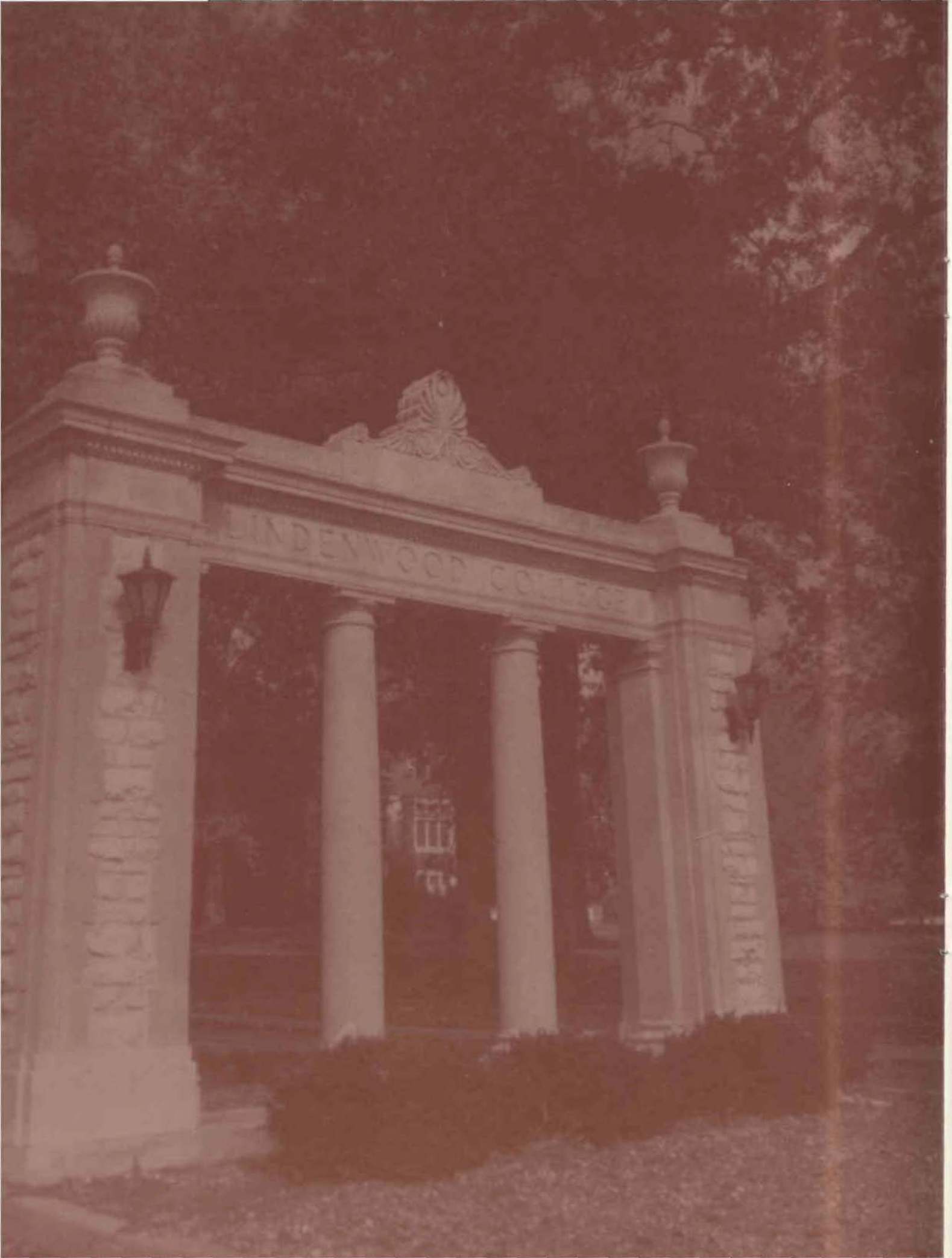




P R E S I D E N T ' S R E P O R T 1 9 9 4



Dear Friends,

Higher education is moving in a whole new direction — and Lindenwood College is leading the way.

Our message is clear: “Lindenwood College, the leader in success.” We say this honestly, and we say it with pride. Take a look at just a sample of what we have accomplished over the past few years:



- “Resurrection” from the brink of financial disaster.
- Eliminated all bank debt, for the first time in over 50 years.
- Attracting thousands of high caliber students, year after year.
- Offering academic programs that provide a solid liberal arts foundation, but also meet the challenging demands of today’s workplace.
- Attracting top-notch faculty members with impressive academic and professional credentials; faculty who are committed to teaching.
- Re-establishing a thriving residential community, while restoring a solid value system so sorely lacking in higher education today.
- Forging new ties to the community through a number of innovative programs.

The last five years have been years of change, transition, and growth. We’ve wiped out our debt, re-established a strong residential campus, strengthened our academic programs, and put together an energetic team of faculty and staff members.

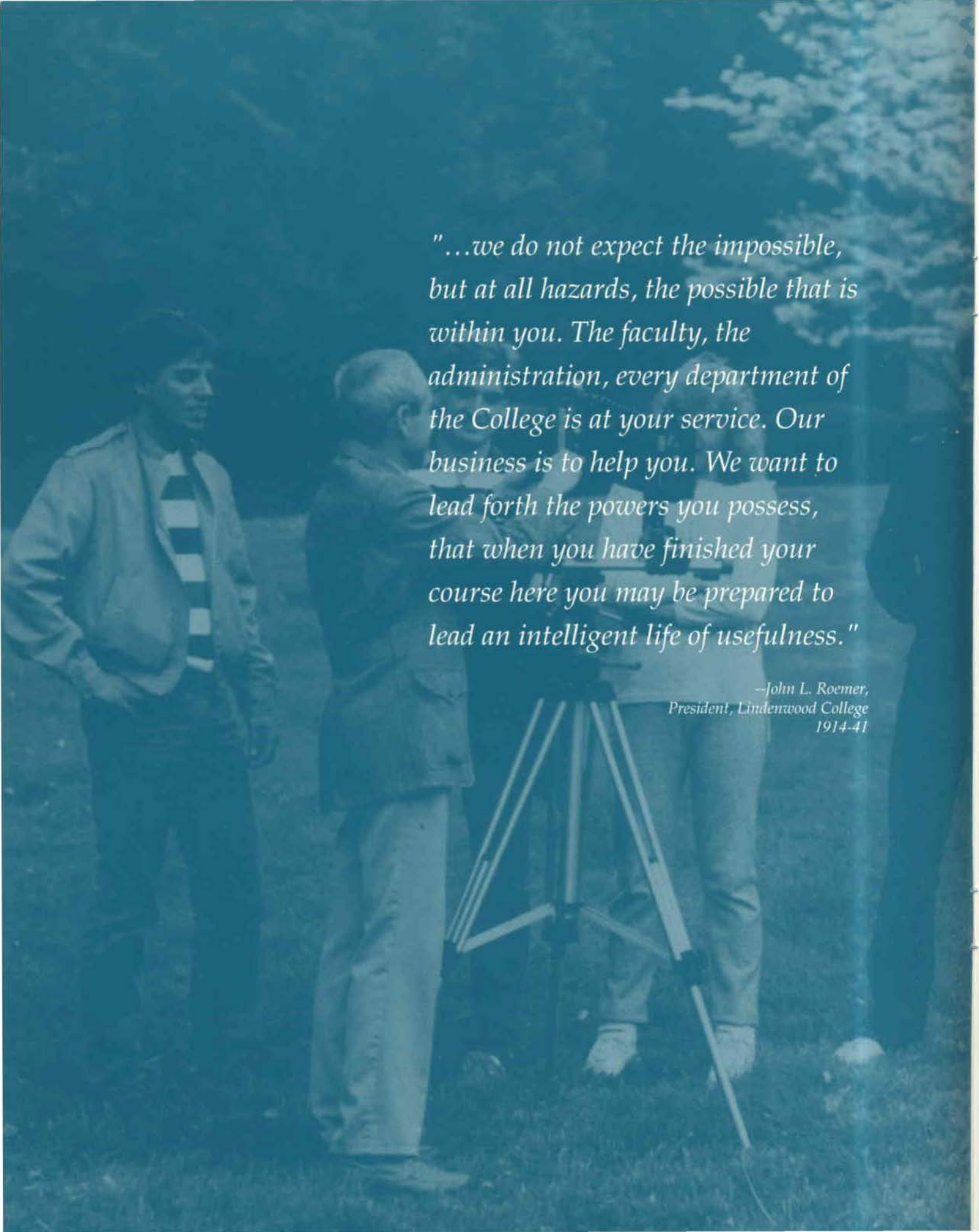
Today, Lindenwood College is a driving force in higher education. We have to take the lead — we have to **be** different, and we have to **make a difference**.

I am proud to present to you this President’s Report. We have an exciting story to tell, and we want to share it with you.

Be proud of Lindenwood College. We have a great future ahead of us, and it starts today.

Sincerely,

Dennis C. Spellmann
President



*"...we do not expect the impossible,
but at all hazards, the possible that is
within you. The faculty, the
administration, every department of
the College is at your service. Our
business is to help you. We want to
lead forth the powers you possess,
that when you have finished your
course here you may be prepared to
lead an intelligent life of usefulness."*

*—John L. Roemer,
President, Lindenwood College
1914-41*

In 1993, the Lindenwood College Board of Directors adopted a new mission statement which defines the College's purpose, responsibility, and place in the community. While remaining faithful to the original intent of founders Major George C. and Mary Easton Sibley, who established Lindenwood College in 1827, this statement also looks forward to the challenges of the 21st Century.

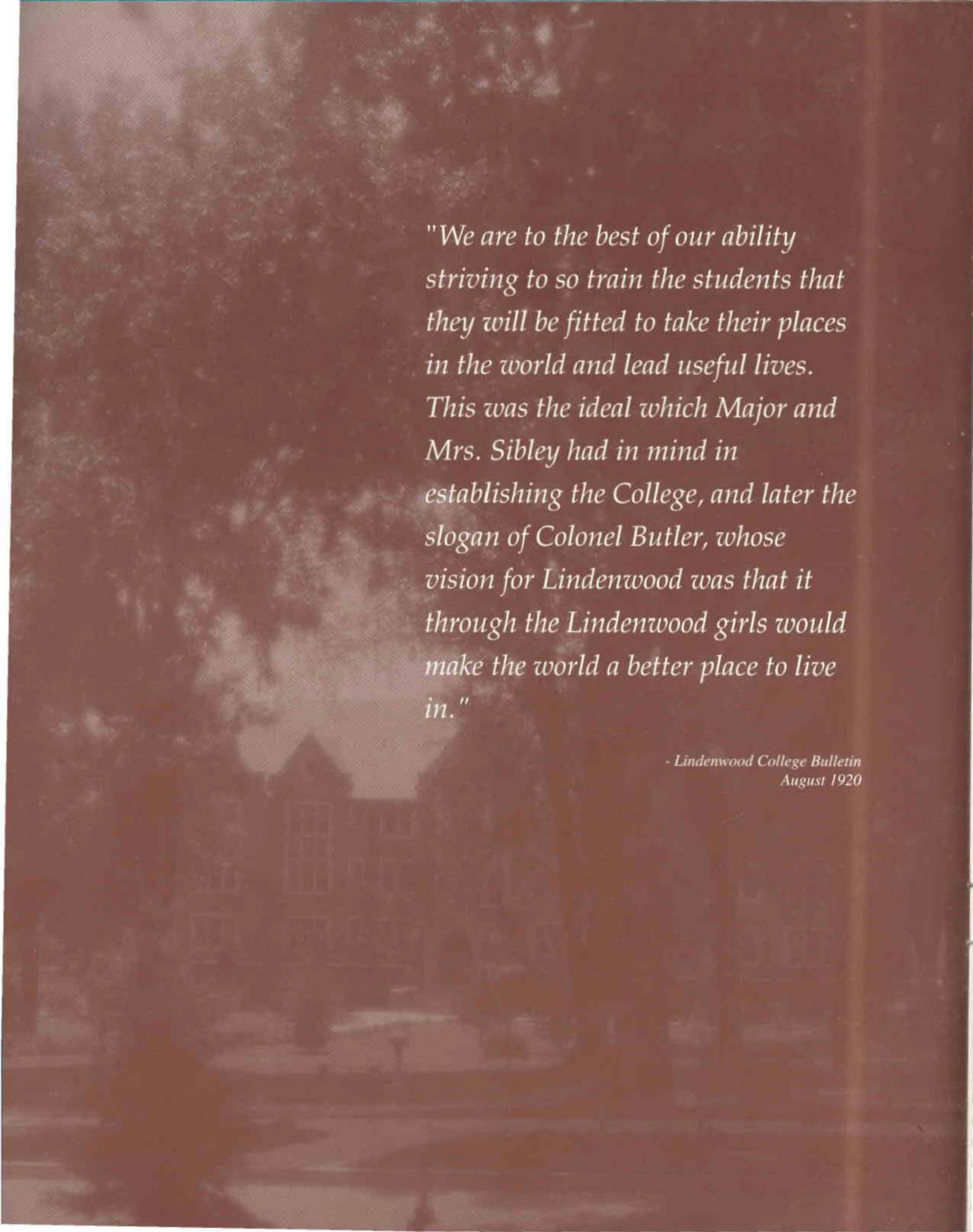
The values-centered focus of this mission statement is reflected throughout every College avenue: in its academic programs; in the quality and diversity of student organizations; in the philosophies governing residential life and student conduct; in the College's commitment to service in the community; and in the calibre of faculty members and other College employees.

Lindenwood College is an independent, liberal arts college with a covenantal relationship with the Presbyterian Church. Its programs are value-centered and intend to create a genuine community of learning, uniting all involved in a common enterprise.

Lindenwood College seeks to offer undergraduate and graduate programs of high quality that will:

- provide educational experiences that will unite the liberal arts with professional and pre-professional studies in an atmosphere of academic freedom distinguished by the personal attention of faculty to students;
- foster awareness of social issues, environmental problems, political processes, and those values and ethical ideas inherent in the Judeo-Christian tradition and other major world cultures; belief in an ordered, purposeful universe; belief in the dignity of work; belief in the worth and integrity of the individual; belief in the obligations and privileges of citizenship; belief in the value of unrestricted search for truth;
- encourage a pursuit of knowledge and understanding through the rigorous study of a core curriculum of general education and an area of major emphasis, creating the foundation for life-long learning that will provide graduates with the tools and flexibility necessary to cope with future needs and changes and;
- build a deliberately diverse learning community structured around a residential population joined by commuter students of all ages, graduate and undergraduate, in St. Charles and other sites, a community without economic barriers limiting access, in which students with different goals may join together in intellectual, social, spiritual, creative, and physical activities.

Lindenwood College's educational programs liberate individuals from limitations, enabling them to pursue rewarding and fulfilling lives.



"We are to the best of our ability striving to so train the students that they will be fitted to take their places in the world and lead useful lives. This was the ideal which Major and Mrs. Sibley had in mind in establishing the College, and later the slogan of Colonel Butler, whose vision for Lindenwood was that it through the Lindenwood girls would make the world a better place to live in."

*- Lindenwood College Bulletin
August 1920*

The Lindenwood College of today is a place of energy and community spirit. While other colleges are struggling to make ends meet, Lindenwood is blazing the trail for new adventures in higher education.

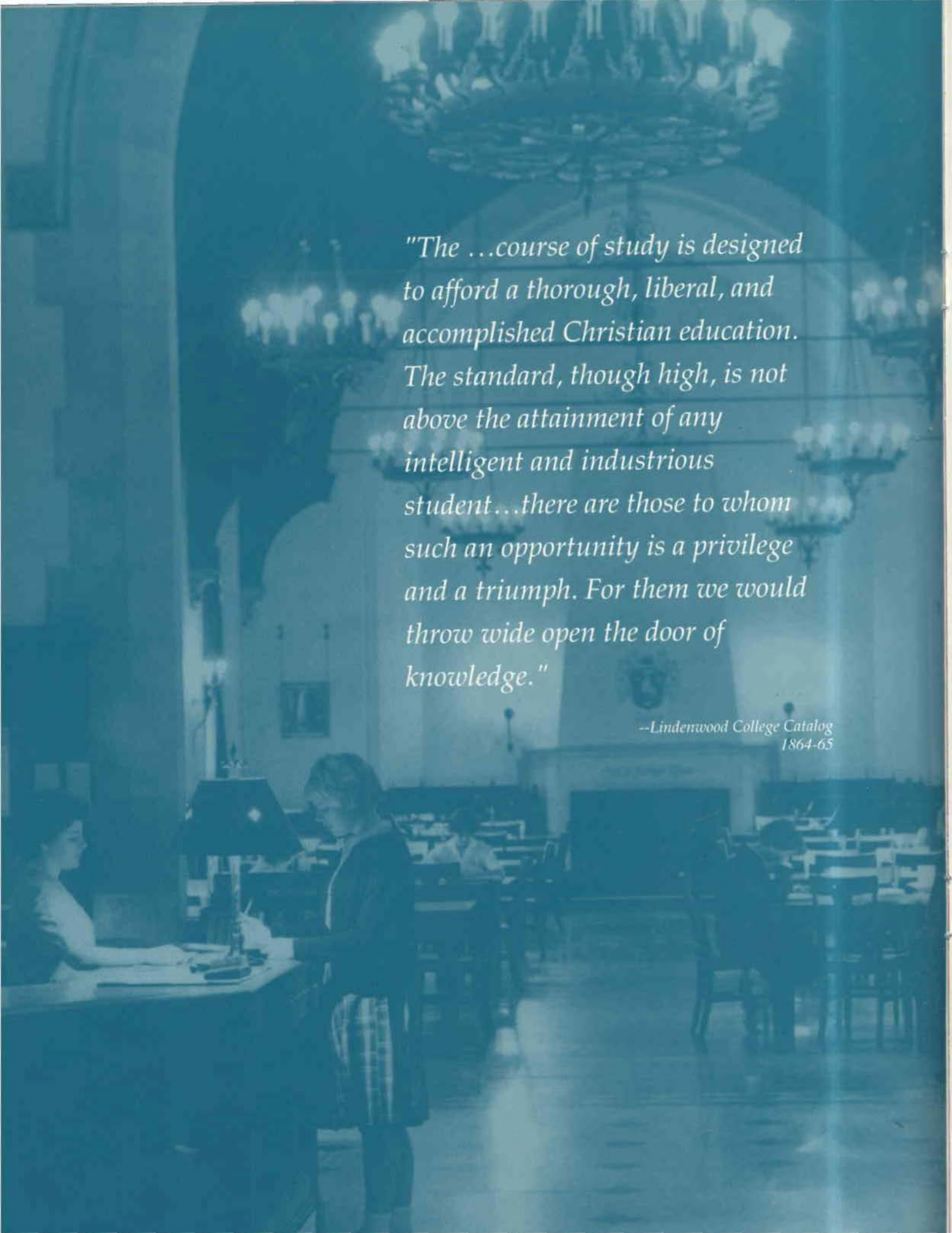
Just five years ago, Lindenwood nearly closed its doors. In order to turn Lindenwood around, the College had to carve out its own niche. That's why it reclaimed its history, going back to the beginning of this institution, back to the days of Mary and George Sibley. When they founded Lindenwood in 1827, they had a definite purpose in mind, to bring education to people of all backgrounds.

So, the College examined its strengths, identified its differences, and set out to make Lindenwood the very best college of its kind. There are many things Lindenwood does better than any other college, because it's different with an entrepreneurial spirit that allows it to be flexible and innovative.

What does Lindenwood College do best?

- No other college is as dedicated to teaching students as Lindenwood. Here, you'll find one of the finest faculties in higher education today, with a commitment to teaching that sets them apart from their peers.
- Lindenwood offers strong academic programs that help prepare students for life after college, by combining practical experience with classroom learning. Most of the students have at least one semester of experience through internships or volunteer work by the time they graduate.
- Lindenwood faculty and staff give students the personal attention they need to succeed in and out of the classroom.
- A Lindenwood College education is affordable, due to generous financial aid and merit scholarship packages that help us compete for the best and brightest, and most talented students. We meet financial need to those students who need some assistance to afford a private college education.
- A Lindenwood College education is accessible, with convenient locations and on-site teaching programs.
- Students may choose from a number of different program formats, so that students of all ages can earn a college education, even with full-time jobs and family responsibilities.
- Lindenwood's student development programs give students the tools they need to sharpen their skills, capitalize on their strengths, and find their way in the workforce.
- The College is partnering with businesses to provide educational opportunities for their employees.
- Lindenwood works with the community to promote cultural, athletic, and leadership experiences, as well as academic excellence.

Lindenwood College is distinguished by its commitment to strong moral and ethical values. The educational programs and community spirit foster value-centered learning experiences. Knowing that Lindenwood graduates are forever shaped by their college experience, the faculty, staff and administration work together to promote education and success in a close-knit community environment.



"The ...course of study is designed to afford a thorough, liberal, and accomplished Christian education. The standard, though high, is not above the attainment of any intelligent and industrious student...there are those to whom such an opportunity is a privilege and a triumph. For them we would throw wide open the door of knowledge."

*--Lindemwood College Catalog
1864-65*

Lindenwood College emphasizes an individualized, liberal arts education which encourages lifelong learning and prepares students for careers upon graduation. The liberal arts foundation challenges students to think critically, examine, question and evaluate ideas and issues both in and out of the classroom. At Lindenwood, teaching students is the number one priority.

Students may choose from more than 50 undergraduate and graduate degree programs, in subjects ranging from art to business to theatre and valuation sciences. New majors have been added to meet emerging trends in the workplace. Degree programs in Criminal Justice, Retail Marketing, Human Service Agency Management, Accounting and Finance are among the most recent majors added.

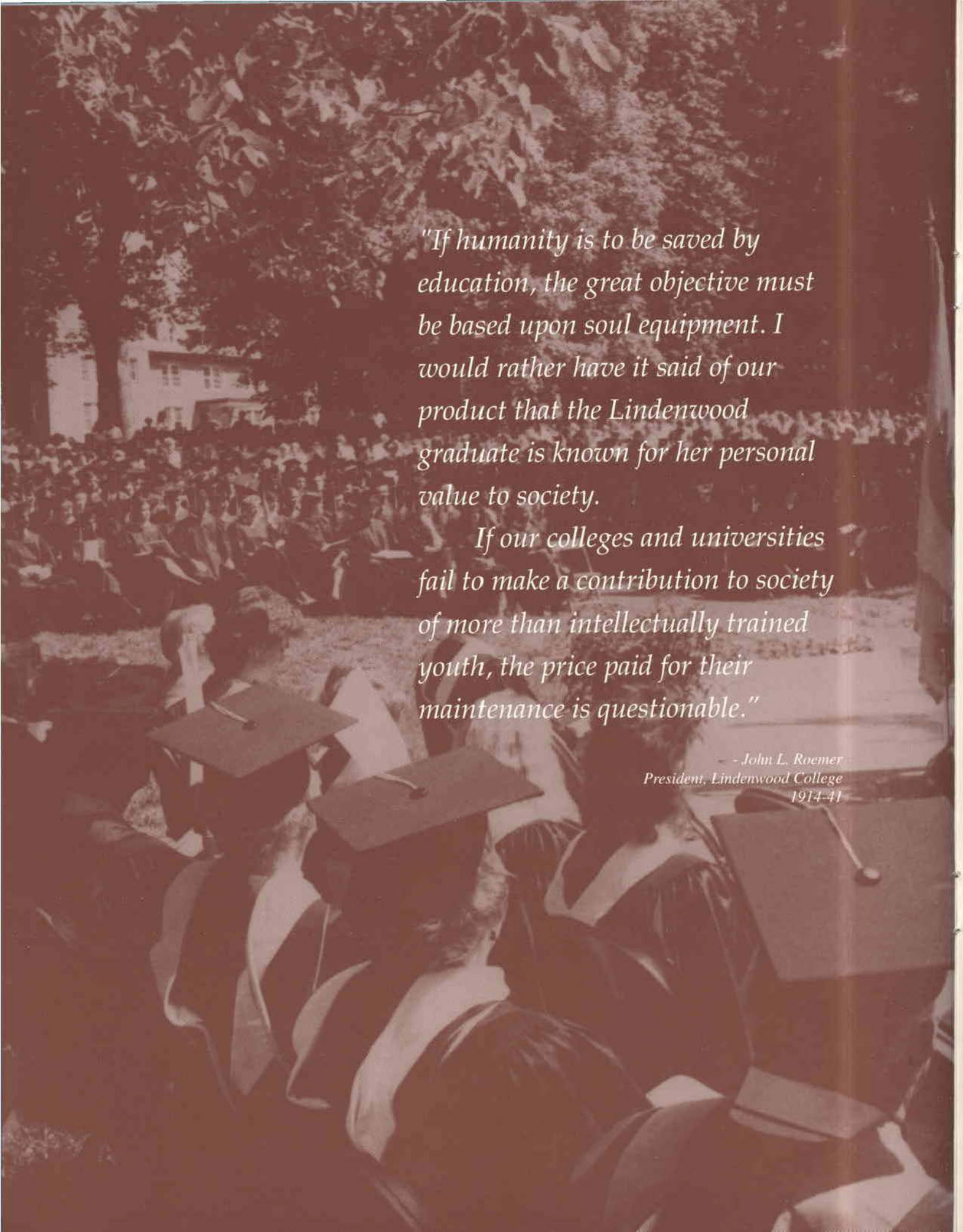
Lindenwood's twenty graduate programs include two Master of Business Administration degrees (accelerated and traditional), as well as alternate business degrees in Human Resource Management, Health Management, and other business specialty areas which offer students the opportunity to pursue a business degree which best fits their career and personal goals. Other graduate degrees in areas such as Professional and School Counseling, Communications, Art, Education and Theatre are taught by full-time and adjunct faculty members who are professionals in their fields. Lindenwood's innovative accelerated evening program, the Lindenwood College for Individualized Education (LCIE), has been recognized as a national model for adult education.

In addition to their classroom learning, students gain practical experience through internships, volunteer work and student teaching. Above all else, Lindenwood's programs are flexible, to meet the special needs and schedules of students of all ages.

The academic programs at Lindenwood College are receiving excellent reviews nationally as well. The Commission on Institutions of Higher Education of the North Central Association of Colleges and Secondary Schools recently accredited Lindenwood for ten years, the maximum period of accreditation granted. In addition, Lindenwood's teacher education program received a five-year accreditation — the maximum granted — by the National Council for Accreditation of Teacher Education (NCATE).

Lindenwood students are taught by professors, not graduate students. Faculty members view teaching as their first responsibility, challenging their students to open their minds to the world around them. They also serve as advisors, and take a special interest in the progress of their students. Lindenwood College is large enough to offer a rich diversity of people and ideas, yet the 16:1 student to faculty ratio enables students and faculty to interact on a personal level.

Because Lindenwood considers the teaching profession to be an important and noble calling, faculty members at Lindenwood are evaluated on a merit system. The size of the faculty has more than doubled in the past six years, and the College now boasts a group of the most diverse and dedicated teachers in higher education.



"If humanity is to be saved by education, the great objective must be based upon soul equipment. I would rather have it said of our product that the Lindenwood graduate is known for her personal value to society.

If our colleges and universities fail to make a contribution to society of more than intellectually trained youth, the price paid for their maintenance is questionable."

*- John L. Roemer
President, Lindenwood College
1914-41*

Lindenwood's emphasis on learning extends to activities outside the classroom as well. Lindenwood focuses on educating the whole person, emphasizing individual growth intellectually, socially, spiritually and physically.

Lindenwood students get involved: in athletics, sororities and fraternities, in plays, clubs, cheerleading, and much more. They perform in the jazz and symphonic bands, choral concerts, and dance presentations. The college radio station, KCLC, offers students the opportunity to host a radio show, produce special programs and learn news reporting. Students may participate in a wide variety of academic, social and civic organizations. They do volunteer work in the community, in their churches and on campus.

All these experiences, together with a strong academic foundation, give Lindenwood graduates the edge in today's competitive workforce. Students may take advantage of the many programs offered by the College's Office of Student Development, programs that are helping Lindenwood graduates find jobs at a very competitive time.

The entire office centers around the Talent Accomplishment Program (TAP) advising model, which maximizes student success through the use of academic, social, personal, and vocational dimensions. Each resident student works with the Student Development Office to put together a record of past accomplishments, activities, and organizational involvements. Next, academic, social, personal, and vocational goals are established for each student. Throughout the student's college years, the TAP is updated, and at graduation, converted into a Talent Transcript (resumé). These Talent Transcripts complement the student's academic transcripts, and are gathered into an annual

LioNetwork book, which is distributed to hundreds of prospective employers by the College's Career Development office. In its first year, 100% of the students listed in the LioNetwork book were placed in jobs or graduate schools. The Career Development Office also works with students through workshops on career assessment, resume writing, and interviewing techniques.

Students are able to receive intensive, one-on-one help with difficult academic subjects through the TAP Learning Center. Student volunteers, trained by professors in the College's Division of Education, tutor fellow students in the most commonly taken general education classes. This proactive approach to academic success not only helps the students with academic needs, but also gives the student tutors practical experience.

Just about every residential student takes part in the College's Work and Learn program, which gives students the opportunity to reduce tuition costs by working in one of the many offices on campus. Students perform a variety of tasks, including groundskeeping and repair, filing, typing, desktop publishing, switchboard duties, and tutoring. In addition to giving students a chance to earn hands-on experience while "working off" part of their college education costs, the program gives them the opportunity to work in a professional setting .

The Community Work Service Program gives students the opportunity to volunteer off-campus for a semester during their junior or senior years, and receive tuition remission for their work. Through this program, students have the opportunity to apply their talents in real-life situations, while learning the value of "giving back" to their community.

Why 1993-94 was the best year ever...

Students

Record-breaking numbers

- 4,727 total students served
 - 3,072 Undergraduate
 - 1,655 Graduate
- 1,050 residential students in Fall 1994 Semester
- Record-breaking number of graduates in May 1994: 753
- More "Bright Flight" students than ever before (20) in Fall 1994
- Students are coming from 25 states, (one from Alaska)
- More than 70 international students from 20 countries (three times as many as last year)

Quality

- Over 500 on Dean's List (3.5 GPA, full-time)
- Over 300 recognized at annual Honors Convocation
- 2 All-American Scholar Athletes
- 200 on Athletic Academic Honor Roll (3.25 GPA)
- 42 listed in Who's Who Among Students in American Universities & Colleges
- Active in organizations, community service, leadership

Academics

New Programs

- Bachelor of Science degrees in Chemistry & Computer Science
- Earth Sciences: Geology, Astronomy, Meteorology courses
- Added a Recreation Management emphasis under Human Service Agency Management
- Made changes in General Education requirements
- Changes in International Studies and Political Science curricula

Faculty

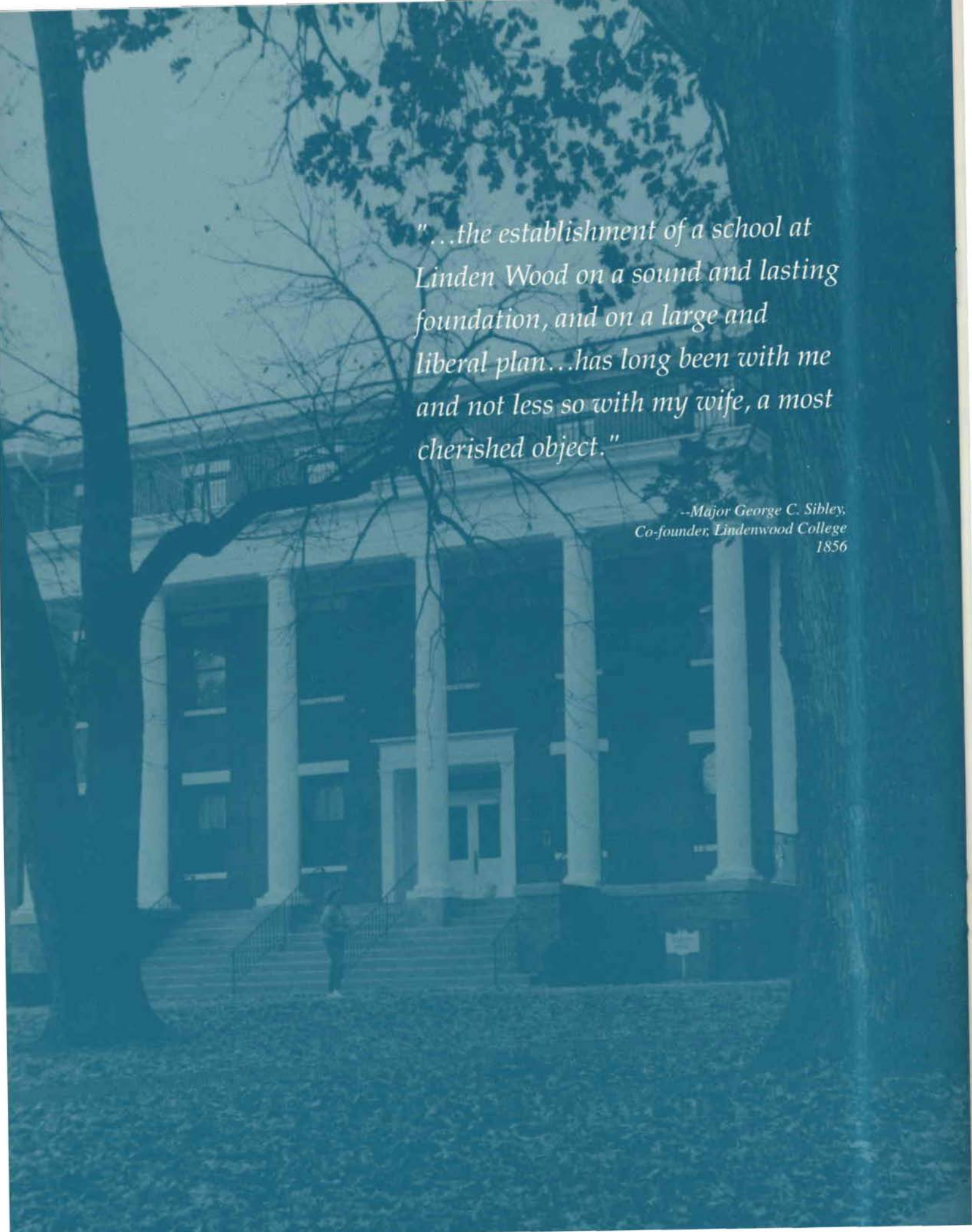
- This year, 10 new faculty members
- Hired our first choice for each position
- Hundreds of applicants for faculty openings
- Low turnover
- Merit-based
- Commitment to teaching
- Work with students as teachers, advisors and mentors

Finance

- For the first time in over 50 years, all bank debt erased
- Paid off Young Hall, Butler Library addition, and Fine Arts Building early
- Over \$9 million in institutional aid

*The Lindenwood Challenge:
find another college or university in the country
that can match Lindenwood's success
over the past six years!*

<i>Six Year Comparison</i>	<i>1989-90</i>	<i>1994-95</i>
Student Enrollment	1226	5000 (projected)
Residential Students	230	1050
Staff	369	82
Faculty	40	109
Salary Level	3rd Quartile	1st Quartile
Utilization of Classrooms	65%	96%
Parking Spaces	350	850
Endowment	\$600,000	\$6.5 million
Acreage	108 acres	185 acres

A blue-tinted photograph of a classical building with a portico supported by several columns. A person is walking up the steps leading to the entrance. Large trees are visible in the foreground, framing the building. The overall scene is serene and historical.

*"...the establishment of a school at
Linden Wood on a sound and lasting
foundation, and on a large and
liberal plan...has long been with me
and not less so with my wife, a most
cherished object."*

*--Major George C. Sibley,
Co-founder, Lindenwood College
1856*

Lindenwood has honored its obligation to preserve the historical integrity of its campus. Since 1989, over \$14 million has been invested in renovating the historic buildings on campus which had been allowed to deteriorate. The College has also addressed the short-term housing needs of its students through the purchase and renovation of housing adjacent to the campus. The College expects residential enrollment to grow to 1,300 students by the year 2000 with additional residence halls needed to accommodate this growth.

Attention has also been given to the ancillary services provided to Lindenwood students. For example, a renovation of former equestrian facilities yielded an athletic field house and a state-of-the-art fitness center on campus. Recently, the college purchased a country club two miles from the main campus for use as the Lindenwood College Club, a site for meetings, receptions, presentations, lectures, and student social gatherings.

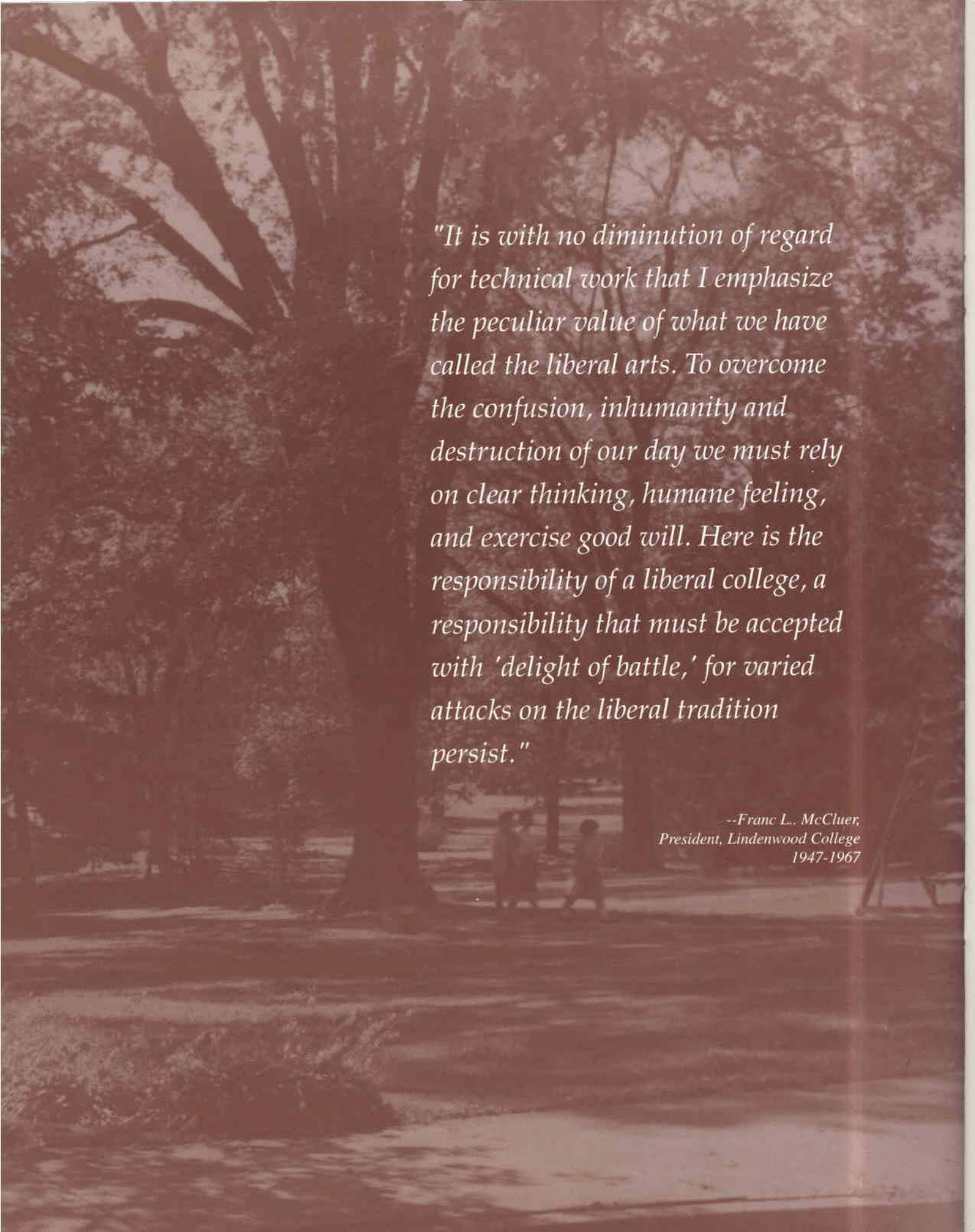
The College's biggest endeavor to date is the capital campaign for a \$7 million, 3,000 seat performance center/gymnasium. The cornerstone of the campaign is a \$1 million challenge grant from the J.E. and L.E. Mabee Foundation of Tulsa, Oklahoma. Other corporate sponsors include the May Company Foundation, Kemper Foundation/Commerce Bank, Pepsi-Cola and Union Electric. Nearly 400 civic leaders are rising to the challenge in matching this grant, with the goal of breaking ground for the arena in the spring of 1995.

Architects have designed the arena to complement the Gothic Revivalist and Neo-Classic designs found in many of the beautiful historic buildings on the campus.

The performance center/gymnasium is the next phase in Lindenwood's plan to build a comprehensive sports and performing art center. It will be home to the Lindenwood Lions basketball, volleyball and wrestling teams, with classrooms, equipment, training and locker rooms, community and conference rooms. An integral part of the College's amateur sports complex, the arena will join the existing Harlen C. Hunter Stadium, baseball and softball fields, a six-lane all-weather, outdoor track, fitness center and fieldhouse.

Currently, the College is exploring the options for renovating the Sibley Chapel, which was added to the original building (historic Sibley Hall) in 1887. Architects and designers are submitting a number of ideas and proposals for the restoration, and the chapel's original chairs are in the process of being refurbished. The College expects to begin work on the Chapel within the next year.

Lindenwood has begun to look forward to the 21st century, bolstered by the reacquisition of 50 adjacent acres which had been sold during the College's lean times. This property will allow Lindenwood to continue to grow in a way which will not only benefit the College but will serve as a vital anchor for surrounding "central city" development in St. Charles, and the rest of the St. Louis metropolitan area.

A sepia-toned photograph of a large tree in a park-like setting. The tree is the central focus, with its thick trunk and spreading branches. In the background, several people are walking on a path, and there are other trees and a playground structure visible. The overall atmosphere is peaceful and natural.

"It is with no diminution of regard for technical work that I emphasize the peculiar value of what we have called the liberal arts. To overcome the confusion, inhumanity and destruction of our day we must rely on clear thinking, humane feeling, and exercise good will. Here is the responsibility of a liberal college, a responsibility that must be accepted with 'delight of battle,' for varied attacks on the liberal tradition persist."

*--Franc L. McCluer,
President, Lindenwood College
1947-1967*

The College's long history of partnership and leadership in the community continues even today. Because of this tradition, Lindenwood remains a vital asset to local government and community organizations as well as businesses which seek an academic relationship with an entrepreneurial college.

A premier example of these partnerships is the unique relationship between Lindenwood and the St. Charles County Economic Development Council's (EDC) small business incubator, the Synergy Center. Students seeking business degrees may take classes on site at the Center and even gain practical experience as interns at one of the twenty-two small businesses housed in the incubator. The Synergy Center's expansion to forty businesses, which includes a state-of-the-art teleconferencing facility, will allow these educational opportunities to broaden even further. This partnership between a business incubator and a college is one of a few in operation nationally. The College and EDC are also working with local employers to tailor educational programs to their specific needs.

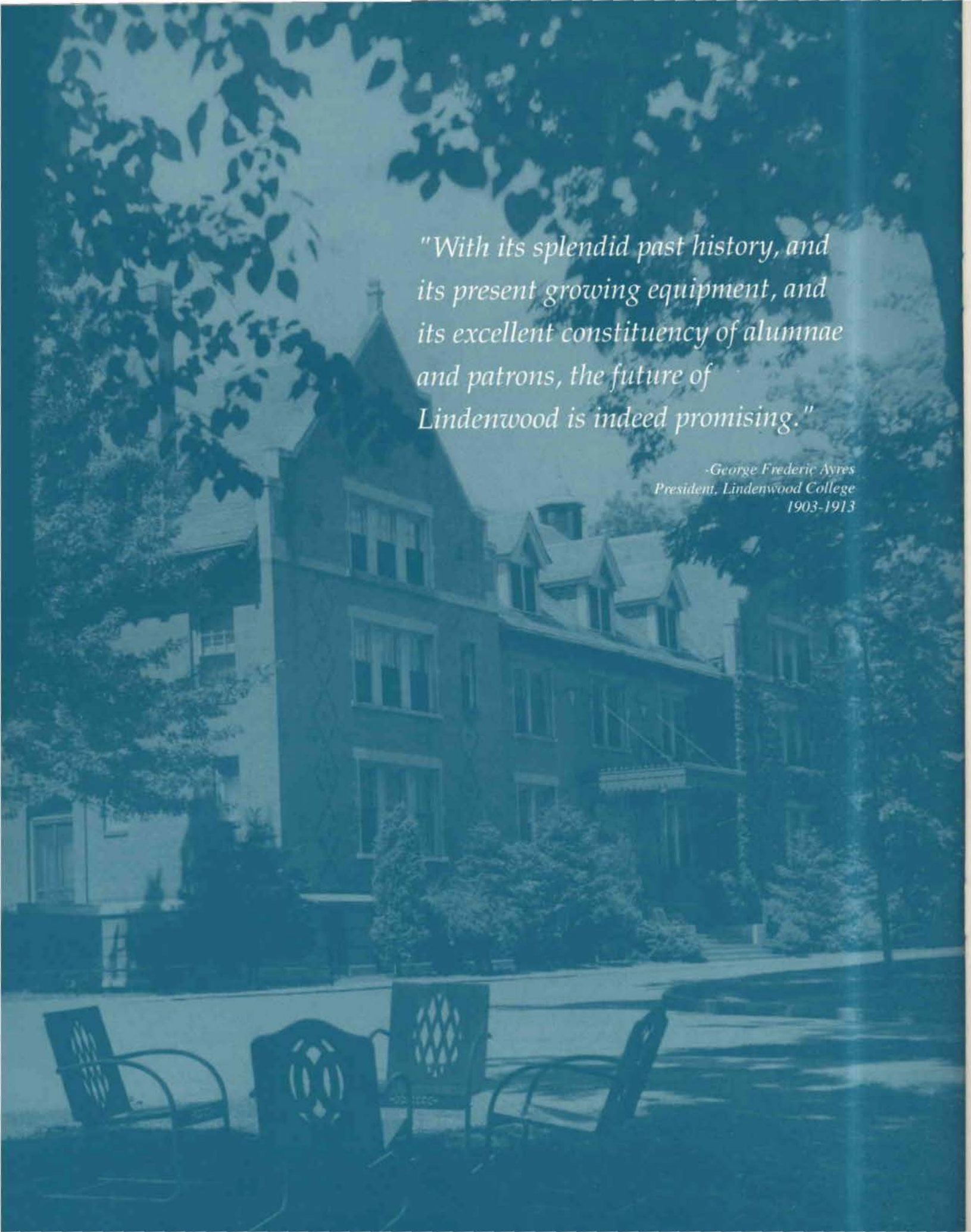
The College interacts with the metro area business community in other ways. It is the prime supplier of on-site employee educational services for various corporations including Ford Motor Company and the Olin Corporation. Union Electric's Community Services staff team taught a class on environmentally-based services to the elderly along with Lindenwood faculty. And, the college makes grants available to employees of such groups as the St. Peters Chamber of Commerce, St. Charles

County Government, St. Joseph Health Center and St. Joseph Hospital West, Southwestern Bell, Blue Cross/Blue Shield, and Sanford Brown Business College. Special scholarships are offered to educators, gerontology students, students over 55, and members of Phi Theta Kappa.

Partnerships with other public and private agencies are also in place. For example, the Missouri Department of Conservation, the Missouri Botanical Garden and the U.S. Army Corps of Engineers Riverlands branch are working with the College to provide environmental education credit to Missouri teachers. Area teachers earn Lindenwood graduate credit by participating in a variety of workshops on ecology and conservation.

Lindenwood has developed an innovative on-site teacher training program which provides graduate credit to working teachers. The classes are held at 55 locations/districts throughout Eastern Missouri.

Probably the most visible form of community involvement is the College's current sponsorship of KSDK-TV's Volunteer 5 project. Boasting the slogan "Lindenwood College...the Leader in Success," the public service campaign showcases Lindenwood's endorsement of the importance of volunteerism in the community. A number of Lindenwood students are working directly on the project as well, networking with area charities, volunteers, and television personalities.



*"With its splendid past history, and
its present growing equipment, and
its excellent constituency of alumnae
and patrons, the future of
Lindenwood is indeed promising."*

*-George Frederic Ayres
President, Lindenwood College
1903-1913*

There is no question that higher education is in a rapidly changing environment. Many institutions are struggling to stay in business, saddled with obsolete notions of tenure and cumbersome governance processes that compete for the time of faculty who are hired to teach. Higher education must change, in order to survive.

Lindenwood College is in the forefront of that change with a proven formula that makes it a leader in success. That formula includes a return to the traditional values upon which this College was founded: good teaching, solid academic programs, responsibility, a work ethic, and good citizenship. Lindenwood's approach challenges the status quo in higher education. It is different. The College adheres to strict policies such as single-sex dorms, visitation rules, and class attendance requirements. Not everyone agrees with those policies. Lindenwood offers a choice in higher education, an affordable choice that is attracting a record number of outstanding students and excellent faculty members to teach them.

Lindenwood is a free and independent enterprise, an entrepreneurial model for growth, change and success. The College does not receive any direct federal or state funds. In part, because of this status, the College has the freedom and flexibility to work with outside business, organizations, and community leaders in enterprising and unique ways.

This success is the result of the work of a visionary board of directors, excellence in teaching, a caring community, and an entrepreneurial administration. All of these people have kept the College moving forward in a competitive world.

The College now has a sense of stability which is further energized by the sense of growth and enthusiasm apparent on campus today. This spirit shows that Lindenwood College is now assured of a rewarding future which will match its rich past.

(Year Ending June 30)

	1992-93	1993-94
REVENUES		
Educational & General		
Student Tuition & Fees	\$16,860,323	\$19,715,602
Gifts & Grants	701,349	710,781
Endowment Income	180,962	165,674
Government Grants	1,326,162	1,286,133
Other Sources	154,833	219,535
	19,223,629	22,097,725
Auxiliary Enterprises	5,019,505	5,689,047
TOTAL REVENUES	24,243,134	27,786,772
EXPENDITURES & MANDATORY TRANSFERS		
Educational & General		
Instruction & Library	4,720,354	5,291,568
Student Services	1,644,493	1,764,089
Institutional Support	1,702,062	2,062,591
Operation & Maintenance of Plant	1,084,371	1,074,065
Student Aid	8,862,508	10,540,267
	18,013,788	20,732,580
Mandatory Transfers		
Debt Retirement	1,626,237	1,495,263
Transfer to Student Loan Fund	2,098	2,712
	1,628,335	1,497,975
Auxiliary Enterprises		
Expenditures	1,989,479	2,186,051
TOTAL EXPENDITURES & MANDATORY TRANSFERS	21,631,602	24,416,606
REVENUES OVER EXPENDITURES & MANDATORY TRANSFERS	2,611,532	3,370,166
NON-MANDATORY TRANSFERS & OTHER CHANGES		
Capital Plant Renovation & Improvements	2,263,780	2,706,697
NET INCREASE IN FUND BALANCES	\$347,752	\$663,469

(Year Ending June 30, 1994, with comparative totals for year ending June 30, 1993)

	Current Fund	Loan Fund	Endowment & Similar Funds	Plant Fund	Totals 1994	1993
ASSETS						
Cash & cash equivalents	\$2,299,480	\$47,870	35,251	1,497,849	3,880,450	1,834,103
Marketable securities			1,726,927	683,771	2,410,698	1,562,443
Funds held in trust by others			4,196,221		4,196,221	4,581,157
Accounts receivable, less allowance for uncollectibles of \$600,000	2,099,700				2,099,700	1,819,880
Student loans receivables, less allowance for uncollectibles of \$32,000		1,246,806			1,246,806	1,227,292
Pledges receivable				370,243	370,243	
Inventories	144,088				144,088	119,487
Prepaid expenses	81,243				81,243	77,427
Property, plant & equipment, less accumulated depreciation				11,405,678	11,405,678	11,131,390
Due from Grants						4,297
TOTAL ASSETS	\$4,624,511	1,294,676	5,958,399	13,957,541	25,835,127	22,357,476
LIABILITIES & FUND BALANCES						
Liabilities:						
Accounts payable & accrued expenses	31,133			2,206	33,339	37,522
Notes payable -- bank						1,200,000
Notes payable - Dept. of Education				882,485	882,485	1,103,372
Employee compensation payable	283,494				283,494	239,010
Deferred Revenue	695,357				695,357	607,595
Funds held in custody for others	15,173				15,173	12,323
TOTAL LIABILITIES	1,025,157			884,691	1,909,848	3,199,822
Fund Balances:						
Net investment in plant assets				10,733,314	10,733,314	8,790,496
Permanently restricted			5,858,926		5,858,926	6,061,834
Temporarily restricted		1,294,676	99,473	2,339,536	3,733,685	1,369,439
Unrestricted	3,599,354				3,599,354	2,935,885
Total Fund Balances	3,599,354	1,294,676	5,958,399	13,072,850	23,925,279	19,157,654
TOTAL LIABILITIES & FUND BALANCES	\$4,624,511	1,294,676	5,958,399	13,957,541	25,835,127	22,357,476

RAYMOND W. HARMON

Chairman

Chairman and CEO, Hasco International Inc., St. Charles, MO

ELIZABETH M. RAUCH

Secretary

Alumna, Community Leader, St. Charles, MO

MEMBERS AT LARGE

JOHN FOX ARNOLD

Chairman of the Board, Lashly & Baer
St. Louis, MO

THOMAS F. BAKEWELL

Alumnus, Attorney
St. Louis, MO

EDWIN BASS

Vice President of Marketing Strategies & Regional Sales,
Blue Cross-Blue Shield of Missouri, St. Louis, MO

BEN F. BLANTON

President,
Ben F. Blanton Construction Co., St. Peters, MO

NANCY CALVERT

Alumna, Director of Marketing Communications,
Shure Brothers Inc., Evanston, IL

ARNOLD DONALD

Group Vice President & General Manager,
Monsanto Agricultural Group,
St. Louis, MO

HENRY J. ELMENDORF

Community Leader
St. Charles, MO

ARTHUR L. GOODALL

Consultant, Community Leader
St. Louis, Mo.

JOHN W. HAMMOND

President, G.W. Fiberglass Inc.
O'Fallon, MO

JOHN C. HANNEGAN

Attorney, Thompson and Mitchell
St. Charles, MO

ARLENE HOGUE

Executive Director,
St. Charles Chamber of Commerce, St. Charles, MO

LARRY G. KELLEY

Executive Vice President,
Commerce Bank of St. Louis County, St. Peters, MO

JAN R. KNIFFEN

Alumnus, Senior Vice President and Treasurer,
The May Department Stores Company
St. Louis, MO

ROBERT R. MCGRUTHER

Minister, St. Charles Presbyterian Church,
St. Charles, MO

WAYNE R. NATHANSON

Community Leader
St. Louis, MO

RONALD W. OHMES

President, F.F. Kirchner, Inc.
Bridgeton, MO

DONALD OTTO

Director of Employee Relations,
MEMC Electronic Materials Inc.
St. Peters, MO

DENNIS OTTOLINI

Manager, Union Electric
St. Charles, MO

ANNE PALS

Alumna, Community Leader,
St. Charles, MO

JACK D. PATTEN, JR.

Area Paint Manager, General Motors
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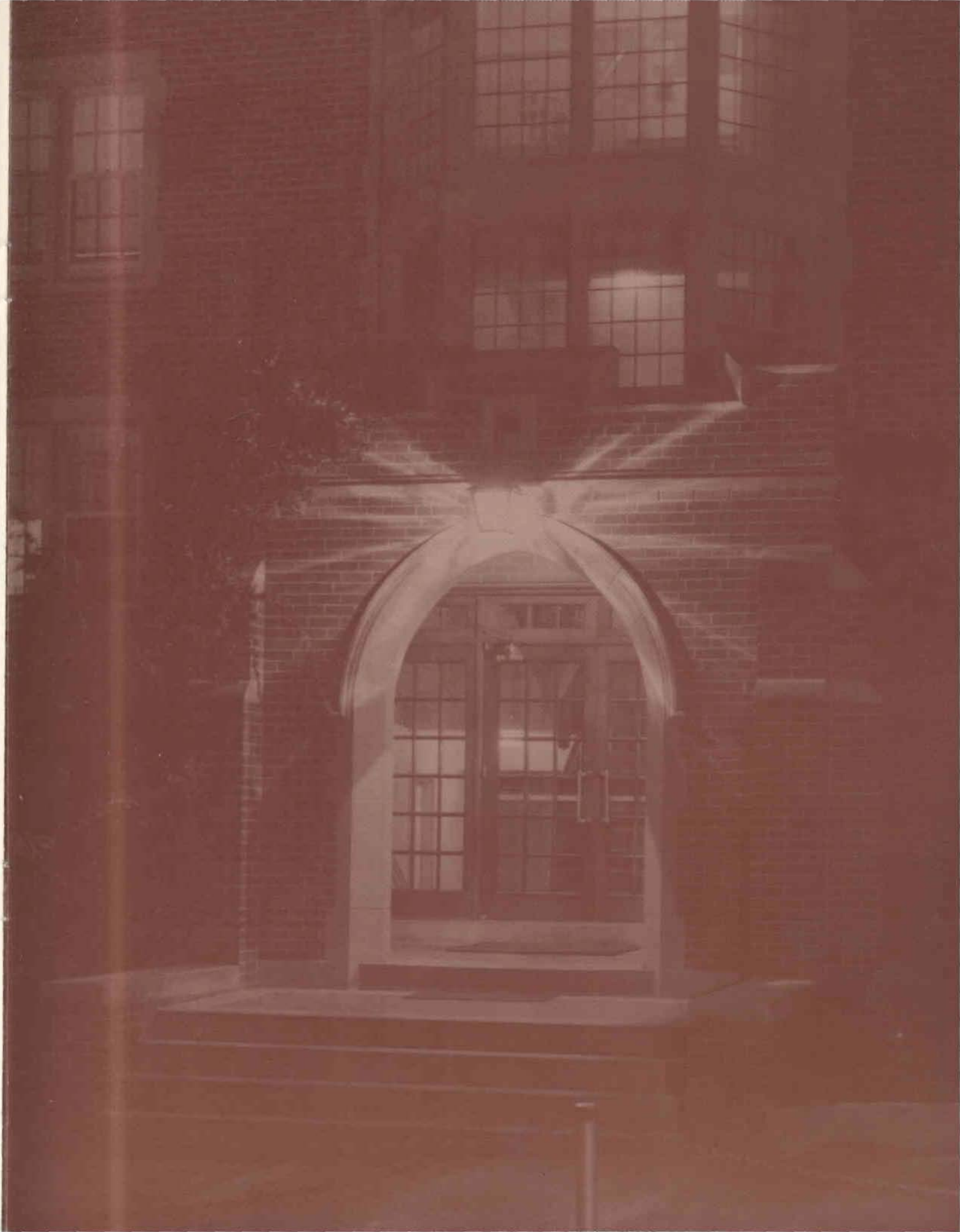
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