, on the same basis as set forth in prior board and committee minutes. It was pointed out that next week will involve the commitment of an additional \$9,000 but it was judged worthwhile to go through with the full commitment previously made. A vote was called and the vote in favor of the motion was unanimous.

There being no other or further business to come before the meeting, it was adjourned.

  
Secretary



CONFIDENTIAL

CONFIDENTIAL

MINUTES OF THE  
SPECIAL MEETING  
OF THE  
BOARD OF DIRECTORS  
OF  
THE LINDENWOOD COLLEGES\*

St. Louis County, Missouri  
May 17, 1978

A special meeting of the Board of Directors of The Lindenwood Colleges, was held at Bellerive Country Club, St. Louis County, Missouri, Wednesday, May 17, 1978, at 6:00 P.M. The purpose of the meeting was to make a decision on replacement of the turf on the athletic field. Since ten day notice of the meeting, as required by the Bylaws, had not been given, a motion was made, seconded, and passed to waive the requirement of the ten day notice.

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

- George W. Brown
- Mrs. Russell J. Crider
- Mrs. Thomas S. Hall
- John C. Hannegan
- Robert Hyland
- Walter L. Metcalfe, Jr.
- Jefferson L. Miller
- Roland T. Pundmann

The following members of the Administration were present:

- William C. Spencer, President
- Mary Yonker, Assistant to the President and  
Assistant Secretary of the Board of Directors

Mr. Hyland, Chairman, presided. He opened the meeting by saying that prior to the arrival of President Spencer the Board decided, because of the financial condition of the college, that it must take aggressive action to

increase revenue for the college and to make Lindenwood known to more people and the reasons for calling a special Board meeting.

\* - The Lindenwood Colleges. Founded in 1827 and chartered in 1853 as Linden Wood Female College. New corporate structure of Lindenwood Female College approved by Circuit Court of St. Charles County March 7, 1977.



in the community. The Board embarked on various programs, the first of which was to bring a new president to Lindenwood who would make necessary changes and take the necessary steps to make Lindenwood a viable community. A drastic measure was taken in a dramatic way to bring a professional sport to Lindenwood. Even though the turf on the field has not been successful, and it has been necessary at times to move the Cardinal practices to one of the high schools, Lindenwood has become better known through the summer training camp of the St. Louis Football Cardinals.

As stated at the April 27 special meeting of the Board, Mr. Hyland continued, he had hoped to obtain a gift of the asphalt base for the Super Turf installation from Fred Weber, Inc. However, because of weather conditions this spring, highway construction is behind schedule, and the Weber firm has said they cannot do the Lindenwood work. Maplewood Construction Company has agreed to do the precision work to install the asphalt base; this company has had the necessary experience with the Busch Stadium installation to do the job. Maplewood first estimated a total cost (materials and labor) of \$63,000. Through the generosity of Mr. John Weber, a gift of \$12,000, we can obtain materials (rock, primer, asphalt) costing \$32,000 for a total of \$20,000. Maplewood Construction Company has therefore been asked to supply the labor for approximately \$23,000 and materials will be obtained directly from Fred Weber, Inc. and other suppliers. Mr. William Bidwill, of the St. Louis Football Cardinals, has offered to increase his gift to Lindenwood from \$75,000 to \$100,000, to be paid by June 16, 1978. This would not be part of the basic contract with the Cardinals.

Mr. Hyland then summarized the Executive Committee meeting of the day before and the reasons for calling a special Board meeting.

reflected upon the position the College is in by virtue of the failure of the



Major differences in the contract that is proposed by the Football Cardinals and the one discussed at the April 27 meeting are:

1. The contract calls for the Football Cardinals to pay Lindenwood 20% for indirect costs or \$15,000, whichever is higher.
2. On controlled scrimmages Lindenwood would receive all revenues after expenses of the Cardinals were deducted.
3. It was previously proposed that the Football Cardinals would make up the annual difference (if any) between Lindenwood's ticket, parking and net concession revenues and its debt service obligations (approximately \$37,000 per year over 8 years) but this is not now included.

In summary, replacement of the turf with Super Turf will cost approximately \$275,000 plus approximately \$50,000 for the asphalt base, less \$100,000 gift from Mr. Bidwill. Others costs such as initial grading, engineering and surveying, cost of new equipment, if any, new fencing, and other miscellaneous costs are not yet determined but should not exceed \$25,000. Lindenwood would receive \$25,000 a year for eight years from the Cardinals, a guarantee of \$15,000 for indirect costs, all revenue from parking and concessions less expenses of the Cardinals for controlled scrimmages. The amount of the loan should be a maximum of \$250,000. The urgency for immediate decisions was pointed out; otherwise the job cannot be completed before July 15. It was also pointed out that Mr. Hyland had talked with Monsanto people about installation of Astro Turf, but Monsanto cannot meet the price offered by Super Turf.

Lengthy discussion ensued relating to the Cardinal relationship and projected field revenues and uses. Dr. Spencer also commented upon Super Turf's experience and distributed to the Board a memorandum setting out his considerations. Questions were raised about the financial aspects. Individual Board members summarized their various concerns about the further investment and projections. They also reflected upon the position the College is in by virtue of the failure of the



Hy-Play surface. The available options were outlined, i.e., aborting the relationship upon payment of \$100,000 by the Cardinals with little prospect of future revenues or intangibles vs. future prospects, etc.

Mr. Metcalfe noted that if the project is to proceed on any basis, the following must be worked out as soon as possible:

1. A signed contract by the Football Cardinals and a commitment from Mr. Bidwill pledging a gift of \$100,000.
2. Bank financing.
3. Super Turf contract revisions to reflect proper warranties.
4. Contracts with Maplewood Construction Co. and other firms working on the field.

After further discussion Mr. Pundmann moved, seconded by Mrs. Hall, that if the Cardinals sign the contract, Lindenwood proceed to complete the turf on the field leaving other details to the discretion of the Executive Committee if in their judgment the other conditions that arise are not unreasonable. The motion passed with no dissenting votes.

There being no further business the meeting was adjourned at 8:10 P.M.

Mary Yonker  
Assistant Secretary

Approved:

Walter L. Metcalfe, Jr.  
Secretary of the Board



There being business to come before  
the meeting, it was adjourned.

MINUTES OF A MEETING  
OF  
THE EXECUTIVE COMMITTEE  
OF  
THE BOARD OF DIRECTORS  
OF  
THE LINDENWOOD COLLEGES

A meeting of the Executive Committee of the Board of Directors of Lindenwood Colleges was held by telephone conference call on Friday, June 2, 1978, at 4:00 o'clock p.m. Present were all of the members of the Executive Committee with the exception of George W. Brown. Also present at the invitation of the Committee were William C. Spencer, President of the College and Wesley Van Tassel, Director of Summer Stage.

Mr. Van Tassel reported that \$52,000 has been spent to date and \$44,000 has been received in connection with the Summer Stage project. Ongoing costs are approximately \$12,500 per week. The total receipts include a \$5,000 grant from the Missouri Arts Council and a \$3,000 grant from Gundaker Realtors.

Mr. Van Tassel went on to comment that results to date have been quite disappointing. During the first week of "Godspell" only a 41% capacity was achieved. During the second week, a 61% capacity has been achieved, and the project still requires a 64% capacity to break even.

If the Summer Stage project is terminated now, a loss of \$45,000 will be incurred. This figure is based upon expenses to date of \$52,000, \$12,000 salaries committed, and \$3,000 accounts payable, or a total of \$67,000 in expenses, less \$22,000 in income which can be retained. The balance of the income received to date, including grants, \$2,000 in commission, and season tickets would have to be returned.

Mr. Van Tassel was then asked his projections if the Summer Stage project is continued. If the remaining program can operate at 51% of capacity, a \$37,000 loss will be incurred for the summer.

Mr. Van Tassel then went on to explain a number of the positive aspects of the program. The Godspell production had received five enthusiastic reviews and one medium warm review. The Summer Stage project, together with the winter theatre program, that resulted in the addition between 35 and 40 theatre majors for the fall term. He then went on to comment about other promotional activities.

After Mr. Van Tassel was excused from the meeting, the Committee discussed the pros and cons of terminating the project and it was the general consensus that the project be continued and that these benchmark meetings be held as scheduled.



There being no further or other business to come before the meeting, it was adjourned.

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Secretary

BOARDS OF THE LINCOLNWOOD COLLEGES

JUNE 8, 1978

- I. Call to order - Mr. Byland
- II. Minutes of meetings of April 27 and May 17, 1978
- III. Approval of candidate for degree
- IV. Report of the President
- V. Committee Reports:
  - A. Executive Committee
  - B. Fund Raising and Development Committee
  - C. Intergenerational Community Committee
  - D. Faculty-Board Liaison Committee
  - E. Finance Committee
  - F. Nominating Committee
- VI. Motions and resolutions
- VII. Adjournment



June 1978

Summer Paint Crew

Historically, Lindenwood has used an outside contractor to do all the painting required. The cost of this service has been somewhere around \$50,000.

AGENDA

BOARDS OF THE LINDENWOOD COLLEGES

JUNE 8, 1978

During the summer of 1977, through the use of work-study students and two professional painters, our costs including supplies were approximately \$12,000. A breakdown of these costs was:

- I. Call to order - Mr. Hyland
- II. Minutes of meetings of April 27 and May 17, 1978
- III. Approval of candidate for degree
- IV. Report of the President
- V. Committee reports:
  - A. Executive Committee
  - B. Fund Raising and Development Committee
  - C. Intergenerational Community Committee
  - D. Faculty-Board Liaison Committee
  - E. Finance Committee
  - F. Nominating Committee
- VI. Motions and resolutions
- VII. Adjournment

and automation, manpower was reduced from three full-time and two part-time employees to one full-time one, who is used substantially in other areas as time permits. Minimum annual savings are \$28,000.

Building Warden

Through a relocation of the office, elimination of superfluous duties, and better scheduling, the security budget was reduced \$25,000 for the current academic year. Actual results were \$5000 under budget.

Fringe Benefits

The related reduction in fringe benefit costs for all released employees totaled an additional \$19,000.



June 1978

Sale of Houses

Four private residences were sold for \$162,500. The combined purchase

Summer Paint Crew

Historically, Lindenwood has had an outside contractor do all the painting required in the summer months. This expense has been somewhere around \$50,000.

During the summer of 1977, through the use of work-study students and two professional painters, our costs including supplies were approximately \$16,100. A breakdown of these costs are:

\$6400	Student wages (40% of this time was spent in grounds, building maintenance and vacation relief)
6000	Professional Painters (including benefits)
3700	Paint & Supplies
<u>\$16,100</u>	Total

For the summer of 1978 these costs are estimated to be:

\$1600	Student wages
3600	Professional Painter (including benefits)
4000	Paint & Supplies
<u>\$9,200</u>	Total

Boiler Room Manpower

Through conversion and automation, manpower was reduced from three full-time and two part-time employees to one full-time man, who is used substantially in other areas as time permits. Minimum annual savings are \$26,000.

Building Watchman

Through a relocation of the office, elimination of superfluous duties, and better scheduling, the security budget was reduced \$25,000 for the current academic year. Actual results were \$5000 under budget.

Fringe Benefits

The related reduction in fringe benefit costs for all released employees totaled an additional \$29,000.



### Sale of Houses

Four private residences were sold for \$162,500. The combined purchase price of these residences amounted to \$110,971 and the appraised value by the county assessor in 1977 was \$133,500. Lindenwood's return on investment was less than 3%.

### Utilities

See attached charts for electric and water use comparisons.

### Oil and Gas

The entire campus needs for oil and gas products were put out for competitive bids. The reduction in cents per gallon for campus gasoline was 4.2¢, while heating oil was 3¢.

### Summer Food Service

In prior years, food was provided to conference groups during summer months on a cost plus 5% basis. In June of 1977 Lindenwood subsidized the food operation \$3000, while serving meals to 5000 conferees. Negotiations for 1978 have been completed whereby Lindenwood will make a minimum profit of \$4.30 per conferee per day for three meals. During July this profit will be increased to about \$6.50 per day. Based on the same volume as June 1977, we would realize a \$7000 profit instead of a \$3000 loss. In fact we have 10,000 conferees scheduled for June, so our profit should be \$14,000.

### Housekeepers

Through the elimination of unnecessary functions and better scheduling, the number of housekeepers was reduced from 26 to 13. This resulted in an annual savings of \$55,000.

### Purchasing

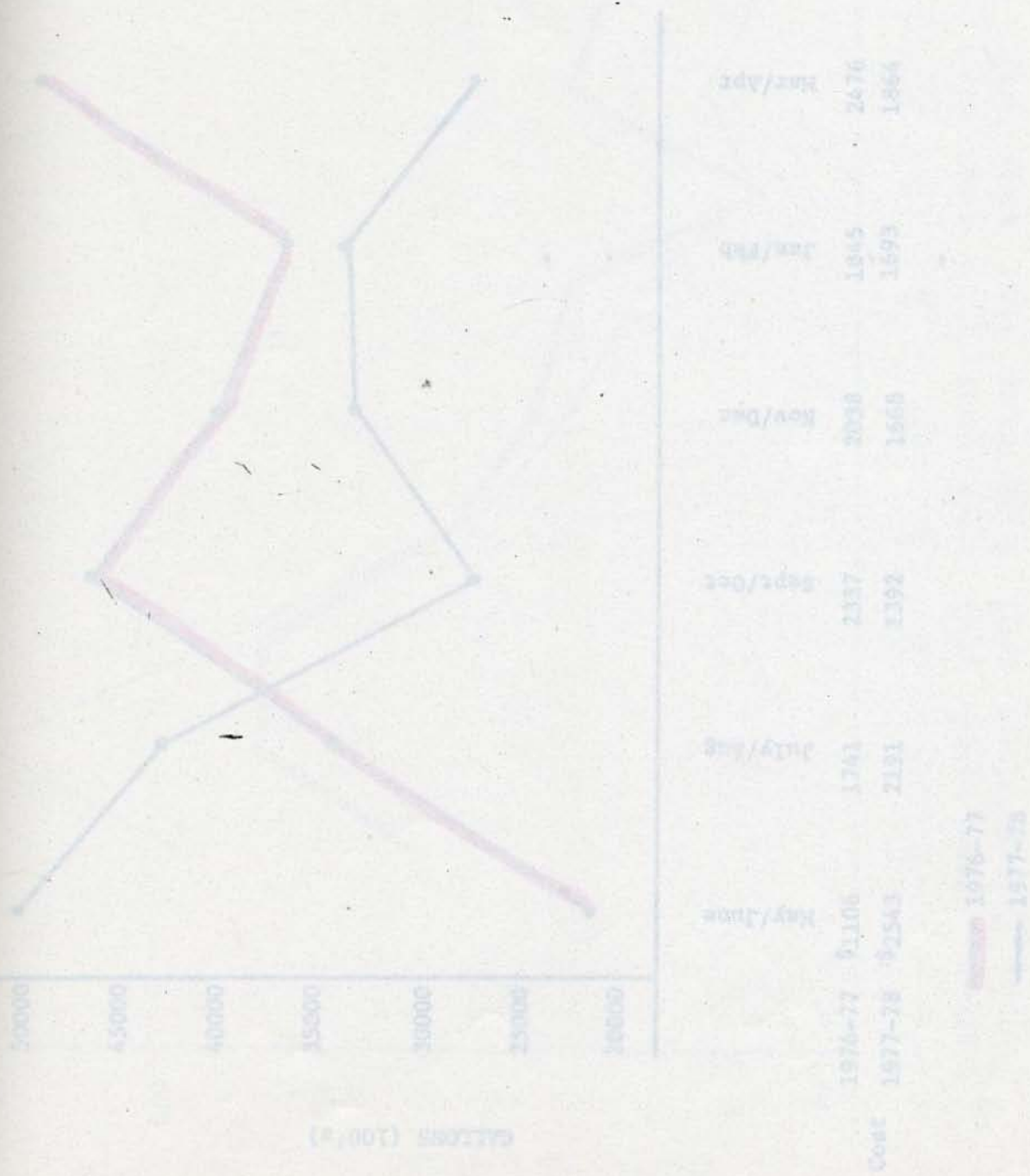
Major emphasis has been made to buy more competitively. For example, we were consistently paying \$6.99 per gallon for paint, while now our



average cost per gallon of paint under an annual contract is \$3.50 to \$5.00. Maintenance contracts are being restricted and bid annually.

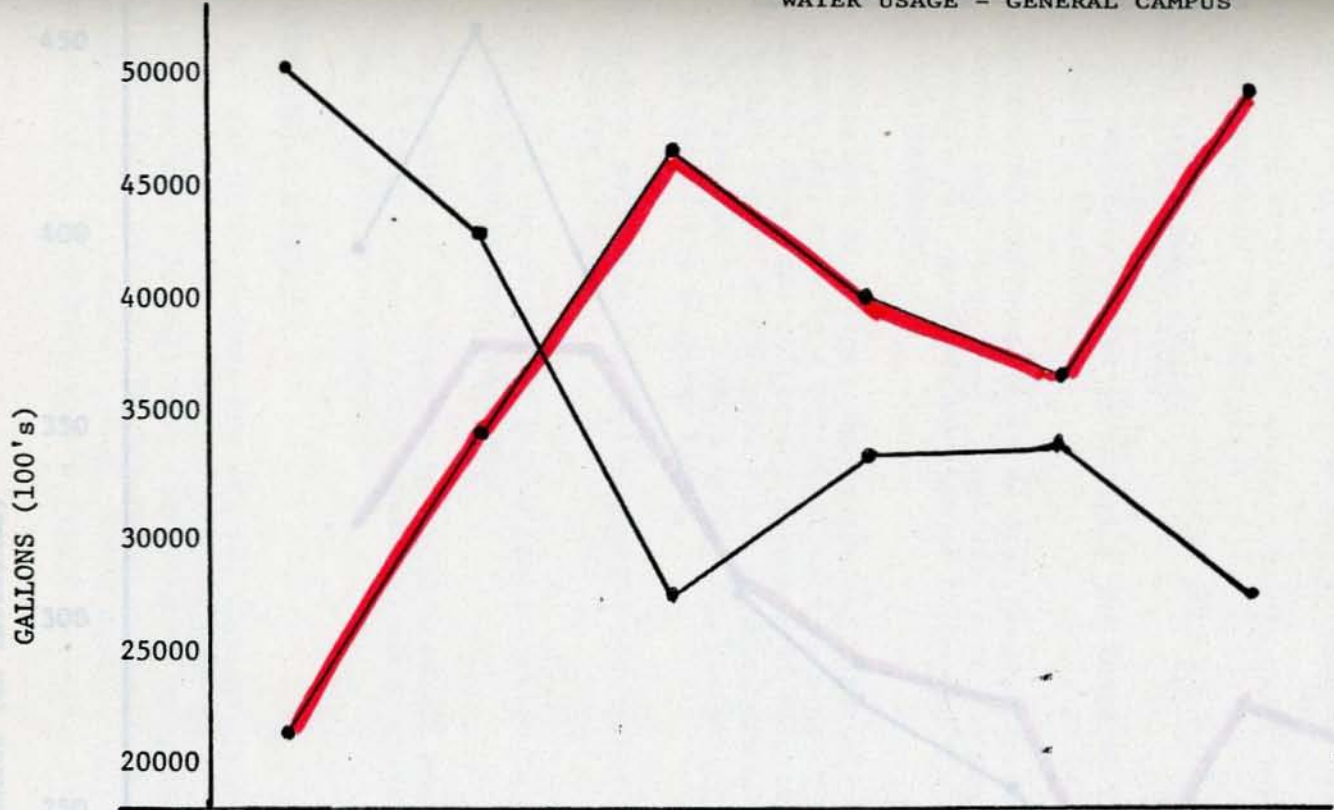
Vending Machines

Outside vendors were essentially eliminated and items previously sold through machines are being sold direct. Increased revenue estimated to be a minimum of \$10,000 annually.





WATER USAGE - GENERAL CAMPUS



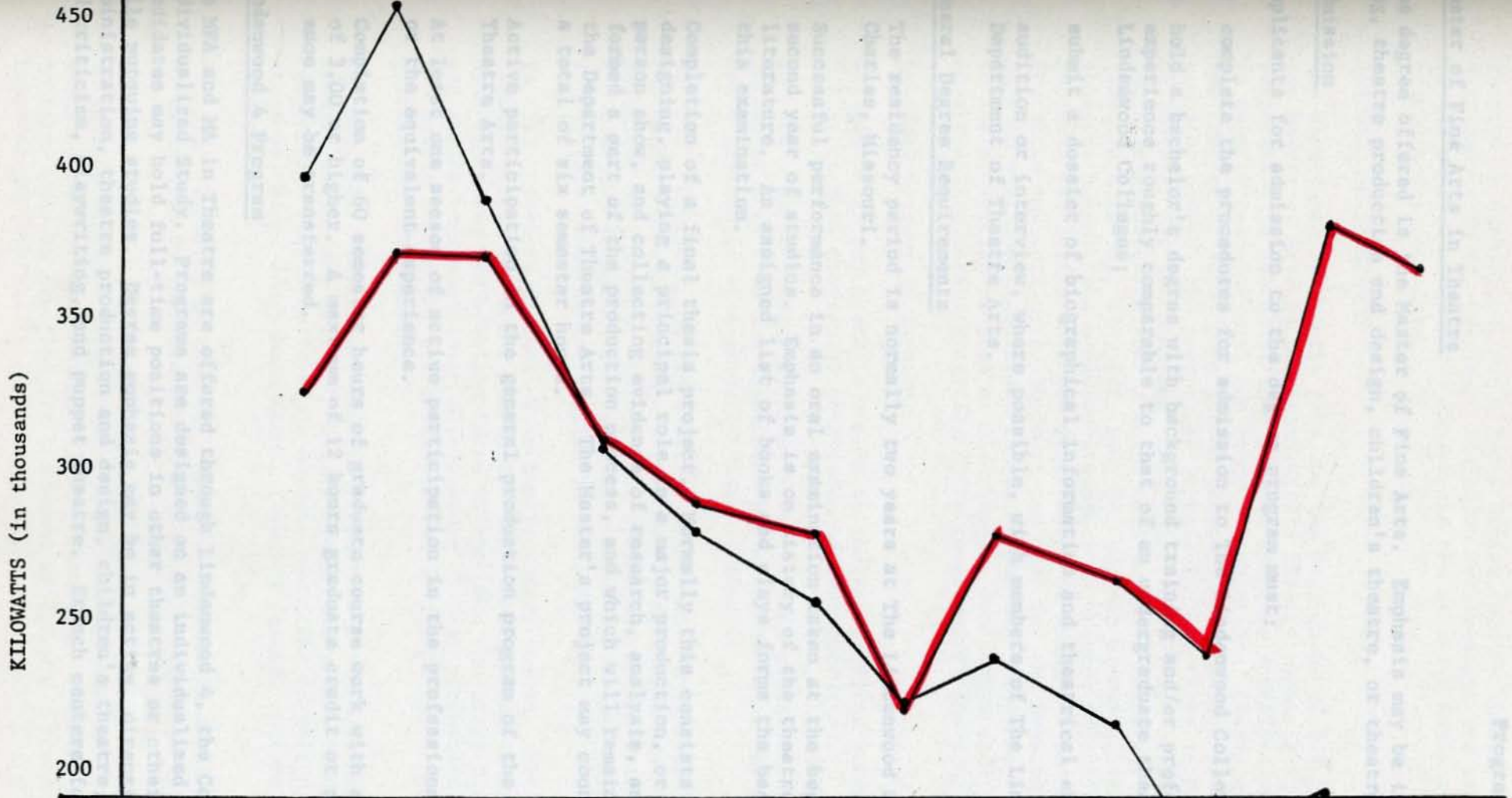
	May/June	July/Aug	Sept/Oct	Nov/Dec	Jan/Feb	Mar/Apr	
Cost 1976-77	\$1106	1741	2337	2038	1845	2476	Does not include charges for sewer, garbage collection, utility tax.
Cost 1977-78	\$2543	2191	1392	1668	1693	1864	

— 1976-77  
— 1977-78

These figures are energy charges only. There were additional charges for substations equipment rental, transformer rental, and municipal charges.



ELECTRIC USAGE - GENERAL CAMPUS



	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Cost 1976-77	\$8592	\$8839	\$8761	\$7769	\$7159	\$7016	\$5547	\$6593	\$6417	\$6358	\$9468	\$8974
1977-78	\$8934	\$10338	\$9711	\$8130	\$7288	\$6245	\$5645	\$6337	\$6436	\$5590	\$6708	

**—** 1976-77  
**—** 1977-78

These figures are energy charges only. There were additional charges for substation equipment rental, transformer rental, and municipal charge.



**Proposed Graduate  
Program in Theatre**

Master of Fine Arts in Theatre

The degree offered is the Master of Fine Arts. Emphasis may be in acting, directing, theatre production and design, children's theatre, or theatre administration.

Admission

Applicants for admission to the degree program must:

- a) complete the procedures for admission to The Lindenwood Colleges;
- b) hold a bachelor's degree with background training and/or professional experience roughly comparable to that of an undergraduate theatre major at The Lindenwood Colleges;
- c) submit a dossier of biographical information and theatrical experience;
- d) audition or interview, where possible, with members of The Lindenwood Colleges Department of Theatre Arts.

General Degree Requirements

- a) The residency period is normally two years at The Lindenwood Colleges in St. Charles, Missouri.
- b) Successful performance in an oral examination taken at the beginning of the second year of studies. Emphasis is on history of the theatre and dramatic literature. An assigned list of books and plays forms the basic syllabus for this examination.
- c) Completion of a final thesis project. Normally this consists of directing, designing, playing a principal role in a major production, or offering a one-person show, and collecting evidence of research, analysis, and judgments which formed a part of the production process, and which will remain on record with the Department of Theatre Arts. The Master's project may count for two courses a total of six semester hours.
- d) Active participation in the general production program of the Department of Theatre Arts.
- e) At least one season of active participation in the professional summer theatre or the equivalent experience.
- f) Completion of 60 semester hours of graduate course work with a cumulative GPA of 3.00 or higher. A maximum of 12 hours graduate credit or practicum experience may be transferred.

Lindenwood 4 Program

The MFA and MA in Theatre are offered through Lindenwood 4, the College for Individualized Study. Programs are designed on an individualized full-time basis. Candidates may hold full-time positions in other theatres or other type of work while pursuing studies. Degree emphasis may be in acting, directing, theatre administration, theatre production and design, children's theatre, theatre history and criticism, playwriting, and puppet theatre. Branch centers for study are



located in Washington, D.C., Santa Monica, and St. Louis, as well as on the main campus in St. Charles. Admission requirements are similar to those of the resident programs. Please see the separate Lindenwood 4 program brochure for details.

### The M.A. in Education

The Department of Theatre Arts and the Department of Education offer jointly the Master of Arts in Education with a theatre emphasis. Primarily for preparation in teaching, this program combines a professional approach to theatre teaching with the study of educational theory and resources. The program of study consists of successful completion of 30 graduate semester hours. The prescribed courses include three in Education (Analysis of Teaching and Learning Behavior, Conceptualization of Education, Educational Research, for a total of 9 semester hours), 6 courses in Theatre (Theatre Arts 511, 515, 520, 540, 542 and one elective for a total of 18 semester hours), and a Master's project in Theatre Education (3 semester hours). Candidates on a two year course of study for the Master of Arts in Education may work up to 20 hours per week for the Department of Theatre Arts as a graduate assistant in one of the many programs directly related to the production program at Lindenwood. Applicants shall have completed undergraduate teaching certification requirements and student teaching.

### Graduate Courses in Theatre

Enrollment in any graduate course in theatre requires acceptance into an M.F.A. or M.A. program or permission of the instructor.

TA 500 Field Studies in Theatre. Study and practice in theatre at locations away from The Lindenwood Colleges theatre. May be repeated for a maximum of nine semester hours of credit.

TA 511 Storytelling and Creative Dramatics. A thorough investigation of the history of storytelling is followed by study and practice in the technique of this art. Through the techniques of improvisational theatre and creative dramatics some stories are developed into classroom activities. Appropriate research and writing is assigned.

TA 515 Theatre Production in the Secondary School. Methods of teaching theatre skills to junior and senior high school students are explained. Also discussed are problems faced by teachers who stage plays in junior and senior high schools. All elements of play production are considered and sample curriculum are developed for different types of school programs (offered in the summer).

TA 520, 521 Advanced Technical Production I and II. Application of theatre production skills to main stage productions. Students are assigned responsible positions in stage design, technical direction, crew heads, scene painting, stage management, lighting design, costume design, and wardrobe.

TA 525 Research in Theatre. Research methods in theatre. Application of procedures by presentation of a thoroughly developed research paper.

TA 530 Seminar in Theatre History. In depth study of specific periods in theatre history. Playwrights, social conditions, and trends in theatre architecture for each period will be discussed. Subject will vary from term to term. May be repeated for a maximum of 6 hours. Prerequisite TA 525. Research in Theatre.



TA 540, 541 Graduate Acting Workshop I and II. Application of the acting techniques of Stanislavski, Grotowski and others to assigned scenes and oral voice production, stage combat, and other special areas.

TA 542, 543 Graduate Directing Workshop I and II. Application of theories and styles of directing for various kinds of plays. Presentation of short plays in the studio theatre. Evaluation of directing skills and methods for individual growth.

TA 545 Advanced Playwriting. Study and practice in the techniques of writing the full-length play. May be repeated for a maximum of 6 hours.

TA 546 Theatre Organization and Administration. Budgets, contracts, box-office procedures, public relations, personnel and executive policies of the school, community, and professional theatre.

TA 555 Summer Theatre Graduate Internship. Full-time participation in the summer theatre in a position of responsibility. Prerequisite: acceptance into the company and consent of the instructor. May be repeated for a maximum of 12 semester hours of credit.

TA 565 Independent Study. Investigation of specific theories, artists, techniques, or literary periods in theatre history as related to the student's special interest area. Topic developed by the student. May be repeated for a maximum of 6 hours.

Practicum in Theatre. Practical theatre experience applied to the graduate program of study. Normally to include summer theatre assignments, touring or other full-time theatre work, or special studies fulfilled in related programs. May be repeated for a maximum of 12 semester hours credit.

TA 600 Master's Project. The student will present a final project which represents his or her level of accomplishment in the selected area of emphasis. Projects are presented to the theatre faculty for approval the term prior to enrollment in the course (three to six semester hours).

Candidates for the Degree of Master of Arts in Education, Theatre Emphasis take the following ten courses (30 semester hours): TA 511, 515, 520, 540, 542, and one elective plus:

- ED 505 Analysis of Teaching and Learning Behavior
- ED 510 Conceptualization of Education
- ED 570 Educational Research: A Practical Approach
- ED 600 Master's Project (3 semester hours)



# U.S. Colleges Life and Death Struggle

TO: The Board of Directors

FROM: Eva Emory, Associate Registrar *E. E.* May 22, 1978

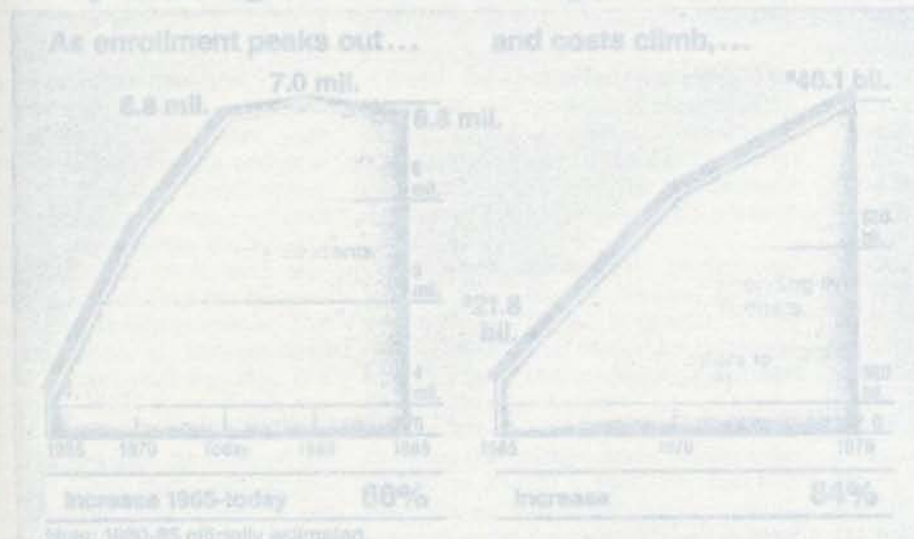
One student, JERRY PAGORIA, has recently notified me of his intention to complete his degree requirements during the Summer 1978. (Other summer candidates have been approved.)

I have asked the full-time faculty to approve or disapprove this candidate by written ballot. They have approved if he meets the requirements for the degree.

Pagoria's degree will be Bachelor of Science in Education with certification in Art.

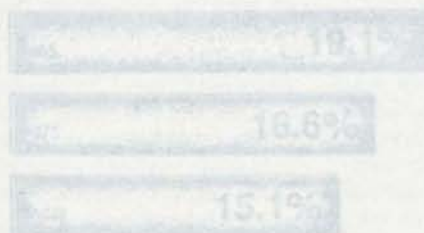
I am now presenting his name for approval by the Board.

## Why Colleges Are Feeling the Pinch



### U.S. aid isn't keeping pace,...

Share of College Spending From the Federal Government



### Tuitions are going up,...

Average Tuitions, Not Counting Board and Room (1976-77 dollars)

	Public Colleges	Private Colleges
1965	\$473	\$2,121
1970	\$519	\$2,483
1975	\$580	\$2,554
Increase	10%	21%

### and instruction outlays are being cut back.

Average Spending Per Student on Educational Programs (1975-77 dollars)

	Public Colleges	Private Colleges
1965	\$2,227	\$3,000
1970	\$2,834	\$3,250
1975	\$2,804	\$3,200
Increase	25%	20%

Source: U.S. Dept. of Health, Education and Welfare



# U.S. Colleges Life and Death Struggle

It's a bleak future that faces higher education. Schools by the score are in danger of closing. Faculties are being trimmed, tuitions boosted in an attempt to weather today's crisis.

America's colleges are in peril, with many facing extinction.

That is the gloomy assessment of some of America's leading scholars. They predict that hundreds of schools will close in the next few years, and that others will have to make drastic changes if they are to survive into the next century.

Says Boston University's President John R. Silber: "There are going to be academic ghost towns all over the country," with as many as 500 of the nation's 1,500 private schools closing, merging or consolidating.

Colleges remaining open also face some of the most serious problems in their history. Inflation—caused by factors ranging from higher energy costs to salary increases—has wreaked havoc on many campuses.

Typical is the University of Missouri system that has had to cope with a five-year increase of 94 percent in operating expenses—compared with a rise in the national consumer price index of only 47 percent.

Many schools have had to retrench by cutting back courses and faculty staffs, reducing janitorial services and

closing old buildings that are difficult to heat. Rising operating costs in turn are leading to fast-rising tuition—now priced at over \$5,000 a year in some private schools, with fees as high as \$8,000 including room and board. The result is that some prospective students are turning away from private colleges, either dropping out of school altogether or choosing lower-cost community or state colleges.

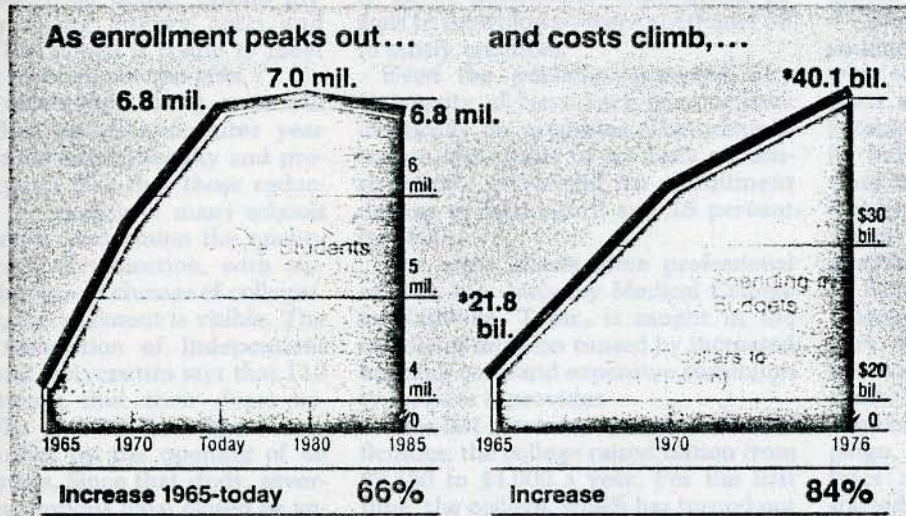
Some small private colleges have been particularly hard hit. The full-time enrollment at Morris Harvey College in Charleston, W.Va., dropped from 1,868 in 1970 to 1,025 last fall. The school has been operating at a deficit since 1972, with this year's deficit totaling \$281,000.

**Student-faculty effort.** Shimer College in Mount Carroll, Ill., saw its enrollment slip from 240 in 1973 to 96 last autumn. The administration voted to close the school, but a group of students and faculty members is struggling to keep it open. The school's liabilities total more than \$500,000.

Prospects for many colleges are even bleaker in the coming decades because of a drop in the birth rate. Between 1979 and 1992, the number of 18-year-olds in the U.S. will fall from 4.3 million to 3.2 million, a 26 percent decline in the age group that comprises the bulk of entering college freshmen.

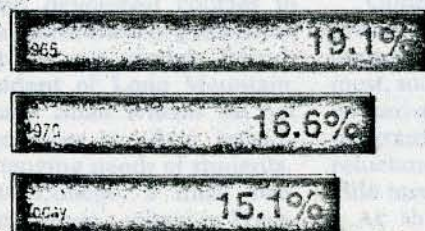
Some experts believe that the nation's 3,000 colleges and universities will compensate for this shrinkage by enrolling more students over 25 years of age. But most analysts believe a decrease of between 5 and 30 percent in full-time enrollment is inevitable from

## Why Colleges Are Feeling the Pinch



### U.S. aid isn't keeping pace,...

Share of College Spending From the Federal Government



### tuitions are going up...

Average Tuitions, Not Counting Board and Room (1976-77 dollars)

	Public Colleges	Private Colleges
1965	\$473	\$2,121
1970	\$519	\$2,489
Today	\$550	\$2,564
Increase	16%	21%

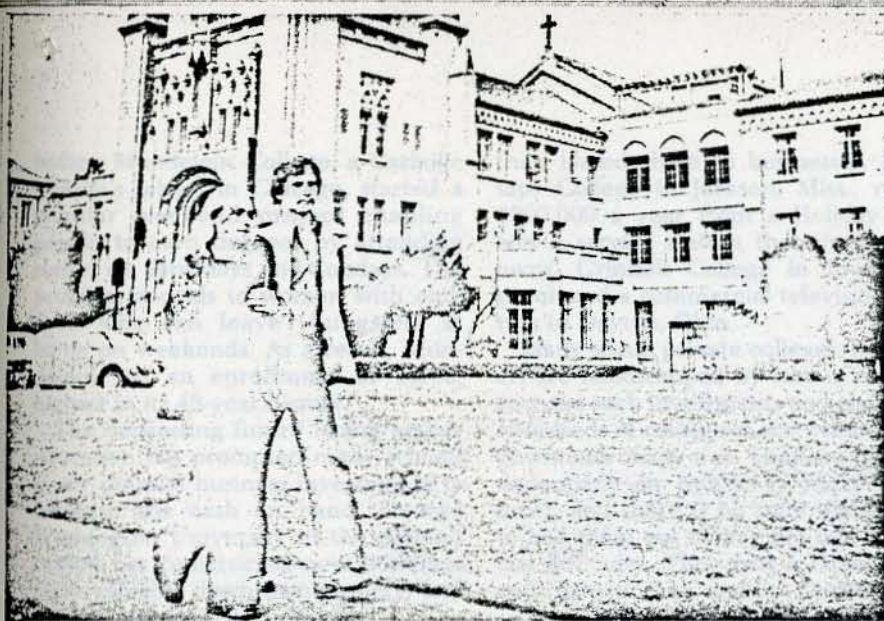
### and instruction outlays are being cut back.

Average Spending Per Student on Educational Programs (1976-77 dollars)

	Public Colleges	Private Colleges
1965	\$2,227	\$3,030
1970	\$2,834	\$3,859
Today	\$2,804	\$3,805
Increase	26%	26%

Source: U.S. Dept. of Health, Education and Welfare





Sagging enrollments have forced Lone Mountain College in San Francisco to close.

a peak of about 7 million in 1980. Virtually every state will feel the effect of the decline, with the exception of a few rapidly growing areas in the West and South.

Even institutions that manage to maintain enrollments at a comfortable level will still have to contend with soaring costs, barring a change in the inflationary trend. David Lipscomb College in Nashville, Tenn., is operating at a \$995,000 deficit caused primarily by rising energy costs and inflation. The school is trying to meet the deficit through private gifts.

**Out of existence.** Rising costs will mean higher tuition year after year and continued cuts in faculty and programs. Experts fear that these reductions and the closing of many schools could seriously undermine the quality and diversity of education, with students having fewer choices of colleges.

Already, the shakeout is visible. The National Association of Independent Colleges and Universities says that 113 private schools shut their doors between 1970 and 1976, a figure only partially offset by the opening of 46 new campuses. Since that study, several other institutions have closed or announced that they will do so.

Lone Mountain College in San Francisco will go out of existence in June. Once a Catholic women's college, it became coeducational in 1969. Last year, in hopes of adding to its enrollment of 800, the school severed its religious ties and developed courses to attract women interested in professional careers. It was not enough. Berndt Kolker, president of Lone Mountain, says that many small schools do not have the resources to adapt quickly enough to changing needs of students.

Immaculata College, a small two-year Catholic women's school in Washington, D.C., is closing in June after its enrollment slipped from a peak of 214 in 1970 to just 100 this year.

In January, Franconia College, in the White Mountains of New Hampshire, shut its doors. Burdened with debts, the liberal-arts school tried to cut costs using methods such as having students and faculty serve meals, but the efforts were not sufficient to save the school.

Verrazzano College in New York state closed in 1975, 6 million dollars in debt. Bennett College, also in New York state, failed last year, and virtually all its possessions—from grand pianos to snowplows—were auctioned off to satisfy creditors.

Even the publicly supported City University of New York has cut back drastically on programs. The administration also wants to cut back on construction, projecting an enrollment decline of between 9 and 15 percent by 1990.

The crisis affects some professional schools, too. Meharry Medical College in Nashville, Tenn., is caught in the middle of inflation caused by increased building costs and expensive community services it provides.

Late last summer, to combat the difficulties, the college raised tuition from \$2,750 to \$4,000 a year. For the first time, the college, which has turned out more than 40 percent of black doctors practicing in the nation, required full payment of tuition at the start of the school year. The administration temporarily trimmed by 20 percent the salaries of all faculty and hospital staff earning more than \$10,000 a year.

**"Opportunities closed."** While small private institutions with high costs and limited endowment are suffering the most, some of the largest state-supported universities also have had to cut programs because of inflation and the reluctance of some legislatures to provide increased funds.

At the University of Pittsburgh, which faces a third year of no increase in its budget from the state of Pennsylvania, tuition is steadily rising. Chan-

cellor Wesley W. Posvar says that each year as tuition increases, "educational opportunities are closed to young men and women of modest means." Enrollments have been or may be cut and ceilings imposed in the university's professional schools of dentistry, medicine, law, pharmacy, engineering and public health.

Other public institutions also are retrenching. The University of Missouri is not renewing the contracts of 17 nontenured faculty members on its Kansas City campus. The University of Michigan is in the midst of a hiring freeze. In Oklahoma, there is talk of closing or downgrading the status of several small schools.

Explains E.T. Dunlap, chancellor for higher education in Oklahoma: "These schools are mostly in rural areas where the people aren't any more. It's like the country store where the customers keep leaving but you keep the doors open anyway."

**"Potential disaster."** Cutbacks in faculty in both public and private institutions have led to problems involving tenure, which guarantees lifetime employment to professors who have gained the esteem of their colleagues.

Administrators worry that laying off younger faculty will leave some schools with only tenured, aging scholars for years to come. Says Steven Muller, president of Johns Hopkins University in Baltimore: "Some schools could wind up with a 100 percent tenured faculty. That's a potential disaster. There will be no new jobs for young scholars. There will be no self-renewal on faculties."

Many schools are making extraordinary adjustments to try to keep from becoming victims of the downturn. Kent State University in Ohio has launched a \$50,000 advertising campaign, including television spots, to attract students. The school also has started a vacation college to encourage families to spend part of their summers on campus.

Some schools stress evening programs for people over 25. Colleges are establishing branch campuses in suburbs to put programs near people's homes. Partly because of these efforts, the number of adults over 25 attending college jumped from 2.5 million in 1972 to 4.1 million last year.

Universities are also making vigorous efforts to appeal to more women students, offering them career counseling and a variety of special programs. Women accounted for 63 percent of the enrollment growth in higher education over the past five years.

In many cases, schools have used novel means to increase their student



bodies. Mundelein College, a Catholic women's school in Chicago, started a popular weekend project enabling people to earn degrees by attending classes on Saturdays and Sundays. The program appeals to women with children who can leave youngsters at home on weekends. As a result, Mundelein has an enrollment of 1,500, highest in its 48-year history.

The depressing future facing higher education has prompted many schools to try unusual business investments to increase the cash on hand. George Washington University in the nation's capital has constructed new buildings on its valuable downtown property and

then leased them to businesses. Millsaps College in Jackson, Miss., reaps \$200,000 a year from a Holiday Inn and a service station that the school owns. Grinnell College in Iowa has purchased a commercial television station in Dayton, Ohio.

Many small, private colleges, however, are handicapped by lack of capital to make such investments and changes. Hundreds of campuses are without endowments of any size. They are heavily dependent on tuition to make ends meet, and there is no state legislature to bail them out if they get into financial difficulty. They face a more difficult future than public institutions,

major private research universities and elite four-year colleges, which generally have greater resources.

Increasingly, educators are looking to the states and the federal government for help, with private institutions vying with public ones for government aid. States have tried a variety of approaches. New York not only provides assistance to students, but also gives direct grants to private institutions. Georgia offers students who attend private colleges within the state grants of \$600 each. This helps close the gap between the less costly public institutions and the more expensive private schools.

Some administrators place their main hopes on the possibility of added federal aid. President Carter's plan to make more middle-income students eligible for educational-opportunity grants is one area that has attracted favorable comment from educators.

Government emphasis on student grants is disturbing to some administrators, however. They say growing availability of student aid has come at the expense of direct help for the institutions. As a result, they say, many universities have less money available for basic research, long an important source of revenue at many schools.

A study by the National Science Foundation found that when inflation is taken into account, federal support for science research declined by 15 percent between 1967 and 1975. This eroded many graduate programs established in the 1950s and 1960s and contributed to faculty cuts.

As pressure grows for more government assistance, federal officials are telling colleges they are living in a fool's paradise if they think Washington is going to bail them out of all their difficulties. The White House and Congress, like many state legislatures, are in no mood to increase spending on education substantially.

**Educational renaissance?** Despite all the problems, some administrators detect signs of a turnaround in the future. They say that schools surviving the stormy period ahead can look for a break in the clouds as the 20th century comes to a close. Clark Kerr, chairman of the Carnegie Council on Policy Studies in Higher Education, says that by about the year 2000, higher education will begin to grow again. There will be more youngsters of college age—the children of the baby-boom generation now in young adulthood.

"Higher education," he says, "will have a renaissance early in the next century." Many campus administrators hope their institutions can remain intact until then. □

## Making College Tougher: Will the Trend Spread?

Troubled by growing problems that include declining academic standards, more colleges are placing renewed emphasis on raising the quality of education.

On many campuses, entrance qualifications are being tightened and the number of required courses is being increased. The process reverses a trend in the 1960s when militant students on many campuses forced revisions that amounted to a downgrading of education, according to many teachers.

Observes Richard Berendzen, provost of American University in Washington, D.C.: "Academic standards in higher education have been declining in the past few years. It's a national disgrace."

Another critic, U.S. Commissioner of Education Ernest Boyer, says: "Today, a social-science requirement can be met by a course in Latin American history, by watching 'The Adams Chronicles' on television or by making tape recordings of grandma flipping through the family photo album."

Some schools, such as Harvard University, the University of Michigan, Lawrence College in Wisconsin and the University of California, are making it mandatory for many students to take a "core" of courses outside their major areas of study. Purpose: Encourage students to acquire a broad liberal-arts education.

The Rev. J. Donald Monan, president of Boston College, says that a core should answer such basic questions as "What is human fulfillment?" and "What is the good life for a human being?" Each school's answer to these questions will differ,

he says, and so each curriculum will vary.

Harvard recently revised its core so that students will have to take one or more courses in these five categories: literature and the arts; history; social and philosophical analysis; science and mathematics, and foreign language and culture.

**Students react.** The changes have provoked some students. Says Gail Sokoloff, a first-year Harvard student: "I don't believe Harvard has a right to define what an educated person is." Adds Eric Fried, a sophomore: "They shouldn't be telling us what to know when we get out of here. You can't force information down somebody's throat."

But most Harvard faculty members and administrators say a core is vital for a well-rounded education. Harvard President Derek Bok observes that "there is less consensus today than there used to be about what a core should contain. And there is a more heterogeneous student body with different wants and needs. But we are trying to come to grips with these problems."

Some educators believe that the actions by Harvard and other schools will stimulate many colleges to develop a core. But most analysts doubt that schools scrambling to attract students are likely to tighten course requirements.

Harvard sociologist David Riesman says that "consumer sovereignty" prevails at most institutions, and "those scholarly faculty members who would like to withdraw some of the concessions of the past decade find they cannot" without risking a loss in enrollment.



TIME 5/29/78

## Education

### This University Wants YOU!

*It is a buyer's market as colleges scramble to fill spaces*

**M**id-April is nail-biting time for high school seniors as they stand vigil over their mailboxes, looking for letters of acceptance from colleges. The weeks that follow, on the other hand, are nail-biting times for the colleges, as they fret over how many students will accept their acceptances, fill their dormitories and keep their budgets in the black.

With the pool of applicants growing smaller every year, many colleges increasingly are being reduced to using hard-sell tactics to fill their classes. By 1985 the high school age group will have dwindled by an estimated 15% to 30%, and the downtrend is likely to continue at least until 1990. Predicted one admissions officer: "It will become a buyer's market."

It already looks like one. Bari Boshes, 17, a senior at New Trier East High School, in a suburb north of Chicago, was besieged with letters from Coe College, a small liberal arts school in Cedar Rapids, Iowa—and she had not even applied there. "Learn why we might be the right choice for you," implored the Coe admissions office.

Nor does the hard sell end when acceptance letters go out. Tom Rice of Irvington High in Westchester County, N.Y., applied to several Ivy League colleges, as well as Wesleyan, Georgetown, Haverford and the State University of New York at Binghamton. Accepted

across the board, he was "practically blitzed with brochures," he says. Yale invited Tom and other successful applicants, along with their parents, to a reception at the local country club, and even supplied music by a popular Yale chorus. He is headed for New Haven next September.

The smaller, less prestigious colleges are having to scramble even harder. Nathaniel Hawthorne College in Antrim, N.H., offers flying lessons as an inducement, and still has only managed to attract half the day students it needs to fill its freshman class this fall. "We simply can't sit back and let the applications roll in any more," mourns Ed Schoenberg, assistant director of admissions at California's Whittier College. Among Whittier's schemes for luring students: generous scholarships, attractive brochures, and "Spring Dessert Days," when candidates are entertained by alumni. Many colleges are placing advertisements in newspapers; some schools, like the University of Texas at Arlington and Dallas Baptist College, have even resorted to television spots. Concedes Peter H. Richardson, admissions director at M.I.T.: "Marketing is part of the language of admissions."

A trauma for colleges, the drive to recruit is proving a boon for high school seniors. The State University of New York at Stony Brook, considered a selective school, must accept 5,000 applicants to fill a class of 1,500—a "yield" rate, as educators call it, of only 30%. The ratio between those accepted and those who enroll varies widely. Harvard boasts one of the highest yields, but it is only 74%, which means that four acceptances must be sent out for every three spaces in the freshman class. Also in the high-yield

range: Yale, 69%; San Jose State (Calif.), 67%; Stanford, 65%; University of California at Berkeley, 60%; M.I.T., 51%; Princeton, 50%; Lewis and Clark College (Ore.), 50%. As M.I.T.'s Richardson notes, "Anybody in the trade knows that if you get over 50% of the kids to whom you offer admissions, you're doing better than average."

Not many exceed 50%. Wagner College on Staten Island in New York City hopes to get 1,500 applicants and must accept 1,100 of them to fill a class of 500—a yield of 47%. Georgia Tech has the same yield, and Emory University in Atlanta has a 38% rate. There is no dearth of colleges with still lower yields. Notes Writer-Educator David Tilley in *Hurdles: The Admissions Dilemma in American Higher Education*, published last week (Atheneum; \$13.95): "Many institutions labeled as selective are not."

**T**o weather the crisis, colleges are considering a number of innovations. Some are beginning to stress career-oriented courses and work-related programs to satisfy the more pragmatic job applicants of the late 1970s. Quite a few colleges have inaugurated rolling admissions, deciding on applications as they come in, thus enabling students to determine their fates before the dreaded 15th of April.

"The emphasis has been on selection. In the future it will be on recruitment," noted Richard Skelton of Bucknell University in Lewisburg, Pa. In the meantime, small colleges are fearful. Says Tom Daniels, director of admissions at the 800-student Buena Vista College in Storm Lake, Iowa: "The next 15 years may well be some of the most crucial times in higher education." ■



Constitutional Changes  
Adopted by Faculty March 1, 1978 and May 23, 1978

I. Academic Freedom, Faculty Status, and Governance

A. Academic Freedom, Responsibility and Tenure

1. Academic Freedom ... etc.
2. Academic Responsibility ... etc.
3. Academic Tenure ... etc.

B. Faculty Status (new definition)

A faculty member is a person whose primary responsibility in The Lindenwood Colleges involves direct participation in instruction and supervision of the academic processes as follows:

1. All those persons whose teaching load is regularly full time, seven courses per year, or the equivalent
2. professional librarians
3. faculty administrators.

Part-time faculty on continuing appointments and those persons whose contractual arrangements with The Colleges consist wholly of contingency contracts are accorded the same freedom and are subject to the same responsibilities in teaching as regular, full-time faculty members, but they are not subject to the system of faculty tenure and do not have committee obligations. Faculty administrators are not subject to the system of faculty tenure.

C. Faculty Governance

The President and Deans of the Faculty have administrative authority over The Colleges, such authority sustained and qualified by collegial support as represented in the faculty's position of shared responsibility. This responsibility is represented in the Faculty Council.

(Delete date from text in current form of constitution.)

1. Membership of Faculty Council

- a. two representatives from each division and four members elected by the faculty at large, at least one of whom must be from Lindenwood 4.
- b. Terms of Council members shall be two years with divisional and at large representatives to be elected in alternate years.

UNDERLINED ITEMS INDICATE CHANGES.



- IV. Faculty
- A. The Division Chairmen
- c. One Dean to be appointed by the President will sit as a representative of the Administration.
2. No change (stipulation concerning concurrent EPC/FC membership)
  3. Definition of terms
    1. Selection
    2. Duties
- a. Consultation (no change)
  - b. Joint Action (no change)
4. Areas of Shared Responsibility.
    - a. To consult with the appropriate Deans as administrative spokesmen in the establishment of priorities concerning faculty appointments.
    - b. To consult with the appropriate Deans as administrative spokesmen concerning reappointments and non-renewals of contracts, promotions, salaries, and fringe benefits.
    - c. Joint Action -- (tenure) (appropriate Deans, etc.)
    - d. Joint Action -- (dismissal) (appropriate Deans, etc.)
    - e. To recommend and review criteria concerning appointments, reappointments, non-renewals of contract, promotions and rank, salary, fringe benefits, tenure, and replacement of full and part-time faculty on leave or sabbatical.
    - f. To maintain effective community channels between the Board of The Colleges and the Faculty of The Colleges.
    - g. To review and consult with the President and/or senior financial officer concerning the annual budget of The Colleges.
    - h. To conduct on-going institutional research -- etc. (from Bylaws)
    - i. To review cases of disagreement between the administration and individual faculty members concerning sabbatical leave requests. (from IV-B-2 of the Bylaws)
    - j. To make recommendations concerning emeritus status of retiring faculty. (from IV-B-3 of the Bylaws)
    - k. To establish the Faculty-Board Liaison Committee according to procedure in the Bylaws.
    - l. To review proposed Bylaws, to amend such proposed ... etc. (from I-B-4-F of Constitution (no change))



IV. Faculty Having Administrative Responsibility

Adopted by Faculty April 5, 1978 and May 23, 1978

A. The Division Chairman

B. Term of Probation (change from Probational Periods to Each Rank)

1. Selection

C. Term of Initial Appointment

2. Duties

Change #4 to 1 Full Professor: ... the initial appointment to the rank of a.1 professor is for one year or other written contractual periods.  
At the end of one year evaluation proceedings as outlined in the  
Constitution shall be followed. (Delete rest)

Change c. He shall act in the stead of the Department Chairman in cases of renewal, tenure, and promotion involving the members of one person's departments.  
At the end of one year evaluation proceedings as outlined in the Constitution shall

B. The Department Chairman

1. Selection

2. Duties

Change #6 to 3 Assistant Professor: Appointment to this rank, prior to granting of tenure, shall be for a term of one year and shall be renewable. (Delete: at least) At the end of one year evaluation proceedings,  
 Change #7 c. He shall review with the Dean and the members of the department matters of promotion, tenure, renewal and non-renewal of contracts and, with the Dean (omit "of the faculty"), present the results of this review to the Faculty Council.

D. Faculty Administrators

1. Selection

Change D to 1 Faculty Administrators shall be appointed by the President on the recommendation of the Dean of the College for Individualized Education and the Faculty Council to positions in the College for Individualized Education with academic rank and shall be eligible for promotion according to criteria set forth in the Bylaws. One Faculty Administrator shall be appointed by the President in consultation with the Faculty Administrators to perform the duties of the department chairman in the procedures for renewal and promotion.

Delete references to professional library staff when wording "faculty and library staff" is used in Constitution and Bylaws.

Delete "Faculty Administrators in the College for Individualized Education" throughout the Constitution and Bylaws except for section on Faculty Administrators.

1. Number of years of service at The Linderwood Colleges and other colleges will be considered for candidates for tenure and promotion.
2. Evidence of teaching ability documented by:
  - a. statements from departmental and divisional colleagues including chairpersons of both



Bylaw Changes

Adopted by Faculty April 5, 1978 and May 23, 1978

I. B. Term of Probation (change from Probational Periods to Each Rank)

C. Term of Initial Appointment

Change #4 to 1 Full Professor: ... the initial appointment to the rank of full professor is for one year or other written contractual periods. At the end of one year evaluation proceedings as outlined in the Constitution shall be followed. (Delete rest)

Change #5 to 2 Associate Professor: The initial appointment to the rank of associate professor is for one year or other written contractual periods and may be renewable on a yearly basis thereafter. At the end of one year evaluation proceedings as outlined in the Constitution shall be followed. (Delete: prior to granting of tenure, ... at least ... thereafter.)

Change #6 to 3 Assistant Professor: Appointment to this rank, prior to the granting of tenure, shall be for a term of one year and shall be renewable. (Delete: at least) At the end of one year evaluation proceedings as outlined in the Constitution shall be followed.

Change #7 to 4 Instructor: Appointment to this rank shall be for a term of one year and may be renewable yearly up to six years. If, after six years, promotion to assistant professor is denied, the instructor will be given notice of one year. (Delete "at least") At the end of one year evaluation proceedings as outlined in the Constitution shall be followed.

Change #8 to 5

Delete #9.

Change C Notice of non-Reappointment to D

5. Delete next to last line and add: in IV-A-2 of Bylaws

Change D to E Criteria for Promotion, Renewal and for the Granting of Tenure

Add: Department chairmen will maintain a file on all faculty within the department which will include records relevant to the criteria listed. They shall meet regularly with individual department members to update and review the records and to discuss professional growth.

1. Number of years of service at The Lindenwood Colleges and other colleges will be considered for candidates for tenure and promotion.

2. Evidence of teaching ability documented by:

a. statements from departmental and divisional colleagues including chairpersons of both



- b. statements from present and past students as they deem appropriate, including minimally, the other continuing members of the department
- c. professional and independent sources from outside the institution solicit evidence and information intended to provide as complete
- d. statement of self-evaluation from faculty member.

- 3. No change the department chairman and the Dean (deletes "of the faculty") prepares a recommendation for the Faculty Council.
- 4. Involvement in conferences, workshops, institutes, and travel, or other evidences of professional development which inform the teacher's academic discipline and teaching competence. capacity of Department Chairperson.
- 5. No change
- 4. Faculty Council shall give full deliberation to the appropriateness
- 6. No change recommendation.

F. Procedures for Renewal of Contract (new section)

- 1. Initiative for renewal will come from the Dean or Department Chairman.
- 2. The review for renewal by the Dean and Department Chairman will include:

a. a written statement by the Department Chairman which will become a part of the person's departmental file

A. Membership and Organization

b. a written statement by the Divisional Chairman which will become a part of the person's departmental file

1. The e-chairman, and secretary for one year terms at their initial meeting in the fall.

c. student evaluations

2. No other faculty member shall substitute for the elected faculty

d. letters from colleagues if desired

3. e. a written statement by the Dean which will become a part of the person's departmental file.

4. No Dean should serve for more than two consecutive years.

3. In the case of a one person department, the Divisional Chairman will act in the capacity of the Department Chairperson.

E. Proc

4. Procedures for consultation with Faculty Council will be followed as outlined in IV-A-2 of the Bylaws.

2. Joint Action ... etc. (no changes)

Change E to G Procedures for Promotion and Granting of Tenure

C. Procedures for Other Areas of Shared Responsibility:

1. Initiative for promotion and/or granting of tenure may come from the faculty member in consultation with the Department Chairman. In tenure cases, if such initiative is not taken within the time period designated in I-B of the Bylaws, the Dean will initiate procedures.

2. Whoever initiates the recommendation, the department chairman and the appropriate Dean consult on it. in the form of a letter

notifying the Council of an opening and will include a meeting of the whole Council with the Dean for the purposes of discussing priorities and candidates. Council will interview prospective candidates and will inform the Dean of their recommendation in writing.



2. a. They also consult such additional persons as they deem appropriate, including, minimally, the other continuing members of the department and the division chairman. The department chairman will solicit evidences and information intended to provide as complete a profile of the candidate as possible.
- b. Then the department chairman and the Dean (delete "of the faculty") prepare a recommendation for the Faculty Council.
3. In the consideration of promotion or tenure in one person departments, the Divisional Chairperson will act in the capacity of Department Chairperson.
4. Faculty Council shall give full deliberation to the appropriateness of each recommendation.
  - a. No change
  - b. No change

### III. Divisions (no change)

### IV. Faculty Council

#### A. Membership and Organization

1. The Council shall elect its own chairman, vice-chairman, and secretary for one year terms at the initial meeting in the fall.
2. No other faculty member shall substitute for the elected faculty member.
3. No other Dean may substitute for the appointed Dean.
4. No Dean should serve for more than two consecutive years.

#### B. Procedures for Consultation and Joint Action:

1. Consultation ... etc. (no changes)
2. Joint Action ... etc. (no changes)

#### C. Procedures for Other Areas of Shared Responsibility:

1. Consultation concerning priorities in faculty appointments shall include procedures such as would insure equal opportunity on the basis of sex, race, age, etc. More specific priorities should include consideration of the way in which candidates will complement on-going education programs of the institution. Consultation will be initiated by the appropriate Dean in the form of a letter notifying the Council of an opening and will include a meeting of the whole Council with the Dean for the purposes of discussing priorities and candidates. Council will interview prospective candidates and will inform the Dean of their recommendation in writing.



2. Consultation concerning reappointments and non-renewals of contract, promotions, salaries and fringe benefits will be initiated by Council in the form of letter to Deans requesting time schedules for such consultation when appropriate.
3. Procedures for the recommendation and review of criteria concerning appointments, reappointments, non-renewals of contract, promotions and rank, salary, fringe benefits, tenure and replacement of faculty on leave or sabbatical will include the establishment of committees who will discuss such criteria with the Deans and make recommendations to the Council. The committees will be standing committees of the Council and will include the following:

## V. Faculty

- A. Education
  - a. Committee to consider faculty appointments
  - b. Committee to consider reappointments and non-renewals
  - c. Committee to consider promotion, rank and tenure
  - d. Committee to consider salary and fringe benefits.
4. Maintenance of communication channels between the Board and the Faculty will be established through the election of a council member by the Council as a representative to Board meetings with voice.
5. Review of college budget will be carried out by the Faculty Council in consultation with the President and/or senior financial officer.
6. Information shall be continuously available that would enhance the judgment of the Council on personnel matters. Council shall create a committee of six members, of whom three must be members of the Council elected to perform this task, and three shall be appointed by the Dean on the Faculty Council. (From IV-B-1 of Bylaws)
7. In cases where a faculty member applies for sabbatical leave, and there appear to be indications that this may not be granted, the Council, at the request of either the faculty member or the Dean on the Council, may review the situation ... etc.
8. The Council shall establish a Faculty-Board of Directors Liaison Committee. This shall consist of the three elected officers of the Council, plus two members appointed by the appropriate Dean from the Faculty at large. This committee shall have the following duties:
  - a. They shall meet at least twice during each academic year with the Board of Directors to present, inform, and discuss special issues of faculty concern.
  - b. When a President or Dean is to be appointed, they shall act as consultants in the initial stages in the process of discovering and interviewing candidates. The committee shall seek faculty

Social Sciences and Natural Science and Mathematics Divisions, to be elected for two-year staggered terms by the faculty, and one to be appointed.



opinion regarding standards for evaluation of candidates and the names of possible candidates, shall present these as recommendations to the Boards of The Colleges, and shall remain available for consultation until the appointment is made.

(from IV-B-4-a and b of the Bylaws)

9. For Council procedures in making recommendations to faculty concerning Constitution and Bylaw changes, see VIII and IX of the Constitution.

V. Faculty Committees

A. Educational Policies Committee

3. Subcommittees

g. Bachelor of Medicine Curriculum Committee

1) Membership

- a) Four faculty members, one from each of the Humanities, Social Sciences and Natural Science and Mathematics Divisions elected by the faculty, and one to be appointed.
- b) One member of the Educational Policies Committee.
- c) The Director of Medical Nurse Practitioners Program, Washington University
- d) The Program Administrator
- e) The Dean of Lindenwood College II, Consultant
- f) Two Bachelor of Medicine students, one from LC I, one from LC II, to be elected by the Bachelor of Medicine students.

2) Duties

- a) Monitors the entire curriculum of the program
- b) Plans and implements the program seminars
- c) Communicates with the Executive Committee and the Admissions and Retention Committee

h. Bachelor of Medicine Admissions and Retention Committee

1) Membership

- a) Four faculty members, one from each of the Humanities, Social Sciences and Natural Science and Mathematics Divisions, to be elected for two-year staggered terms by the faculty, and one to be appointed.



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- b) One member of the Educational Policies Committee
- c) The Director of Unit I Medicine, St. Louis City Hospital
- d) The Director of Medical Nurse Practitioners Program, Washington University.
- e) Ex officio members, the Dean of Lindenwood College II and the Program Administrator.

June 8, 1978

2) Duties

- a) Makes recommendations for the admissions policy and procedures for the program.
- b) Makes final selection of students
- c) Monitors each student's progress.

E. Committee on Graduate Faculty

1. Membership

- a. The four Deans (Women's, Men's, Evening, and College for Individualized Education)
- b. The Directors of Graduate Programs
- c. One member of the Educational Policies Committee
- d. One member of the Faculty Council.

Change V-E - Graduate Admissions Committee - to V-F.

Change V-F - Nominations Committee - to V-G.

Honorary Life-Members

Mrs. Horton Watkins

Boards of Overseers

Mrs. K. K. Barton  
Mrs. James C. Hamill

\* - The Lindenwood Colleges. Founded in 1827 and chartered in 1853 as Linden Wood Female College. New corporate structure of Lindenwood Female College approved by Circuit Court of St. Charles County March 7, 1977.



The following members of the Board of Directors were present:

MINUTES OF THE  
JOINT MEETING

CONFIDENTIAL

OF THE

CONFIDENTIAL

BOARDS

OF

THE LINDENWOOD COLLEGES\*

St. Charles, Missouri

June 8, 1978

The meeting of the Board of Directors of The Lindenwood Colleges, honorary

life members of the Board, and Boards of Overseers of the four colleges was

held at The Lindenwood Colleges in Young Lounge, June 8, 1978, at 2:30 P.M.,

pursuant to call and notice given each member of the Board in accordance with the bylaws.

The following members of the Board of Directors, being a quorum, honorary

life members, and members of the Boards of Overseers were present:

Board of Directors

David E. Babcock  
Mrs. Russell J. Crider  
Mrs. Thomas S. Hall  
John C. Hannegan  
Robert Hyland  
Walter L. Metcalfe, Jr.  
Jefferson L. Miller  
Roland T. Pundmann  
John Tlapek  
Mrs. Dorothy Warner  
E. J. Wipfler, Jr., M.D.

Honorary Life Members

Mrs. Horton Watkins

Boards of Overseers

Mrs. K. K. Barton  
Mrs. James C. Hamill

\* - The Lindenwood Colleges. Founded in 1827 and chartered in 1853 as Linden Wood Female College. New corporate structure of Lindenwood Female College approved by Circuit Court of St. Charles County March 7, 1977.



The following members of the Administration were present:

William C. Spencer, President  
John N. Bartholomew, Dean, Lindenwood Evening College  
Doris Crozier, Dean, Lindenwood College for Women  
Patrick F. Delaney, Jr., Dean, Lindenwood College for Men  
Craig R. Eisendrath, Dean, Lindenwood College for Individualized Education  
Fred R. Fisher, Controller  
William H. Weber, Director of Operations  
Mary Yonker, Assistant to the President and Assistant Secretary of the Board of Directors

Mr. Hyland, Chairman, called the meeting to order. Dr. Bartholomew gave the invocation.

Since there were no corrections to the minutes of the special meetings of April 27 and May 17, the minutes were approved as distributed.

Mr. Hyland introduced John Tlappek, a new Board member.

Mr. Hyland then read a letter from Paul Knoblauch submitting his resignation as a member of the Board of Directors because of his health. A motion was made, seconded and passed to accept with regret the resignation of Mr. Knoblauch.

Attached is copy of President William C. Spencer's report to the Board.

Following the announcement in the President's Report that Mr. Babcock is to receive the Flame of Truth Award from the Fund for Higher Education in Israel and that Lindenwood will be the recipient as the American college of funds raised beginning June 2, and every two weeks thereafter, further approvals to continue Mr. Hyland, on behalf of the Board, congratulated Mr. Babcock on receiving this award and expressed appreciation to Mr. Babcock for designating Lindenwood as the beneficiary.

Mr. Hannegan suggested that Board members be given a copy of the final accounting so that they can see where there are problems. It was then suggested that Board meetings be held after the monthly computerized budget print-outs are available. Mr. Hyland commented that one of the most important things Lindenwood has to do in the next few months is to have an extensive sales promotion campaign.



Mr. Hyland, Chairman of the Executive Committee, began his report of that committee by saying that the arrangement with the Football Cardinals has finally been completed and the contract has been signed. Preliminary loan arrangements have been made with First National Bank of St. Louis. Mr. Metcalfe elaborated on the Cardinal contract stating that the contract has been extended for four years - through 1985; the Cardinals have agreed to pay Lindenwood \$25,000 each year; the Cardinals will pay Lindenwood 20% for indirect costs or \$15,000, whichever is higher; the Cardinals have waived any percentage of the revenue on scrimmages or practice sessions, and they will use their best efforts to schedule and publicize practices on a regular basis and permit the public to attend.

Members of the Board expressed thanks to Mr. Hyland and Mr. Metcalfe for their efforts in working out the new contract with the Football Cardinals.

Mr. Hyland continued his report of the Executive Committee by saying that the Executive Committee had met three times since the February 14 regular Board meeting and has had many conference calls. All meetings and calls had to do with the proposal of the St. Louis Football Cardinals and the summer theatre.

In the conference call on May 15 the Executive Committee gave approval for the summer theatre to operate for the first two performances, and decided that beginning June 2, and every two weeks thereafter, further approvals to continue would be given depending on sales and other factors at the time. Based upon projections, on the June 2 call it was decided to continue Summerstage through "You're a Good Man, Charley Brown" in spite of the fact that results of "Godspell" were disappointing. There are, however, a number of positive aspects. "Godspell" received five enthusiastic reviews and one mediocre review. Summerstage, together with the winter theatre program, added 35-40 theatre majors for the Fall Term.

Mr. Pundmann reported that he and Dr. Wipfler as the Board members of the Faculty-Board Liaison Committee have had two meetings with the faculty committee.



Both Following the report of the Executive Committee Dr. Wipfler asked if there would be a deficit in Summerstage operations. Mr. Metcalfe replied that based upon the projections the deficit should not be more than the amount originally invested. If the decision whether to go ahead with the summer theatre had been strictly on a financial basis, the decision probably would have been to cancel it, but there are many other very positive aspects. There is a substantial amount of volunteer community support for the theatre, for instance, and this momentum should be channelled into other college projects. Others commented that the summer theatre is good public relations and is attracting attention of the St. Louis community which does not know about Lindenwood. It was pointed out, however, that the projected 35-40 students who will major in theatre during 1978-79, noted in the Executive Committee report, are not all new students. After further discussion it was moved that the summer theatre be allowed to finish out this season, and that a complete reevaluation be undertaken before deciding whether to offer professional theatre during the summer of 1979. The motion was seconded and passed with no dissenting votes.

Mr. Hannegan, Chairman of the Fund Raising and Development Committee, reported that from \$60,000 to \$70,000 has been raised for the Student Center.

The Intergenerational Community Committee, Mr. Hannegan reported, has met twice. The second time the committee met with Robert Kaplan, Robert J. Baudendistel, Robert McKelvey, James P. Davis, Fred Boschert, and Mahlon Rubin. These men have agreed to review the feasibility study and advise the committee on the financial aspects of such a community and how it would operate. This group will meet again next week with the committee. The Team Four study was considered at the last meeting.

Mr. Pundmann reported that he and Dr. Wipfler as the Board members of the Faculty-Board Liaison Committee have had two meetings with the faculty committee.



Both meetings were of an exploratory nature. One concern that emerged from the faculty was that they felt not enough attention was being paid to academic aspects. The faculty also would like to have more communication with the Board.

Chairman of the Finance Committee, Mr. Miller, reported that the Finance Committee met in April and reviewed the financial situation at that time. The investment activities of the two trustees were reviewed and found to be satisfactory. Arrangements were made for the sale of a substantial number of shares of First National Bank of St. Charles which has been accomplished and the proceeds have been reinvested.

On the recommendation of the Nominating Committee it was moved:

1. That the following be elected to the Board of Directors in the Class of 1978-81:

Mrs. Russell J. Crider  
 Mrs. James C. Hamill  
 John C. Hannegan  
 E. J. Wipfler, Jr., M.D., Chairman

2. That John H. Biggs be elected to the Board of Directors to

fill a vacancy on the Board for a term to expire in the spring of 1980.

3. That the following be elected to the Board of Overseers in the Class of 1978-81:

Mrs. K. K. Barton  
 David Q. Reed  
 Thomas R. Remington  
 Mrs. Warren McK. Shapleigh

The motion was seconded and passed.

It was moved, seconded, and passed that the following be elected to the Finance Committee:

David E. Babcock, Chairman  
 John H. Biggs  
 George W. Brown  
 Jefferson L. Miller



It was moved, seconded and passed that the following be elected to the Intergenerational Community Committee:

John C. Hannegan, Chairman  
Mrs. Russell J. Crider  
Roland T. Pundmann  
E. J. Wipfler, Jr., M.D.

On motion made, seconded and passed the following were elected to the Faculty-Board Liaison Committee:

Roland T. Pundmann  
E. J. Wipfler, Jr., M.D.

A motion was made, seconded and passed that the following be elected to the Development Committee:

John C. Hannegan, Chairman  
Mrs. Dorothy Warner

On motion made, seconded and passed the following were elected to the Nominating Committee:

E. J. Wipfler, Jr., M.D., Chairman  
David E. Babcock  
John H. Biggs

A motion was made, seconded and passed that the following be elected officers of the Board of Directors and members of the Executive Committee:

Robert Hyland, Chairman  
George W. Brown, Vice Chairman  
Walter L. Metcalfe, Jr., Secretary  
David E. Babcock, Treasurer  
Mrs. Russell J. Crider, Representative at large.

A motion was made, seconded and passed to approve the Master of Fine Arts Degree in Theatre (description of program attached to agenda).

A motion was made, seconded and passed to approve the Master of Arts in Education Degree with emphasis in Theatre (description of program attached to agenda).



On motion made, seconded and passed tenure was approved for Patricia J. Delks and Linda A. Nelson.

A motion was made, seconded and passed to approve a preliminary budget allocation of \$3.8 million for expenditures, equal to this year's income, during the 1978-79 fiscal year (June 1, 1978 through May 31, 1979). The 1978-79 income and expenditure budget will be finally completed during the summer, and presented for consideration by the Finance Committee and approval by the Board of Directors at the next regular meeting.

Dr. Wipfler reported that he, Mrs. Crider, Mr. Knoblauch, and Mr. Pundmann met with students several weeks ago. The students would like the President to meet with students once a semester, and that Board members be invited to such a meeting. They would also like to have the Board meet with them at least once a year. Students feel that the Board does not care about them, and they feel there is a lack of concern about Lindenwood I and II. They also feel campus maintenance is poor. They believe they could be of help in recruitment of new students, but are concerned about showing the campus to students because of the maintenance. Dr. Wipfler said that the Board members who met with students think they are really concerned about the institution and want to be of help.

Mr. Hannegan suggested these items be put on the agenda of the next meeting and discussed then. He said he thought the Board should also consider meeting with the faculty. Mr. Hyland commented that he thought the Board should consider being more visible to students and to faculty.

A motion was made, seconded and passed to establish a Student-Board Liaison Committee. The following were elected to serve on the committee:

Mrs. Russell J. Crider  
Walter L. Metcalfe, Jr.



A motion was made, seconded and passed to approve Jerry Pagoria for the Bachelor of Science Degree in Education when he completes the requirements for the degree.

A motion was made, seconded and passed to establish a committee to review the Faculty Constitution and Bylaw changes (as attached to the agenda). The

- Mrs. Russell J. Crider, Chairman
- Mrs. James C. Hamill
- John C. Hannegan

There being no further business the meeting was adjourned at 4:55 P.M.

Mary Yonker  
Assistant Secretary

Approved:

Walter L. Metcalfe, Jr.  
Secretary of the Board of Directors



REPORT OF THE PRESIDENT  
TO THE  
BOARD OF DIRECTORS  
JUNE 8, 1978

First, let us review some of the highlights from the past year:

1. The Bachelor of Medicine program. You have in your packet an article from the St. Louis Post-Dispatch that Dean Delaney believes is an accurate article. I also believe it is a fine article depicting the particular contribution Lindenwood is making in this area. In Washington the day before yesterday I was talking about the Bachelor of Medicine program. A person of some influence inquired: "Why isn't this program nationally known?" And then he added: "Norman Cousins is a friend of mine and very much interested in this subject, I will ask him to call you. Maybe he can help to inform others." And so I await a call from Norman Cousins to describe our program. Dr. Danforth, of Washington University, and I have discussed the program on numerous occasions, and he is enthusiastic about what we are doing, as is Dr. Vavra and the others connected with the city hospital system of St. Louis. If you were about the campus and had met some of the students connected with the program, you would realize the high quality of selection involved.
2. Those of you who were at the winter meeting know about the early developments of the new Bachelor of Science in Nursing program. You will recall that the directors of the hospital-affiliated Schools of Nursing in Missouri asked that we develop this program.

told me, not on the basis of one or two cases but on a number of



We now have the folder that I am holding in my hand, and that you all have in your jacket. Over 300 inquiries have been received concerning enrollment in this program which will begin in September. There are few such programs in the state, and we are looking forward to a large registration. We believe it will be another important Lindenwood contribution to the health professions.

3. The third highlight that should be noted, and one on which we have spent a lot of time, is the theatre program. Some of you who have not been directly involved with the theatre situation might like to know that there were 72 performances in the Jelkyl Theatre during the past academic year. Average attendance was 284 or 71% of capacity. In total the casts played to 20,447 people, and accumulated more than \$50,000 in revenue from ticket sales and related activities. This was during the regular academic year, and does not include summer theatre. We hope that there will be substantial growth in attendance at performances and participation in theatre during the coming year.
4. The other day I learned from Dr. Bornmann, Chairman of the Chemistry Department, something that I guess Dean Delaney must have told me but I had not paid proper attention. Over a good many years we have been preparing persons who enter medicine, dentistry, and veterinary medicine. Bornmann informed me that any institution that has 60 or 70% of its pre-medical students admitted to Schools of Medicine considers itself lucky. He then told me, not on the basis of one or two cases but on a number of



cases, that every single Lindenwood pre-med Chemistry major in recent years has been admitted to medical school. So we have 100% record.

5. We have had a very good year with the English as a Second Language (ESL) program. Dean Crozier informs me that there is in the offing considerable growth in this program. In the middle of the year we lost our director, but I guess Dean Crozier would say that the subsequent arrangements worked out very well. This program brings to our campus a number of students from various parts of the world who are first enrolled in special precollegiate study of English. The uniqueness of the program is that as the students gain English competence they are given an opportunity to take first one course and then another in the regular college program so that they gradually evolve from full-time language students into regular students in the college. Dean Crozier has been responsible for guiding the program, and recently a number of people from various organizations concerned with foreign students have visited Lindenwood, have been pleased, and have indicated they will send students here in the fall.
6. There has been a positive growth in the M.B.A. program and the master's program in education. Both of these programs have grown rapidly, and they are now about twice the size that we had anticipated for this year. The facts that we are the only senior educational institution in St. Charles County and that a great many teachers are interested in advanced work in professional education account in part for the rapid growth in the graduate education programs.



The M.B.A. program has recorded its first graduates, and has now established itself successfully in relation to other programs in the metropolitan area.

7. We experimented this year with a new program, a kind of variation on our M.B.A. program, designed to treat the special problems faced by women in management. I think there were 17 in the class and of the 17, 16 were women and one was a man. The man happened to be in a business in which there were many women moving up through the ranks of management. The program is keyed to our M.B.A. so that these women students are bona fide members of the M.B.A. program. I think that these efforts have considerable promise for the future, and, as far as I know, this is the only program of the type in this immediate area.

8. Lindenwood 4 has developed especially rapidly in St. Louis-St. Charles with the active and creative therapies program, the voluntary association administration program, and the hospital administration program. These programs look extremely strong for next fall.

Let me now discuss some organizational matters that will be of interest to you. First, we have exerted major efforts to streamline operations this year not only to improve effectiveness and efficiency but primarily to be economical. You have in your packet a report which I asked Mr. Weber to prepare. You can read it at your leisure. However, if you will take it out for a moment and look at the two charts at the back, I think you will be interested. You will notice that water usage and electric usage have dramatically declined. We haven't turned off all the lights, but we have turned off quite a few of them,



and the effect on cost has been rather dramatic. These are just a couple of illustrations of economies; you will find others in the material that Bill Weber has prepared for us.

The second item is one that I know you have heard about, but I think it needs a word of explanation. Craig Eisendrath and I have spent a long time pondering about the economics of Lindenwood 4. It was our judgment that three years is a good trial period to test the various parts and activities of the Lindenwood 4 program. Success would be measured more in a total sense than in the sense of: "Are there 30 or 40 students that can be served by Lindenwood through these centers?" The Los Angeles and Washington Centers both started out small, but grew fairly rapidly to about 60 students. We believe that if they achieved an enrollment of 90 or 100 we would have a critical mass of students and an operation that would be economically viable. Unhappily, during the last year, there has not been the growth in the California and D. C. centers that we hoped for. Last fall, anticipating a possible slow-down in growth, I went to California and placed the Faculty Administrators on a one-term contract extension. I said we would review the matter again in January; in January we extended the contracts for one more term. The people in Washington already held contracts for the academic year. We noted a couple of months ago that these centers were hovering at the critical point of covering direct costs but not covering general support costs. Finally we concluded that we should phase out the two centers. It is probably a little bit like Dave Babcock must face from time to time with some of his stores, having to regroup or phase out some branch or some division. In any event, we worked out a scheme to provide for all students in California and Washington through next year by making arrangements, even though we will close the centers and terminate the leases at the end of the 1978 summer. I have appointed Professor John S. Burd, who has been and is the chairman of our education department and director of our graduate programs in education, as



trimester (September). One of the faculty administrators in Washington has already taken a position as director of experimental education for the University of Maryland; this helps Lindenwood economically and provides Dr. Sharon Rubin, a superb person, with an opportunity she justly deserves. There will be no problem in helping students complete degrees that are now under way. Our alternative to closing the centers was to spend a substantial amount of additional money to promote the centers and their programs. Both cities are swamped with institutions trying to establish a foothold, and we refused to compromise either on quality or on cost. In Washington, D. C. we were trying to operate a center as costly for students to attend as George Washington or American University; that is a tough competitive situation to be in. Of course there is some unhappiness from students loyal to Lindenwood who say: "How can you possibly close a program of this quality?" The answer is simple; unless we can make it go economically we really can't continue it. I should add that the St. Louis-St. Charles centers of Lindenwood are very successful and growing rapidly. Thus we have a model that is operating well and will, of course, continue to operate and to grow.

The third item is a decision to combine Lindenwood Evening College and Lindenwood College for Individualized Education (L4) during the coming year in anticipation of a fuller administrative reorganization next July. Some of you know that Dean Bartholomew asked a year ago to be relieved as Dean of the Evening College; I prevailed on him to continue until we could get in a better position to reorganize, and he has very kindly done that. At the end of the summer trimester Dean Eisendrath is going to assume primary responsibility as a full-time Faculty Administrator in the St. Louis Center. He is particularly concerned with the development of the active and creative therapies programs, and its possible extension into other areas that are not now primarily served. Effective July 1 I have appointed Professor John S. Burd, who has been and is the chairman of our education department and director of our graduate programs in education, as



administrative director of L3 and L4. Jack is at the moment with an educational group in England; otherwise he would be at this meeting. Jack will assume the leadership of the Evening College on the first of July, and will add Lindenwood 4 at the end of the summer trimester, around the first of October.

The Faculty Council and my administrative colleagues have devoted time and thought to the College's need for a single dean of faculty, and this reorganization is a step in that direction. When I arrived in October 1974 there was the College for Women, the College for Men, and what was then a large Evening Division which in March 1975 became the Evening College. In July 1975 we added Lindenwood 4. It is the belief of the faculty and of the administration that consolidation and integration of the four colleges would be helpful to coordinate the different programs and projects we now have. And so, beginning in the fall, we will undertake a search to find, for installation by next July, a person that might be designated Dean of Faculty or Academic Vice President. In one sense we will go back to the organizational arrangement that existed when Howard Barnett was Academic Vice President. There will be one person to work with the combined faculties instead of the four deans we have at present. Obviously this in no reflection on the four deans, but simply suggests that one person working with the total faculty is in a better position to deploy members of the faculty to day classes, evening classes, undergraduate and graduate courses, and to work with both youth and adults. The combining of L III and L IV after July 1 is a step toward the integration of the four colleges, to be completed about a year from now.

During this year the deans and I have spent time evaluating the admissions situation. We called the admissions staff together in November, we spent time in January and February trying to offer assistance, and finally we asked for the



resignation of our director of admissions in early March. We are now in the process of locating a new director. In the meantime Deans Crozier and Delaney have accepted the co-directorship of the admissions office to bolster that situation. We became very much concerned, and I think we had reason for our concern, when we found that instead of being 5% ahead in resident and non-resident full-time students we were in fact 5% behind. As we looked into the marketing strategies that had been used, we became very much concerned. When we concluded that we could not bring about effective changes we relieved Mr. Gorsky and asked him to spend the remaining months of his contract in active recruiting in Nebraska, Iowa, and Kansas where he had some experience. As soon as we have a new director, the Financial Aid Office, which for the past year has been under the general supervision of John Bartholomew, will be relocated as part of the Admissions and Financial Aid Office. Public information activities and development-fund-raising activities, as you know, are also in the process of reorganization following the resignation of Dick Berg. Rather than to put all of these activities under another person to replace Dick, the decision was made to organize Public Information and Public Relations as an activity in itself, and Development and Fund-Raising as an activity in itself.

Let me summarize the principal personnel changes that have occurred over the past year. Dick Berg left on the first of April. Jack Burd is about to become administrative director of the Evening College and on October 1 of 14. The search to replace Gorsky is in process. For the summer I have prevailed upon Ken Westphal, professor of marketing, to spend time recruiting to be sure that our M.B.A. program is as strong as we want it, and particularly to bolster prospects for general Evening College enrollment in the fall. We have appointed Norma Nolan, formerly



Associate Professor of Nursing at St. Louis University, as Director of our Nursing Program. Dean Delaney identified her, and she was chosen from a number of candidates for that position. Miss Nolan is about to begin her full-time activity. She is an outstanding person with a wonderful background; we are very fortunate indeed to have her join us.

Let me move to budgetary matters. The report is still tentative because we have changed our fiscal year to end on May 31; Fred is still toting up the balances. But from preliminary analysis yesterday we can confirm that income for this year will be about 90% of what was anticipated. Let me point out where the largest declines occurred. When we lose a full-time resident student, we lose sizable tuition income (\$2,600 this year) plus fees, and our hotel (room and board) operates less efficiently. The overall 10% decline is largely due to decline in full-time resident and non-resident students and in part-time general evening students. I use the term "general evening student" to differentiate from those in the M.B.A. program, the master's program in education, and some of the successful special programs that operate in the evening. Our primary effort next year therefore must be to recruit and admit full-time resident and non-resident students, and general evening students. This means promotion and advertising costs, but it also depends on continued renewal of academic programs.

The adult market is a highly competitive one, and of course the competition for full-time residents in a college such as Lindenwood is intense. Many institutions, as some of the materials in your folder demonstrate, are turning to adult programs of various kinds because there is a large market for adult education. In this we are highly favored because of our geographic location. Over and over I am asked, "What accounts for the growth of Lindenwood from just under 900 three and a half or four years ago to 1,700 today?" I half-jokingly say, "Demography."

tuition, and a comparable amount for part-time, graduates, etc. Nevertheless we



That really is a fact. As the St. Louis population, in spite of the bridge, moves in our direction, there are a lot of people who prefer to go to evening classes or adult programs in St. Charles rather than to drive to St. Louis University, Washington University, or some place in downtown St. Louis. On the other hand, the competition, particularly from public institutions, for the adult student -- they can go to Florissant or Meramec or Forest Park or even to UMSL, only 10 miles away, at a fraction of what it costs here -- is a problem of very great concern.

Yesterday I tried to contact some of our congressional representatives because I was told at 6:00 P.M. last night there was going to be a vote to seriously cut the federal education assistance. This of course is tied up with the problems of the middle income person and the tuition tax credit matter. I can tell you from two days in Washington during the last two or three weeks that we are facing a confused situation. Whatever the resolution, it will have a direct impact on Lindenwood. As you read these articles on federal assistance, think about the impact on Lindenwood. A staff member commented the other day on a "U. S. News and World Report" article: "It sounds to me like it must have been written with Lindenwood in mind." There is some truth in that.

As you have read, I informed the faculty in April that we would have to reduce our expenditures by 10% next year. I did not suggest that salaries be cut 10%, but simply said that we would have to save 10% overall next year. Faculty members have responded, with the help of the deans, with good spirit and willingness to work more for no additional compensation. I had hoped to be able to present to you today the final budget for 1978-79. I can't do it because we simply could not get all the pieces together within the past week.

Now let me put this matter in its broadest sense. Tuition has gone up from \$2,600 to \$2,775. This will mean about a 7% increase in income from full-time tuition, and a comparable amount for part-time, graduates, etc. Nevertheless we



are going to budget next year's expenditures in terms of this year's income which was \$3.8 million. Later I am going to ask you to consider a resolution to this effect; it is necessary so that we can move ahead with salary letters and other general expenditures. Using the previous year's income as a basis for next year's expenditures represents a dramatic change in budgeting procedure at Lindenwood. In the past, expenditures have been planned against anticipated income. Unfortunately this "anticipated income" sometimes involved hazardous projections and even a little bit, I am afraid, of "pie in the sky." We are avoiding those possibilities in 1978-79. When I came to Lindenwood in the fall of 1974, I anticipated that we would struggle through a period of three or four years to get out of the "down" cycle, and that we would have continuing deficits. I had hoped that this year (1977-78) would be the first with a balanced budget; it has not been, for the reasons I have indicated. And so we're changing the budgeting strategy to provide greater assurance of a balanced budget in 1978-79. We have to move quickly to a balanced budget, and I know of no other way to do that than to pursue vigorously all means at our disposal.

Let me end with three promising elements, because I want this to be a realistic, not a negative report. But first, let me insert one more negative. I anticipate that we are going to have fewer full-time resident and non-resident students on the campus this coming fall than we had last fall. But as a counter-balance we are going to see growth in nursing, M.B.A., theatre, English as a Second Language, L4 in the St. Louis-St. Charles region, Women in Management, and graduate programs in education. I don't believe there is any question at all that these programs, if they are dealt with reasonably will provide promising growth. I see no real possibility of an enrollment down-turn except in the full-time resident and non-resident students.

ly will be able to capitalise the new equipment fully within the first year without adding to the printing and publications budgets.



I anticipate some promising economies. We have reorganized the computer center operation, now under Dr. Dominic Soda, Professor of Mathematics. In this way we have saved a salary line, and we have more effectively integrated the computer operation into the instructional program. As some of you may know, we have increased use of our computer from half time to full time; in essence we purchased the other half of the computer. We now use the computer extensively for financial controls, budgetary planning, and general administrative matters. Increased computer time makes available the kind of instructional programs that are particularly in demand by young people and adult students.

Second, we are setting up a new Word Processing Center. We have been working on this for two or three months with IBM, and it is going to result in much faster, more effective, and more economical handling routine correspondence, of which there are vast piles throughout the year. By achieving quality and efficiency we will be able to reduce the number of persons on the payroll in the secretarial area. So in the fall you will see, in which is now the Financial Aid Office on the lower floor of Roemer, a Word Processing Center where much of our correspondence and mailing can be channeled through telephone dictation rather than through a large staff of secretaries and clerks, some of whom have been substantially underutilized.

Third, thanks to Howard Barnett's interest and diligence, we are going to have a new printing facility. You might be interested to know that we spend at least \$50,000 a year on publications. By putting in a new type of relatively inexpensive offset press, and setting up a publications board that Howard Barnett has agreed to chair, we will produce in-house most of the catalogs, brochures, news and information pieces, and posters that we have been having done commercially. We costed this out carefully, and we probably will be able to capitalize the new equipment fully within the first year without adding to the printing and publications budgets.



Fourth, promising support. Dorothy Barklage and a number of others have told me that the possibility of greater support from alumni is continuously improving. Dorothy is very impressed that there has been a growth in the number and size of alumni clubs. Mrs. Spencer and I have gone to a number of these meetings. The quality and enthusiasm for Lindenwood is clearly growing as alumni learn more about what we are doing. Some of the alumni across the country may not read their mail completely, and so it still takes a while to inform them that Lindenwood is much more of a multi-faceted institution than it was at an earlier time. When they are informed, alumni show great enthusiasm. We have received sizable gifts, for example, from alumni this year who have never given before or who have given only \$2 or \$5. Further, there is no doubt that if we can get the right person in Development, possibilities for corporate support are highly favorable.

And there certainly are possibilities among our friends. One of these possibilities occurred not long ago. The phone rang, and Dave Babcock was on the wire. He asked me if I had ever heard of "The Flame of Truth" award presented each year to a business leader interested in higher education in the United States and Israel. And then on April 11 he wrote me a letter; I want to read the second paragraph: "I hope the effort you will have to put into the Flame of Truth Dinner is productive for Lindenwood. I do want you to know that I have turned this organization down in the past, and only accepted this time because of the benefit which could accrue to Lindenwood, if we are successful. Another award dinner, I don't need!" I understand that the man who was honored with this award last year in New York and on the West Coast designated Columbia University as the recipient institution and that Columbia benefitted to the extent of approximately a quarter of a million dollars. Dave very modestly has suggested: "Maybe it will bring



June 8, 1978

\$100,000 to Lindenwood." My guess is that we may be more fortunate than that. Dave, we appreciate this. I should also tell you that Bob Hyland and Armand Stalnaker and Al Fleishman have agreed to be of assistance since this project will involve three events, - on in September in Los Angeles, one in October in St. Louis, and finally a gala dinner at the Americana Hotel in November in New York. A conference call was held Tuesday, July 11, 1978, at 4:00

P.M. The following answered the roll call: Robert Hyland, David

E. Babcock, George W. Brown, Mrs. Russell J. Crider, Walter L. Metcalfe, Jr., and President William C. Spencer. The purpose

of the call was to obtain approval of the Executive Committee for an additional loan with First National Bank in St. Louis.

William C. Spencer  
President

Mr. Hyland explained that expenses in connection with the football/soccer field were: \$275,000 for Super Turf, \$40,000 less \$20,000 gift = \$20,000 to Fred Weber Co., \$24,000 to Maplewood Construction Co., sweeper and liner \$10,000, totaling \$335,000. In addition there will be miscellaneous expenses to take care of erosion, etc. Mr. Bidwill had made a gift of \$100,000 to Lindenwood which will be applied to the above expenses. Application has been made to First National Bank in St. Louis for a loan in the amount of \$240,000, using the Football Cardinal contract as the main security. Under this contract Lindenwood will be paid \$25,000 a year for eight years. The old loan of \$1,200,000 would stand as is. Authorization was given for a line of credit of \$1,500,000; \$1,200,000 has been used.

Mr. Babcock moved to authorize a loan of \$240,000 with First National Bank in St. Louis, the terms to be worked out by the Chairman. Mr. Brown seconded the motion which was passed.

  
Walter L. Metcalfe, Jr., Secretary



MINUTES OF A MEETING OF THE  
EXECUTIVE COMMITTEE OF THE BOARD OF DIRECTORS  
OF THE LINDENWOOD COLLEGES

July 11, 1978

A conference call was held Tuesday, July 11, 1978, at 4:00 P.M. The following answered the roll call: Robert Hyland, David E. Babcock, George W. Brown, Mrs. Russell J. Crider, Walter L. Metcalfe, Jr., and President William C. Spencer. The purpose of the call was to obtain approval of the Executive Committee for an additional loan with First National Bank in St. Louis.

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Mr. Babcock moved to authorize a loan of \$240,000 with First National Bank in St. Louis, the terms to be worked out by the Chairman. Mr. Brown seconded the motion which was passed.

  
Walter L. Metcalfe, Jr., Secretary



August 30, 1978

The Chairman requested that Mr. [Name] meet with him as soon as mutually convenient, and that the [Name] investment portfolio and [Name] actions be provided to [Name].

**Minutes  
Finance Committee  
The Lindenwood Colleges  
August 30, 1978**

The meeting was adjourned at 1:30 P.M.

The meeting of the Finance Committee of The Lindenwood Colleges was held August 30, 1978 in the May Company board room, St. Louis, at 12:15 P.M. Present were David Babcock, Chairman, John Biggs, George Brown, and Jefferson Miller. Also present ex officio were Board Chairman Robert Hyland and President William Spencer.

Approval of the minutes of the meeting of April 25, 1978 was moved and seconded. The motion was passed.

Mr. Miller was asked to consult with Mr. Remington concerning a proper entry in the minutes concerning the sale of stock of the First National Bank of St. Charles.

President Spencer announced the appointment of Joseph Schwarzbauer as Director of Financial Planning and Administration effective August 30, 1978, and described his background and qualifications. A motion was made, seconded, and passed that Joseph Schwarzbauer be appointed secretary to the Finance Committee, effective with the next meeting.

The following resolutions were made, seconded, and adopted:

RESOLVED, that the following persons are authorized to sign checks on bank accounts for The Lindenwood Colleges:

Any one of the following persons: President William C. Spencer, Assistant to the President Mary E. Yonker, with any one of the following persons: Director of Operations William H. Weber, Director of Financial Planning and Administration Joseph Schwarzbauer.

RESOLVED, that any two of the following be authorized to enter the safety deposit box at Commerce Bank: William C. Spencer, William H. Weber, Joseph Schwarzbauer.

A letter from the Mercantile Trust Co. dated March 16, 1978 was considered. The matter was referred to Mr. Miller for consideration and recommendation at the next meeting.

Presentation of the 1978-79 operating budget details was made by President Spencer. Following discussion and questions, a motion was made, seconded, and passed that John Biggs consult with the President on budget details, and present a recommendation to the Executive Committee at its next meeting.



The Chairman requested that Mr. Schwarzbauer meet with him as soon as mutually convenient, and that the file on Lindenwood's investment portfolio and transactions be provided to him for study.

The meeting was adjourned at 1:30 P.M.

*William C. Spencer*  
William C. Spencer  
Secretary Protem

September 7, 1978

A meeting of the Executive Committee of the Board of Directors of The Lindenwood Colleges was held at the Noonday Club, 515 Olive Street, St. Louis, Missouri 63101, at 12:00 o'clock noon on September 7, 1978. All members of the Executive Committee were present. Also present were: William C. Spencer, President of the Colleges, John C. Hannegan, a member of the Board and Chairman of the Intergenerational Community Committee, and John B. Siggs, a member of the Board and its Finance Committee.

The minutes of the prior meeting were approved as mailed.

Mr. Hannegan was then asked to give his committee's report on the proposed intergenerational community at Lindenwood. He described who participated in the studies and summarized the written report mailed to the Board in early August. Discussion was invited and it was the consensus of the committee that the best use of the property is housing of some type, whether for retired persons or others. A consideration of the intergenerational community and retirement home development followed. The committee considered the risks of such a project, financial and otherwise, and considered the present financial condition of the Colleges.

After full discussion, on motion of Mr. Brown seconded by Mr. Babcock, the following resolution was unanimously adopted:

RESOLVED, that the Executive Committee of the Board of Directors recommend to the full Board that the Colleges not proceed with the development of the farm property as an intergenerational community at this time, and

FURTHER RESOLVED, that the committee established to study the intergenerational community review further opportunities for residential development of the property, taking into consideration the present financial condition of the Colleges and the need for additional funds.

Mr. Babcock stated that representatives of the May Company are reviewing development opportunities and he will furnish the results of this study to Mr. Hannegan.



MINUTES OF A MEETING  
OF  
THE EXECUTIVE COMMITTEE  
OF  
THE BOARD OF DIRECTORS  
OF  
THE LINDENWOOD COLLEGES

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Mr. Babcock stated that representatives of the May Company are reviewing development opportunities and he will furnish the results of this study to Mr. Hannegan.



The next item for committee consideration was a report of the Finance Committee on the 1978-1979 budget. Messrs. Babcock and Biggs presented the operating budget and noted preliminarily that budget preparation should be concluded in the spring prior to the beginning of the academic and fiscal year. Mr. Biggs stated that the audited deficit for the 1978 fiscal year will be approximately \$537,000. The 1978-1979 budget forecasts a deficit of approximately \$37,000. He commented that expense forecasting has proven reliable in the past; no salary increases are included according to Dr. Spencer. Mr. Biggs further commented that tuition income is projected on a conservative basis and is based upon an actual decline in the number of students. He noted (i) that the budget assumes a liquidation of endowment to be applied against plant debt and therefore a reduction in interest expense and endowment income, and (ii) that the presentation of the budget on this basis was not meant to constitute an approval of this change, and finally, he noted that neither the fiscal 1978 results he cited nor this budget include the operating losses of Summer Stage. Dr. Spencer estimated that the Summer Stage project lost \$50,000, not including intra-college charges; intra-college charges will increase the operating loss of the Summer Stage project as a cost center to approximately \$60,000. After further discussion of the operations of the athletic fields and student attrition, upon motion of Mr. Babcock, seconded by Mr. Brown, the following resolution was unanimously adopted:

RESOLVED, that the Executive Committee approve, and recommend to the Board for approval, the 1978-1979 budget as presented subject to further consideration of the sale of unrestricted endowment funds to reduce plant fund indebtedness.

Mr. Babcock and Mr. Biggs then outlined the plans of the Finance Committee relative to a regular reporting procedure with the new financial officer of the Colleges and made some general observations of budgeting and control procedures presently in use.

Mr. Biggs was then excused from the meeting and Dr. Spencer delivered a report which he proposed also to present to the Board at the September 11, 1978, meeting. Following presentation of the report, Dr. Spencer distributed written copies of it together with copies of his March 2, 1978, proposal to the Faculty Council and April 5, 1978, report to the faculty which he said would aid the committee in evaluating the faculty particulars being circulated to the Board.

Dr. Spencer and Mr. Hannegan were then excused from the meeting and the committee met in executive session to discuss recent events. Mr. Hyland reported upon the numerous conversations he had had with representatives of the faculty in the last ten days and specifically a meeting which he and Mr. Metcalfe attended with 8 representatives of the faculty the evening of September 6, 1978. Copies of the faculty's bill of particulars together with



Dr. Spencer's response and certain other supplemental materials were distributed to the committee members. There ensued a lengthy discussion of the position of the Board, Dr. Spencer's service as president of the Colleges and steps to be taken at the forthcoming board meeting. It was the consensus of the committee that Messrs. Hyland and Metcalfe meet with Dr. Spencer and report back to the committee by phone or at a meeting to be held Monday morning in advance of the Board meeting.

There being no further or other business to come before the meeting, it was adjourned.

\_\_\_\_\_  
Secretary

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

present:

- George M. Brown
- Mrs. Russell J. Crider
- John H. Sigge
- Mrs. James C. Hamill
- John C. Hannegan
- Robert Hyland
- Walter L. Metcalfe, Jr.
- Jefferson L. Miller
- Roland T. Pundmann
- Mrs. Dorothy Warner
- E. J. Wipfler, Jr., M.D.

The following honorary life members were present:

- Arthur S. Goodall
- Mrs. Arthur Stockstrom
- Mrs. Horton Watkins

The following member of the Board of Overseers was present:

- Mrs. J. L. Smith

\* - The Lindenwood Colleges. Founded in 1827 and chartered in 1853 as Lindenwood Female College. New corporate structure of Lindenwood Female College approved by Circuit Court of St. Charles County March 7, 1977.



CONFIDENTIAL

CONFIDENTIAL

MINUTES OF THE  
 SPECIAL MEETING  
 OF THE BOARDS  
 OF  
 THE LINDENWOOD COLLEGES\*  
 St. Louis, Missouri  
 September 11, 1978

A special meeting of the Board of Directors of The Lindenwood Colleges, honorary life members of the Board of Overseers, and members of the Board of Overseers was held at the Missouri Athletic Club, St. Louis, Missouri, Monday, September 11, 1978, at 12:00 noon, pursuant to call and notice given each member of the Board in accordance with the Bylaws. The purpose of the meeting was to consider the intergenerational community and to discuss plans and prospects for the coming year.

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

- John H. Biggs, Chairman of the Board of Directors and of the Finance Committee
- George W. Brown
- Mrs. Russell J. Crider
- John H. Biggs
- Dr. John S. Burd, Chairman of the Education Department for the past two years
- Mrs. James C. Hamill
- John C. Hannegan, Administrative Director of the Evening College
- Robert Hyland, will become Administrative Director of the College on September 15.
- Walter L. Metcalfe, Jr.
- Jefferson L. Miller
- Jeffrey G. Nemans, Director of Development and Public Relations
- Roland T. Pundmann
- Mrs. Dorothy Warner
- Frank W. Hetherington, Director of Admissions and Student Aid
- E. J. Wipfler, Jr., M.D.

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The following members of the Administration were present:

William C. Spencer, President  
 John S. Burd, Administrative Director  
 of the Evening College and the College  
 for Individualized Education  
 Frank W. Hetherington, Director of  
 Admissions and Student Aid  
 Jeffrey G. Nemens, Director of Development  
 and Public Relations  
 Joseph W. Schwarzbauer, Director of Financial  
 Planning and Administration  
 Mary Yonker, Assistant to the President and  
 Assistant Secretary of the Board of Directors

Mr. Hyland, Chairman, called the meeting to order. The meeting was opened

with silent prayer. Mr. Hyland announced that the next regular meeting of the Boards would be October 10.

Mr. Hyland introduced the following persons, each of whom made brief remarks:

Mrs. James C. Hamill, a former member of the Board of Directors and the Board of Overseers, who has just been reelected to the Board of Directors.

John H. Biggs, a new member of the Board of Directors and of the Finance Committee.

Dr. John S. Burd, who has been Chairman of the Education Department for the past two years, and who became Administrative Director of the Evening College July 1 and will become Administrative Director of the College for Individualized Education September 15.

Jeffrey G. Nemens, Director of Development and Public Relations

Frank W. Hetherington, Director of Admissions and Student Aid

Joseph W. Schwarzbauer, Director of Financial Planning and Administration.

Dr. Burd, Mr. Hetherington, Mr. Nemens, and Mr. Schwarzbauer were then excused from the meeting and the formal meeting of the Boards was convened.

Mr. Hyland reported that the Executive Committee had met September 7.

John Hannegan, Chairman of the Intergenerational Community Committee, attended the meeting. He described who participated in the studies and summarized the written report mailed to the Board in early August. It was the consensus of the



committee that the best use of the property is housing of some type, whether for retired persons or others. A consideration of the intergenerational community and retirement home development followed. The committee considered the risks of such a project, financial and otherwise, and considered the present financial condition of the College. After full discussion the following resolution was unanimously adopted:

RESOLVED, that the Executive Committee of the Board of Directors recommend to the full Board that the Colleges not proceed with the development of the farm property as an intergenerational community at this time, and

FURTHER RESOLVED, that the committee established to study the intergenerational community review further opportunities for residential development of the property, taking into consideration the present financial condition of the Colleges and the need for additional funds.

President Spencer added that he concurs fully in the decision of the Executive Committee.

Dr. Wipfler moved that the Board accept the report of the Executive Committee in regard to the intergenerational community and that this be used as the directive of the Board. The motion was seconded and passed.

President Spencer reported that the operating budget for 1978-79 presented to the Finance Committee and recommended by that committee to the Executive Committee shows a planned deficit of \$37,172. Last year the initial budget showed a planned deficit of \$82,000. Although expenditures during 1977-78 were very close to those estimated, income was lower, principally because the numbers of students enrolled were fewer than projected. Unfortunately it is impossible to predict income with a high degree of accuracy. Mr. Biggs commented that to move from a \$540,000 deficit to a \$35,000 deficit is quite a change. The expenses budgeted

FURTHER RESOLVED, that the Chairman of the Board be, and he is this year are \$169,000 less than last year's expenditures. It was pointed out by Mr. Miller that one reason the deficit appears to be smaller is that the budget assumes a liquidation of endowment to be applied against the plant debt and there-



fore a reduction in debt service. The Executive Committee will give further consideration to this. If not approved, the planned deficit would then probably have to be increased by about \$45,000. By the October 10 meeting some modifications will have been made in the budget, and it will be presented for final approval at that time.

FURTHER RESOLVED, that James F. Hood, be, and he is hereby, President Spencer distributed his formal written report to the Boards, and read a brief report that he had made to the Executive Committee. A copy is attached.

FURTHER RESOLVED, that the Secretary be, and he is hereby, authorized and directed to prepare and submit amended by-laws to this Board at its next regular meeting to establish an Investment Board. President Spencer and Miss Yonker were excused from the meeting so that the Boards could meet in Executive Session.

Meeting in Executive Session, Mr. Hyland described recent events involving faculty and certain students and the vote of "no confidence" in Dr. Spencer as president of the colleges. The report of the faculty and Dr. Spencer's response to this faculty report were read to the Board. Mr. Hyland also reported to the Board upon meetings that he and Mr. Metcalfe had had with representatives of the faculty, Dr. Spencer, and others, as well as meetings he and Mr. Metcalfe proposed to have with representatives of the student organizations. There ensued a lengthy discussion involving all persons present. Mr. Arthur Goodall also delivered a report. Following the discussion, upon motion of Mr. Biggs, seconded by Mr. Hannegan the following resolutions were adopted unanimously:

RESOLVED, that a long range planning committee be organized and established, to consist of representatives of the administration, faculty, student body, alumni and board to map out the next five years of Lindenwood growth and development, the committee to have at least three areas of focus: academic planning, development planning and student life planning.

FURTHER RESOLVED, that the Chairman of the Board be, and he is hereby authorized to consult with appropriate representatives of the administration, faculty, student body and alumni between now and the next regular board meeting to organize such an effort.



FURTHER RESOLVED, that the office of Provost be, and it is hereby created to have authority and responsibility in instructional areas including academic program, faculty, faculty personnel matters, student life and the like, to preside over faculty meetings and faculty affairs, to attend meetings of this Board and its Executive Committee, and to be the administrative representative, together with whomever he may designate, to the Faculty-Board Liaison Committee and the Student-Board Liaison Committee.

FURTHER RESOLVED, that James F. Hood, be, and he is hereby, appointed to the post of Provost, to serve at the pleasure of this Board.

FURTHER RESOLVED, that the Secretary be, and he is hereby, authorized and directed to prepare and submit amended by-laws to this Board at its next regular meeting to establish an Investment Committee to report to the Finance Committee of the Board.

FURTHER RESOLVED, that the Executive and Finance Committees, in consultation with the administration, restudy the 1978-79 budget presented to this meeting.

There followed discussion on future steps and the Secretary was requested to reflect in the minutes the sentiments of a majority of the Board that the services of consultants on operations are not desirable and are no longer needed. There being no further business to come before the meeting, it was adjourned.

Walter L. Metcalfe, Jr., Secretary

Board of Directors

John Hennagen and our new development set to consider a fund-raising campaign. Jeff Nemens has contacts in St. Louis and Kansas City, and has achieved success in Missouri as a fund-raiser. He will also work closely with Dave Babcock and me on the New York, Los Angeles, and St. Louis events.

Prospects are good this year for growth in nursing, business administration, teacher education, theatre, English as a Second Language, and art therapy and counseling in Lindenwood 4. Each of these programs, except in Lindenwood 4 is based in the liberal arts, and each student enrolled must elect numerous courses in liberal arts departments. This is especially true in the nursing and theatre programs where students elect most of their studies in the traditional departments.



## REPORT OF THE PRESIDENT

September 11, 1978

1978-79 promises substantial progress toward our common goal. A number of you will recall that four years ago the evening division of the liberal arts college was the only net contributor to the balance sheet. A consultant team had predicted the closing of the college within a couple of years unless new directions were taken. Four years later I believe that, in spite of pressures and stresses, the future is potentially bright.

Tomorrow in New York we will kick off a major campaign to honor Dave Babcock and to help Lindenwood. Later in the month in Los Angeles, during October in St. Louis, and finally in November back again in New York the campaign will conclude. In addition to honoring its new Board member Lindenwood will benefit in three important ways: addition to our capital funds, enhancement of Lindenwood visibility on the national level, and promotion of Lindenwood among the business leaders in St. Louis. Clarence Barksdale is chairing the St. Louis Committee with the help of Bob Hyland, Armand Stalnaker, and Al Fleishman, and other similar committees are at work in New York and California.

John Hannegan and our new development director have met to consider a fund-raising campaign. Jeff Nemens has contacts in St. Louis and Kansas City, and has achieved success in Missouri as a fund-raiser. He will also work closely with Dave Babcock and me on the New York, Los Angeles, and St. Louis events.

Prospects are good this year for growth in nursing, business administration, teacher education, theatre, English as a Second Language, and art therapy and counseling in Lindenwood 4. Each of these programs, except in Lindenwood 4 is based in the liberal arts, and each student enrolled must elect numerous courses in liberal arts departments. This is especially true in the nursing and theatre programs where students elect most of their studies in the traditional departments.



Now that the stadium and conference center are completed we look forward to rapidly increasing revenues from these facilities. In addition to the St. Louis University contract for soccer, other field and stadium events have been scheduled. We are asking and receiving \$550 rental for single sports events or \$700 daily rental for stadium-field events, plus all concession and parking income. Conference bookings are continuing to increase. These of course help us to offset the normal room and board losses during the academic year.

If the problem of the productive use of 60 acres of farmland can be quickly and finally resolved, Lindenwood will then begin to benefit from this underutilized resource. The problem has plagued Lindenwood for too many years; firm decisions must now be made to provide both short-term and longer term income from this valuable endowment asset.

Finally, let me say a few words about roles and responsibilities within a college community.

In times of transition and pressure it is important that channels of communication remain open, but it is equally important that roles and responsibilities are clearly understood. Boards of trustees of colleges and universities must determine institutional policies, appoint and advise the chief executive officer and provide for the financial well-being of the institution. The president must operate the institution for the Board in accordance with its policies and decisions, appoint and supervise faculty and staff, delegate responsibilities as appropriate using established channels of communication and consultation in the decision-making process. Faculty members must teach and assist students through approved academic programs and individual counseling, participate through committees and as individuals in academic decision-making, and advise the administration on a wide variety of issues and problems. In addition to being learners, students may offer suggestions, comments, and advice to faculty members, administrators, and the president.



When each constituency conscientiously carries out its responsibilities and does not encroach on nor assume the roles or responsibilities of others, then the institution functions effectively. If, however, as an example, board members or the president try to control, censor, and criticize a professor's planning or teaching of a course, his counseling or grading of a student, or his service in the institution, objections will be immediately raised and board and/or president will be told emphatically that they have infringed on academic freedom. If board members go beyond their proper roles, if a president preempts academic decisions, if faculty members try to decide matters that are properly those of the board or administration, or if students promote themselves as policy makers or institutional evaluators, confusion is created and an institution is thrown into crisis.

Within the past month a mole-hill has grown into a mountain; opinions, fears, and frustrations have been elevated to a dangerous level. By acting prudently and sensitively, by clarifying who does what, and by seeing that normal and workable procedures are followed, a major crisis can be avoided. In this critical year of Lindenwood's transition, facing not only the need to balance the budget, but also to mount effective student recruitment, fund-raising, and public relations campaigns while simultaneously undergoing highly sensitive accreditation visits by both the North Central Association and the National Council on Accreditation of Teacher Education, disorganization, continued bickering and upheaval must be carefully avoided, for these conditions alone can produce disaster. Many colleges in recent years that have failed have failed under these conditions. Over the past fifteen years I have been deeply involved with colleges in various transitional stages. Human anxieties and frustrations are always present, just below the conscious action level, especially when intensified by



financial uncertainties. It sometimes takes only a small tactical move by a Board member, the president, or anyone in a powerful position to quickly convert gripes, bickering, or discontent into a major crisis. No new issue or problem is required. Because the institution itself is in an unstable and highly vulnerable state, even simple procedural changes or well-intentioned inquiries by powerful persons can be the igniting sparks. The college community may then be rapidly transformed into an over-excited, irrational assembly. Perspectives are lost, suspicions are generated, gossip and slander dominate whispered conversations, fears are intensified, and productive work is subordinated or left undone. Disorganization follows, and the institution is seriously, sometimes critically damaged. In any event, a long interim period must elapse before stability is restored.

This is not a fictional scenario; literature on recent college disruptions and closings poignantly document these sequences. Finally, to repeat, members of the Lindenwood community must be encouraged to reassume their proper responsibilities, control their emotions and frustrations, support even tacitly those who have other responsibilities, and work to avoid chaos. Any other course during 1978-79 would be a disaster for the institution and all those associated with it. I pledge my assistance in doing anything I can to achieve these ends.

I appreciate your loyalty and concern for our college in being present today to share in beginning the new academic year.

(Similar report made to Executive Committee September 8, 1978)



Report to the Boards - 2 - September 11, 1978  
graduate majors more than four-fold (from 6 to 27), and added part-time students  
in both the undergraduate and graduate departments, based on 1977-78  
attendance at performances, income in 1978-79. New  
faculty members have been selected and appointed in education and business administration.

REPORT OF THE PRESIDENT  
TO THE BOARDS OF  
THE LINDENWOOD COLLEGES  
SEPTEMBER 11, 1978

Summer session 1978 was the most successful in the history of Lindenwood. More than 1,000 class seats were occupied; the income was more than 40% greater than anticipated. The MBA program continued to grow rapidly this summer, and preliminary indications suggest a larger enrollment this fall than in any previous term during the first three years of its operation. The undergraduate program in business administration is expanding rapidly; many more students are electing business as a field of study than any other academic field. The graduate program in education is beginning its second year, is growing, and has already produced substantial net income; the undergraduate teacher education program has also grown in both quality and enrollment under new leadership, and is now one of the most successful academic programs in the college. The announcement of the new nursing degree program attracted more than 500 inquiries, will enroll 40-50 students in its first term, and probably will more than double its enrollment in the Spring Term. It is likely that it will produce net income in its first year of operation. Now that the Lindenwood 4 centers in California and the District of Columbia are being phased out because they could not become self-supporting in their first three years, the St. Charles and St. Louis centers, which are growing, will carry themselves and produce this year net income for Lindenwood. The English as a Second Language programs are enjoying rapid growth, will produce net income, and simultaneously provide a useful recruiting tool for the undergraduate programs. The Bachelor of Medicine program will at least hold its own this year and, with more effective recruitment, will add students while continuing to produce net income and prestige for Lindenwood during 1978-79. The theatre department in one year increased its under-



graduate majors more than four-fold (from 6 to 27), and added part-time students in both the undergraduate and graduate programs. This department, based on 1977-78 attendance at performances, will probably produce net income in 1978-79. New faculty members have been selected and appointed in education and business administration to replace those who have moved to accept promotions or much higher salaries.

Stadium revenues this summer amounted to \$37,490 compared to \$25,726 in 1977; this occurred in only 4 weeks of operation compared to 6 weeks in 1977. Contracts have been negotiated with St. Louis University to accommodate their soccer games. This should generate about \$20,000 for Lindenwood, and is scheduled not to conflict with either Lindenwood athletic teams or the Cardinals. Incidentally, the Cardinals will pay an additional \$4,000 to use Lindenwood's practice facilities during September. Income from conferences is increasing and we believe this trend will continue during the coming year. During the summer a new word-processing center (the modern term for a stenographic-secretarial pool) was set up to provide better and faster secretarial and duplicating services for the administration and faculty; simultaneously it will save money by reducing the need for a number of often underutilized office secretaries. In offices where non-secretarial administrative assistance is needed, student or part-time help can be provided at sharply-reduced cost. In July, on Dr. Barnett's suggestions, offset equipment was installed to provide Lindenwood with quicker and less costly, but equally high quality, printing-publishing capacity as compared to outside commercial services; this new office is currently producing forms, brochures, posters, and the annual catalog. During the coming year it will handle student publications, and will be used as an added teaching facility under Dr. Barnett for students in writing, journalism and



related fields. You all know that the new Student Center was completed this summer; it is now in use and all features, including the snack bar, will be fully operational within the next couple of weeks. The stadium is of course completed and is fully operating.

The 1978-79 operating budget details were presented to the Finance Committee on August 30. John Biggs was asked by the Finance Committee to review this budget and he has done so. Based on conservatively realistic projections of income and cautiously-calculated projections of expenditure, we can come very close in 1978-79 to a balanced position; with even a little bit of luck we could come out in the black for the first time in 12 years.

A brief note on administrative organization and key personnel. Dr. John Burd on July 1 assumed new responsibilities as director of the Evening College, and on September 15 will additionally become director of Lindenwood 4. These two colleges will then operate under one administrator rather than two, saving money and improving opportunities for adult students. Considerable time was spent this summer in identifying and employing a director of admissions and financial aid, a director of development and public relations, and a director of financial planning and administration. In my judgment Lindenwood is fortunate indeed to have found Frank Hetherington, a recognized national leader in college admissions, Jeffrey Nemens, recommended by the president of the Missouri Colleges Fund as one of the state's outstandingly successful fund-raisers, and Joseph Schwarzbauer, identified and strongly supported by John Biggs and his Washington University colleagues. Happily I was able to persuade these men to join us.

an institution, will fail. These fears are realistic ones and deserve continuing thoughtful attention, but any tendency to seek scapegoats must be tempered. Like



The recruitment and admission of full-time resident and non-resident undergraduate students in the liberal arts college probably will fall short of our expectations. While it is true that these students are the most difficult and costly to recruit, it is evident that effective recruitment-admissions procedures have not been carried out over the past couple of years. We cautiously project not more than a 7% decline for 1978-79 and thus, allowing for the higher tuition and fees rates, anticipate income in this category to remain close to last year's total. The Evening College enrollment and income will decline in the fall; hopefully by spring we can remedy part of the situation by intensive program development and recruiting. However, we have been seriously hurt by a massive advertising campaign mounted this summer by the St. Louis community colleges. In addition, these public institutions substantially reduced their tuition rates while we had to increase ours, making the tuition gap wider and, combined with the advertising blitz, are causing one-course undergraduate students to transfer to Florissant. We have reduced our anticipated Evening College income by \$50,000, or about 11%, to allow for this. We hope the impact is no greater than anticipated. While we can expect some increase in 1978-79 in income from gifts, grants, and earned income, the effective income from the endowment used to support the operating budget will be significantly reduced, primarily because of the \$1.5 MM bank loan; at 9%, debt service alone will be \$135M. This particular matter needs thorough review and courageous decision-making by the Board.

Another frustrating situation is the widespread apprehension, even fear, among the liberal arts faculty that Lindenwood as a liberal arts college, if not as an institution, will fail. These fears are realistic ones and deserve continuing thoughtful attention, but any tendency to seek scapegoats must be tempered. Like



many other departmentally-organized, single-purpose, liberal arts colleges, Lindenwood faces a serious structural problem. It has too many (about 50) professors whose primary professional preparations and interests are to serve full-time resident (about 200) and non-resident (about 300) students. It requires a student body about 15-17 times the size of the faculty (that is, about 750-850 full-time students) to provide a \$14,000 salary to a professor. Lindenwood has slightly more than half as many full-time students as are needed to reach even this modest level. In 1973-74 there were 498 students in these categories; in 1977-78 there were 495. The problem is further complicated by room and board expense and income, for in effect we have a "hotel" operating at 25-30% capacity (200 beds out of 750-800 possibles) with "guests" who continually desire improvements and additional amenities. Boards of Trustees in some colleges facing a similar situation (Bryn Mawr in Pennsylvania is a distinguished example) have opted to dismiss faculty members, eliminate underutilized departments, merge with other colleges, or take other drastic, cost-reducing actions, including closing the college. Or, as I understand, Stephens College in Columbia is planning to lease unused land for shopping centers or other commercial uses with land titles reverting after 15 or 20 years to the college. At Lindenwood since 1974 we have tried to counterbalance these losses with new undergraduate and graduate programs, and new projects that would be capable of producing short-term net revenues. Among new programs were an expanded Evening College, Lindenwood 4, the MBA and other graduate programs, nursing and other health service programs, teacher education, and theatre arts. New projects included the stadium, covered riding arena, conferences, summer institutes and workshops and summer professional theatre. Only three of these programs and projects (Lindenwood 4, stadium, and summer theatre) did not produce net revenues in their first year. Nevertheless the traditional liberal arts faculty is frustrated for lack



of students, lack of funds to update and upgrade their course offerings, envious of programs and projects that receive support (especially when these do not quickly produce net revenues), and fearful that their disciplines, their jobs, or liberal arts in general will be replaced by vocationally-oriented programs and money-making projects. They want reaffirmation of the centrality of the liberal arts and reassurance that support for these disciplines will continue. The fact that the budget must be brought into balance before reaffirmations and reassurances can honestly be given, and before significant additional financial support can be promised, is an essential truth; nevertheless impatience, irritations, frustrations, and fears remain.

The dilemma created by these frustrations and fears is difficult to resolve. To disregard them is to risk intensification of their anxieties and insecurities. To acquiesce to pressure is to risk continuing and enlarging budget deficits at a time when Lindenwood's unrestricted reserves are fully used to collateralize loans. To discuss and rediscuss the same basic problems and to plead for patience and understanding is difficult when impatience, frustration, and fear predominate. Perhaps the most constructive course is again to offer whatever reassurances are reasonable and possible, to avoid words and actions that are in any way divisive or non-supportive, and to provide modest amounts of additional financial support to allay fear and offset frustration. Time and stability are important ingredients if Lindenwood is to continue as a viable institution; hasty decisions under pressure, fragmentation of the community into hostile sub-groups, and lack of strong Board support for its policies and its leadership, and disruption of efforts to achieve a sound financial base for the institution are at all costs to be avoided.



MINUTES OF A MEETING  
OF THE EXECUTIVE COMMITTEE  
OF THE BOARD OF DIRECTORS  
OF THE LINDENWOOD COLLEGES

October 6, 1978

A meeting of the Executive Committee of the Board of Directors of the Lindenwood Colleges was held at the Missouri Athletic Club at 12:00 o'clock noon, on Friday, October 6, 1978. All members of the committee were present; also present, at the invitation of the Committee, were Dr. William Spencer, Dr. James Hood and Mr. Joseph Schwarzbauer.

The minutes of the September 9, 1978, meeting of the committee were approved as mailed.

Mr. Hyland announced that there was no set agenda for the meeting. The purpose of the meeting was to reflect upon recent events, the new administrative organization, and set an agenda for the forthcoming October 10, 1978, board meeting.

Mr. Babcock reviewed the meeting he and Mr. Biggs had with Mr. Schwarzbauer on financial matters, and the status of the May Company review of the College real estate.

Mr. Babcock then asked Mr. Schwarzbauer to review the revised budget. Mr. Schwarzbauer noted that enrollment for the fall term was as good as budgeted and, perhaps, slightly better. He also reviewed expenses and noted an increase of expenses from the budgeted \$35,000 or so to \$100,000 or an increase in the deficit by approximately \$65,000. Although certain instructional budgets had been reduced, the administrative budget, student services and interest expenses have been increased through further review.

The results of the Football Cardinals 1978 practice session were summarized. Ticket sales, including parking, netted \$23,461 and concessions netted \$7,846, an increase from 1977 of about \$14,000. Final figures on direct expense reimbursement and indirect reimbursement are not yet available.

There was then circulated to the committee a proposed by-law amendment to provide for the establishment of an investment committee which was approved as corrected. The resolution will be presented to the Board at its October 10 meeting.

Mrs. Crider was then asked to report to the committee on the background of church/college relationships, the financing of maintenance, repairs and general upkeep of the church and the like. Following her report, Mr. Metcalfe was asked to review the legal relationships between the church and the college and to report back to the committee at the next meeting.



Mrs. Crider also reported upon the organization of the Student Life Committee which was appointed at the last regular Board meeting. She and Mr. Metcalfe, being the members of the committee, held their initial meeting with student representatives, set dates for future meetings and established who the members of the committee will be. Hopefully it will reflect as many different groups of students as possible, but stay within a committee numbering ten or twelve.

Finally, Mrs. Crider commented upon the Faculty Constitution Committee and noted that the college had a representative from the academic departments of other institutions on its Board of Directors for some years. She asked that the matter be referred to the Nominating Committee for review. She thought it helpful to have the insights of such a person on the Board and perhaps on the faculty constitution committee.

Mr. Metcalfe then reported upon conversations he had had with Dr. Spencer and Dr. Hood relative to the long range planning efforts. He stated that it was the consensus that it should be a realistic document based upon the actual resources available to the Colleges and its steering committee should number no more than ten drawn from the Board, the administration, faculty, students and alumnae. Hopefully the product of this committee will be a short and concise report setting out a planning document in simple form which can be understood by all constituencies. He commented that a great deal of work is going on in academic studies, review and development at the present time in connection with the various accreditation efforts and that those studies can go forward without duplication.

There then ensued a general discussion involving all persons present relative to budget priorities, the need to balance the budget versus the need to maintain adequate funding of existing or new programs and to remain an institution serving the community affectively. The questions were asked whether investment of additional funds in program, for example, the traditional program of the College would be wise and rewarding. Dr. Spencer commented that for the past few years there has been ineffective recruitment and admissions and also ineffective development efforts. The additions of Messrs. Heatherington and Nemans should work to correct this. The planning effort should aid in determining priorities and where the monies of the colleges should be spent, new program development or maintenance of the old program, etc.

The Chairman then asked whether a replacement had been found for Mr. Weber. Dr. Spencer replied that Mr. Weber would be carried as a consultant because the College has a



contract with him and Mr. Weber wanted to serve out its term. Mr. Hyland reiterated that neither the Board nor the Executive Committee wanted to be involved in administrative decision making, but that Mr. Weber had outlived his usefulness in view of the way in which he is regarded by the faculty, students and several board members.

Mr. Hyland then reported upon conversations with Mr. Arthur Goodall. Mr. Hyland will talk to Mr. Pundmann and welcome Mr. Goodall's offer to assist in Facilities Committee matters. There being no further or other business to come before the meeting, it was adjourned.

- III. Approval of candidates for president
- IV. Report of the President
- V. Report of the Provost
- VI. Report of the Director of Admissions and Student Aid
- VII. Report of the Director of Development and Public Relations
- VIII. Report of the Director of Financial Planning and Administration
- IX. Board committee reports
- X. Motions and resolutions
- XI. Adjournment

Walter L. Metcalfe, Jr.  
Secretary



THE LINDENWOOD COLLEGES  
OFFICE OF THE REGISTRAR

AGENDA

BOARDS OF THE LINDENWOOD COLLEGES

OCTOBER 10, 1978

Candidates for Degrees

Date of Completion - August 1, 1978

- I. Call to order - Mr. Hyland
- II. Minutes of September 11 meeting
- III. Approval of candidates for degrees
- IV. Report of the President
- V. Report of the Provost
- VI. Report of the Director of Admissions and Student Aid
- VII. Report of the Director of Development and Public Relations
- VIII. Report of the Director of Financial Planning and Administration
- IX. Board committee reports
- X. Motions and resolutions
- XI. Adjournment



THE LINDENWOOD COLLEGES  
OFFICE OF THE REGISTRAR

August 31, 1978

Candidates for Degrees

Date of Completion - August 1, 1978

1. Motion to approve the Bachelor of Science in Nursing degree.  
(Information is attached to the agenda. The program was previously approved in principle.)

2. Motion to accept David O. Porter's resignation from the Board of Overseers.  
Associate in Science Degree:

David O. Porter

3. Motion to elect a Board member to the Board of Directors of the Lindenwood College, Inc., Presbyterian Church Corporation to replace Paul Kuehlmann.  
Bachelor of Arts Degree:

Gerald Vaillancourt

4. Motion to approve operating budget for 1978-79.  
Bachelor of Science Degrees:

5. Motions in regard to signatures on bank accounts and those authorized to enter safety deposit boxes.

Priscilla Bein

Nancy Lesley

Marcella Petzchen

RESOLVED, that the following persons are authorized to sign checks on checking accounts and withdrawal slips on savings accounts for The Lindenwood Colleges:

Any two of the following persons: President William C. Spencer, Assistant to the President Mary E. Yonker, Director of Financial Planning and Administration Joseph W. Schwarzbauer.

RESOLVED, that any two of the following be authorized to enter the safety deposit box at Commerce Bank and at First National Bank of St. Charles:

President William C. Spencer, Assistant to the President Mary E. Yonker, Director of Financial Planning and Administration Joseph W. Schwarzbauer.

6. Motion to establish Investment Committee.



MOTIONS AND RESOLUTIONS

1. Motion to approve the Bachelor of Science in Nursing degree. (Information is attached to the agenda. The program was previously approved in principle.)
2. Motion to accept David Reed's resignation from the Board of Overseers.
3. Motion to elect a Board member to the Board of Directors of the Lindenwood College/St. Charles Presbyterian Church Corporation to replace Paul Knoblauch.
4. Motion to approve operating budget for 1978-79.
5. Motions in regard to signatures on bank accounts and those authorized to enter safety deposit boxes:

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Any two of the following persons: President William C. Spencer, Assistant to the President Mary E. Yonker, Director of Financial Planning and Administration at Joseph W. Schwarzbauer.

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President William C. Spencer, Assistant to the President Mary E. Yonker, Director of Financial Planning and Administration Joseph W. Schwarzbauer.

6. Motion to establish Investment Committee.



BACHELOR OF SCIENCE IN NURSING DEGREE

CURRICULUM PLAN

General Statement of Admission -- Graduation Requirements

Applicant must hold an Associate Degree in nursing or be a graduate of a hospital-affiliated diploma school of nursing and must hold a current R.N. licensure in Missouri.

Courses taken at an accredited college or university will be accepted as transfer credit provided grades are C or higher. Students scoring at or above the 50th percentile level on NLN achievement examinations will be granted Lindenwood College credit for natural science courses not previously assigned college credit and for lower level nursing courses. A 2.5 cumulative grade point average must be achieved before students may enroll in the upper division nursing courses offered at The Lindenwood Colleges.

MATH (2 courses)

HUMANITIES (3 courses)

HUM 111 or 112

Electives (2-5 courses)

Medical-Surgical Nursing

Psychiatric Nursing

Parent-Child Nursing

UPPER DIVISION NURSING COURSES (8)

Clinical Evaluation (2/4)

Contemporary Issues in Nursing (2/4)

Assessment, Initial Step of the Nursing Process (4/4)

Methodology of Teaching-Learning in Patient Counseling and Health Education (2/4)

Health Care Delivery in Distributive Setting (5/4)

Health Care Delivery in Episodic Setting (5/4)

2 Elective (2/4)

(2/4)



BACHELOR OF SCIENCE IN NURSING DEGREE

CURRICULUM PLAN

ENGLISH

PHYSICAL EDUCATION (2 activity courses)

Composition \_\_\_\_\_

Lindenwood Common Course \_\_\_\_\_

SOCIAL SCIENCE (6 courses)

Electives (2-5 courses)

General Psychology \_\_\_\_\_

Intro to Sociology \_\_\_\_\_

SS 210, Statistics \_\_\_\_\_

PSY 300, Research Methods \_\_\_\_\_

Elective \_\_\_\_\_

Elective \_\_\_\_\_

LOWER DIVISION NURSING COURSES (8-10)

NATURAL SCIENCE (4 courses)

Basics in Nursing \_\_\_\_\_

Chemistry or Biology \_\_\_\_\_

Medical-Surgical Nursing \_\_\_\_\_

Anatomy-Physiology \_\_\_\_\_

Psychiatric Nursing \_\_\_\_\_

Microbiology \_\_\_\_\_

Parent-Child Nursing \_\_\_\_\_

Advanced Physiology \_\_\_\_\_

UPPER DIVISION NURSING COURSES (6)

MATH (2 courses)

Clinical Evaluation (2/4) \_\_\_\_\_

Contemporary Issues in Nursing (2/4) \_\_\_\_\_

Assessment, Initial Step of the Nursing Process (4/4) \_\_\_\_\_

HUMANITIES (3 courses)

HUM 111 or 112 \_\_\_\_\_

Methodology of Teaching-Learning in Patient Counseling and Health Education (2/4) \_\_\_\_\_

Health Care Delivery in Distributive Setting (5/4) \_\_\_\_\_

Health Care Delivery in Episodic Setting (5/4) \_\_\_\_\_

2 Elective (2/4) \_\_\_\_\_  
(2/4) \_\_\_\_\_



## BACHELOR OF SCIENCE IN NURSING DEGREE

### COURSE DESCRIPTIONS

NUR 300 ASSESSMENT: INITIAL STEP IN THE NURSING PROCESS (4/4 course)

#### NUR 021 CRISIS INTERVENTION IN HEALTH CARE (Elective 2/4 course)

The course is designed to give the student an opportunity to study the theory of crisis and the principles of crisis intervention. Emphasis will be on how the principles are related to the practice of nursing.

#### NUR 022 NURSING CARE IN THE FINAL STAGE OF GROWTH (Elective 2/4 course)

The course is designed to discuss death, the final stage of growth. Suggestions for nursing the dying, dealing with the family and coping with the problems of the health team members themselves will be presented.

#### NUR 023 DRUG THERAPY: PHYSIOLOGICAL BASIS AND NURSING IMPLICATIONS (Elective 2/4 course)

The course will present various drug groups, including some of the newer therapies. Emphasis will be on the physiological actions of the drug groups and the appropriate nursing implications when administering the drugs.

#### NUR 024 QUALITY ASSURANCE IN NURSING (Elective 2/4 course)

The course discusses the various factors that contribute to quality assurance--staff education, motivation, conviction, and commitment. The methodology of quality assurance will also be presented.

#### NUR 025 CLINICAL EVALUATION (2/4 course)

The course reviews the nursing process: assessment, planning, intervention, and evaluation. It presents the relationship between the nursing process and the problem solving method and discusses how both can be incorporated into the nursing care plan. The clinical component includes an evaluation of the student's basic nursing skills and his/her ability to utilize the nursing process and nursing care plan.

#### NUR 026 CONTEMPORARY ISSUES IN NURSING (2/4 course)

The course considers nursing in present day America. Moral, ethical and legal trends will be discussed as well as health care delivery systems and current trends in nursing education.

#### NUR 027 METHODOLOGY OF TEACHING-LEARNING IN PATIENT COUNSELING AND HEALTH EDUCATION (2/4 course)

The course will present the principles of adult education and discuss the strategies for effective teaching. Planning and implementing innovative approaches to formal health teaching and various other aspects of nursing will be included.



**NUR 300 ASSESSMENT: INITIAL STEP IN THE NURSING PROCESS (4/4 course)**

Assessment will include physical, psychological, sociological, economical and spiritual aspects. The client, family, home and community will be assessed. Clinical component includes supervision of assessment skills. Prerequisites, NUR 025, 50% on the NLN examinations for lower level nursing courses, Natural Science requirements completed.

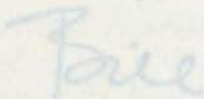
**NUR 305 HEALTH CARE DELIVERY IN EPISODIC SETTINGS (5/4 course)**

The course relates the practice and theory of the nursing process to nursing and health care delivery in an acute care setting. Leadership theories and techniques are taught with application to various health care settings. Management skills including the planning, supervising and evaluating of care, plus the individuals responsible for administering the care are discussed. The utilization of research methods as they apply to the nursing process will also be presented. Prerequisite NUR 300

**NUR 310 HEALTH CARE DELIVERY IN DISTRIBUTIVE SETTINGS (5/4 course)**

The course relates the practice and theory of the nursing process to nursing and health care delivery in community settings. Goals for discharge planning and how it affects continuity of care will be included. Special emphasis on the benefits to the patient and the steps in instituting a discharge planning program will be discussed. Prerequisite NUR 300

Cordially,



William C. Spencer  
President

WCS:MKY  
Enc.



October 10, 1978

TO MEMBERS OF THE BOARDS OF THE LINDENWOOD COLLEGES:

The enclosed statement was brought to my attention earlier this summer. I believe the message it contains is of vital importance and highlights one of the major questions facing higher education - independent and tax supported alike - during the coming decade.

I am particularly sensitive to the seemingly endless growth of state and federal bureaucratic demands for statistical information and review of operations. Although, as the statement indicates, individual requests and rules often stem from legislation designed to achieve desirable social goals, the resulting regulations frequently place colleges and universities under administrative and cost burdens which threaten their very existence. More importantly, regulations, which not infrequently exceed the scope of the legislation that gave them breath, threaten the unique strength of higher education in the United States - independence and diversity of control.

I do not think any of us responsible for the future of higher education - board members, administrators, and those who formulate public policy, both legislative and bureaucratic - can afford to ignore the challenge outlined in the enclosed statement.

Cordially,



William C. Spencer  
President

WCS:MY

Enc.



# A Call to College and University Trustees

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On November 21 and 22, 1977, a number of the signers of this letter, at the invitation of Walter E. Hanson, Chairman and Chief Executive of Peat, Marwick, Mitchell & Co., participated in a Colloquium on Government and Higher Education in New York City. This meeting provided the opportunity for an extended discussion of the issues arising from the growing involvement of state and federal government in the affairs of our colleges and universities, private and public. Those attending the Colloquium subsequently agreed upon this statement and then invited a number of other concerned citizens to join with them in issuing this Call.

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## Our Concern

In the face of growing governmental influence over the operation of our colleges and universities, we believe that trustees must fulfill their responsibility to provide policy guidance to their institutions designed to preserve their special individual character and their independence of action.

The relationship of our colleges and universities to government—state and federal—becomes more complex every year. New student aid programs bring not only a welcome expansion of educational opportunity but a burden of regulation and paperwork as well. Federal support of research not only serves to advance knowledge but also imposes regulatory burdens and conflicts over the proper allocation of costs between the institutions and the sponsoring government agencies. The adoption or expansion

of social programs, whether affecting pension plans and social security funding, retirement age, conditions of employment, safety or health, bring not only benefits to employees and students but an increasing incidence of externally imposed obligations and costs. In the face of these growing interlinkages it is essential that the independence and diversity of control of our institutions of higher education, private and public, be preserved.

The undersigned—all citizens committed to the preservation of that pattern of dispersed authority that accounts for the rich variety of educational opportunity available to students young and old—take this means to share with you our concerns and to invite you to join with us in seeking ways in which trustees can participate more effectively in determining the appropriate limits of government involvement in higher education.

## Recommendations

We suggest that where this has not already been done, boards of trustees might take several steps to ensure that they deal effectively with these issues:

### 1.

We suggest that carefully planned and continuing trustee education programs concerning the principles and problems of government relationships to education be instituted. In part the materials required for such programs constitute a common body of knowledge useful to trustees of all colleges and universities. In part, however, the issues are distinct and separable—as they relate to differences among states, among types and levels of institutions, between the private and public sectors—and most important of all, particular differences of mission, history, environment and condition of the individual institution. Such programs can provide a sound basis for informed policy direction by the trustees.

### 2.

The board can then set down, if it has not already done so, policy guidelines for the institution in its relationship to government. In relation to the federal government, for example, guidelines might spell out:

- what role the institution should play in the initiation and development of legislation;
- the extent of acceptable dependence of the institution on federal funds in relation to other sources of revenue;
- the acceptability of restrictions on grants and contracts (e.g., secret research; extent of cost recovery);
- when and how challenges should be made to interpretations of rules and regulations which appear to be unreasonable;
- the desirability of proposing substitute language for regulations that appear to go beyond requirements or intent of legislation;

- when trustees should be consulted by the administration before the institution makes commitments to government agencies.

Recognizing that federal and state government programs will continue to be significant elements of support for most public and private colleges and universities, trustees should plan ways to make themselves heard in the formulation of those programs, rather than waiting to voice their opinions after legislation is passed and regulations written.

### 3.

Policy guidance should be provided by the governing board concerning responses to requests for information from state and federal agencies and other organizations. Such guidance should address the mode of response

- to requests that are duplicative or unduly burdensome;

- to requests that appear to be inappropriate, because they exceed the authority of the requesting body or because the use of the information sought may unjustifiably circumscribe the latitude of decision of the institution.

### 4.

Trustees should give impetus to collective efforts of all institutions, private and public, aimed at preserving institutional independence and counteracting any inappropriate government intervention, state or federal. While a single well-informed governing board acting decisively can frequently take effective steps alone to assure the integrity of purpose and freedom of action of the institution which it holds in trust, on other occasions collective action will be essential to achieve those same ends. All of our colleges and universities have an interest in common—to preserve for each institution its special character and its ability to chart its course as an independent entity consistent with its obligations as a member of our society. Trustees are in the best position to adopt that broad view and to advance it.



### Initial Signers

**Vernon R. Alden**  
*Boston, Massachusetts*

**Elmer L. Andersen**  
*St. Paul, Minnesota*

**William J. Baroody**  
*Washington, D.C.*

**Atherton Bean**  
*Minneapolis, Minnesota*

**R. Manning Brown, Jr.**  
*Princeton, New Jersey*

**Henry A. Bubb**  
*Topeka, Kansas*

**A. Dwight Button**  
*Wichita, Kansas*

**Norton Clapp**  
*Seattle, Washington*

**Elizabeth Hanford Dole**  
*Washington, D.C.*

**Carl B. Drake, Jr.**  
*St. Paul, Minnesota*

**D. C. Fabiani**  
*New York, New York*

**Baker Ferguson**  
*Walla Walla, Washington*

**John T. Fey**  
*New York, New York*

**Chester E. Finn, Jr.**  
*Washington, D.C.*

**R. Mort Frayn**  
*Seattle, Washington*

**G. Shelby Friedrichs**  
*New Orleans, Louisiana*

**Robert L. Gale**  
*Washington, D.C.*

**Donald E. Garretson**  
*St. Paul, Minnesota*

**Frank A. Godchaux III**  
*Abbeville, Louisiana*

**Robert A. Goldwin**  
*Washington, D.C.*

**William C. Greenough**  
*New York, New York*

**Norman Halpern**  
*Cleveland, Ohio*

**Walter E. Hanson**  
*New York, New York*

**Frank E. Hedrick**  
*Wichita, Kansas*

**Andrew Heiskell**  
*New York, New York*

**Francis H. Heller**  
*Lawrence, Kansas*

**Roger W. Heyns**  
*Atherton, California*

**G. W. Howard III**  
*Mt. Vernon, Illinois*

**Harold Howe II**  
*New York, New York*

**Robert S. Ingersoll**  
*Chicago, Illinois*

**William B. Johnson**  
*Chicago, Illinois*

**Edwin L. Jones, Jr.**  
*Charlotte, North Carolina*

**Vernon E. Jordan, Jr.**  
*New York, New York*

**Max M. Kampelman**  
*Washington, D.C.*

**Robb B. Kelley**  
*Des Moines, Iowa*

**Clark Kerr**  
*Berkeley, California*

**John H. Knowles, M.D.**  
*New York, New York*

**Melvin R. Knudson**  
*Tacoma, Washington*

**Kenneth L. Koessler**  
*Buffalo, New York*

**Alden J. LaBorde**  
*New Orleans, Louisiana*

**Ernest T. Lindsey**  
*Kansas City, Missouri*

**Walter L. Lingle, Jr.**  
*Cincinnati, Ohio*

**Sidney P. Marland, Jr.**  
*New York, New York*

**David T. McLaughlin**  
*Minneapolis, Minnesota*

**Robert S. McNamara**  
*Washington, D.C.*

**Elisabeth Luce Moore**  
*New York, New York*

**Charles A. Nelson**  
*Croton-on-Hudson, New York*

**Patrick E. O'Shaughnessy**  
*Wichita, Kansas*

**Mary Louise Petersen**  
*Harlan, Iowa*

**W. Clark Randall**  
*Kansas City, Missouri*

**Ross Reid**  
*New York, New York*

**Robert J. Reintjes**  
*Kansas City, Missouri*

**Charles B. Renfrew**  
*San Francisco, California*

**Most Reverend John R. Roach, D.D.**  
*St. Paul, Minnesota*

**Daniel D. Robinson**  
*New York, New York*

**William Rockefeller**  
*New York, New York*

**J. B. St. Clair**  
*Houston, Texas*

**Adolph W. Schmidt**  
*Ligonier, Pennsylvania*

**John G. Smale**  
*Cincinnati, Ohio*

**David Parkhurst Smith**  
*San Francisco, California*

**Gerald R. Sprong**  
*St. Joseph, Missouri*

**Charles T. Stewart**  
*New York, New York*

**Patricia Carry Stewart**  
*New York, New York*

**Hobart Taylor, Jr.**  
*Washington, D.C.*

**Hays T. Watkins**  
*Cleveland, Ohio*

**Charles H. Watts II**  
*McLean, Virginia*

**Robert M. White II**  
*Mexico, Missouri*

**Ronald H. White, M.D.**  
*Oklahoma City, Oklahoma*

**Kathryn D. Wriston**  
*New York, New York*

September 11, 1971

MEMO

TO: William

FROM: Wesley

RE: Summary

In regard to active theatre program soon to guess with publicity, but Lindenwood is not

At the conclusion of a year in which offered -- the program was as follows:

Television (Includes Channel

Radio Ads and Advertisements Interview

Press - 2,

Statistics Community Federation times during the to Lindenwood. can be estimated newspaper ads through each.

By my calculation exceeded \$75,000

Apart from 100 minutes of film

Together with programs included a total budgeted

The free program to be of quality level, 1

*Comments and requests for additional copies of this statement are welcome. They should be addressed to Walter E. Hanson, 345 Park Avenue, New York 10022.*



## Initial Signers

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- Vernon R. Alden**  
*Boston, Massachusetts*
- Elmer L. Andersen**  
*St. Paul, Minnesota*
- William J. Baroody**  
*Washington, D.C.*
- Atherton Bean**  
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*Oklahoma City, Oklahoma*
- Kathryn D. Wriston**  
*New York, New York*

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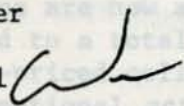
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September 11, 1978

MEMO

TO: William C. Spencer  
FROM: Wesley Van Tassel   
RE: Summary of Theatre Promotion for 1977-78

In regard to the promotional activities that surround the college's very active theatre program, some statistics are now available. It's probably too soon to guess what possible future benefits may be derived from this free publicity, but I can illustrate for you the amount of time the name of Lindenwood is now before the public.

At the conclusion of the first full year of the new theatre program -- a year in which six student and five professional productions were offered -- the public promotional time given to the colleges free of charge was as follows:

Television Public Service Announcements and Interviews - 34 Minutes  
(Includes two interviews of five minutes each on Channel 5)

Radio Ads and Interviews  
Advertising-32 weeks of six or more announcements per week  
Interviews -19

Press - 2,800 column inches

Statistics given to me by Mr. Emmett Capstick, Senior Vice President of Community Federal Savings and Loan, state that Community Federal, at numerous times during the year, contributed 25% of its entire radio advertising program to Lindenwood. According to Mr. Capstick, time given to promoting Lindenwood can be estimated at \$10,000.00 per month. Community Federal also ran 17 large newspaper ads that, if purchased by us, would have cost an average of \$750.00 each.

By my calculations, the Community Federal contribution for the full year exceeded \$75,000.00 in paid radio and newspaper advertising.

Apart from Community Federal ads, KMOX radio contributed directly about 100 minutes of free announcements about the Lindenwood theatre program.

Together with this wide range of free advertising, paid promotional programs included display ads, direct mailings, and season ticket campaigns for a total budgeted expenditure of \$45,000.00 over 12 months.

The free promotional programs are, of course, for a specific production program to be offered at a certain quality level. Without the product or the quality level, I suspect the advertising would be quickly withdrawn.



THE LINDENWOOD COLLEGE  
St. Charles, Missouri

1978-79 BUDGET PROPOSAL

MEMO  
Page 2

	<u>Annual Data</u>	<u>Year-to-Date</u>
	77-78 Actual/78-79 Budget	77-78 Actual/78-79 Actual

Some other statistics are now available. During the first year 148 performances were offered to a total attendance of 33,953 persons. Capacity was 71% during the lower-priced college season and 44% during the first summer season. Free promotional activity was greater during the summer however, because of special interest in the professional component.

Student enrollment in the theatre program has grown from 6 students in August of 1977 to 23 in August of 1978. We have eight new full-time undergraduates, three new graduates, four new part-time students, for a total of 15 new enrollments.

An interesting note about these enrollments -- of the 15 only 2 were recruited through the office of admissions and the other 13 were recruited from within the department by such means as ads in trade journals, area students seeing shows and coming around to meet the staff, and outside professional theatre contacts. Seeing the program was obviously our strongest selling and recruiting point.

Instructional	1799823	1719736	483368	367781
Services	409536	410049	157411	116634
Instructional & St. Serv.	2209359	2129785	640779	482215
Administration	229316	286701	116991	78459
Institutional Expense	462398	385849	116051	162908
Plant Operations	516688	518000	247263	154898
Library	43768	34635	21356	14237
Educational & Gen. Expense	3513525	3374970	1142642	892717
Financial Aid	261488	260000	149002	25771
Other Expenses	617282	663377	292984	150041
EXPENSES	4392299	4300347	1584628	1068523
INCOME	3855227	4199600	1777059	2018984
DEFICIT	(537072)	(100747)	192431	950453



October 10, 1978

THE LINDENWOOD COLLEGES  
St. Charles, Missouri

1978-79 BUDGET PROPOSAL

INCOME	Annual Data		Year-to-Date	
	77-78 Actual	78-79 Budget	77-78 Actual	78-79 Actual
Donation and Fees	2571914	2662000	1364776	1451233
Investment	214328	125000	89088	52888
Grants and Grants	213384	390000	65413	136527
Miscellaneous	<u>60303</u>	<u>222000</u>	<u>20664</u>	<u>25760</u>
General Educational & General	3059929	3399000	1539941	1666408
Auxiliary Enterprises	<u>795293</u>	<u>800600</u>	<u>237118</u>	<u>352576</u>
TOTAL INCOME	3855222	4199600	1777059	2018984
<b>EXPENSES</b>				
Instructional	1799823	1719736	483368	367781
Student Services	<u>409536</u>	<u>410049</u>	<u>157411</u>	<u>114434</u>
General Instructional & St. Serv.	2209359	2129785	640779	482215
Administration	279316	286701	116991	78459
General Institutional Expense	462398	385849	116051	162908
Physical Plant Operations	516688	518000	247265	154898
Security	<u>45768</u>	<u>54635</u>	<u>21556</u>	<u>14237</u>
General Educational & Gen. Expense	3513529	3374970	1142642	892717
Student Financial Aid	261488	260000	149002	25771
Auxiliary Expenses	<u>617282</u>	<u>665377</u>	<u>292984</u>	<u>150041</u>
TOTAL EXPENSES	4392299	4300347	1584628	1068529
TOTAL INCOME	3855222	4199600	1777059	2018984
PLUS (DEFICIT)	(537077)	(100747)	192431	950455

\* - The Lindenwood Colleges, Founded in 1827 and chartered in 1851 as Lindenwood Female College, New corporate structure of Lindenwood Female College approved by Circuit Court of St. Charles County March 7, 1977.



The following members of the Board of Directors were present:

MINUTES OF THE  
JOINT MEETING

CONFIDENTIAL

CONFIDENTIAL

- William G. Spencer, President
- John S. Burd, Administrator, Director of Lindenwood Evening College and Lindenwood College for Individualized Education
- Doris Crasier, Director of Lindenwood College for Women
- Patrick F. Delaney, Jr., Dean, Lindenwood College for Men
- Frank W. Hetherington, Director of Admissions, St. Charles, Missouri
- James F. Hood, Provost, October 10, 1978
- Jeffrey G. Nemens, Director of Development and Public Relations
- Joseph W. Schwarzbauer, Director of Financial Planning and Administration
- Mary Yonker, Assistant to the President and Assistant Secretary

The meeting of the Board of Directors of The Lindenwood Colleges, honorary life members of the Board, and Board of Overseers of the four colleges was held at The Lindenwood Colleges in Young Lounge, October 10, 1978, pursuant to call and notice given each member of the Board in accordance with the bylaws.

The following members of the Board of Directors, being a quorum, by mail honorary life members, and members of the Board of Overseers were present:

Board of Directors

- George W. Brown
- Mrs. Russell J. Crider
- Mrs. James C. Hamill
- John C. Hannegan
- Robert Hyland
- Walter L. Metcalfe, Jr.
- Jefferson L. Miller
- Roland T. Pundmann
- Mrs. Dorothy Warner
- E. J. Wipfler, Jr., M.D.

Honorary Life Members

- Arthur S. Goodall
- Mrs. Arthur Stockstrom
- Mrs. Horton Watkins

Board of Overseers

- Mrs. K. K. Barton
- Mrs. J. L. Smith

\* - The Lindenwood Colleges. Founded in 1827 and chartered in 1853 as Lindenwood Female College. New corporate structure of Lindenwood Female College approved by Circuit Court of St. Charles County March 7, 1977.



The following members of the Administration were present:

William C. Spencer, President  
John S. Burd, Administrative Director of Lindenwood Evening  
College and Lindenwood College for Individualized Education  
Doris Crozier, Dean, Lindenwood College for Women  
Patrick F. Delaney, Jr., Dean, Lindenwood College for Men  
Frank W. Hetherington, Director of Admissions and Student Aid  
James F. Hood, Provost  
Jeffrey G. Nemens, Director of Development and Public Relations  
Joseph W. Schwarzbauer, Director of Financial Planning and  
Administration  
Mary Yonker, Assistant to the President and Assistant Secretary  
of the Board of Directors

Mr. Hyland, Chairman, called the meeting to order at 12:30 P.M. The meeting was opened with silent prayer.

Since there had not been time prior to the meeting to distribute by mail the minutes of the September 11 meeting, the minutes were distributed at the meeting. Since members of the Boards had not had an opportunity to review them, they will be presented for correction and approval at the next Board meeting.

A motion was made, seconded and passed that candidates, as listed on the attachment to the agenda, and who have completed their requirements for degrees, be awarded the appropriate degrees.

Mr. Hyland introduced James F. Hood, who has been recently named Provost.

In beginning the report of the President Dr. Spencer said that he had attended the receptions in New York and Los Angeles for David E. Babcock in connection with the Fund for Higher Education (in Israel). There will be a reception in St. Louis in October to which members of the Board are invited, followed by the climaxing dinner in New York on November 28 when Mr. Babcock will receive the Flame of Truth award. Approximately one-half of the \$750,000 goal for the Fund has already been pledged or raised. By November 28 it is anticipated that the total amount will have been raised. The money is to be divided between Lindenwood (approximately one-third) and Beilinson Medical Center in Israel (approximately



two-thirds). Since the money must be used for brick and mortar, some renovation of the second and third floors of Roemer Hall will be undertaken. It is hoped that this will be a catalytic event to provide more funds for the college. If Board members can attend the November dinner in New York, it will be helpful.

For the last several weeks, President Spencer continued, he has been working closely with the new administrative officers who will report their activities individually. In addition, Dr. Linda Nelson, Assistant Professor in Psychology, is now working in the Computer Center and is doing a magnificent job. Charles S. ("Andy") Anderson has succeeded Bill Weber as Acting Director of Operations. President Spencer concluded his report by saying that he is delighted that we have met the targeted goals for enrollment.

Mr. Goodall called attention to the fact that in his will Dr. Roemer left money for a reserve fund for maintaining Roemer Hall and suggested that work be done on the steps of Roemer Hall.

Provost Hood reported that the students have gotten off to a good start academically with the faculty, and that the spirit is excellent. In regard to the administrative changes there was, as was inevitable, a good deal of initial confusion. Students at this point are satisfied with the changes. They were concerned about the relationship with their particular deans, but since Deans Crozier and Delaney continue to work with the students, they are satisfied. The faculty reaction was more cautious at the beginning but the faculty is accepting the change now. Everyone has given him the kind of support that is needed. Dr. Hood said that he and President Spencer have been able to work together very well in spite of the fact that it is very hard to separate academic from non-academic matters.

Mr. Hatherington, the new Director of Admissions and Student Aid, said that his first ranks have had to do with staffing and recruitment. His staff now consists of Amy Basore, Miriam King-Watts, and Jim Martin, all working out of



Some faculty concerns still remain. The faculty has understood the mood of the Board in recent meetings to mean that more emphasis will be placed on Lindenwood I and II. The faculty is very supportive of strong efforts in admissions and development.

On behalf of the faculty Dr. Hood said that the budget which will be presented is closer to being realistically in balance than any in the last ten years. The faculty can accept it from the standpoint that it moves us closer to financial stability. On the other hand, while they support it, they would like the Board to be aware that there are serious lacks in the budget because of lack of resources. These are:

1. Faculty salaries.
2. Concern about smallness of library budget.
3. Want to make sure that admissions and advertising budgets are adequate.
4. Want the Board to be aware that maintenance, for obvious reasons, has slipped very badly in recent years.
5. Security service has been cut to the point where there is almost no security service.
6. Non-academic staff also has salary problems.

The faculty is enthusiastic about supporting the Board motion in regard to long range planning.

Dr. Hood introduced Doris Crozier, Dean of Lindenwood College for Women, Patrick F. Delaney, Jr., Dean of Lindenwood College for Men, and John S. Burd, Administrative Director of Lindenwood Evening College and Lindenwood College for Individualized Education.

Mr. Hetherington, the new Director of Admissions and Student Aid, said that his first tasks have had to do with staffing and recruitment. His staff now consists of Amy Basore, Miriam King-Watts, and Jim Martin, all working out of



St. Charles. Shirley Darling is located in Denver. Bernard Weinrich has recently resigned and a replacement is being sought for him. Rickard Scott will be joining the staff on November 1 as Director of Financial Aid.

The plan of action for the balance of the year in admissions consists of carefully selected visits to high schools and college fairs, sending 10,000 fliers to prospective students, and presenting special programs in various cities with Mr. Nemens, President Spencer, Mrs. Barklage, and Mr. Hetherington participating together. Such programs with alumni have been planned in Chicago, Kansas City, and Detroit before Christmas, and others will be planned. The Humanities Division will host a day for prospective students on October 26. More students and faculty will be asked to help with telephoning and letter writing. Faculty will be invited to give talks to groups who wish speakers. Two things that are essential in admissions work are advertising and publications. High school counselors who visited the campus last August were impressed with our program. Mr. Hetherington hopes to bring more groups of counselors to the campus. This may be done in collaboration with Washington University.

The total number of students this fall is 1676 which compares to 1633 in the Spring Term last year. There is an increase in MBA students. The number of class seats in the Evening College is down, as well as the number of resident students. The number of commuting students is up.

Mr. Nemens, the new Director of Development and Public Relations, reviewed the staffing in his office. Robert Colvin is doing work in the area of planned giving; Jerry Plackmeier, who is a semi-volunteer and a former St. Charles businessman, is working in the area of advertising and staff support for the St. Charles Community Support drive; Barbara Marentette is Assistant Director of Public Relations; Dorothy Barklage is in charge of alumni affairs. A writer will be employed later. Mr. Nemens and Mr. Hetherington have been working closely



on advertising to increase Lindenwood's visibility in the metropolitan area, and as a recruiting effort. Effort is now being made to go toward a long range advertising campaign for the fall of 1979. In development it is important to raise as much money as possible, and long range planning is very important to this. Mr. Nemens said that he applauded the Board's efforts in long range planning.

Some of the programs we have will be maintained - the annual fund drive, with a direct mail campaign to alumni and friends, in which the library and learning resources center will be part of the annual drive. The community support effort will be continued with William Botter as Chairman this year.

Special emphases, Mr. Nemens continued, are completion of the student center campaign with \$75,000 yet to be raised, and combining alumni development with student recruiting. There are several foundations that must be approached immediately and major prospective donors must be developed across the country and in the St. Louis area. Mr. Nemens said he would need support from the Board, especially with the development of donors in the St. Louis area.

Mr. Schwarzbauer, Director of Financial Planning and Administration, said he wished to make several comments before discussing the proposed budget. He sees the need for long range planning which should be an imaginative plan. However, financial constraints should be considered before implementation of the plan. Although the computer is being used a good deal, better use can be made of it. Analysis of the data in the accounting system is imperative. Cash flow is a problem, and there are problems because of short-term borrowing. It is essential to work from a balanced budget, and the college is not in a position to have \$2,000,000 borrowed at prime rate.

In regard to the budget, attached to the agenda, Mr. Schwarzbauer pointed out that because of the change in the fiscal year the 1977-78 year-to-date figures are for October 15 and for 1978-79 they are September 30. On the income



side, tuition and fees are running about 5% ahead of the projection. In addition, there is approximately \$140,000 from Lindenwood 4 that was received October 1 and is not shown on the report. The endowment income for 1978-79 to date does not show income from St. Louis Union. Miscellaneous income includes income from the theatre and it is too early to tell about this. Income from auxiliary enterprises represents a 45% increase. Projected income is increased for the year by \$344,378. On the expense side, the instructional budget has been cut \$80,000 and general institutional expense is down. Total expenses are \$91,952 (about 2%) less than last year. Mr. Schwarzbauer noted that the Finance Committee has reviewed the proposed budget, and recommends approval.

In addition, the Finance Committee has requested the appointment of a sub-committee to study investments. The Finance Committee is also looking at alternative uses for the farm and other uses for the football field. The Chairman of the Finance Committee plans to convene the committee again within thirty days.

Mrs. Crider reported that the Board-Student Liaison Committee met last week. They talked about objectives, communications, and working relationships. Permanent representatives from the various student constituencies will be chosen with a maximum of 12 students on the committee. Three more dates have been set up for the committee to meet. Mrs. Crider said that the meeting was very pleasant and at this point the students do not see the necessity of having a Town Hall meeting.

[ Mrs. Crider then reported that the Committee on Faculty Constitution and Bylaws had had one meeting. There are presently three members on the committee and they think it would be helpful to have a faculty member from another college or university on the committee.



In regard to long range planning Mr. Metcalfe said that the September 11 minutes reflect action of the Board establishing an effort for campus-wide planning involving faculty, students, administration and alumni. This planning should be realistic planning rather than "dream" planning. The first effort should be inventorying of resources. The Finance Committee is working on policy decisions on endowment. Hopefully the Long Range Planning Committee will come up with a two or three page document that can be discussed and then revised or accepted.

Mr. Hyland added that we are in a very competitive field and that we must work hard to put Lindenwood in front. With all of the complications in the last few months everyone seems happy with the solutions, and agrees that we are all working for the good of the college. The faith and the trust that faculty and students have in the Board will not be misread. The Board must be a working board.

Mr. Hyland then said that he wanted to thank and pay tribute to Mr. Goodall, who has been a loyal member of the Board for many years and who has made great financial contributions to the college. He has volunteered to have the leak in the roof of Young Hall repaired and to pay for it himself. He is also interested in the grounds of the college and has been asked to consider working with the Facilities Committee regarding buildings and grounds. He is taking this under consideration.

Mrs. Hamill moved to approve the Bachelor of Science in Nursing degree. Information in regard to this degree is attached to the agenda. The motion was seconded and passed.

A letter from David Q. Reed was read saying because of heavy business and political commitments he had not been able to attend Board meetings and would not be able to do so in the foreseeable future. Rather than be an inactive Board



member he asked that his resignation be accepted. A motion was made, seconded and passed to accept with regret Mr. Reed's resignation.

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

RESOLVED, that pursuant to Article III, Section 6 of the Bylaws of the College, an Investment Committee be, and it is hereby established, consisting of members of the Boards of Directors and Overseers as shall be appointed by the Chairman of the Board of Directors.

RESOLVED FURTHER, that the function of the Investment Committee shall be to meet regularly with and review the recommendation of the investment advisors, to consider and act upon matters pertaining to investment of the funds of the College, and to report through its Chairman regularly to the Treasurer and the Finance Committee of the Board of Directors, all subject to the general policies and budget approved by the Board of Directors of the College.

The 1978-79 proposed operating budget was presented. It was pointed out that a consolidated, rather than a detailed, budget is presented at the request of the Finance Committee. Attention was called to the fact that the operating budget does not include debt service (which was not included last year) as well as the reserve account for the summer theatre. Ultimately this account will be closed and will probably show a deficit of approximately \$60,000. The auditors made a decision to write off \$40,000 in unpaid accounts over several years which does show in the 1977-78 deficit. It was suggested that before the operating budget is approved, the Board should have information about debt service, the reserve accounts, and any other expenses not included in the operating budget. It was pointed out that deficits have not been funded over the last several years. It was also pointed out that the audit report has just been received; it will be distributed to Board members with a covering letter from Mr. Schwarzbauer. Mr. Hyland indicated that since action had not been taken on the operating budget, he would report the mood of the Board to the Chairman of the Finance Committee.



Mr. Metcalfe suggested that the college administration be given authority to spend money up to the level of last year in order to proceed.

Mr. Hannegan moved that the audit statement be sent out to Board members together with an explanation. The motion was seconded and passed.

On motion made, seconded and passed the following resolution was adopted:

RESOLVED, that the following persons are authorized to sign checks on checking accounts and withdrawal slips on savings accounts for The Lindenwood Colleges:

- Any two of the following persons: President William C. Spencer, Assistant to the President Mary E. Yonker, Director of Financial Planning and Administration Joseph W. Schwarzbauer.

On motion made, seconded and passed the following resolution was adopted:

RESOLVED, that any two of the following be authorized to enter the safety deposit box at Commerce Bank and at First National Bank of St. Charles:

- President William C. Spencer, Assistant to the President Mary E. Yonker, Director of Financial Planning and Administration Joseph W. Schwarzbauer.

On motion made, seconded and passed the following resolution was adopted:

BE IT RESOLVED, that The Lindenwood Colleges be, and it is hereby, designated a depository of First National Bank of St. Charles and that funds so deposited may be withdrawn upon a check, draft, note or order of the Corporation.

BE IT FURTHER RESOLVED, that all checks, drafts, notes or orders drawn against said account be signed by any two of the following:

- William C. Spencer, President, Joseph W. Schwarzbauer, Director of Financial Planning and Administration, and Mary E. Yonker, Assistant to the President

whose signatures shall be duly certified to said Bank, and that no checks, drafts, notes or orders drawn against said Bank shall be valid unless so signed.

BE IT FURTHER RESOLVED, that said Bank is hereby authorized and directed to honor and pay any checks, drafts, notes or orders so drawn, whether such checks, drafts, notes or orders, or any of such persons



in their individual capacities or not, and whether such checks, drafts, notes or orders are deposited to the individual credit of the person so signing and/or countersigning said checks, drafts, notes or orders, or to the individual credit of any of the other officers or not. This resolution shall continue in force and said Bank may consider the facts concerning the holders of said offices, respectively.

On motion made, seconded and approved the following resolution was

adopted:

Mary Yonker  
Assistant Secretary  
Board of Directors

Approved:

Walter L.  
Secretary

RESOLVED, That the hereinafter designated officers are hereby authorized to open a statement savings account for The Lindenwood Colleges and to invest its funds from time to time with Home Federal Savings and Loan Association of Overland and to appoint proxy to cast votes to which it is entitled, and that said association is hereby authorized to act without further inquiry in accordance with writings bearing the signature of two such officers, unless and until it has been notified of any change of officers and of further authorization for other individuals to so sign, together with a specimen of the signature of each such individual.

William C. Spencer, President, Joseph W. Schwarzbauer,  
Director of Financial Planning and Administration, and  
Mary E. Yonker, Assistant to the President.

On motion made, seconded and passed the following resolution was adopted:

RESOLVED, that the following officers of The Lindenwood Colleges, and each of them, are authorized to execute the Tel-A-Transfer Authorization from Savings Account No. 31-00210-9 at Home Federal Savings and Loan Association to First National Bank of St. Charles, account no. 543 392 9.

William C. Spencer, President, Joseph W. Schwarzbauer,  
Director of Financial Planning and Administration, and  
Mary E. Yonker, Assistant to the President.

On motion made, seconded and passed, E. J. Wipfler, Jr., M.D., was elected to the Board of Directors of the Lindenwood College/St. Charles Presbyterian Church Corporation in place of Paul Knoblauch.

A motion was made, seconded and passed that the Nominating Committee be authorized to seek a faculty member from another college or university to serve on the Board, and to report back at the next meeting with nominations.



MINUTES OF THE MEETING OF THE FINANCE COMMITTEE OF THE LINDENWOOD COLLEGES,  
FRIDAY, NOVEMBER 10, 1978. There being no further business the meeting adjourned at 2:50 P.M.

Present were Directors Robert Nyland, David Babcock, Walter Metcalf, John Baugan,  
and Jefferson Miller; also present were President William C. Spencer, Provost James Knod,  
and Director of Financial Planning and Administration Joe Schwarzbauer.

Mary Yonker  
Assistant Secretary  
Board of Directors

The meeting was called to order by Chairman [Name]. Minutes of the previous meeting were approved as mailed.

Approved:

Walter L. Metcalfe, Jr.  
Secretary, Board of Directors

Mr. Metcalf reported that in January the Missouri Supreme Court will consider a key case relating to the feasibility of the Lindenwood Colleges floating tax-free bonds. Those present felt that there would be some market for such bonds in St. Charles, but the community interest would be sufficient to carry the bond issue. Several steps would be necessary to release a bond issue; however, Mr. Metcalf and Mr. Nyland were encouraged to begin contacting appropriate people to initiate a bond release.

Mr. Babcock reported that he would initiate further investigation of the farm sale alternatives. It appears that Ratner would require 60 to 90 days to develop a proposal. The committee recommended that a Land Committee consisting of Messrs. Metcalf, Baugan and Spencer meet with Mr. Ratner and discuss the matter further, then report back to the finance committee.

Further discussions regarding possible infusion of money and elimination of cash drains highlighted the need for a projection of the expected cash flow. The committee requested that the undersigned work up such a projection to be available by early December. Such a document was considered essential before there should be any further action taken regarding either realignment of investments in the unrestricted endowment or the infusion of additional funds into the current operating budget.

The committee recommended that Messrs. Nyland and Metcalf continue to pursue with Mr. Bidwell, various potential projects whereby his corporate entity might be interested in acquiring bonds, or possibly the athletic field.

There being no further business, the meeting was adjourned.

Respectfully submitted,

  
Joseph Schwarzbauer  
Secretary



MINUTES OF THE MEETING OF THE FINANCE COMMITTEE OF THE LINDENWOOD COLLEGES,  
FRIDAY, NOVEMBER 3, 1978

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Present were Directors Robert Hyland, David Babcock, Walter Metcalf, John Hanegan, and Jefferson Miller; also present were President William C. Spencer, Provost James Hood, and Director of Financial Planning and Administration Joe Schwarzbauer.

The meeting was called to order by Chairman Babcock and the minutes of the previous meeting were approved as mailed.

Mr. Metcalf reported that in January the Missouri Supreme Court will consider a key case relating to the feasibility of the Lindenwood Colleges floating tax-free bonds. Those present felt that there would be some market for such bonds in St. Charles, but it was doubtful whether the community interest would be sufficient to carry the subscription for a large issue. Several steps would be necessary to release a bond issue; however, and Mr. Hanegan and Mr. Metcalf were encouraged to begin contacting appropriate people to initiate a bond release.

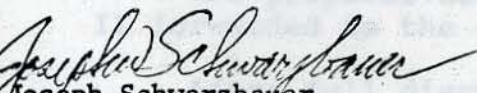
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The committee recommended that Messrs. Hyland and Metcalf continue to pursue with Mr. Bidwell, various potential projects whereby his corporate entity might be interested in acquiring bonds, or possibly the athletic field.

There being no further business, the meeting was adjourned.

Respectfully submitted,

  
Joseph Schwarzbauer  
Secretary



MINUTES OF A MEETING OF  
THE EXECUTIVE COMMITTEE OF THE LINDENWOOD COLLEGES

December 28, 1978

The meeting of the Executive Committee of the Board of Directors of The Lindenwood Colleges was held at the Noonday Club, 515 Olive Street, St. Louis, Missouri on Thursday, December 28, 1978 at 12:15 P.M. All members of the committee were present. Also present, at the invitation of the Chairman, were Messrs. John Biggs and Jefferson Miller of the Finance Committee (which met prior to the Executive Committee Meeting) together with Dr. William Spencer, Dr. James Hood and Mr. Joseph Schwarzbauer.

The minutes of the previous meeting were approved as mailed.

The Finance Committee report was presented by Mr. Babcock. He presented suggested guidelines for the preparation of the 1979-80 fiscal year budget and also presented a cash flow projection for the balance of the year. He also commented on a meeting with representatives of the Ratner organization with respect to possible development of Section 8 elderly housing on the farm, and follow-up meetings with representatives of the May real estate department. It was his recommendation, which was accepted by the Executive Committee, that representatives of the Ratner organization be invited to St. Louis to review the material on hand prepared by St. Charles groups and to meet with representatives of the Facilities Committee.

Mr. Miller was then asked to give a report on behalf of the Facilities Committee, and Dr. Spencer, Dr. Hood and Mrs. Crider reported informally on matters within their responsibilities.

There ensued a general discussion participated in by all present on budgetary matters, a possible salary increase, its impact on balancing the budget, the alternative of program reduction, etc.

The proposal Wesley Van Tassel with respect to Summerstage II forwarded to the committee by Dr. Spencer was reviewed.

After full discussion, on motion duly made and seconded, the proposal was rejected in the form presented.



Legal representation of the Colleges in litigation with Western Waterproofing Co. was then discussed. John Hannegan's proposal for a contingent fee arrangement with his firm and the St. Louis firm of Mogab & Hughes was reviewed. After discussion, on motion duly made and seconded, the retention of firms of Hannegan, Knight, Kennedy, Schoeneberg & Weber, Inc. and Mogab & Hughes, on the contingent fee basis submitted was approved, Mr. Metcalfe abstaining.

Discussion resumed on the board guidelines for the Lindenwood 1980 budget. Mr. Biggs suggested that the major targets be re-defined as follows:

- (1) Balance the budget
- (2) Seven percent salary increases for the faculty, administration and staff
- (3) Net tuition income increase to at least \$3,000,000
- (4) Debt repayment of \$100,000
- (5) Gifts and grants of \$400,000

After discussion, these guidelines were approved jointly by the Executive Committee and the Finance Committee for the use of the administration in preparing its 1979-80 budget.

The chairman summarized the status of the possible re-financing of the stadium and the meeting adjourned.

  
Secretary