

A Presidential Vision for LU

Today's Lindenwood is a storybook university, but the story will get even better: We are destined to be a higher learning environment unlike any other.

To be rather than to seem: Our future public image will represent Lindenwood's true status. We will be known as the distinctive Midwestern university that *produces informed, effective, principled leaders for a global society*; a comprehensive, student-oriented institution that is a destination for those who want an affirming and empowering college experience; a higher-education culture characterized by

- Selfless dedication to the University and her students
- Data-guided decision making driven by Lindenwood's mission and the greater good
- The pedagogy of scholarship
- A free, open, and inspiring Republic of Ideas
- Teaching excellence and learning proficiency
- Production and publication of new knowledge
- Decency, tolerance, and diversity
- An explicit, genuine, and pervasive values foundation
- Institutional prosperity and self-sufficiency
- Innovation and leadership in program development
- National and international connectedness and acclaim
- Broad-based, diversified delivery of services
- Recognized value as a premier producer of the region's professional workforce, and
- Standard-setting in student-focused intercollegiate athletics

Quality academics and governance: Eighty-five to 90 percent of Lindenwood's professors will have the highest degrees in their fields and possess a consuming love of learning and teaching. Classroom teaching will be informed by ongoing scholarship that actively engages

students in the formulation of new perspectives and the discovery and application of new knowledge.

Academic Freedom and Governance Lindenwood will take the lead in defining, improving, and guaranteeing academic freedom without the need for a traditional tenure system. Every member of the faculty and administration will be encouraged and supported regarding continuous professional development and achievement. Shared governance will be paramount, with conspicuously effective faculty stewardship of the curriculum, faculty development, and the pursuit of academic excellence.

Distinctive Programs The school will be hailed as an exemplar of systemic strategic planning, with every member of the staff and faculty being involved in the process annually. Each of our academic schools will be known nationally for its particular strength:

- The School of Business for Environmental Economics, Entrepreneurship, Free Enterprise, and Sport Management
- The School of Education for leadership in Educational Technology and dominance in the preparation of P-12 administrators and Health and Physical Education
- The School of Human Services for prominence and acclaim in Nonprofit Administration and Public Safety
- The School of Sciences for undergraduate research initiatives, Environmental Science, and Chemistry
- The School of American Studies for Recreation and Leisure Studies and unique outdoor laboratory experiences in Plant and Environmental Science, Historical Interpretation, and Field Archaeology
- The School of Arts for professional preparation in the Performing and Studio Arts and Fashion Design
- The School of Communications for Media Communications and Journalism Programs
- The School of Humanities for regional eminence in scholarship and national recognition for General Education excellence

- The College of Individualized Education for being the preeminent national model for adult higher education and the bellwether for rigor in accelerated programs

Scholarship: Scholarship will be viewed as inseparable from the delivery of first-rate classes, and Lindenwood will redefine the Teaching University Model by taking the lead in the *pedagogy of scholarship*: the use of scholarship to create and deliver the most current and engaging higher learning experiences.

Role of Scholarly Productions Lindenwood's academic professionals will produce at least a dozen scholarly journals published by the Lindenwood University Press, many of which will be available online. Our doctoral-program faculty members will be recognized for their top-notch programs of investigation and content creation, which will engage and better educate our doctoral students in their respective fields. It will become the norm for Lindenwood's faculty members in most of our programs to present their scholarly work in various professional venues, most often *with Lindenwood students being listed as co-researchers or coauthors*. Progressively more often, our doctoral students will present their dissertations at professional meetings or publish them in professional journals or books.

Scholarly Speakers and Meetings Lindenwood's already successful speaker series, which is free and open to the public, will continue to grow in stature and regional significance. Our Hammond Free Enterprise Institute will become the national gold standard for that domain of thought and study. Each year, Lindenwood will host a variety of professional and scholarly meetings, several being designed as outlets for student research and creativity.

Role of the Lindenwood Press We will also become known for our success in facilitating the development of several student journals and compendia. In summary, new learning and effective teaching will be synergistic processes at the Lindenwood of the future.

Student Development: Like the Lindenwood of the present, the Lindenwood of the future will absolutely exist for the education and development of the student. The University will be known for the dignity and respect it accords all of God's children and its abiding commitment to values education as both a complement to and an integral part of students' academic experience. The treatment of students will always be consistent with our mission statement but also determined by rational, realistic, and mature assessment of what is best for them.

Aesthetics, Fitness, and Memories Our campus will become even more beautiful as the newly planted trees and shrubs gradually transform the recently developed side of campus into a lush sector of the Linden Wood – indeed the most beautiful campus picture ever painted by our Creator. Numerous hiking and cycling paths will provide both lifelong memories and healthful travel to members of the campus community.

Student Life Our Fraternity and Sorority programs will be teeming with excited students who serve the greater good as they fulfill their social and personal-development needs. The recreational, social, and meeting spaces we continue to create, including the Evans Commons now under construction, will provide the most complete and attractive higher learning environment for our students, which will raise the first-year-student retention rate to 80 percent or higher. Our intercollegiate sports program at the St. Charles Campus will be recognized as an NCAA Division II powerhouse that is in contention for national championships each year. Similarly, the Belleville campus will proudly sponsor one of the most engaging and successful small college varsity sports programs in the NAIA. At both campuses, the University's Student Life Sports and intramural programs will provide a complete range of collegiate sports options to meet the diverse developmental interests of students who desire competitive opportunities outside our official varsity programs. Across the whole Lindenwood University System, career placement rate for new graduates will consistently hover between 95 and 100 percent for the six-month post-graduation interval.

Programs and Growth:

St. Charles Campus Lindenwood's residential population at the St. Charles campus will stabilize at about 4,000 students by 2015, with 3,700 of those students being undergraduates. Our daytime commuter population will approximate 1,700, and evening programs will realize a stable population of about 13,000 across fourteen extended sites, 20 or more K-12 school districts, and our St. Charles campus, with two-thirds of the evening students pursuing graduate degrees. The faculty will increase to more than 300 full-time, 50 part-time, and 750 adjunct professors.

Belleville Campus Lindenwood's Belleville campus itself will serve about 1,600 day students and approximately 2500 evening students. Lindenwood—Belleville will be a full-service campus with residential students, an intercollegiate athletics program, a wide range of undergraduate and graduate degrees, complete facilities, and a faculty of about 80 full-time and 200 adjunct professors and 50 administrative officers and staff members. The Belleville campus will become known as the premier liberal arts college in the region, with high-quality academics, progressive student-development systems, and an unmatched synergy with the surrounding community. Its Communications, Business Administration, and Teacher Education programs will become as widely known and well regarded as their counterparts in St. Charles.

Lindenwood System Within a decade we will grow from 85 to 100 undergraduate majors and from 37 to 50 graduate majors across the Lindenwood System. Lindenwood will offer more than 20 online degree programs and will increase the number of doctoral programs from four to seven or eight.

Facilities: Our world-class facilities will undergo further improvement. The number of major classroom halls will jump from five to six in St. Charles and two to three in Belleville, and supplementary buildings with a couple of classrooms each will also increment from five to eight in St. Charles. The Auto Zone store presently on our campus will be replaced by a beautiful brick lecture hall in the classic Lindenwood architectural style. We will build or acquire additional alternative housing for our graduate and married students. The Board will approve the construction

of Lindenwood's own University Village for more apartment-like accommodations. The interior of all of these wonderful new facilities will include the latest educational and business technology, and many areas of the campuses will have additional landscape gardens, ponds, and statuary displays installed. Lindenwood's magnificent intercollegiate athletics facilities, which already are the envy of this region, will be further equipped with a permanent High Intensity Training Center and a competition-grade swimming and diving pool in St. Charles and a track and softball field in Belleville. Finally, our inimitable Boone Campus will reach its full potential as a unique venue for education in Health and Fitness Studies, Environmental Science, Historical Interpretation, and Recreation and Leisure Studies for the P-12, community, and higher education sectors. It will feature programs, classes, and research projects that will be headquartered in a fully outfitted Education and Visitors Center.

Communications and Human Relations: Lindenwood will be regionally acclaimed for its reliable and effective internal and external communications, with regular daily, weekly, and seasonal publications going out to students, faculty, and staff; weekly, episodic, and seasonal e-communications being transmitted to our Boards; episodic and quarterly news, as well as annual booklets and newsletters – both hard-printed and electronic – being channeled to our alumni and friends; episodic and scheduled notices and advertisements being posted for the general public and the higher-education community, in general written periodicals as well as on the World Wide Web. Crucial information, records, and documentation will be available at our Web site for students, parents, and faculty and staff, and the online *L-Edger* will provide transparent annual running record of the demographics, credentials, and achievement levels of our academic, developmental, and intercollegiate programs. Our students, faculty, and staff will be proficient and assiduous in the use of the most advanced online meeting and scheduling system. The University's radio and television stations, at both campuses, will have achieved regional prominence not only for their useful and accurate information and interesting entertainment but also for the exceptional educational value they provide for students. The

student newspapers will be cited as exemplars in news impact as well as academic value and professional-preparation efficacy. Lindenwood's distance learning initiatives via online programs, video streaming, and video teleconferencing will be fully integrated into our daily higher-education delivery systems. Lindenwood's human relations environment will be defined by and imbued with the ethic of selfless commitment to our mission, the student, the University, and the greater good, thereby manifesting the values such as dignity, respect, and the primacy of the truth that are seminal to the University's purpose. Academic freedom, shared governance, due process, and sincere mutual regard will not only be clearly codified in our manuals and handbooks, communicated in all available forms, and implemented religiously, but will also be conspicuously supported and promoted by the entire collegial community as a way of life. The interpersonal ambiance will be a dynamic, modern realization of our historically essential Judeo-Christian value system. We will enjoy an abiding relationship with our alumni, and they will feel they are a part of their campus throughout life. Our focus will be on continuing to make our students' lives more fulfilling even after they graduate. Our graduates, in turn, will want to give back to their *alma mater* for intrinsic reasons, and a majority will through gifts, in-kind services, or both. The Lindenwood of the future will witness the return visit of more than a quarter of its alumni each year, for one event or another.

Finances: In the first decade of the 21st century, Lindenwood completed the final phase of its phenomenal transformation from financial exigency to mature fiscal health. The result was and will continue to be a stable, self-sustaining system of planned financial growth and prudent, vigilant financial management. The University will continue to be both respected and resented for its ability to earn its own way and actively adapt to the evolving higher education marketplace, consistent with its mission and first-tier quality in all that it does. The Board, administration, and academic leaders will continue to plan as a team, based on an ongoing anticipation of measured growth but with annual formulation of alternative plans for adapting to less than optimal economic periods. There will be an open mind to new markets that

dovetail with our mission and capabilities, but emphasis will be on continuous improvement of what we presently deliver. We will persist in basing all major financial decisions on the best interests of our students' education, development, and future. With the systematic and enthusiastic growth and operation of Lindenwood's Institutional Advancement Office, the gift and pledge level will approach the equivalent of 6-10 percent of the University's annual budget. As a result of our sincere, planned outreach to our graduates, alumni giving rate will exceed 25 percent, surpassing 30 percent in some years. Tuition income will continue to be Lindenwood's income mainstay because we have the greatest amount of direct control of that revenue stream and hence the University's financial independence during any era.

JDE
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