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1981

Lindenwood College Board of Directors Minutes and Papers, 1981

Lindenwood College

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February 12, 1981

TO MEMBERS OF THE EXECUTIVE COMMITTEE:

- Robert Hyland
- David E. Babcock
- K. Dane Brooksher
- George W. Brown
- Mrs. Russell J. Crider
- John C. Hannegan
- Walter L. Metcalfe, Jr.

Since we had to cancel the Executive Committee meeting February 13 and since James D. Sands will be leaving Lindenwood this week, I am sending you this letter because we need action on several resolutions giving Lawrence C. Elam, our new Business Manager and Chief Financial Officer, authority on some matters in place of Mr. Sands. Please indicate on the attached copy of this letter whether or not you approve these resolutions and return it to me as soon as possible. The resolutions are as follows:

RESOLVED, that any two of the following persons are authorized to sign checks and withdrawal slips on all banks for The Lindenwood Colleges:

- Lawrence C. Elam, Business Manager and Chief Financial Officer
- Edward R. Keutzer, Controller
- John H. Mercer, Superintendent of Services
- Mary E. Yonker, Executive Assistant to the President

Approved ✓ Not approved

RESOLVED, that any ^{two} ~~one~~ of the following be authorized to enter safety deposit boxes of The Lindenwood Colleges:

- Lawrence C. Elam, Business Manager and Chief Financial Officer
- Edward R. Keutzer, Controller
- John H. Mercer, Superintendent of Services
- Mary E. Yonker, Executive Assistant to the President

Approved ✓ Not approved

David E. Babcock
David E. Babcock

February 12, 1981

RESOLVED, that Lawrence C. Elam, Business Manager and Chief Financial Officer, be authorized to make short term investments of surplus college operating funds in such vehicles as commercial paper, treasury bills, certificates of deposit, etc.

Approved _____



Not approved _____

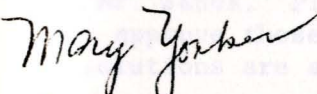
RESOLVED, that Lawrence C. Elam, Business Manager and Chief Financial Officer, be appointed Plan Administrator of all employee benefit plans of The Lindenwood Colleges which are or may become subject to the provisions of the Employee Retirement Income Security Act of 1974 (ERISA).

Approved _____

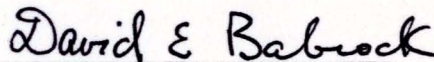


Not approved _____

Sincerely,



Mary Yonker
Assistant Secretary
Board of Directors



David E. Babcock

The Lindenwood Colleges

Saint Charles, Missouri 63301 - Office of the President

February 12, 1981

TO MEMBERS OF THE EXECUTIVE COMMITTEE:

- Robert Hyland
- David E. Babcock
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Approved _____ Not approved _____

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- Edward R. Keutzer, Controller
- John H. Mercer, Superintendent of Services
- Mary E. Yonker, Executive Assistant to the President

Approved _____ Not approved _____

should be two.

(only with inted change)

KD Brooksher

K. Dane Brooksher

RESOLVED, that Lawrence C. Elam, Business Manager and Chief Financial Officer, be authorized to make short term investments of surplus college operating funds in such vehicles as commercial paper, treasury bills, certificates of deposit, etc.

Approved ✓ Not approved

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Approved ✓ Not approved

Sincerely,

Mary Yonker

Mary Yonker
Assistant Secretary
Board of Directors

KDB

K. Dane Brooksher

*Lawrence C. Elam, Business Manager and Chief Financial Officer
Edward W. Keister, Controller
John H. Porter, Superintendent of Services
Mary E. Yonker, Executive Assistant to the President*

RESOLVED, that the following be authorized to purchase safety deposit boxes of The Lindenwood Colleges:

*Lawrence C. Elam, Business Manager and Chief Financial Officer
Edward W. Keister, Controller
John H. Porter, Superintendent of Services
Mary E. Yonker, Executive Assistant to the President*

Approved Not approved

George W. Elam

February 12, 1981

TO MEMBERS OF THE EXECUTIVE COMMITTEE:

- Robert Hyland
- David E. Babcock
- K. Dane Brooksher
- George W. Brown
- Mrs. Russell J. Crider
- John C. Hannegan
- Walter L. Metcalfe, Jr.

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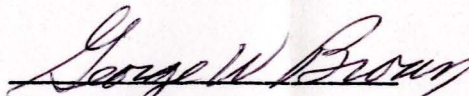
- Lawrence C. Elam, Business Manager and Chief Financial Officer
- Edward R. Keutzer, Controller
- John H. Mercer, Superintendent of Services
- Mary E. Yonker, Executive Assistant to the President

Approved ✓ Not approved _____

RESOLVED, that any ^{Two} ~~one~~ of the following be authorized to enter safety deposit boxes of The Lindenwood Colleges:

- Lawrence C. Elam, Business Manager and Chief Financial Officer
- Edward R. Keutzer, Controller
- John H. Mercer, Superintendent of Services
- Mary E. Yonker, Executive Assistant to the President

Approved ✓ Not approved _____


George W. Brown

February 12, 1981

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Approved ✓ Not approved _____

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Approved ✓ Not approved _____

Sincerely,

Mary Yonker

Mary Yonker
Assistant Secretary
Board of Directors

George W. Brown
George W. Brown

Lawrence C. Elam, Business Manager and Chief Financial Officer
Edward K. Keiser, Controller
John H. Myers, Superintendent of Services
Mary E. Yonker, Executive Assistant to the President

Approved _____ Not approved _____

RESOLVED, that each one of the following be authorized to enter safety deposit boxes of the Lindenwood Colleges.

Lawrence C. Elam, Business Manager and Chief Financial Officer
Edward K. Keiser, Controller
John H. Myers, Superintendent of Services
Mary E. Yonker, Executive Assistant to the President

Approved _____ Not approved _____

February 12, 1981

TO MEMBERS OF THE EXECUTIVE COMMITTEE:

- Robert Hyland
- David E. Babcock
- K. Dane Brooksher
- George W. Brown
- Mrs. Russell J. Crider
- John C. Hannegan
- Walter L. Metcalfe, Jr.

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- Lawrence C. Elam, Business Manager and Chief Financial Officer
- Edward R. Keutzer, Controller
- John H. Mercer, Superintendent of Services
- Mary E. Yonker, Executive Assistant to the President

Approved ✓ Not approved _____

RESOLVED, that any ^{TWO} ~~one~~ of the following be authorized to enter safety deposit boxes of The Lindenwood Colleges:

- Lawrence C. Elam, Business Manager and Chief Financial Officer
- Edward R. Keutzer, Controller
- John H. Mercer, Superintendent of Services
- Mary E. Yonker, Executive Assistant to the President

Approved ✓ Not approved _____

Jane Crider
Jane Crider

RESOLVED, that Lawrence C. Elam, Business Manager and Chief Financial Officer, be authorized to make short term investments of surplus college operating funds in such vehicles as commercial paper, treasury bills, certificates of deposit, etc.

Approved ✓ Not approved _____

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Approved ✓ Not approved _____

Sincerely,

Mary Yonker

Mary Yonker
Assistant Secretary
Board of Directors

John C. Hannegan
John C. Hannegan

RESOLVED, that any one of the following be authorized to accept safety deposit boxes of the Lindenwood Colleges:
Lawrence C. Elam, Business Manager and Chief Financial Officer
Edward A. Kautzer, Treasurer
John H. Harney, Superintendent of Services
Mary E. Yonker, Executive Assistant to the President

Approved _____ Not approved _____

RESOLVED, that Lawrence C. Elam, Business Manager and Chief Financial Officer, be authorized to make short term investments of surplus college operating funds in such vehicles as commercial paper, treasury bills, certificates of deposit, etc.

Approved ✓ Not approved _____

RESOLVED, that Lawrence C. Elam, Business Manager and Chief Financial Officer, be appointed Plan Administrator of all employee benefit plans of The Lindenwood Colleges which are or may become subject to the provisions of the Employee Retirement Income Security Act of 1974 (ERISA).

Approved ✓ Not approved _____

Sincerely,

Mary Yonker

Mary Yonker
Assistant Secretary
Board of Directors

Robert Hyland
Robert Hyland

Approved _____ Not approved _____

RESOLVED, that any one of the following be authorized to enter safety deposit boxes of The Lindenwood Colleges:

- Lawrence C. Elam, Business Manager and Chief Financial Officer
- Edward R. Keutner, Controller
- John H. Mercer, Superintendent of Services
- Mary E. Yonker, Executive Assistant to the President

Approved _____ Not approved _____

Walter L. Metcalfe, Jr.

February 12, 1981

TO MEMBERS OF THE EXECUTIVE COMMITTEE:

- Robert Hyland
- David E. Babcock
- K. Dane Brooksher
- George W. Brown
- Mrs. Russell J. Crider
- John C. Hannegan
- Walter L. Metcalfe, Jr.

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Approved _____ Not approved _____

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- John H. Mercer, Superintendent of Services
- Mary E. Yonker, Executive Assistant to the President

Approved _____ Not approved _____

Walter L. Metcalfe, Jr.

February 12, 1981

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Approved Not approved

Sincerely,

Mary Yonker

Mary Yonker
Assistant Secretary
Board of Directors

[Signature]

Walter L. Metcalfe, Jr.

THE LINDENWOOD COLLEGES
Office of the Registrar

AGENDA
EXECUTIVE COMMITTEE
BOARD OF DIRECTORS
THE LINDENWOOD COLLEGES
FEBRUARY 27, 1981

- I. Selection of auditor
- II. Appointment of Investment Analysis Committee
- III. Activation of Facilities Committee
- IV. Candidates for degrees
- V. Discussion of Music Program
- VI. Request to increase pension of Carolyn Gray
- VII. Other business

Paul Joseph Boscheri

Bachelor of Science

Jeffery William Casey

Bachelor of Science

Donald Richard Dwyer

Bachelor of Science

Carl Steven Genari

Bachelor of Science

Karen Lynn Hilgert

Bachelor of Science

Cynthia L. Martines

Bachelor of Science

Valerie Kay Nims

Bachelor of Science

Lila Jean Schotte

Bachelor of Science

Marc William Strauss

Bachelor of Science

Michael Anthony Tennyson

Bachelor of Science

Yolanda Diane Hall

Bachelor of Arts

Daniel Robert Steiner

Bachelor of Arts

Suzanne Jeannine Zeller

Bachelor of Arts

THE LINDENWOOD COLLEGES
Office of the Registrar

List of students who expect to complete degree December 19, 1980:

Charles Ray Bailey	Associate in Science
Larry Jerome Littleton	Bachelor of Science
Thomas Ralph Conry	Associate in Science

List of students who expect to complete degree January 31, 1981

Virginia Lee Atkinson	Bachelor of Science
Abdulameer A. Alattar	Bachelor of Science
Sima Mokhtari	Master of Arts

List of students who expect to complete degree May 23, 1981

Paul Joseph Boschert	Bachelor of Science
Jeffery William Casey	Bachelor of Science
Donald Richard Dwyer	Bachelor of Science
Carl Steven Generi	Bachelor of Science
Karen Lynne Hilgert	Bachelor of Science
Cynthia L. Martines	Bachelor of Science
Valerie Kay Mims	Bachelor of Science
Lila Jean Schotte	Bachelor of Science
Marc William Strauss	Bachelor of Science
Michael Anthony Tennyson	Bachelor of Science
Felicia Diane Hall	Bachelor of Arts
Daniel Robert Steiner	Bachelor of Arts
Suzanne Jeannine Zeller	Bachelor of Arts

THE LINDENWOOD COLLEGE
Office of the Registrar

Lorraine Mary Mattie	Bachelor of Fine Arts
Barbara Alene Plackemeier	Associate in Science
Logan Carl Brown	Master of Business Administration
Dennis J. Kehoe	Master of Business Administration
Elmer E. Napier	Master of Business Administration
Sefan J. Procriv	Master of Business Administration
Samuel B. Sherlock, Jr.	Master of Business Administration
Mary Christine Melby	Master of Arts
James Bullock	Master of Arts
Charles Louis Schneider	Bachelor of Science
James E. Thomsen	Master of Arts
John Stewart	Bachelor of Science
Virginia Butherford	Bachelor of Science
James Curt Vickrey	Master of Arts

THE LINDENWOOD COLLEGES
Office of the Registrar

List of Lindenwood IV students who completed degrees - September 30, 1980

Jan Elizabeth Reimers Adkins	Master of Arts
Rick H. Dorenkamp	Bachelor of Science
Penelope Joan Herdfelder	Master of Arts
Sheila Lenkman	Master of Science
Philip Damian Pradier	Master of Arts
Sheila F. Radman	Master of Arts
Karenlee Robinson	Master of Science
Sharon DuRocher	Master of Arts
Charles Louis Schneider	Bachelor of Science
Alice Faye Shoemaker	Master of Arts
Jean Stewart	Bachelor of Science
Angela Sutherlin	Bachelor of Science
V. Jane Curt Vickrey	Master of Arts

THE LINDENWOOD COLLEGES
Office of the Registrar

List of students who expect to complete degrees December, 1980:

Cynthia Kay Boyle	Bachelor of Science
Joan Marie Burnett	Bachelor of Science
John Edward Carrico	Bachelor of Science
Stephen Leroy Endsley	Bachelor of Science
Karen F. Gayer	Bachelor of Science
Kayla Marie (Bopp) Gray	Bachelor of Science
Linda Sue Hill	Bachelor of Science
Melissa Jean Hudson	Bachelor of Science
Deborah Jane Hulcer	Bachelor of Science
Kevin D. Litz	Bachelor of Science
Dennis M. Murphy	Bachelor of Science
Nancy Elizabeth Nunley	Bachelor of Science
Richard Joseph Prokopf	Bachelor of Science
David Lee Rogers	Bachelor of Science
William D. Schneider	Bachelor of Science
Susan Diane Strutman	Bachelor of Science
Dale Wayne Terrell	Bachelor of Science
Carla Jean Bouselli	Bachelor of Science in Nursing
Charlotte Ann Frailey	Bachelor of Science in Nursing
Susan Kay Regi	Bachelor of Science in Nursing
Renee Killian-Spence	Bachelor of Science in Nursing
Michael Edward Cavitt	Bachelor of Arts
Lesil E. Coleman	Bachelor of Arts
Susan Anne Myers	Bachelor of Arts

THE LINDENWOOD COLLEGES
Office of the Registrar

December 1980 continued: *next to complete degree January 31, 1981:*

Douglas Ernest Kelley Associate in Science

Jon Mark Randall Evans Associate in Science

John Marie Gray Bachelor of Science

Steven D. Branson MBA Bachelor of Science

William Kent Feldewerth MBA Bachelor of Science

Thomas E. Glosier Shields MBA Bachelor of Science

Dorothy Rose Heitholt MBA Bachelor of Science

Ronald Charles Jeffries MBA

John Francis Koesterer MBA Bachelor of Arts

Jacquelyn Ann Langston MBA Bachelor of Arts

Marita Veronica Malone MBA

Richard Britton Minthorne MBA Bachelor of Fine Arts

Thomas Calvin Nebel MBA

Michael Leo Shelton MBA

Lawrence Earl Thomas MBA

Melvin Carl Tressler MBA

Frances Loretto Vatterott MBA

Jan Richmond Dineen Master of Science

THE LINDENWOOD COLLEGES
Office of the Registrar

List of students who expect to complete degree January 31, 1981:

Daniel L. Brazill	Bachelor of Science
Rebecca Suzanne Evans	Bachelor of Science
Kayla Marie Gray	Bachelor of Science
Sharon Jean McGaully	Bachelor of Science
Dawn Eileen Randolph	Bachelor of Science
Samuel Sylvester Shields	Bachelor of Science
Janet Silvers Shooks	Bachelor of Science
Yvonne Louise Crapper	Bachelor of Science
Karla Sue Strange	Bachelor of Arts
Janet Sue Hickerson	Bachelor of Arts
J Beverly L. Palmer	Bachelor of Science
Kevin A. Mayden	Bachelor of Fine Arts
Ernest Marshall Gusterson	Bachelor of Science
Patly L. Walker-Hale	Bachelor of Science
Jacdra M. Rowanberry	Bachelor of Science
John H. Davis	Bachelor of Science
Sharon Rose Worley	Bachelor of Science
Billy Jackson	Bachelor of Science
Douglas Donald Kelley	Bachelor of Science
Kathleen Ann Harts Kirk	Bachelor of Science
Ann Claire Stronoga	Bachelor of Science
Glenn Lynn McWhirter	Bachelor of Science
Mark Steven Holton	Bachelor of Science
Kurt Louis Myers	Bachelor of Science
Richard Calvin Hosenfelder	Bachelor of Science
Norma Marie Oakley	Bachelor of Science

THE LINDENWOOD COLLEGES
Office of the Registrar

List of students who expect to complete degrees May 23, 1981:

Adnan-Abdulkreem Aboulhassan	Bachelor of Science
Abdullah Mohammad H. Al-Najjar	Bachelor of Science
Myra Ann Aud	Bachelor of Science
Christine G. Banholzer	Bachelor of Science
Carla Patricia Bolanos	Bachelor of Science
Rebecca J. Cole	Bachelor of Science
William Oscar Cox	Bachelor of Science
Vera Louise Cropper	Bachelor of Science
David Royale Drinkard	Bachelor of Science
Steven Joseph Eck	Bachelor of Science
Beverly L. Felkner	Bachelor of Science
Patricia A. Gremminger	Bachelor of Science
Ernest Marshall Gunderson	Bachelor of Science
Kathy L. Buckner-Hale	Bachelor of Science
Sandra M. Honerkamp	Bachelor of Science
Inita M. Hovis	Bachelor of Science
Sharon Emma Henley	Bachelor of Science
Billy Jackson	Bachelor of Science
Douglas Ernest Kelley	Bachelor of Science
Kathleen Ann Harte Kirk	Bachelor of Science
Ann Claire Kronlage	Bachelor of Science
Dianne Lynn McCormick	Bachelor of Science
Mark Steven Melton	Bachelor of Science
Kurt Louis Myers	Bachelor of Science
Richard Galen Niedenfuehr	Bachelor of Science
Ronnie Wayne Oakley	Bachelor of Science

THE LINDENWOOD COLLEGES
Office of the Registrar

Spring 1981 continued:

Douglas B. Petty	Bachelor of Science
Robert F. Polkinghorne	Bachelor of Science
Barbara Trump Randolph	Bachelor of Science
Albert J. Rastberger	Bachelor of Science
Barbara E. Robertson	Bachelor of Science
Randall Ray Robertson	Bachelor of Science
Steven Allen Roodman	Bachelor of Science
Robin Crabtree Sandler	Bachelor of Science
Wanda Marie Schaeffer	Bachelor of Science
David John Schimweg	Bachelor of Science
Raymond H. Schowe	Bachelor of Science
Debra Zoe Slaski	Bachelor of Science
Susan Gay Spiegelglass	Bachelor of Science
Robert J. Torgerson	Bachelor of Science
Cary Edward Thessen	Bachelor of Science
Carmen Sue Whitman	Bachelor of Science

Barry William Basore	Bachelor of Arts
Michael M. Bothe	Bachelor of Arts
Joyce A. Brown	Bachelor of Arts
Lesil E. Coleman	Bachelor of Arts
Cheryl Lynn Flint	Bachelor of Arts
Peggy Lynne Ghertner	Bachelor of Arts
Mary Edith Gisi	Bachelor of Arts
Donald Keeran	Bachelor of Arts
David Lee Meier	Bachelor of Arts
Loren Ray Muench	Bachelor of Arts

THE LINDENWOOD COLLEGES
Office of the Registrar

List of students who expect to complete degree December 19, 1980:

Karen Lynn Simmons	Bachelor of Arts
Lawrence Earl Thomas	Master of Business Administration
John Robert Strauss	Bachelor of Science
Kenji Takahashi	Bachelor of Arts

List of students who expect to complete degree January 31, 1981

Clarence K. Fulton, Jr.	Bachelor of Science
Dale Alan Yankey	Bachelor of Science
Edward Scott Fowler	Bachelor of Science

List of students who expect to complete degree May 23, 1981

Geraldine Ann Jacobs	Associate in Science
Laurie Ann Ingram	Bachelor of Arts
Charlotte A. Pflum	Bachelor of Arts
Mary Kyle Barker	Bachelor of Science
Wendy N. Clark	Bachelor of Science
Yacoob Mohammed Fakeer	Bachelor of Science
F. Maggie Hoffman	Bachelor of Science
Gregory Lee Jinkerson	Bachelor of Science
Kirk Merrill Joslin	Bachelor of Science
Edward Ray Remington	Bachelor of Science
Richard Charles Schmierbach	Bachelor of Science
Stephen F. Schmitt	Bachelor of Science
Robert Henry Vordtriede	Bachelor of Science
Jerry D. Beck	Master of Business Administration
James Frederick Bond	Master of Business Administration
Edward A. Hopkins	Master of Business Administration

Robert Lee Joslin	Master of Business Administration
Janet C. McCandliss	Master of Business Administration
Judith Elizabeth Brown	Master of Arts
Jeanne D. Howard	Bachelor of Science
Edna Stevens Hughes	Bachelor of Science
Linda Marie Reed	Bachelor of Fine Arts
Kiyoshi Takahashi	Bachelor of Arts
David Todd Burchyett	Bachelor of Science
Donna Rochelle D'Angelor	Bachelor of Arts
Rosemarie Dickherber-Cannon	Bachelor of Arts
Raymond Scott Fowler	Bachelor of Science
Jackson L. Seitz, Jr.	Bachelor of Science
David F. Hollander	Bachelor of Arts
Donald Huber	Master of Science
J. N. Hundley	Bachelor of Science
Maurice Burke LeCroy	Master of Arts
Lyn Levine	Master of Arts
Debra Saunders Locke	Bachelor of Science
Barbara Ann Malta	Bachelor of Science
Maxine Stayton McDonald	Bachelor of Science
Paul Pini	Bachelor of Science
Virginia S. Rohrbaugh	Master of Arts
Mildred Louise Rollins	Bachelor of Science
Suey Schoonover-Kump	Master of Arts
Marie Foote Stark	Master of Arts
Bobby G. Steward	Master of Science
Terri L. Sweig	Master of Arts

THE LINDENWOOD COLLEGES
Office of the Registrar

List of LC IV students who expect to complete degree January 31, 1981:

Francis T. Arrey	Master of Science
Sherry Lynn Carrigan	Master of Arts
Paula Day	Bachelor of Science
Eric I. Field	Master of Arts
Jane Fletcher	Master of Arts
William Lee Franklin	Master of Arts
Betsy V. M. Gibbs	Master of Arts
Mary Diane Hasty	Bachelor of Arts
Jim A. Hobbs	Master of Fine Arts
David F. Hollander	Bachelor of Arts
Ronald Huber	Master of Science
J. R. Hundley	Bachelor of Science
Maurice Burke LeCroy	Master of Arts
Lyn Levine	Master of Arts
Debra Saunders Locke	Bachelor of Science
Barbara Ann Malta	Bachelor of Science
Maxine Stayton McDonald	Bachelor of Science
Paul Pini	Bachelor of Science
Virginia S. Rohrbaugh	Master of Arts
Mildred Louise Rollins	Bachelor of Science
Sandy Schoonover-Kump	Master of Arts
Marie Foote Stark	Master of Arts
Bobby G. Steward	Master of Science
Terri L. Sweig	Master of Arts

Marguerite Pettus Walker	Master of Arts
Mary Weis	Bachelor of Science
Wesley E. Wilber	Master of Science
Joseph H. Wildt	Master of Arts
Patricia Bussey Williams	Bachelor of Science
Loretta M. Wilson	Bachelor of Science

List of LC IV student who expect to complete degree May 23, 1981:

Anastacia Aldridge	Master of Arts
Paul D. Allen	Master of Arts
Linda Bagwell	Master of Arts
Robin Baldwin	Master of Arts
Richard Balicki	Master of Arts
Katherine Beyer	Master of Arts
Robert Cole	Bachelor of Science
John Collins	Master of Arts
Judy Crockett	Master of Arts
Sheila Culkin	Master of Arts
Duane Curry	Bachelor of Science
Suzanne Desutter	Bachelor of Science
Glen DeWees	Master of Arts
William Diggs	Master of Arts
Loretta Dubin	Master of Arts
David L. Frerker	Master of Science
Morna Freund	Master of Arts
Barbara Gaines	Bachelor of Science
Beverly Gantney	Bachelor of Science
Carol Garvin	Master of Arts

Mary Gismegian	Master of Arts
George Gray	Master of Fine Arts
Betty Harrison	Master of Arts
Lucille Herman	Master of Arts
Carol Hummert	Bachelor of Science
Dianne Isbell	Master of Arts
Linda Kanagawa	Master of Arts
Kathleen King	Master of Arts
Miriam King-Watts	Master of Arts
Phyllis Kish	Master of Arts
Mary Korpi	Master of Arts
June M. Lackey	Master of Arts
Carol Lark	Bachelor of Science
Willis Lee	Bachelor of Science
IvyAnn Desiree Lee-Sharpe	Master of Science
Melvin Lester	Master of Science
Murlean Lester	Master of Science
Thomas LeTourneau	Bachelor of Science
Stanley Magoon	Bachelor of Science
Nicki McClusky	Master of Arts
John Meyer	Bachelor of Science
Allen Neff	Bachelor of Science
John M. O'Connor	Master of Arts
Constance Pearson	Master of Arts
E. L. Quatman	Master of Arts
Douglas Ralphs	Bachelor of Science
Barbara Reading	Master of Arts

Ann Redington-Imgrund

Master of Science

Marian Rice

Master of Arts

Shirley Rice

Master of Arts

Kimberly Riemer

Master of Arts

Kermit Robinson

Bachelor of Science

Joanne Rocklage

Master of Arts

Christine H. Schmiz

Bachelor of Arts

Sue Schneider

Master of Arts

Ellen Sherman

Master of Arts

Ellen Sherwood

Master of Arts

JoAnne Shroba

Master of Arts

Robert Shymanski

Bachelor of Science

Adam F. Smith

Master of Science

Michael Smith

Master of Arts

Charles Sowell

Bachelor of Science

Linda Sweeney

Master of Arts

Betty B. Turner

Master of Science

Reza Vahidi

Master of Science

Barbara Vogt-Raynes

Bachelor of Science

Grace Washington

Master of Science

Wilma Whitley

Bachelor of Science

Irene D. Whittaker

Bachelor of Science

Noranna Wingender

Master of Arts

Michael Wood

Bachelor of Science

Rufus Young

Bachelor of Science

Stephanie Young

Master of Fine Arts

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

FEBRUARY 27, 1981

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 27, 1981, at 12:15. Present were Robert Hyland, Chairman, George W. Brown, Mrs. Russell J. Crider, John C. Hannegan, Walter L. Metcalfe, Jr., and Robert Johns, President of The Colleges.

It was moved by Mr. Metcalfe and seconded by Mr. Hannegan that Mr. Metcalfe would notify Coopers and Lybrand, Ernst and Whinney, Price Waterhouse, and Haskins and Sells that we were interested in considering them to be auditors beginning immediately and to be interviewed with President Johns before the 15th of March. The motion was passed.

Mr. Metcalfe moved and Mr. Brown seconded that the Finance Committee be asked to handle the problem of the Investment Analysis Committee. The motion was approved. Mr. Hyland will write a letter to Mr. Brooksher that the Finance Committee make a detailed study of our investments.

It was agreed by consensus that Mr. Hyland would address a letter to the Chairman of the Facilities Committee requesting they meet to inspect the campus before the next Board meeting.

It was moved by Mr. Brown, seconded by Mr. Metcalfe, and passed that candidates for degrees as listed on the attachment to the agenda be granted the appropriate degrees on satisfactory completion of requirements.

President Johns presented a report of the program in the Music Department.

The request to increase the pension of Miss Carolyn Gray was referred to Mr. Metcalfe, who will correspond with Miss Gray's representative.

It was agreed that a Board meeting would be held as early as possible in March.

President Johns was asked to give further information on the financial reports submitted by Mr. Sands earlier this month, and he will ask Mr. Elam to distribute the information to people present at this meeting.

There being no further business the meeting was adjourned at 1:20.

Robert Johns
Secretary Pro Tem

Board of Directors

Lawrence Elam

AGENDA

February BOARDS OF THE LINDENWOOD COLLEGES

February 1981 Finance March 18, 1981

- I. Call to order - Mr. Hyland
 - II. Minutes of October 17, 1980
 - III. Financial Report - Mr. Elam
 - IV. Executive Committee Report - Mr. Hyland
 - V. Authority to go to arbitration re Western Waterproofing Company - Meetings were held in January and most of the budget decisions - tuition, salaries, operating accounts, etc. were determined.
 - VI. Authority to dispose of capital property, i. e., horses.
 - VII. Proposed resolutions
 - VIII. Other business
- IX. Cash Flow - Much of the receipts over disbursement figures represents incoming payments of the Missouri Scholarship Grants, state approval of Guaranteed Bank Loans and some federal scholarship and loan funds. It is not expected that these funds will be received by the end of March and therefore it will be necessary to borrow for an interim period of 30-60 days to meet payrolls and other expenses. At this time we have \$125,000 on hand and in short-term investments. Our need may be as much as \$300,000 for this period.
- X. Auditors - I have met with two groups of auditors to date. I asked that they propose a 1980-81 Audit involving only enough detail to provide statements without a qualification. I can direct the Business Office operations by May 30th to a balanced General Ledger and Reconciled Accounts Receivable and Cash. Also, we can hand in place an acceptable check and balance arrangement for internal control of Receipts and Disbursements. My request is that they accept this as guidelines for the 1980-81 engagement with the understanding that they would also receive a commitment for the 1981-82 year and perhaps longer.
- XI. Business Office Operations and Staff : During my first 30 days I have reviewed the routines of each member of the staff. Many changes have been or are in process of being made. These changes will improve operations, internal control and morale. I discharged the Controller because the function was not performing even to minimum standards. The replacement was selected from existing staff and I will spend four months training this person. The operations of accounts payable and payroll are

TO: Board of Directors

FROM: Lawrence Elam

DATE: February 18, 1981

SUBJECT: February 1981 Financial Statement

- I. Financial Report - Attached is a report for the period June 1, 1980 - February 28, 1981 three-fourths of the 1980-81 year. This is in the same format as previous reports you have received for December and January. I cannot prepare a balance sheet for you at this time since the accounts do not have balances forward from last May 30. I expect the plan was to enter those balances from the 1980 Audit Report that was not received until February, 1981 (last month). These are attached reports on the status of bank loans and the endowment.
- II. 1981-82 Budget - Meetings were held in January and most of the budget decisions - tuition, salaries, operating accounts, etc. were determined at that time. I have not assembled this data with the remaining information necessary to prepare a final budget for your revision.
- III. Cash Flow - Much of the receipts over disbursement figures represents receivables pending payments of the Missouri Scholarship Grants, state approval of Guaranteed Bank Loans and some federal scholarship and loan funds. It is not expected that these funds will be received by the end of March and therefore it will be necessary to borrow for an interim period of 30-60 days to meet payrolls and other expenses. At this time we have \$125,000 on hand and in short-term investments. Our need may be as much as \$300,000 for this period.
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- V. Business Office Operations and Staff - During my first 30 days I have reviewed the routines of each member of the staff. Many changes have been or are in process of being made. These changes will improve operations, internal control and morale. I discharged the Controller because the function was not performing even to minimum standards. The replacement was selected from existing staff and I will spend four months training this person. The operations of accounts payable and payroll are

satisfactory. The cashier operation is being improved and people retrained in proper methods of cash handling and reporting. Beginning with the new fiscal year the Bookstore Accounts Payable will be added to Business Office. Bookkeeping and Controller persons are new to their jobs and I am working with them. Personnel person started March 2 and appears to be a good choice. Computer control staff are coping with inadequate equipment and software problems. We are reviewing alternate possibilities to achieve results without a major cash outlay.

	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Balance</u>
Educational and General:				
Personnel & Fees	\$ 3,757,620	\$	\$3,757,620	\$3,609,330
Financial Grants & Contracts		185,530	185,530	214,293
Special Grants & Contracts		19,210	19,210	0
Printing Gifts & Grants	149,427	35,795	185,422	198,260
Equipment Income	239,677	2,550	242,227	344,910
Service Educational Dept's	59,410		59,410	196,050
Courses	340,996		340,996	305,795
Other Sources	178,136		178,136	132,723
Total Educational & General	\$ 4,735,266	\$ 234,285	\$4,969,551	\$4,974,963
Auxiliary Services:				
Residence Halls	201,966		201,966	\$ 199,367
Food Service	474,185		474,185	553,400
Book Store	190,217		190,217	227,000
Cable Mail Conf. Center	56,147		56,147	66,360
Other Auxiliary Services	13,004		13,004	6,000
Rental Property	2,300		2,300	2,300
Total Auxiliary Services	\$ 937,819	\$ 0	\$ 937,819	\$1,049,227
Total revenues	\$ 5,673,085	\$ 234,285	\$5,907,370	\$6,024,190

STATEMENT OF CURRENT FUNDS REVENUES, EXPENDITURES, AND OTHER CHANGES

Fiscal Year-To-Date

6/1/80 to 2/28/81 (75%)

REVENUES:	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Budget</u>
Educational and General:				
Tuition & Fees	\$ 3,757,620	\$	\$3,757,620	\$3,639,330
Federal Grants & Contracts		185,530	185,530	214,293
State Grants & Contracts		10,210	10,210	0
Private Gifts & Grants	149,427	35,995	185,422	198,260
Endowment Income	239,677	2,550	242,227	348,510
Sales, Educational Depts	69,410		69,410	136,050
Conferences	340,996		340,996	305,795
Other Sources	178,136		178,136	132,725
Total, Educational & General	\$ 4,735,266	\$ 234,285	\$4,969,551	\$4,974,963
Auxiliary Services:				
Residence Halls	201,966		201,966	\$ 199,367
Food Service	474,185		474,185	553,200
Book Store	190,217		190,217	222,000
Cobbs Hall Conf. Center	56,147		56,147	66,360
Other Auxiliary Services	13,004		13,004	6,000
Rental Property	2,300		2,300	2,300
Total, Auxiliary Services	\$ 937,819	\$ 0	\$ 937,819	\$1,049,227
Total Revenues	\$ 5,673,085	\$ 234,285	\$5,907,370	\$6,024,190
Total Auxiliary Services Expense & Transfers	\$ 742,250		\$ 742,250	\$ 771,127
Total Expenses & Mandatory Transfers	\$ 4,747,829	\$ 228,815	\$4,976,644	\$4,921,323
Revenues in Excess of Expense & Trans	\$ 925,256	\$ 5,470	\$930,726	2,867
Mandatory Transfers to Plant Fund	(536)	(5,470)	(6,006)	0
Mandatory Transfers to Renewal & Replacement	0	0	0	0
Mandatory Transfers to Endowment	(90)	0	(90)	0
INCREASE (DECREASE) in FUND BALANCE	\$ 924,630	\$ 0	\$ 924,630	\$ 2,867

STATEMENT OF CURRENT FUNDS REVENUES, EXPENDITURES, AND OTHER CHANGES

Fiscal Year-To-Date

6/1/80 to 2/28/81 (75%)

Expenditures & Transfers:	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Budget</u>
Educational and General:				
Instruction	\$ 1,409,980	\$ 88,911	\$1,498,891	\$1,944,061
Public Service (Conferences)	208,968		208,968	224,297
Academic Support	211,863	2,954	214,817	384,616
Student Services	287,657	644	288,301	384,924
Institutional Support	1,073,501	13,837	1,087,338	1,097,668
Operation & Maintenance of Plant	519,655	24,508	544,163	624,900
Scholarships & Awards	50,881	96,136	147,017	282,035
Miscellaneous Purposes	0	1,825	1,825	0
Budget Contingency	0	0	0	38,920
E & G Expenditures	3,762,505	228,815	3,991,320	4,981,421
Mandatory Transfers, Debt Service	232,359	0	232,359	258,075
Mandatory Transfers, NDSL Match	10,715	0	10,715	10,700
Total E & G Expenses & Transfers	\$ 4,005,579	\$ 228,815	\$4,234,394	\$5,250,196
Auxiliary Services				
Residence Halls	\$ 110,230		\$ 110,230	\$ 117,252
Food Service	359,206		359,206	391,060
Book Store	214,280		214,280	195,520
Cobbs Hall Conference Center	39,002		39,002	37,700
Other Auxiliary Services	(637)		(637)	9,700
Rental Property	13,305		13,305	19,895
Total Expenses	735,386		735,386	771,127
Mandatory Transfers	6,864		6,864	0
Total Auxiliary Services Expense & Transfers	\$ 742,250		\$ 742,250	\$ 771,127
Total Expenses & Mandatory Transfers	\$ 4,747,829	\$ 228,815	\$4,976,644	\$6,021,323
			82.7%	100.0%
Revenues in Excess of Expense & Trans	\$ 925,256	\$ 5,470	930,726	2,867
Non-mandatory Transfers to Plant Fund	(536)	(5,470)	(6,006)	0
Non-mandatory Transfers to Renewal & Replacement	0	0	0	0
Non-mandatory Transfers to Endowment	(90)	0	(90)	0
INCREASE (DECREASE) in FUND BALANCE	\$ 924,630	\$ 0	\$ 924,630	\$ 2,867

STATEMENT OF OPERATIONS FOR THE 8 MONTHS ENDED 1/31/81

REVENUE

	1980-81 <u>Budget</u>	Actual to <u>Date</u>	% <u>Realized</u>
EDUCATIONAL & GENERAL			
Tuition & Fees	3,639,330	3,757,620	103.3
Endowment Income*	348,510	242,227	69.5
Private Gifts & Grants			
Unrestricted	163,500	149,427	91.4
Restricted*	34,760	35,995	103.6
	<u>198,260</u>	<u>185,422</u>	<u>93.5</u>
Government Grants*	214,293	195,740	91.3
Sales & Service of Ed. Dept.	136,050	69,410	51.0
Conferences	305,795	304,996	111.5
Other Sources	<u>132,725</u>	<u>178,136</u>	<u>134.2</u>
Total, Ed & Gen'l	<u>4,974,963</u>	<u>4,969,551</u>	<u>99.9</u>
AUXILIARY SERVICES			
Residence Halls - Revenue	199,367	201,966	101.3
Expenditures	<u>117,252</u>	<u>110,230</u>	<u>94.0</u>
Net Revenue	82,115	91,736	111.8
Food Service - Revenue	553,200	474,185	85.7
Expenditures	<u>391,060</u>	<u>359,206</u>	<u>91.8</u>
Net Revenue	162,140	114,979	70.9
Book Store - Revenue	222,000	190,217	85.7
Expenditures**	<u>195,520</u>	<u>214,280</u>	<u>109.6</u>
Net Revenue	26,480	(24,063)	(190.9)
Other Aux Service-Revenue	74,660	71,451	95.7
Expenditures	<u>67,295</u>	<u>51,670</u>	<u>76.8</u>
Net Revenue	7,365	19,781	268.6
Mand. & Non-Mand Transfers	<u>0</u>	<u>(6,864)</u>	
Total Auxiliary Service (Net)\$	<u>278,100</u>	<u>195,569</u>	<u>70.3</u>
TOTAL NET REVENUE	<u>\$5,253,063</u>	<u>5,165,120</u>	<u>98.3</u>

EXPENDITURES

	<u>1980-81</u> <u>Budget</u>	<u>Actual</u> <u>to</u> <u>Date</u>	<u>%</u> <u>Realized</u>
Educational & General			
Instruction	\$1,944,061	\$1,498,891	77.1
Public Service (Conference)	224,297	208,968	93.2
Academic Support	384,616	214,817	55.9
Student Services	384,924	288,301	74.9
Institutional Support	1,097,668	1,087,338	99.1
Oper. & Maint. of Plant	624,900	544,163	87.1
Scholarships & Awards	282,035	147,017	52.1
Miscellaneous Purposes	-	1,825	
Budget Contingency	38,920	0	
TOTAL E & G	<u>\$4,981,421</u>	<u>\$3,991,320</u>	<u>80.1</u>
Mandatory Transfers:			
Debt Service	\$ 258,075	\$ 232,359	90.0
NDSL Match	10,700	10,715	100.1
Non Mandatory Transfers	0	6,096	-----
Total E & G	<u>\$5,250,196</u>	<u>\$4,240,490</u>	<u>80.8</u>
Excess Reveue Over Expenditures	\$ 2,867	\$ 924,630	

GIFTS AND BEQUESTS RECEIVED

Fiscal Year to Date

6/1/80 to 2/28/81 (75%)

SOURCE OF GIFTS:

Alumni	\$ 90,460.00	20.7%
Trustees	2,398.00	0.5
Other Individuals	10,242.00	2.3
Religious Groups	6,675.00	1.5
Corporations & Business	38,674.00	8.9
Foundations	17,354.80	4.0
Estates	23,800.00	5.4
Government:		
Federal	\$234,241.00	
State	<u>12,408.00</u>	246,649.00
Service Organizations	<u>1581.00</u>	<u>0.4</u>
 Total By Source	 <u>\$437,833.00</u>	 <u>100.0%</u>

PURPOSE OF GIFTS:

Unrestricted (general purposes)	\$149,427.00	32.3%
Restricted:		
Instruction	\$ 63,453.00	
Library	6,500.00	
Student Services	5,384.00	
Operation & Maintenance	8,023.00	
Scholarships & Awards	108,796.00	
Miscellaneous Purposes	<u>21,713.00</u>	213,869.94
 Subtotal For Current Operations	 363,296.00	 78.6
Loan Funds	96,437.00	20.9
Plant Funds	2,000.00	0.4
Endowment Funds	100.00	0
Annuity and Life Income Funds	<u>0</u>	<u>0</u>
 Total By Purpose	 <u>\$461,833.00</u>	 <u>100.0%</u>

THE LINDENWOOD COLLEGES
STATEMENT OF OUTSTANDING DEBT
YEAR TO DATE-FEBRUARY 28, 1981

<u>NOTES PAYABLE</u>	<u>PRINCIPAL BALANCE 1979-80</u>	<u>PRINCIPAL PAID 1980-81</u>	<u>PRINCIPAL BALANCE 1980-81</u>	<u>INTEREST PAID 1980-81</u>
1st National - St. Louis Stadium "Superturf"	\$173,575.33	\$ 27,406.47	\$146,168.86	\$ 16,804.13
1st National - St. Louis Stadium Construction	1,200,000.00	0.00	1,200,000.00	109,116.67
1st National - St. Louis Operating Need	285,000.00	0.00	285,000.00	28,733.53
1st National - St. Louis Operating Need	197,250.01	0.00	197,250.01	18,126.63
1st National - St. Charles Operating Need	<u>900,000.00</u>	<u>0.00</u>	<u>900,000.00</u>	<u>125,593.75</u>
Total Notes Payable	\$2,755,825.34	\$27,406.47	2,728,418.87	\$298,374.71
 <u>BOND INDEBTEDNESS</u>				
HEW Bond/Young Science Bldg.	386,000.00	21,000.00	365,000.00	11,580.00
HEW Bond/Library Addition	190,000.00	8,000.00	182,000.00	5,580.00
HEW Bond/ Fine Arts Bldg.	<u>340,000.00</u>	<u>13,000.00</u>	<u>327,000.00</u>	<u>10,005.00</u>
Total Bond Indebtedness	<u>\$916,000.00</u>	<u>\$42,000.00</u>	<u>\$874,000.00</u>	<u>\$27,165.00</u>
TOTAL OUTSTANDING DEBT	<u>\$3,671,825.34</u>	<u>\$69,406.47</u>	<u>3,602 418.87</u>	<u>\$325,539.71</u>

St. Louis Union Trust Company510 Locust Street
St. Louis MO 63101

INVESTMENT SUMMARY

JAN 30, 1981

AGENT FOR LINDENWOOD COLLEGE
UNRESTRICTED ENDOWMENT FUND

BOOK VALUE

DESCRIPTION	BOOK VALUE	% OF TOTAL	CURRENT YIELD
FIXED INCOME ITEMS			
U.S. GOVERNMENT BONDS	\$98,952.12	5.16	8.0
CORPORATE BONDS	\$646,791.56	33.73	8.5
CONVERTIBLE PREFERRED STOCK	\$27,909.52	1.46	5.4
TOTAL FIXED INCOME ITEMS	\$773,654.21	40.35	8.3
TOTAL INVESTMENTS	\$773,654.21	40.35	8.3
CASH AND EQUIVALENT			
TEMPORARY INVESTMENTS	\$1,135,000.00	59.19	18.0
PRINCIPAL CASH	\$8,888.75	.46	
TOTAL CASH AND EQUIVALENT	\$1,143,888.75	59.65	
TOTAL ASSETS	\$1,917,542.96	100.00	
INCOME CASH ON HAND	\$20,007.85		

TO: ROBERT JOHNS

March 16, 1981

FROM: ROBERT C. CHASE

RE: "BACK 40" DEVELOPMENT

Contact has been made and literature on the property has been distributed to: The Regional Commerce and Growth Association. I met with Mr. Alan Richardson of RCGA to discuss the property and it has been included with RCGA's list of properties available to prospective businesses.

Similar contact has been made with Mr. John Johnson, Missouri Division of Commerce and Industrial Development. The literature and photographs of the property were sent to the Jefferson City office January 21. This also is included in material provided by the Division to prospective businesses seeking to expand or relocate.

I met with Vaal Hall, Director of the St. Charles County Industrial Development Authority. Out of that meeting came the most promising lead yet on a possible developer. Mr. Hall referred me to Mr. Robert McCormick of Turley-Martin Realtors who represent a client who is seeking approximately 40 acres for the development of a data-processing training center.

Recent contact with Mr. Hall indicates this project is very much alive as of this date. Mr. McCormick has personally looked at the property and I have provided him with literature, specifications, and pictures to help facilitate the decision.

The other major possibility for development came from my contact with McDonnell Douglas Corporation. In a conversation with Mr. Michael Witunski, Corporate Vice-President of McDonnell Douglas, I told him of the property and he expressed considerable interest. I sent him details on the property immediately (January 21st) and was advised by his office last week that the subject will be discussed by one of the McDonnell Douglas foundations March 31st.

Preliminary work has been completed on a quality four-color brochure which would be made available to search organizations (if contracted) and those interested in the property through responses in planned ads in the Wall Street Journal, Forbes, etc. This would, of course, be aimed at businesses interested in establishing a "corporate campus" concept on the site.

Finally, as you know, I have strongly urged that a portion of this land be retained by Lindenwood for the possible development of a mass communications center. I remain highly enthusiastic over this potential development which has been strongly endorsed by Mr. Hyland. Some preliminary planning has gone into this project as indicated by earlier memos.

RESOLUTIONS

March 11, 1981

TO: Dr. Johns

FROM: John Mercer *JM*

SUBJECT: Progress reports on Projects 51581, 41581 & 21581

Demolition has been completed in Niccolls Hall. All scrap material has been sold and removed from premises. Bids for removal and scrapping of old fire escapes on back of Niccolls have been received.

Approximately eight General Contractors have picked up specifications and blueprints to bid on General Management Contracts. We have asked that they get their bids in by Friday March 13, 1981.

Subcontractors have picked up specifications and plans on bidding plumbing, painting and replacement of windows. We have asked that their bids be turned in by March 18, 1981.

The Mechanical Specifications will not be submitted on the heating, electrical, and airconditioning until March 17th. The Consulting Engineer hasn't completed those specifications.

There are Contractors bidding on exterior painting, carpenter work and tuckpointing in Sibley. The Roofing Contractor for Sibley Hall have moved their materials in and will begin work this week. Bids on storm windows have been received.

We are receiving bids on the wallcoverings and carpeting. Upholstery and drapery material have been ordered and majority of material has arrived.

We are in the process of installing two new walk in freezers, and installation of two new ranges. All installations will be completed by March 20th in the Ayres Dining Hall.

THE LINDENWOOD COLLEGES
OFFICE OF THE REGISTRAR

List of students who expect to graduate December 19, 1980:

Michaela O'Hell

RESOLUTIONS

Bachelor of Science

RESOLVED, that any two of the following persons are authorized to sign checks and withdrawal slips on all banks for The Lindenwood Colleges:

Lawrence C. Elam, Business Manager and Chief Financial Officer
Laura Hicks, Controller
John H. Mercer, Superintendent of Services
Mary E. Yonker, Executive Assistant to the President

Bachelor of Science

Master of Science

Master of Arts

Walter Jay Eisenberg

Bachelor of Music Education

RESOLVED, that any two of the following be authorized to enter safety deposit boxes of The Lindenwood Colleges:

Bachelor of Science

Lawrence C. Elam, Business Manager and Chief Financial Officer
Laura Hicks, Controller
John H. Mercer, Superintendent of Services
Mary E. Yonker, Executive Assistant to the President

Master of Arts

Bachelor of Science

Master of Business Administration

Paul Sue Ross

Master in Fine Arts

RESOLVED, that a safety deposit box be rented at First National Bank of St. Charles, 100 N. Main Street, St. Charles, in which only securities of the Nannie S. Goodall Scholarship Fund be placed.

Master of Business Administration

Thomas Bernard Splitt, Jr.

Bachelor of Arts

Michael Anthony Tennyson

Bachelor of Science

Marjorie Jeanette Trimble-Sanson

Master of Arts

Walter Charles Weik, Jr.

Bachelor of Science

List of students who expect to graduate July 31, 1981:

Max Mohamed Al-Ali

Bachelor of Science

Stephen Roderick Blackhurst

Bachelor of Science

Garry Frank Kiphart

Bachelor of Science

Joseph L. Monda

Bachelor of Science

THE LINDENWOOD COLLEGES
OFFICE OF THE REGISTRAR

List of students who expect to graduate December 19, 1980:

Michaeline O'Neil Bachelor of Science

List of students who expect to graduate May 23, 1981:

Roger Calvin Bacon Master of Business Administration

Debra Jean Becker Bachelor of Science

Bruce L. Cannon Master of Science

Ivalee Cox Master of Arts

Wendy Gay Eisenberg Bachelor of Music Education

Robert Thomas Kitchens, Sr. Bachelor of Science

Anne Lockhart McCormack Master of Arts

Laurie Ann Meyers Bachelor of Science

Elmer E. Napier Master of Business Administration

Pamela Sue Ross Master in Fine Arts

Barbara Sue Sheehan Master of Business Administration

Theodore Bernard Splitt, Jr. Bachelor of Arts

Michael Anthony Tennyson Bachelor of Science

Marjorie Jeanette Trimble-Semon Master of Arts

Walter Charles Weik, Jr. Bachelor of Science

List of students who expect to graduate July 31, 1981:

Sami Mohammad Al-Ali Bachelor of Science

Stephen Roderick Blackhurst Bachelor of Science

Garry Frank Kiphart Bachelor of Science

Joseph L. Renda Bachelor of Science

Yukari Sakuma Bachelor of Arts

Linda Diane Williams Bachelor of Science

CONFIDENTIAL - THE LINDENWOOD COLLEGES OF THE BOARD OF
THE LINDENWOOD OFFICE OF THE REGISTRAR KANSAS STATE

March 11, 1981

Students who expect to graduate May 23, 1981

Irving H. Breslauer - Master of Arts

TO MEMORANDUM Juliette Elaine Brooks - Bachelor of Science

Michael R. Ditto - Bachelor of Science

For the last several months we have been carefully developing
a list of these students which will be available to the Board.

Karl Leslie Kelley - Bachelor of Fine Arts

This gives you something to work from in your efforts to
raise the money. There are some
duplications.

Philip Michael Lucido - Bachelor of Science

Vivian A. Ware - Master of Arts

A Students who expect to graduate July 31, 1981 - The Board
meeting a detailed description will be developed for each
of the

Susan Diane Farwell - Master of Fine Arts

These Barbara Johnson Galliher - Bachelor of Science Board
meeting on the 10th.

Dianne Marie Heidelbaugh - Bachelor of Science

Sincerely,

Jeffrey Neale Kuennen - Bachelor of Arts

Barbara Ann Sipes Shaw - Bachelor of Science

Robert Jones

President Laura Ann Wallace - Bachelor of Science

RJIMY Pamela Jane Wilson - Bachelor of Arts
Enc.

CONFIDENTIAL - NOT FOR DISCUSSION OUTSIDE THE BOARDS OF
THE LINDENWOOD COLLEGES AND THE DEVELOPMENT STAFF

March 11, 1981

TO MEMBERS OF THE BOARDS OF THE LINDENWOOD COLLEGES:

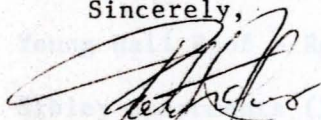
For the last several months we have been carefully developing a list of needs for the institution which we could make available to the Boards.

This gives you something to work from in your efforts to raise funds for the college. Obviously, there are some duplications.

After we have a chance to discuss this at the next Board meeting a detailed description will be developed for each of these and will be made available to you.

This is principally an outline for discussion at the Board meeting on the 18th.

Sincerely,



Robert Johns
President

RJ:MY

Enc.

Recreational Physical Activities

\$5,150,000

THE LINDENWOOD COLLEGES
CURRENT CAPITAL NEEDS

Multi-purpose racquetball courts 3,100,000

Equipment 790,000

Swimming facility 1,250,000

PHYSICAL PLANT NEEDS

General Campus Beautification \$100,000

Trim trees \$18,912

Grading 24,000

Add new trees 16,250

Fertilizer, grass seed,
and shrubbery care 40,838

Sibley Chapel 35,000

Interior refurnishing
(redecorating and carpeting) 65,000

Sibley Parlor - Redecorating 10,000

Streets - Leveling and paving 110,000

Tennis Courts - Nets and
resurfacing 16,750

Painting - Exteriors - windows and doors 97,450

Young Hall Roof - Replacement 90,000

Sibley Apartments (3) 40,000

Large apartment 25,000

2 small apartments 15,000 each

Amphitheater - Structure, lighting and sound 35,000

Boschert Creek Landscaping 7,222

Improve Campus lighting 13,650

President's House - exterior repairs 15,000

Student Union Complex 4,650,000

Theater 2,650,000

Dining Hall 1,212,000

Student Center 788,000

Niccolls Hall - Redecorating 25,000

Recreational Physical Activities		\$5,150,000
Multi-purpose gym with racquetball courts	3,100,000	
Equipment	790,000	
Competitive swimming facility	<u>1,250,000</u>	
Boiler replacement and utilities		1,325,000
Boiler	100,000	
Utilities	<u>1,225,000</u>	
Refurbishing International Center		20,000
Refurbishing Health Center		30,000
Library roof - replacement		65,000
Library Reading Room - redecorating		7,275

ACADEMIC NEEDS

Library Collection		58,500
Reference	5,000	
Nursing	4,000	
Business Administration	3,000	
Humanities	2,500	
Special Education	2,500	
Theatre Arts	2,500	
Early Childhood Education	2,500	
Mass Communication	1,500	
20th Century American Literature	2,500	
Public Relations	1,200	
Photography	1,500	
Periodicals Collection	5,000	
Modification and renovation of Language Lab	18,000	
Audio-Visual Dept.:		
Cabinets, counters and sink for workroom	4,500	
Opaque projectors (2)	1,200	
Ten portable cassette player/records	500	
Four audio-visual projection carts	<u>600</u>	
Art Department Curator		3,500
Improved slide collection		8,000

CONFIDENTIAL

MINUTES OF THE
JOINT MEETING
OF THE
BOARDS
OF
THE LINDENWOOD COLLEGES*

CONFIDENTIAL

St. Charles, Missouri
March 18, 1981

The meeting of the Board of Directors of The Lindenwood Colleges, the Board of Overseers, and honorary life members of the Board was held at The Lindenwood Colleges in the Lounge of the Memorial Arts Building, March 18, 1981, pursuant to call and notice given each member of the Board in accordance with the bylaws. Chairman Robert Hyland called the meeting to order at 10:30 A.M.

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

Board of Directors

K. Dane Brooksher
George W. Brown
Mrs. Russell J. Crider
Ralph F. Hallquist
John C. Hannegan
Robert Hyland
S. Lee Kling
Walter L. Metcalfe, Jr.
Jefferson L. Miller
E. J. Wipfler, Jr., M.D.

Honorary Life Members

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

* - 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:

Robert Johns, President
Lawrence C. Elam, Business Manager and Chief Financial Officer
Mary Yonker, Executive Assistant to the President and Assistant Secretary of the Board of Directors

The meeting was opened with silent prayer.

A motion was made, seconded and passed to approve as distributed the minutes of the October 17, 1980 meeting.

President Johns introduced Lawrence C. Elam, Business Manager and Chief Financial Officer.

Mr. Elam commented on the February 1981 Financial Statement, which was distributed at the meeting and which is attached. He said that he could not prepare a balance sheet at this time since the accounts do not have balances forward from last May 31. He will have it by the end of May and an accurate operating statement for the year.

Mr. Hyland thanked Mr. Kling for the promptness with which Landmark North County Bank has made loans and thanked the college for the prompt repayment of these loans.

Mr. Hyland reported that the Executive, Audit and Finance Committees met jointly on December 30, 1980 and took the following actions:

Approved the opinion letter of the Colleges' auditors, Boyd, Franz & Stephans, dated December 29, 1980, and recommended that the letter be approved and accepted by the Board.

Approved a resolution to recommend to the Board of Directors that Lawrence C. Elam be hired as the Business Manager and Chief Financial Officer of The Lindenwood Colleges.

An Audit Subcommittee, Robert Hyland, Walter L. Metcalfe, Jr., and K. Dane Brooksher, was appointed to develop and consider various proposals and recommendations for the selection of auditors for the Colleges.

A resolution was passed "That the matter concerning setting the fiscal year of the Colleges be tabled pending selection of the Colleges' auditors."

A resolution was passed "That the proposed fee structure for the year 1981-82 be adopted and approved and that said fee schedule be recommended to the Colleges' Board of Directors."

The Executive Committee met on February 27 and took the following actions:

A motion was passed that Mr. Metcalfe would notify Coopers and Lybrand, Ernst and Whinney, Price Waterhouse, and Haskins and Sells that we were interested in considering them to be auditors beginning immediately and to be interviewed with President Johns before March 15.

A motion was passed that the Finance Committee be asked to handle the problem of the Investment Analysis Committee.

Mr. Hannegan moved to authorize the proper officials to borrow up to \$600,000 when it is needed from Landmark North County Bank for operating purposes, secured by tuition and accounts receivable. Mr. Brooksher seconded the motion and it was passed. Mr. Kling abstained from voting.

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

After explaining the law suit against Western Waterproofing Co., Mr. Hannegan moved to go into arbitration. Mr. Kling seconded the motion, and it was approved. Mr. Metcalfe did not take part in the discussion since his law firm represents Western Waterproofing Co. in other matters. His firm declined to represent either party in these proceedings. He abstained from voting.

A motion was made, seconded and passed to authorize the President of The Colleges to sell horses which the college owns unless a decision is made to reverse the decision to discontinue the horsemanship program May 31, 1981.

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

RESOLVED, that any two of the following persons are authorized to sign checks and withdrawal slips on all banks for The Lindenwood Colleges:

Lawrence C. Elam, Business Manager and Chief Financial Officer
Laura Hicks, Contoller
John H. Mercer, Superintendent of Services
Mary E. Yonker, Executive Assistant to the President

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

RESOLVED, that any two of the following be authorized to enter safety deposit boxes of The Lindenwood Colleges:

Lawrence C. Elam, Business Manager and Chief Financial Officer

Laura Hicks, Controller

John H. Mercer, Superintendent of Services

Mary E. Yonker, Executive Assistant to the President

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

RESOLVED, that a safety deposit box be rented at First National Bank of St. Charles, 100 N. Main Street, St. Charles, in which only securities of the Nannie S. Goodall Scholarship Fund be placed.

A motion was made, seconded and passed that candidates for degrees as listed on the attachment to the agenda, be awarded the appropriate degrees upon satisfactory completion of requirements.

Mr. Hyland announced that he will appoint three members to the Nominating Committee. The committee members will be known to Board members and they will appreciate suggestions as to new members.

Mr. Hyland also announced that Mrs. Warren Shapleigh has submitted her resignation from the Board of Overseers. Her letter will be referred to the Nominating Committee.

In beginning the Report of the President, President Johns said that he would like to reiterate several things that have been discussed before and to look at Lindenwood in the eighteen months he has been here. The most important responsibility that was placed on him was to attempt to stabilize the patient before trying any complicated surgery. There were three options eighteen months ago: make Lindenwood a sound educational institution, take it through Chapter 11 bankruptcy, or sell it. He felt it was his responsibility to keep the college open.

There have been some things that have had to be done other than simple financial involvement, President Johns continued. The collection in the library was ten years behind. The librarian says it is now in outstanding condition to be accredited next year. Food service now brings in a profit. For the first time in several years across-the-board raises have been given. Staff members have had two increases in the last eighteen months. Every hour enough steam escapes through the tunnels to heat one building, and this must be corrected. We have gone through one of the most extensive curriculum analyses possible for a college this size.

Where should we go and how should we meet it is the responsibility of the Board. In President Johns' opinion the maximum potential enrollment at Lindenwood is 2,500. Of those there would be 1,100 to 1,200 full-time students in the day program. 530 of those would be in the dormitories. In Lindenwood 4 there should be between 400 and 500. The remainder would be in the Evening College which will be 60% undergraduate or first-year graduate students. 40% will be in the master's degree or certification programs or continuing education and leisure learning. The Leisure Learning program is doing much better than anticipated, with a \$68,000 profit. There are 70-80 students in the Mansion House program now, and there will be a profit there of \$70,000 to \$80,000 this year. There is a deficit in the day program.

At this time there are no extra or unnecessary faculty. Notice has been given to several for the coming year. The nursing program can be expanded very effectively but not beyond the prudent limit of quality instruction. All classroom furniture is being brought up to quality and safety standards. The State Forestry people have made recommendations about trees - removing, trimming, replacing, etc.

President Johns said in his opinion the college is stable. The enrollment will maintain itself at the level that is economically effective. Pricing for next year has been completed. There are now nine recruiters (previously there were two) in admissions. If we have quality education, we cannot price ourselves out of the market.

This is the institution for which Board members are responsible. This is the condition as we see it now. President Johns said that we have a lot of problems but at least we know what they are. We are still operating in a condition of de facto receivership.

President Johns called attention to his letter of March 11, 1981 to members of the Boards and the attachment listing current capital needs of the colleges. Copy of Current Capital Needs is attached. He explained that this is not a wish list. Some things are necessary for survival.

Lindenwood has never made a concerted effort to raise money, but must do so now. President Johns said he has made an open agreement that he will not ask Board members for money. They will know the financial condition of the college and they can let their consciences be their guides. He will, however, ask Board members to help raise money.

The meeting was recessed for lunch at 11:50 and reconvened at 1:00.

President Johns continued by saying that one of the projects we need is exposure of the college to the community. We have kept this exposure low until we knew we were stable. One means of exposure is the Sunday brunch. The first one was very successful. Lindenwood has been cautious about having a big publicity program. The quality of what we do will represent itself to the community.

We have one of the finest music buildings in the United States but it is used 8% of the time. The total student contact hour is 150 and it should be over 300. We could probably increase enrollment if we put in an American Institute

of Jazz and we are slowly and quietly developing this. We will not eliminate the traditional music program. The college will need the help of Board members in making contacts with people in the St. Louis Symphony.

To begin a fund-raising program you have to do something that is evident of success. One of the most difficult things is to raise money for debts. Relatively little is reached on the basis of altruism.

President Johns commented on the individual items of Current Capital Needs. Some of these can be obtained by Board members depending on who they know and can contact.

President Johns concluded his report by saying that Rick Scott, Terrie Rollings, Bob Chase, and Pat Silversmith, of the Development Office, will be in touch with Board members much more constantly than they have been in order to obtain help in contacting people and raising money.

Following a question by Mr. Hyland as to how much of the \$10,000,000 would be needed to move forward, President Johns replied \$4,000,000.

Mr. Hyland expressed appreciation to Mr. Goodall for all the things he has done for the college through the years. One example is the recent reupholstering of some of the furniture in the Memorial Arts Lounge, new draperies in that room, and cleaning and repairing of the Oriental rug.

Mr. Hyland asked the members of the Facilities Committee - Mr. Hallquist, Mrs. Crider, and Dr. Wipfler - to spend a half day on campus with President Johns to inspect the facilities.

There being no further business, the meeting was adjourned at 1:30.

Approved:

Mary Yonker
Assistant Secretary

John C. Hannegan
Secretary

- 2 -

TO: Board of Directors
FROM: Lawrence Elam
DATE: February 18, 1981
SUBJECT: February 1981 Financial Statement

- I. Financial Report - Attached is a report for the period June 1, 1980 - February 28, 1981 three-fourths of the 1980-81 year. This is in the same format as previous reports you have received for December and January. I cannot prepare a balance sheet for you at this time since the accounts do not have balances forward from last May 30. I expect the plan was to enter those balances from the 1980 Audit Report that was not received until February, 1981 (last month). These are attached reports on the status of bank loans and the endowment.
- II. 1981-82 Budget - Meetings were held in January and most of the budget decisions - tuition, salaries, operating accounts, etc. were determined at that time. I have not assembled this data with the remaining information necessary to prepare a final budget for your revision.
- III. Cash Flow - Much of the receipts over disbursement figures represents receivables pending payments of the Missouri Scholarship Grants, state approval of Guaranteed Bank Loans and some federal scholarship and loan funds. It is not expected that these funds will be received by the end of March and therefore it will be necessary to borrow for an interim period of 30-60 days to meet payrolls and other expenses. At this time we have \$125,000 on hand and in short-term investments. Our need may be as much as \$300,000 for this period.
- IV. Auditors - I have met with two groups of auditors to date. I asked that they propose a 1980-81 Audit involving only enough detail to provide statements without a qualification. I can direct the Business Office operations by May 30th to a balanced General Ledger and Reconciled Accounts Receivable and Cash. Also, we can hand in place an acceptable check and balance arrangement for internal control of Receipts and Disbursements. My request is that they accept this as guidelines for the 1980-81 engagement with the understanding that they would also receive a commitment for the 1981-82 year and perhaps longer.
- V. Business Office Operations and Staff - During my first 30 days I have reviewed the routines of each member of the staff. Many changes have been or are in process of being made. These changes will improve operations, internal control and morale. I discharged the Controller because the function was not performing even to minimum standards. The replacement was selected from existing staff and I will spend four months training this person. The operations of accounts payable and payroll are

satisfactory. The cashier operation is being improved and people retrained in proper methods of cash handling and reporting. Beginning with the new fiscal year the Bookstore Accounts Payable will be added to Business Office. Bookkeeping and Controller persons are new to their jobs and I am working with them. Personnel person started March 2 and appears to be a good choice. Computer control staff are coping with inadequate equipment and software problems. We are reviewing alternate possibilities to achieve results without a major cash outlay.

REVENUES:	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Budget</u>
Educational & General:				
Tuition & Fees	\$ 3,757,520	\$	\$3,757,520	\$3,639,330
Federal Grants & Contracts		185,530	185,530	214,293
State Grants & Contracts		10,210	10,210	0
Private Gifts & Grants	149,427	35,995	185,422	198,360
Endowment Income	239,677	2,550	242,227	348,510
Sales, Educational Depts	69,410		69,410	136,050
Conf. Centers	340,996		340,996	305,795
Other Sources	178,136		178,136	132,725
Total Educational & General	\$ 4,735,266	\$ 234,285	\$4,969,551	\$4,974,963
Auxiliary Services:				
Residence Halls	201,966		201,966	\$ 199,367
Food Service	474,185		474,185	553,200
Book Store	190,217		190,217	222,000
Cobbie Hall Conf. Center	56,147		56,147	66,360
Other Auxiliary Services	13,004		13,004	6,000
Rental Property	2,300		2,300	2,300
Total Auxiliary Services	\$ 937,819	\$ 0	\$ 937,819	\$1,049,227
Total Revenues	\$ 5,673,085	\$ 234,285	\$5,907,370	\$6,024,190

STATEMENT OF CURRENT FUNDS REVENUES, EXPENDITURES, AND OTHER CHANGES

STATEMENT OF CURRENT FUNDS REVENUES, EXPENDITURES, AND OTHER CHANGES

6/1/80 Fiscal Year-To-Date

6/1/80 to 2/28/81 (75%)

REVENUES:	Unrestricted	Restricted	Total	Budget
Educational and General:				
Tuition & Fees	\$ 3,757,620	\$	\$3,757,620	\$3,639,330
Federal Grants & Contracts		185,530	185,530	214,293
State Grants & Contracts		10,210	10,210	0
Private Gifts & Grants	149,427	35,995	185,422	198,260
Endowment Income	239,677	2,550	242,227	348,510
Sales, Educational Depts	69,410		69,410	136,050
Conferences	340,996		340,996	305,795
Other Sources	178,136		178,136	132,725
Total, Educational & General	\$ 4,735,266	\$ 234,285	\$4,969,551	\$4,974,963
Auxiliary Services:				
Residence Halls	201,966		201,966	\$ 199,367
Food Service	474,185		474,185	553,200
Book Store	190,217		190,217	222,000
Cobbs Hall Conf. Center	56,147		56,147	66,360
Other Auxiliary Services	13,004		13,004	6,000
Rental Property	2,300		2,300	2,300
Total, Auxiliary Services	\$ 937,819	\$ 0	\$ 937,819	\$1,049,227
Total Revenues	\$ 5,673,085	\$ 234,285	\$5,907,370	\$6,024,190
Total Auxiliary Services Expense & Transfers	\$ 742,250		\$ 742,250	711,117
Total Expenses & Mandatory Transfers	\$ 4,747,829	\$ 228,815	\$4,976,644	\$4,021,323
Revenues in Excess of Expense & Trans	\$ 925,256	\$ 5,470	930,726	2,867
Non-mandatory Transfers to Plant Fund	(536)	(5,470)	(6,006)	0
Non-mandatory Transfers to Renewal & Replacement	0	0	0	0
Non-mandatory Transfers to Endowment	(90)	0		0
INCREASE (DECREASE) in FUND BALANCE	\$ 924,630	\$ 0	\$ 924,630	\$ 2,867

STATEMENT OF CURRENT FUNDS REVENUES, EXPENDITURES, AND OTHER CHANGES

Fiscal Year-To-Date

6/1/80 to 2/28/81 (75%)

Expenditures & Transfers:	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Budget</u>
Educational and General:				
Instruction	\$ 1,409,980	\$ 88,911	\$1,498,891	\$1,944,061
Public Service (Conferences)	208,968		208,968	224,297
Academic Support	211,863	2,954	214,817	384,616
Student Services	287,657	644	288,301	384,924
Institutional Support	1,073,501	13,837	1,087,338	1,097,668
Operation & Maintenance of Plant	519,655	24,508	544,163	624,900
Scholarships & Awards	50,881	96,136	147,017	282,035
Miscellaneous Purposes	0	1,825	1,825	0
Budget Contingency	0	0	0	38,920
E & G Expenditures	3,762,505	228,815	3,991,320	4,981,421
Mandatory Transfers, Debt Service	232,359	0	232,359	258,075
Mandatory Transfers, NDSL Match	10,715	0	10,715	10,700
Total E & G Expenses & Transfers	\$ 4,005,579	\$ 228,815	\$4,234,394	\$5,250,196
Auxiliary Services				
Residence Halls	\$ 110,230		\$ 110,230	\$ 117,252
Food Service	359,206		359,206	391,060
Book Store	214,280		214,280	195,520
Cobbs Hall Conference Center	39,002		39,002	37,700
Other Auxiliary Services	(637)		(637)	9,700
Rental Property	13,305		13,305	19,895
Total Expenses	735,386		735,386	771,127
Mandatory Transfers	6,864		6,864	0
Total Auxiliary Services Expense & Transfers	\$ 742,250		\$ 742,250	\$ 771,127
Total Expenses & Mandatory Transfers	\$ 4,747,829	\$ 228,815	\$4,976,644	\$6,021,323
			82.7%	100.0%
Revenues in Excess of Expense & Trans	\$ 925,256	\$ 5,470	930,726	2,867
Non-mandatory Transfers to Plant Fund	(536)	(5,470)	(6,006)	0
Non-mandatory Transfers to Renewal & Replacement	0	0	0	0
Non-mandatory Transfers to Endowment	(90)	0	(90)	0
INCREASE (DECREASE) in FUND BALANCE	\$ 924,630	\$ 0	\$ 924,630	\$ 2,867

STATEMENT OF OPERATIONS FOR THE 8 MONTHS ENDED 1/31/81

REVENUE

EDUCATIONAL & GENERAL	1980-81 Budget	Actual to Date	% Realized
Tuition & Fees	3,639,330	3,757,620	103.3
Endowment Income*	348,510	242,227	69.5
Private Gifts & Grants			
Unrestricted	163,500	149,427	91.4
Restricted*	34,760	35,995	103.6
	<u>198,260</u>	<u>185,422</u>	<u>93.5</u>
Government Grants*	214,293	195,740	91.3
Sales & Service of Ed. Dept.	136,050	69,410	51.0
Conferences	305,795	304,996	111.5
Other Sources	<u>132,725</u>	<u>178,136</u>	<u>134.2</u>
Total, Ed & Gen'l	<u>4,974,963</u>	<u>4,969,551</u>	<u>99.9</u>
AUXILIARY SERVICES			
Residence Halls - Revenue	199,367	201,966	101.3
Expenditures	<u>117,252</u>	<u>110,230</u>	<u>94.0</u>
Net Revenue	82,115	91,736	111.8
Food Service - Revenue	553,200	474,185	85.7
Expenditures	<u>391,060</u>	<u>359,206</u>	<u>91.8</u>
Net Revenue	162,140	114,979	70.9
Book Store - Revenue	222,000	190,217	85.7
Expenditures**	<u>195,520</u>	<u>214,280</u>	<u>109.6</u>
Net Revenue	26,480	(24,063)	(190.9)
Other Aux Service-Revenue	74,660	71,451	95.7
Expenditures	<u>67,295</u>	<u>51,670</u>	<u>76.8</u>
Net Revenue	7,365	19,781	268.6
Mand. & Non-Mand Transfers	<u>0</u>	<u>(6,864)</u>	
Total Auxiliary Service (Net)\$	<u>278,100</u>	<u>195,569</u>	<u>70.3</u>
TOTAL NET REVENUE	<u>\$5,253,063</u>	<u>5,165,120</u>	<u>98.3</u>

<u>EXPENDITURES</u>	<u>1980-81 Budget</u>	<u>Actual to Date</u>	<u>% Realized</u>
Educational & General			
Instruction	\$1,944,061	\$1,498,891	77.1
Public Service (Conference)	224,297	208,968	93.2
Academic Support	384,616	214,817	55.9
Student Services	384,924	288,301	74.9
Institutional Support	1,097,668	1,087,338	99.1
Oper. & Maint. of Plant	624,900	544,163	87.1
Scholarships & Awards	282,035	147,017	52.1
Miscellaneous Purposes	-	1,825	
Budget Contingency	38,920	0	
TOTAL E & G	<u>\$4,981,421</u>	<u>\$3,991,320</u>	<u>80.1</u>
Mandatory Transfers:			
Debt Service	\$ 258,075	\$ 232,359	90.0
NDSL Match	10,700	10,715	100.1
Non Mandatory Transfers	0	6,096	-----
Total E & G	<u>\$5,250,196</u>	<u>\$4,240,490</u>	<u>80.8</u>
Excess Reveue Over Expenditures	\$ 2,867	\$ 924,630	

Total By Source

\$437,833.00 100.0%

PURPOSE OF GIFTS:

Unrestricted (general purposes)		\$149,427.00	32.3%
Restricted:			
Instruction	\$ 63,432.00		
Library	6,500.00		
Student Services	5,384.00		
Operation & Maintenance	8,023.00		
Scholarships & Awards	108,796.00		
Miscellaneous Purposes	21,713.00	213,869.94	46.3
Subtotal For Current Operations		363,296.00	78.6
Loan Funds		96,437.00	20.9
Plant Funds		2,000.00	0.4
Endowment Funds		100.00	0
Annuity and Life Income Funds		0	0
Total By Purpose		<u>\$461,833.00</u>	<u>100.0%</u>

THE LINDENWOOD COLLEGES
STATEMENT OF OUTSTANDING DEBT
YEAR TO DATE-FEBRUARY 28, 1981

<u>NOTES PAYABLE</u>	<u>PRINCIPAL BALANCE 1979-80</u>	<u>PRINCIPAL PAID 1980-81</u>	<u>PRINCIPAL BALANCE 1980-81</u>	<u>INTEREST PAID 1980-81</u>
1st National - St. Louis Stadium "Superturf"	\$173,575.33	\$ 27,406.47	\$146,168.86	\$ 16,804.13
1st National - St. Louis Stadium Construction	1,200,000.00	0.00	1,200,000.00	109,116.67
1st National - St. Louis Operating Need	285,000.00	0.00	285,000.00	28,733.53
1st National - St. Louis Operating Need	197,250.01	0.00	197,250.01	18,126.63
1st National - St. Charles Operating Need	900,000.00	0.00	900,000.00	125,593.75
Total Notes Payable	\$2,755,825.34	\$27,406.47	2,728,418.87	\$298,374.71
 <u>BOND INDEBTEDNESS</u>				
HEW Bond/Young Science Bldg.	386,000.00	21,000.00	365,000.00	11,580.00
HEW Bond/Library Addition	190,000.00	8,000.00	182,000.00	5,580.00
HEW Bond/ Fine Arts Bldg.	340,000.00	13,000.00	327,000.00	10,005.00
Total Bond Indebtedness	\$916,000.00	\$42,000.00	\$874,000.00	\$27,165.00
TOTAL OUTSTANDING DEBT	\$3,671,825.34	\$69,406.47	3,602,418.87	\$325,539.71

Amphitheater - Structure, lighting and sound 35,000
 Buschert Creek Landscaping 7,222
 Improve Campus lighting 13,650
 President's House - exterior repairs 15,000
 Student Union Complex 4,650,000
 Theater 2,650,000
 Dining Hall 1,212,000
 Student Center 788,000
 Nicolls Hall - Redecorating 25,000

Recreational Physical Activities \$5,150,000

THE LINDENWOOD COLLEGES
CURRENT CAPITAL NEEDS

Multi-purpose gymnasium 4,100,000
racquetball courts 790,000
Equipment 790,000
Improve swimming facility 1,250,000

PHYSICAL PLANT NEEDS

General Campus Beautification \$100,000

Trim trees \$18,912
Grading 24,000
Add new trees 16,250
Fertilizer, grass seed,
and shrubbery care 40,838

Sibley Chapel 35,000

Interior refurnishing
(redecorating and carpeting)

Sibley Parlor - Redecorating 10,000

Streets - Leveling and paving 110,000

Tennis Courts - Nets and
resurfacing 16,750

Painting - Exteriors - windows and doors 97,450

Young Hall Roof - Replacement 90,000

Sibley Apartments (3) 40,000

Large apartment 25,000
2 small apartments 15,000 each

Amphitheater - Structure, lighting and sound 35,000

Boschert Creek Landscaping 7,222

Improve Campus lighting 13,650

President's House - exterior repairs 15,000

Student Union Complex 4,650,000

Theater 2,650,000
Dining Hall 1,212,000
Student Center 788,000

Nicolls Hall - Redecorating 25,000

Improved slide collection 8,000

Recreational Physical Activities		\$5,150,000
Multi-purpose gym with racquetball courts	3,100,000	
Equipment	790,000	
Competitive swimming facility	<u>1,250,000</u>	
Boiler replacement and utilities		1,325,000
Boiler	100,000	
Utilities	<u>1,225,000</u>	
Refurbishing International Center		20,000
Refurbishing Health Center		30,000
Library roof - replacement		65,000
Library Reading Room - redecorating		7,275

ACADEMIC NEEDS

Library Collection		58,500
Reference	5,000	
Nursing	4,000	
Business Administration	3,000	
Humanities	2,500	
Special Education	2,500	
Theatre Arts	2,500	
Early Childhood Education	2,500	
Mass Communication	1,500	
20th Century American Litera- ture	2,500	
Public Relations	1,200	
Photography	1,500	
Periodicals Collection	5,000	
Modification and renovation of Language Lab	18,000	
Audio-Visual Dept.:		
Cabinets, counters and sink for workroom	4,500	
Opaque projectors (2)	1,200	
Ten portable cassette player/records	500	
Four audio-visual projection carts	600	
Art Department Curator		3,500
Improved slide collection		8,000

\$14,844,301

Biology Field Program		5,000
Lectures and Concerts		20,000
Buses		120,000
3 15-passenger mini-vans	45,000	
1 40-passenger bus	<u>75,000</u>	
Replacement of Science Facilities		81,312
Botany	24,212	
General Biology (includes microscopes)	16,200	
Chemistry	31,900	
Physics	<u>9,000</u>	
Specialized Outdoor Education Equipment (includes vehicle)		22,042
Photography (color processing lab)		24,000
Redesign of Young Hall Auditorium for instructional purposes (projectors and sound equipment)		60,000
Remodeling of Butler Hall for Academic Office space		48,000
Additional Studio KCLC (broadcasting and receiving stations)		31,000
Financial Support of Intercollegiate Athletic Program		300,000
Placement and Counseling		8,400
American History Collection		12,200
Endowment/Scholarships		<u>2,200,000</u>
Endowed Professorship	500,000	
Endowed Chair	1,000,000	
Endowed Student Scholar- ship Fund	250,000	
Endowed Library Fund	250,000	
Endowed Departmental Fund	100,000	
Endowed Name Fund	<u>100,000</u>	

GRAND TOTAL

\$14,844,301

March 26, 1981

TO MEMBERS OF THE BOARD OF DIRECTORS OF THE LINDENWOOD COLLEGES:

David E. Babcock ✓
K. Dane Brooksher
George W. Brown
Mrs. Russell J. Crider
Ralph F. Hallquist
Mrs. James C. Hamill
John C. Hannegan
Robert Hyland
S. Lee Kling
Walter L. Metcalfe, Jr.
Jefferson L. Miller
John Tlapek
Mrs. Dorothy Warner
E. J. Wipfler, Jr., M.D.

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RESOLVED, that the Board of Directors of The Lindenwood Colleges authorizes Robert Johns, President of The Colleges, to make application to the Housing and Urban Development College Housing Loan Program for \$1,057,042 at 3% interest over thirty (30) years.

Approved _____ ✓

Not approved _____

David E. Babcock
Signature

March 26, 1981

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David E. Babcock
K. Dane Brooksher ✓
George W. Brown
Mrs. Russell J. Crider
Ralph F. Hallquist
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Approved

Not approved

K. Dane Brooksher
Signature

March 26, 1981

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- David E. Babcock
- ✓ K. Dane Brooksher
- ✓ George W. Brown
- Mrs. Russell J. Crider
- Ralph F. Hallquist
- Mrs. James C. Hamill
- John C. Hannegan
- Robert Hyland
- S. Lee Kling
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Approved ✓

Not approved _____

George W. Brown
Signature

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Approved ✓

Not approved _____

George W. Brown
Signature

Sincerely,

Mary

Mary Yunker
Assistant Secretary
Board of Directors

Approved ✓

Not approved _____

Mrs. Russell L. Cider
Signature

March 26, 1981

TO MEMBERS OF THE BOARD OF DIRECTORS OF THE LINDENWOOD COLLEGES:

David E. Babcock
K. Dane Brooksher
George W. Brown
Mrs. Russell J. Crider
Ralph F. Hallquist
Mrs. James C. Hamill
John C. Hannegan
Robert Hyland
S. Lee Kling
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Approved

Not approved

Mrs Russell J Crider
Signature

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Approved ✓ Not approved _____

- George W. Jones
- Mrs. Russell J. Criden
- John G. Hennigan
- Robert Hyland
- J. Lee Kline
- Walter L. Metcalfe, Jr.
- Jefferson L. Miller
- John Tlapak
- Mrs. Dorothy Warner
- E. J. Wipfler, Jr., M.D.

Mrs Russell J Criden
Signature

Sincerely,

Mary

Mary Yunker
Assistant Secretary
Board of Directors

Approved X Not approved _____

R. J. Hall
Signature

March 26, 1981

TO MEMBERS OF THE BOARD OF DIRECTORS OF THE LINDENWOOD COLLEGES:

David E. Babcock
K. Dane Brooksher
George W. Brown
Mrs. Russell J. Crider
Ralph F. Hallquist
Mrs. James C. Hamill
John C. Hannegan
Robert Hyland
S. Lee Kling
Walter L. Metcalfe, Jr.
Jefferson L. Miller
John Tlapek
Mrs. Dorothy Warner
E. J. Wipfler, Jr., M.D.

Mr. Metcalfe has indicated that in connection with our application for Federal money to renovate Sibley, Irwin, Niccolls, and Ayres Halls the Board of Directors should have more information included in the resolutions.

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RESOLVED, that the Board of Directors of The Lindenwood Colleges authorizes Robert Johns, President of The Colleges, to make application to the Housing and Urban Development College Housing Loan Program for \$1,057,042 at 3% interest over thirty (30) years.

Approved X

Not approved _____

R. F. Hallquist
Signature

RESOLVED, that the Board of Directors of The Lindenwood Colleges authorizes Robert Hyland, Chairman of the Board of Directors, and Walter L. Metcalfe, Jr., Vice Chairman of the Board of Directors, to sign the promissory note for the Housing and Urban Development College Housing Loan Program funds to be received by The Lindenwood Colleges. Lindenwood's principal and interest payments on the loan will be \$36,000 in May and \$36,000 in November each year for thirty (30) years beginning in 1982.

Approved X

Not approved _____

R. F. Hallquist
Signature

Sincerely,

Mary

Mary Youker
Assistant Secretary
Board of Directors

Approved X

Not approved _____

Benjamin C. Hamill
Signature

March 26, 1981

TO MEMBERS OF THE BOARD OF DIRECTORS OF THE LINDENWOOD COLLEGES:

- David E. Babcock
- K. Dane Brooksher
- George W. Brown
- Mrs. Russell J. Crider
- Ralph F. Hallquist
- Mrs. James C. Hamill
- John C. Hannegan
- Robert Hyland
- S. Lee Kling
- Walter L. Metcalfe, Jr.
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- John Tlapek
- Mrs. Dorothy Warner
- E. J. Wipfler, Jr., M.D.

Mrs. James C. Hamill

Mr. Metcalfe has indicated that in connection with our application for Federal money to renovate Sibley, Irwin, Niccolls, and Ayres Halls the Board of Directors should have more information included in the resolutions.

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RESOLVED, that the Board of Directors of The Lindenwood Colleges authorizes Robert Johns, President of The Colleges, to make application to the Housing and Urban Development College Housing Loan Program for \$1,057,042 at 3% interest over thirty (30) years.

Approved X Not approved

Mrs. James C. Hamill
Signature

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Approved X Not approved _____

Mrs. James C. Hamill
Signature

Sincerely,

Mary

Mary Yonker
Assistant Secretary
Board of Directors

indicated that in connection with the application for money to renovate Sibley, Board of Directors should have an affirmative resolution.

We will appreciate it, therefore, if you will indicate on the attached copy of this letter whether or not you approve the following resolutions and return it to be in the enclosed envelope. Enclosed also is copy of Form HUD 4528, Project Summary and Approval, which gives more information about the application and loan.

RESOLVED, that the Board of Directors of The Lindenwood Colleges authorizes Robert Johns, President of The Colleges, to make application to the Housing and Urban Development College Housing Loan Program for \$1,027,042 at 11% interest over thirty (30) years.

Approved [Signature] Not approved _____

March 26, 1981

TO MEMBERS OF THE BOARD OF DIRECTORS OF THE LINDENWOOD COLLEGES:

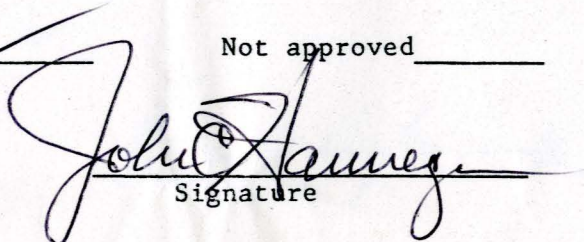
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Approved Not approved


Signature

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Approved ✓

Not approved _____

John E. Hyland
 Signature

Sincerely,

Mary

Mary Yonker
 Assistant Secretary
 Board of Directors

Approved ✓

Not approved _____

[Faint signature]

March 26, 1981

REC'D

MAR 27 '81

TO MEMBERS OF THE BOARD OF DIRECTORS OF THE LINDENWOOD COLLEGES:

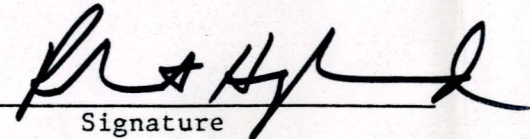
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Approved Not approved


Signature

March 26, 1981

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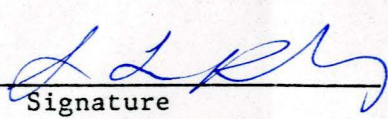
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Approved _____ Not approved _____



Signature

March 26, 1981

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Approved ✓

Not approved _____

Robert Johns
Signature

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Approved _____ Not approved _____

Signature

Sincerely,

Mary

Mary Ydiker
Assistant Secretary
Board of Directors

We will appreciate it, therefore, if you will indicate on the attached copy of this letter whether or not your office approves the following resolutions and return it to me in the enclosed envelope. Enclosed also is copy of Form HUD-4378, Project Summary and Approval, which gives more information about the resolution and loan.

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Approved _____ Not approved _____

Jefferson L. Miller
Signature

March 26, 1981

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K. Dane Brooksher
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Approved

Not approved

Signature

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Approved Yes Not approved _____

Jefferson L. Miller

 Signature

Sincerely,

Mary

Mary Youker
 Assistant Secretary
 Board of Directors

Approved _____ Not approved _____

John W. ...

 Signature

March 26, 1981

TO MEMBERS OF THE BOARD OF DIRECTORS OF THE LINDENWOOD COLLEGES:

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Mrs. Russell J. Crider
Ralph F. Hallquist
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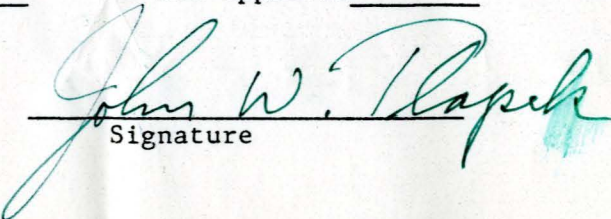
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Approved _____

Not approved _____



Signature

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Approved

Not approved

John W. Rapch

 Signature

Sincerely,

Mary

Mary Yunker
 Assistant Secretary
 Board of Directors

Approved

Not approved

March 26, 1981

TO MEMBERS OF THE BOARD OF DIRECTORS OF THE LINDENWOOD COLLEGES:

- David E. Babcock
- K. Dane Brooksher
- George W. Brown
- Mrs. Russell J. Crider
- Ralph F. Hallquist
- Mrs. James C. Hamill
- John C. Hannegan
- Robert Hyland
- S. Lee Kling
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RESOLVED, that the Board of Directors of The Lindenwood Colleges authorizes Robert Johns, President of The Colleges, to make application to the Housing and Urban Development College Housing Loan Program for \$1,057,042 at 3% interest over thirty (30) years.

Approved Not approved

Dorothy Warner
Signature

March 26, 1981

TO MEMBERS OF THE BOARD OF DIRECTORS OF THE LINDENWOOD COLLEGES:

David E. Babcock
K. Dane Brooksher
George W. Brown
Mrs. Russell J. Crider
Ralph F. Hallquist
Mrs. James C. Hamill
John C. Hannegan
Robert Hyland
S. Lee Kling
Walter L. Metcalfe, Jr.
Jefferson L. Miller
John Tlapek
Mrs. Dorothy Warner
✓ E. J. Wipfler, Jr., M.D.

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Approved ✓

Not approved _____

E. J. Wipfler, Jr.
Signature

- 2 -
April 10, 1981

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 in the President's Office, at The Lindenwood Colleges Friday, April 10, 1981, at 11:00 A.M. Present were Robert Hyland, Chairman, George W. Brown, Mrs. Russell J. Crider, and John C. Hannegan. Also present were Robert Johns, President of the Colleges, Wayne Daugherty, Larry Elam, John H. Mercer, and Jack Sontag, Consulting Engineer.

The members of the Executive Committee examined the documents and pictures relative to the structural damage of Young Hall. Those present at the meeting visited the site at Young Hall where Mr. Sontag explained the engineering problem involved and the structural damage to the top four corners of the building and explained the processes necessary to correct the problems and the urgency related thereto.

Mr. Johns explained to the representatives of the Executive Committee that he needed authority to accomplish three things:


1. Mr. Elam is to work out with the representatives of the First National Bank of St. Louis and with Messrs. Hyland and Metcalfe procedure to get appropriate financing. This is to be done within the week. Mr. Hyland will contact Mr. Ford to convey the urgency of this situation.
2. Mr. Johns be authorized to enter into contracts of agreement with appropriate construction and roofing firms to accomplish correction of the structural damage at a cost not to exceed \$125,000.
3. Mr. Johns is authorized to contract with Mr. Jack Sontag, Consulting Engineer, to provide evaluating, design and inspection services for the college in correcting the problems as they presently exist in Young Hall.

The importance of haste in correcting this problem before any further damage may occur was agreed upon by the Committee.

The above recommendations were approved upon motion made by Mr. Brown, seconded by Mrs. Crider, and approved by all members present.

The meeting was adjourned at 11:30.

- K. West Brookshar
- George W. Brown
- Mrs. Russell J. Crider
- John C. Hannegan
- Walter L. Metcalfe, Jr.



Robert Johns
Secretary Pro Tem

Enclosed is copy of letter from Kenneth Ingram together with copy of his contract for the preparation of an outboundary survey of the farm land. We have never before seen this property but are now being pressed by the Department of Agriculture to show if some of this property is ours.

We have sought bids on such a survey and this is the best one we could get.


I authorize expenditure I would like to have the approval of the Executive Committee. Both Mr. Hannegan and Mr. Metcalfe have seen this and agree that it should be done.

Please sign and return one copy of this letter indicating whether or not you approve the expenditure.

Sincerely,

 Robert Johns
 Secretary Pro Tem

I approve I do not approve the expenditure of \$1,500 to Ingram-Klempner-Wehmeyer, Inc. to prepare outboundary survey of part of Lots 2, 3, 11 and 12 of Block 6 of Steen and Cunningham's Subdivision of the St. Charles Company, T 47 N - R 5 E, St. Charles, Missouri. The land to be surveyed is bounded generally on the east by Lindenwood Place, High Prairie Subdivision, Trinity Episcopal Church; on the north by Duchesne Drive on the west by Glance Hill, and Linden Terrace Subdivision; and on the south by the creek meandering through the property.



Signature

Approved by Executive Committee

April 22, 1981

TO MEMBERS OF THE EXECUTIVE COMMITTEE:

Robert Hyland
✓ David E. Babcock
K. Dane Brooksher
George W. Brown
Mrs. Russell J. Crider
John C. Hannegan
Walter L. Metcalfe, Jr.

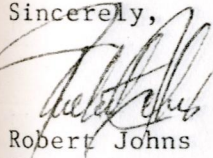
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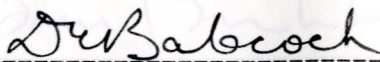
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Robert Johns
President

RJ:MY

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Signature

Approved by Executive Committee

April 22, 1981

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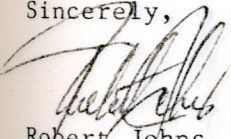
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April 22, 1981

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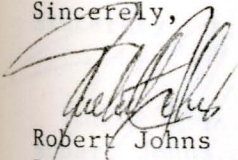
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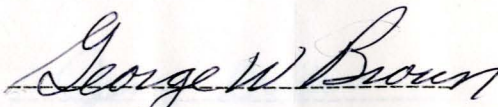
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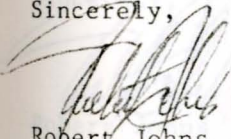
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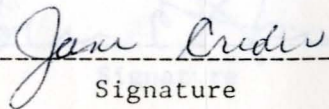
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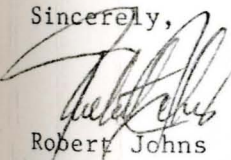
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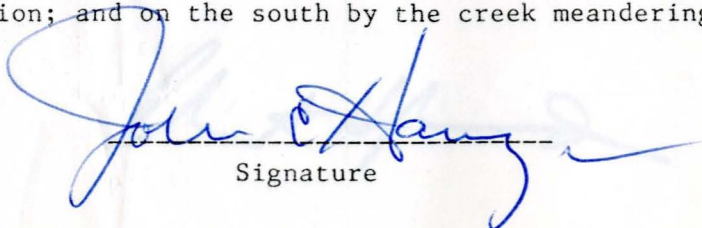
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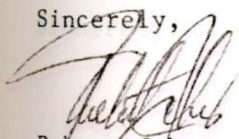
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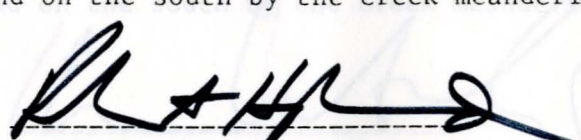
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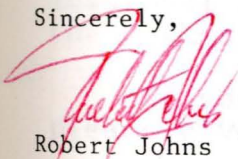
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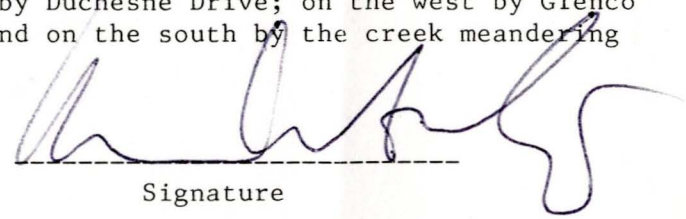
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Signature

Ingram-Kiethline-Wehmeyer, Inc.

CONSULTING ENGINEERS

6 WESTBURY DRIVE
ST. CHARLES, MO. 63301

724-4758

946-5566

AREA CODE 314

KENNETH E. INGRAM, P.E.
DAVID R. KIETHLINE, P.E.
DAVID P. WEHMEYER, Ph.D., P.E.

April 1, 1981

Dr. Robert Johns
President
Lindenwood College
St. Charles, MO 63301

Re: Outboundary Survey of Part of Lots 2, 3, 11, and 12 of Block 6, Steen and Cunningham's Subdivision of the St. Charles Commons, St. Charles, Missouri; Commonly Known as Lindenwood Farm.

Dear Dr. Johns:

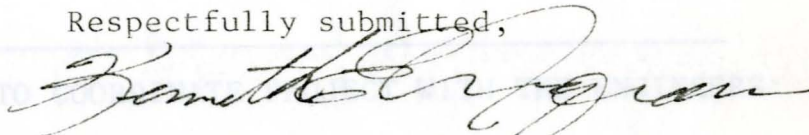
We submit herewith our contract for the preparation of an outboundary survey of the above-referenced tract of land.

The land to be surved is bounded generally on the east by Lindenwood Place, High Prairie Subdivision and the Trinity Episcopal Church; on the north by Duchesne Drive; on the west by Glenco Hills and Linden Terrace Subdivisions; and on the south by the creek meandering through the property.

If you will sign the enclosed Authorization to Perform Professional Services, we will commence work immediately and complete the work approximately two weeks later.

If you have any questions concerning this authorization, please give me a call.

Respectfully submitted,



Kenneth E. Ingram, P.E.
President
Ingram-Kiethline-Wehmeyer, Inc.

KEI/ki

Enclosure

Contract No. _____

AUTHORIZATION TO PERFORM PROFESSIONAL SERVICES

TO: INGRAM-KIETHLINE-WEHMEYER, INC.

FROM: Dr. Robert Johns, President
Lindenwood College, St. Charles, Missouri 63301

Under the provisions of: Agreement dated _____
 This authorization dated _____
 Other: _____

You are requested to perform the surveying services for the project described below:

TITLE OF PROJECT: Lindenwood Farm, Lindenwood College Outboundary Survey

DESCRIPTION OF PROFESSIONAL SERVICES REQUIRED AND AUTHORIZED:

Prepare outboundary survey of part of Lots 2, 3, 11 and 12 of Block 6 of Steen and Cunningham's Subdivision of the St. Charles Commons, T 47 N - R 5 E, St. Charles, Missouri. The land to be surveyed is bounded generally on the east by Lindenwood Place, High Prairie Subdivision, Trinity Episcopal Church; on the north by D Chesne Drive; on the west by Glenco Hills and Linden Terrace Subdivision; and on the south by the creek meandering through the property.

ESTIMATED FEE AND/OR METHOD OF COMPUTATION OF FEE FOR PROFESSIONAL SERVICES

The total lump sum fee for providing the services above shall be THIRTY FIVE HUNDRED DOLLARS (\$3500.00).

PAYMENT SCHEDULE: Monthly progress payments
 When work is completed and presented
 Other: _____

CLIENT'S REPRESENTATIVE AUTHORIZED TO COORDINATE PROJECT WITH THE ENGINEERS
Dr. Robert Johns

TARGET DATE FOR COMPLETION OF PROJECT: Two weeks after signing of
DATE FOR COMPLETION OF ENGINEERING: (Same as above)

...made in accordance with the above shall be payable within thirty
...of invoice for work performed. If not paid within thirty (30)
...shall accrue simple interest at the rate of 17 per
cent.

...scope of employment...
...and agreed that the contractor shall be liable to the

RESOLUTION

AGENDA

JOINT MEETING OF THE BOARDS
OF
THE LINDENWOOD COLLEGES
JUNE 18, 1981

- I. Call to order - Robert Hyland
- II. Minutes of March 18, 1981 meeting
- III. Committee reports
 1. Executive Committee - Robert Hyland
 2. Audit Committee - John C. Hannegan
 3. Facilities Committee - Ralph F. Hallquist
 4. Finance Committee - K. Dane Brooksher
 5. Nominating Committee - Walter L. Metcalfe, Jr.
- IV. Resolution re Dorothy Holtcamp Badgett Bible Verse Memory Fund -
Walter L. Metcalfe, Jr.
- V. Report of the President - Robert Johns
- VI. Other business
- VII. Adjournment

RESOLUTION

WHEREAS, the Dorothy Holtcamp Badgett Fund was established by Charles W. Holtcamp in the amount of \$1,000, as a memorial to his daughter, Dorothy Holtcamp Badgett of the class of 1911; and under the terms of the original gift the income from the Fund was to be awarded each year as the "Dorothy Holtcamp Badgett Bible Verse Memory Award" to the freshman who would commit to memory and recite the greatest number of verses of scripture not less than fifty; and

WHEREAS, although this Award was made for many years following the date of the original gift, in recent years the Award has not been granted because of a lack of interest in scripture memorization among the freshmen eligible for the award; and

WHEREAS, upon consideration of the matter, the Board deems the original terms of the Award to have become impracticable of fulfillment; but the Board believes that in making his gift, Judge Holtcamp's purposes were not merely to promote scripture memorization, but more generally to provide an annual memorial to his daughter and to aid deserving students at Lindenwood who evince a strong interest in religious studies; and further, that rather than see the Award discontinued Judge Holtcamp would have preferred that the Award continue under terms which will memorialize his daughter and as a method of aiding students with a serious interest in religious studies;

NOW THEREFORE, IT IS HEREBY RESOLVED, that the College retain the Dorothy Holtcamp Badgett Fund and award the income therefrom each year to that student who, in the judgment of the Dean of Faculty is most deserving of the Award based on a strong interest in religious studies and noteworthy academic ability, irrespective of need. The Award shall be listed in the college catalog and known as the Dorothy Holtcamp Badgett Memorial Award.

Walter W. Metcalfe, Jr.
Jefferson L. Miller
Mrs. Dorothy Warner

Faculty Members

Arthur S. Cordell
Mrs. Arthur Stockstrom
Mrs. Marion Watkins

CONFIDENTIAL

MINUTES OF THE
JOINT MEETING

CONFIDENTIAL

OF THE
BOARDS

OF
THE LINDENWOOD COLLEGES*

Clayton, Missouri

June 18, 1981

The meeting of the Board of Directors of The Lindenwood Colleges and honorary life members of the Board of Overseers was held at the St. Louis Club, Clayton, Missouri, June 18, 1981, pursuant to call and notice given each member of the Board in accordance with the bylaws. Chairman Robert Hyland called the meeting to order at 10:00 A.M. The meeting was opened with silent prayer.

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

Board of Directors

K. Dane Brooksher
Mrs. Russell J. Crider
Ralph F. Hallquist
Mrs. James C. Hamill
John C. Hannegan
Robert Hyland
S. Lee Kling
Walter L. Metcalfe, Jr.
Jefferson L. Miller
Mrs. Dorothy Warner

Honorary Life Members

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

* - 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:

Robert Johns, President
Lawrence C. Elam, Business Manager and Chief Financial Officer
Aaron Miller, Dean of Faculty
Rickard B. Scott, Director of Financial Resources
Mary Yonker, Executive Assistant to the President and Assistant Secretary of the Board of Directors.

A motion was made, seconded, and passed to approve the minutes of the March 18, 1981 meeting as distributed.

Chairman Hyland reported that the Executive Committee has met only once, on April 10, since the March Board meeting although members of the committee have had dialogues with the President many times. The purpose of the meeting was to inspect the structural damage of Young Hall caused by the roof. It will cost between \$125,000 and \$150,000 to correct the damage and it was decided that the work will be done but will be delayed until fall.

Mr. Hannegan, Chairman of the Audit Committee, said that the committee had a conference call at which time they discussed the present auditors and the past auditors. The new auditors - Ernst and Whinney - are at work.

Mr. Metcalfe, Chairman of the sub-committee of the Audit Committee to select new auditors, reported that proposals had been solicited from Ernst and Whinney, Price Waterhouse & Co., Deloitte, Haskins & Sells, and Coopers & Lybrand. Coopers & Lybrand withdrew because they audit the books of the Football Cardinals. There was quite a range in prices and services. The selection of Ernst and Whinney was based primarily on price. They estimated their fee will be between \$30,000 and \$35,000 the first year, \$15,000 of which is for special services. They estimate an annual fee of \$20,000 to \$25,000 next year and thereafter. They are giving us up to 100 hours of free computer service.

Mr. Brooksher, Chairman of the Finance Committee, said that the auditors began work June 15 and hope to have their work completed by the end of July.

Mr. Hallquist, Chairman of the Facilities Committee, reported that he and Dr. Wipfler visited the campus on May 19 and made a tour of the campus with two staff people. They did not get into all the buildings because they were occupied by students. The following is a brief description of the major conditions that were found to need maintenance or replacement.

Butler Hall

Needs roof repair, painting and a lot of plastering. The gymnasium needs to be replaced. Dining rooms and kitchen at some future date need to be replaced. Needs sprinkler system.

Ayres Hall

It is beyond repair and it is suggested that it be abandoned.

Power House - Steam Tunnels

The leaks should be repaired because of a great loss of BTUs.

Sibley Hall

Being reconditioned inside and out with government funds.

Niccolls Hall

The interior has been gutted for future reconditioning and use.

Parker Hall

Condensation problems on the first floor but not sure what is causing them. Needs roof repair. Did not physically inspect the building.

Cobbs Conference Center

Needs painting and roof repair. Window dividers cracking at each end of the building. Cause unknown.

Irwin Hall

Needs painting and at some future date needs to have air conditioning installed.

McCluer Hall

Relatively good condition. Recently had some water pipe leaks. Needs roof repair.

Roemer Hall

Needs paint and putty.

Young Hall

Roof has leaked, causing corners of brick wall to crack. Will require considerable expense to repair prior to freezing weather next winter.

Butler Library Building

In need of immediate roof repair.

The roads in and around the campus need some pot-hole repair.

The Facilities Committee recommends that a cherry-picker be purchased at the earliest opportunity for the facilitation of painting and tree trimming. Members of the committee will inspect at a future date the buildings they did not inspect on this tour. The Committee recommends that emphasis be placed on repair and habitability of the dormitories to create the proper atmosphere for students. The college is in dire need of a new recreation building with gymnasium, racquetball courts, etc.

Mr. Brooksher, Chairman of the Finance Committee, reported that a meeting of the committee is scheduled at 1:00 with Mr. Adams, of St. Louis Union Trust Company, to review the rate of return we are receiving on endowment funds and to review the investment policy. There has been some difficulty in establishing what instructions might have been given to Mr. Adams. The debt structure of the college has been reviewed in order to come up with some idea of how to reduce the debt obligation, which will be approximately \$500,000 for this year. If it could be reduced by one-half, the deficit problem could be partially eliminated. Mr. Brooksher said that Mr. Elam would review the proposed budget for 1981-82 later in the meeting. Mr. Brooksher complimented Mr. Elam on the work he has done.

Mr. Metcalfe, Chairman of the Nominating Committee, reported for the committee. Other members are Mr. Hannegan and Mr. Kling. The members of the Class of 1981 - Mrs. Crider, Mrs. Hamill, Mr. Hannegan, and Dr. Wipfler - are eligible for reelection. Mrs. Hamill and Dr. Wipfler, however, have indicated they do not wish to be reelected. A motion was made, seconded and passed to reelect the following to the Class of 1984:

Mrs. Russell J. Crider
John C. Hannegan

On the recommendation of the Nominating Committee Mr. Metcalfe moved that the following new members be elected to the Class of 1984:

Marjorie Purcell Herrick (Mrs. Donald), Alumna
Henry J. Elmendorf
James Hoagland

The motion was seconded and passed. (Subsequently Mr. Hoagland declined membership due to his membership on the Colgate University Board and other commitments.)

Mr. Metcalfe reported that the Nominating Committee discussed increasing the number of the Board of Directors from 15 to 21, and on the recommendation of the Nominating Committee moved to amend Article II, Section 2, of the Bylaws from: "The affairs of The Lindenwood Colleges shall be managed by a self-perpetuating Board of Directors consisting of 15 directors. The number of directors may be increased or decreased from time to time by amendment of these Bylaws." to "The affairs of The Lindenwood Colleges shall be managed by a self-perpetuating Board of Directors consisting of 21 directors, divided into three classes of seven members each. The number of directors may be increased or decreased from time to time by amendment of these Bylaws." The motion was seconded and passed.

A motion was made, seconded and passed to reelect the present officers and the Executive Committee. They are:

Robert Hyland, Chairman
Walter L. Metcalfe, Jr., Vice Chairman
K. Dane Brooksher, Treasurer
John C. Hannegan, Secretary
David E. Babcock, Member at Large
George W. Brown, Member at Large
Mrs. Russell J. Crider, Member at Large

The Chairman, Mr. Hyland, then advised the Board of Directors that he has been notified by Mrs. Dyke Steinbeck Barton that she was tendering her resignation from the Board of Overseers of The Lindenwood Colleges. The Chairman then accepted Mrs. Barton's resignation with regret. Whereupon a motion was duly made and seconded and the resolution which is attached was unanimously adopted.

Mr. Hyland said that Mrs. Hamill's and Dr. Wipfler's service will not go unnoticed or unappreciated and they will be honored at an appropriate time. Their service to the college has been valuable.

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

WHEREAS, The Dorothy Holtcamp Badgett Fund was established by Charles W. Holtcamp in the amount of \$1,000, as a memorial to his daughter, Dorothy Holtcamp Badgett, of the Class of 1911; and under the terms of the original gift the income from the Fund was to be awarded each year as the "Dorothy Holtcamp Badgett Bible Verse Memory Award" to the freshman who would commit to memory and recite the greatest number of verses of scripture, not less than fifty; and

WHEREAS, although this Award was made for many years following the date of the original gift, in recent years the Award has not been granted because of a lack of interest in scripture memorization among the freshmen eligible for the award; and

WHEREAS, upon consideration of the matter, the Board deems the original terms of the Award to have become impracticable of fulfillment; but the Board believes that in making his gift, Judge Holtcamp's purposes were not merely to promote scripture memorization, but more generally to provide an annual memorial to his daughter and to aid deserving students at Lindenwood who evince a strong interest in religious studies; and further, that rather than see the Award discontinued Judge Holtcamp would have preferred that the Award continue under terms which will memorialize his daughter and as a method of aiding students with a serious interest in religious studies;

NOW THEREFORE, IT IS HEREBY RESOLVED, that the College retain the Dorothy Holtcamp Badgett Fund and award the income therefrom each year to that student who, in the judgment of the Dean of Faculty, is more deserving of the Award based on a strong interest in religious studies and noteworthy academic ability, irrespective of need. The Award shall be listed in the college catalog and known as the Dorothy Holtcamp Badgett Memorial Award.

President Johns opened his report by saying that although it has taken longer than he had expected, virtually all of the controllable losses have been stopped - horses, promiscuous use of credit cards, and reduction of staff. Tight financial controls are still being maintained with requisitions and checks being approved by the President.

Every member of the executive team is thoroughly experienced. The new Dean of Students - Larry Joseph - will be on board soon. President Johns has worked with him for a number of years, knows him well, and believes he will do an excellent job.

We have the challenge of facing accreditation next year. There are a couple of areas where we may be taken to task. The library is in good shape. We may be criticized for our program in physical education. The facilities are very inadequate and personnel is being restructured. The management operation will survive scrutiny. The debt service is high - over \$1,600 a day.

President Johns called attention to the proposed modification of the Faculty Constitution. It is distributed without recommendation for review by the members of the Board. President Johns will be prepared to make a report on this at the meeting in the fall.

He also called attention to the proposal of Ladue Building and Engineering Corporation in regard to a physical education facility.

President Johns said that the Board must modify its posture from an advisory board to a working board. As he has examined this, this Board has never been active in fund-raising although there are certain individuals who have done substantial work. During this year we will have to raise:

\$ 150,000 to repair Young Hall

\$ 250,000 for roofs and plaster

\$ 75,000 for paint and putty

\$ 585,000 for debt service

\$2,500,000 for a gymnasium. The estimate for a complete sports facility is \$3,000,000.

President Johns continued by saying that with a fifteen-member Board, every Board member must accept the responsibility for raising \$100,000. He will not ask members of the Board to give money but will ask them to raise money from other people. In the last twelve months the alumni have contributed ten times as much as in any previous year. The Board should make a commitment that it will be responsible in fund-raising.

The budget is an operating budget and we cannot continue to take money from students to pay for capital expenses. We have done as well as any other college in Missouri and Illinois in getting government loan funds. We have a very loose affiliation with the Presbyterian Church and it is of no value financially. President Johns said that he has confidence we can raise money but that it cannot be done without the help of the Boards. Foundations ask what our present operating statement looks like and what Board members do.

President Johns said that he takes full responsibility for the budget not being in the black this past year because of spending money for safety factors which had to be done. Conditions of contingent liability were extraordinary. Facilities must be safe and ones of which we can be proud.

This college is worth saving, President Johns continued. It can be saved if the Board wants to take that position. One of the alternatives is to hire a fund-raising firm but he thinks a competent fund-raising firm would not take the work at the present time. The Board is as good as it can be, but it has to redirect its thinking. President Johns then asked Dean Miller to report on matters in the academic

The average age of students in the Evening College is about 34. In Lindenwood 4 it is about 36. It is anticipated that the enrollment of full-time students in the day program will increase by 65-70 students, and it is anticipated that the number in the dormitories will increase by 40. The changes in loan procedures and the tightening of the economy had not been anticipated which have kept anticipated enrollments from increasing more. The Evening College should be up about 90 students and Lindenwood 4 from 90 to 100. Auxiliary services are operating with a modest net reserve.

President Johns asked Mr. Scott to comment on the HUD loan and other matters in his area.

Mr. Scott said that a loan in the amount of \$1,057,000 had been received from the College Housing Loan Program to renovate Irwin, Sibley, Niccolls Halls, and Ayres Dining Hall, but no money has been received yet. It is expected that the first payment of \$550,000 will be received within the next 10 days. The loan is for 40 years at 3% interest. \$36,000 interest is to be paid twice a year. A grant of \$175,177 has been authorized from the Title III Energy Program through the state. This covers insulation for Irwin, Parker, and McCluer, changing all windows, and solar power for hot water.

In financial aid, Mr. Scott continued, there has been a turmoil with administrative changes on the state level. The State of Missouri, which gives students grants up to \$1,500 based on financial need, says they will give no money to freshmen this year. On the Federal level Basic Grants will probably

be reduced \$80.00. The major problem is in the Guaranteed Bank Loan Program. The Senate has passed a bill which calls for no Federal subsidy on interest and a limit of \$25,000 income for parents. This will affect many students in Lindenwood 3 and 4.

President Johns then asked Dean Miller to report on matters in the academic area.

Dean Miller reported that we are doing well as far as faculty salaries and fringe benefits. Four faculty members received promotions in rank this spring, there having been none for several years. The quality of the faculty is good. There were 58 full-time members of the faculty this past year, and there will be 64 next year. Two new academic programs were started this past year - one in Fashion Merchandising and one in Master of Science degree in Organizational Administration, which is situated at the Mansion House in St. Louis. This coming year we will launch an undergraduate program in International Studies and a graduate certificate program in International Business. In terms of academic development we have made good progress.

Mr. Elam was then asked to comment on matters pertaining to the Business Office.

Mr. Elam commented on the proposed budget for 1981-82 which was distributed and copy of which is attached to the official copy of the minutes. He said this is a preliminary budget and some adjustments will have to be made after enrollments are known. In preparing this budget he had extensive conversations with Dean Miller on instructional expenses and with President Johns on income. The proposed budget shows income of \$7,831,764 with expenditures of \$7,776,090. The biggest financial difficulty is with debt service of over \$585,000. Accounts payable are currently 30 days in arrears because of the cash-flow problem.

Mr. Elam also commented that the auditors have targeted September 1, 1981 for delivery of the audit. Preliminary figures indicate a loss of \$290,000 for the year which probably will be adjusted to \$200,000.

On motion made by Mr. Hallquist, which was seconded and passed, approval was given for the purchase of a cherry picker up to \$20,000 even if the money has to be borrowed for the purchase.

President Johns commented that unless this Board is willing to make a commitment to raise \$1,500,000 a year for the next five years, then the Board should go into executive session and decide what will happen to Lindenwood. Mr. Kling replied that an overall road map for fund-raising is needed to know what will be done. Some members of the Board who are familiar with the college should look at the total needs for the next three years. Assuming that those things are necessary, they can lay down a dual program of how money is to be raised and how the debt can be restructured. Long range planning is needed. Further discussion followed with respect to the need for firm fiscal 1981 results, firm fiscal 1982 projections, and firm building renovation and construction costs. Mr. Hyland said that he will initiate this and that it must be done before October.

There being no further business, the meeting was adjourned at 11:45 A.M.

Mary Yonker
Assistant Secretary

Approved:

John C. Hannegan
Secretary

By 
Chairman of the Board of Directors

RESOLUTION

RESOLVED: That the Boards of The Lindenwood Colleges reluctantly accept the resignation of Mrs. Dyke Steinbeck Barton as a member of the Board of Overseers of The Lindenwood Colleges; and

BE IT FURTHER RESOLVED: That The Lindenwood Colleges and this Board of Directors by this resolution wish to recall and acknowledge their grateful appreciation for her efficient, capable, and competent service and her financial generosity over the years, freely and charitably given to this institution; and

WHEREAS, through her ability and proficiency as a member of the Board of Overseers and as a member of the Alumni Association, she has won the confidence of all those associated with this institution and proved by her devotion how worthy she was of this confidence and respect; and

THEREFORE, BE IT RESOLVED: That while The Lindenwood Colleges and this Board of Directors will miss Mrs. Dyke Steinbeck Barton personally and as a member of the Board of Overseers; that they wish her and her family every success and happiness in the future; and

BE IT FURTHER RESOLVED: That this Resolution be spread upon the minutes of this institution and that a copy be presented to Mrs. Dyke Steinbeck Barton.

Passed this 18th day of June, 1981.

THE LINDENWOOD COLLEGES

By 
Chairman of the Board of Directors


Secretary of the Board of Directors

July 9, 1981

Mr. Robert Hyland
Vice President, CBS
One Memorial Drive
St. Louis, MO 63102

Dear Bob:

We were further along in making our survey of capital needs than I realized and I was able to get it completed today.

The "Must List" is what needs to be done in the next twelve months and I should be able to show reasonable progress on it for the evaluation team which will be here in March.

The "Want List" is presented in three priority categories. Category 1 has largely been removed from the "Must List." Categories 1 and 2 we would like to have underway in the next twelve to eighteen months and Category 3 in the next twenty-four months.


None of this incorporates our need to reduce our capital debt and, of course, we have no reserves in here for problems similar to that we have in Young Hall.

We have been notified we will receive an energy grant of about \$170,000 which will be applied to projects in Irwin, McCluer, the dining hall, and Parker, but that amount does not reduce the amounts of the "Must List" or the "Want List."

I am grateful to you for your interest. Of course, if there is any way I can be of help, I will be happy to try.

With your permission I will attach these lists along with some other matters to the minutes of the last Board meeting.

Sincerely,


Robert Johns
President

RJ:MY
Encs.

CC: Members of the Boards

CAPITAL
MUST LIST

	<u>Estimate</u>	
Young Hall - roof and structural repairs	\$148,212	
Young Hall - two compressors	13,200	
Library roof	32,414	
President's House roof	12,300	
Butler Hall roof	22,100	
Cobbs Hall roof	18,700	
McCluer Hall roof	31,000	
Irwin Hall - replastering and paint	16,600	
Irwin Hall - basement repairs	21,000	
McCluer Hall - floor repair and plumbing corrections	9,400	\$637,400
General campus lighting to meet safety and security standards	24,400	
Air-conditioning and lighting in old stables	5,725	
Sprinkler system		44,950
Niccolls Hall	12,000	
Ayres Cafeteria	12,000	539,950
Butler Hall	11,000	
Boiler repairs and replacement	<u>26,720</u>	
TOTAL		<u>\$416,771</u>
Ayres Hall - rewiring	90,000	
Ayres Hall - rehabilitation	325,000	
Remove steel water tank (attractive nuisance)	<u>27,400</u>	
Total		<u>497,400</u>
Grand total		<u>\$1,594,750</u>

FACULTY MANUAL
Academic Affairs

FACULTY INSTITUTION
**CAPITAL
WANT LIST**

The Lindenwood Colleges
St. Charles, Missouri

	<u>Estimate</u>
<u>Category 1</u>	
Sibley Hall - rewiring and painting	\$130,000
Street repairs and road	125,000
To complete cafeteria rehabilitation	120,000
Additional athletic fields (two soccer size fields and 1 baseball field)	85,000
Tree trimming and landscaping	26,400
General painting	140,000
Broadcasting equipment	<u>31,000</u>
Total	\$657,400
<u>Category 2</u>	
Computer	320,000
Plastering and safety equipment for Butler, Ayres, and Irwin Halls	44,950
Memorial Arts Building - air-conditioning	175,000
Total	539,950
<u>Category 3</u>	
Amphitheater	55,000
Roemer Hall - rewiring	90,000
Ayres Hall - rehabilitation	325,000
Remove steel water tank (attractive nuisance)	<u>27,400</u>
Total	<u>497,400</u>
Grand total	<u><u>\$1,694,750</u></u>

FACULTY CONSTITUTION

Academic Freedom and Faculty Status

FACULTY CONSTITUTION

Academic Freedom, Responsibility, and Tenure

The Lindenwood Colleges subscribe to the principles of academic freedom, responsibility, and tenure as described below. In general, they subscribe to the principles of academic freedom, responsibility, and tenure issued by the American Association of University Professors in 1940, and subsequently as published in the "1977 Edition of AAUP Policy Documents and Reports."

I. Academic Freedom

Institutions of higher education exist for the common good. At The Lindenwood Colleges, the common good depends upon a free search for truth and its free expression. Hence, it is essential that a faculty member be free to pursue scholarly inquiry, and to voice and publish his/her conclusions concerning the significance of evidence that he/she considers relevant. He/she must be free from the

PREAMBLE

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

The fundamental responsibilities of a faculty member as a teacher and scholar include a maintenance of competence in his/her field of specialization and the exhibition of such competence in teaching, publication, and other professional activities.

Exercise of professional integrity by a faculty member includes recognition that the public will judge his/her profession and institution by his/her statements. Therefore, he/she should strive to be accurate, to exercise decorum, to show respect for other people, and to avoid giving the impression that he/she speaks or acts for the whole institution or his/her department unless specifically charged to do so.

FACULTY CONSTITUTION

I. Academic Freedom and Faculty Status

A. Academic Freedom, Responsibility, and Tenure

The Lindenwood Colleges endorse basic principles of academic freedom, responsibility, and tenure as described below. In general, they subscribe to the statement in regard to academic freedom, responsibility, and tenure issued by the American Association of University Professors in 1940, and subsequently as published in the "1977 Edition of AAUP Policy Documents and Reports."

1. Academic Freedom

Institutions of higher education exist for the common good. At The Lindenwood Colleges, the common good depends upon a free search for truth and its free expression. Hence, it is essential that a faculty member be free to pursue scholarly inquiry, and to voice and publish his/her conclusions concerning the significance of evidence that he/she considers relevant. He/she must be free from the corrosive fear that others, inside or outside the college community, because their vision may differ from his/her own, may threaten his/her professional status or the material benefits accruing from it.

Each faculty member is entitled to full freedom in the classroom in discussing the subject which he/she teaches. Each faculty member as a citizen of his/her nation, state, and community must be free from institutional censorship or discipline when he/she speaks, writes, or acts. The limitations on this freedom are only those which academic responsibility impose and which are defined in the next section.

2. Academic Responsibility

The concept of academic freedom must be balanced by the equally important concept of responsibility shared by the boards of directors, administrators, faculty members, and students.

The fundamental responsibilities of a faculty member as a teacher and scholar include a maintenance of competence in his/her field of specialization and the exhibition of such competence in teaching, publication, and other professional activities.

Exercise of professional integrity by a faculty member includes recognition that the public will judge his/her profession and institution by his/her statements. Therefore, he/she should strive to be accurate, to exercise decorum, to show respect for other people, and to avoid giving the impression that he/she speaks or acts for the whole institution or his/her department unless specifically charged to do so.

A faculty member has the responsibility to provide adequate notice of his/her intention to interrupt or terminate his/her service to the institution.

3. Academic Tenure

The system of faculty tenure supports the integrity of The Lindenwood Colleges. Tenure means assurance to an experienced faculty member that he/she may expect to continue in his/her academic position unless cause for dismissal is demonstrated in a fair hearing, following established procedures of due process.

B. Faculty Status

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 or the equivalent
2. Professional Librarians
3. Faculty Administrators

Part-time faculty and those persons whose contractual arrangements with The Colleges consist wholly of contingency contracts are accorded the same academic freedom but are not eligible for tenure and do not have committee obligations.

C. Faculty Governance

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

1. Faculty Council Membership

- a. Two representatives from each division and four members elected by the faculty at large
- b. Terms of Council members shall be two years, with divisional and at-large representatives to be elected in alternate years.
- c. The Dean will sit as ex-officio representative of the Administration.
- d. Except for the Dean, concurrent membership on Faculty Council and the standing faculty committee on educational policy and curriculum is prohibited.

2. Faculty Council Decisions

When making a decision, the Faculty Council and the Administration share responsibility in one of two ways, following either the principle of consultation or of joint action.

a. Consultation

Consultation means that after a discussion with the Dean, the Faculty Council will formally present their judgment, in the form of a recommendation, vote or other expression, sufficiently explicit to record their position or positions, for administrative action. This explicit expression of judgment must take place in time to affect such action.

b. Joint Action

Joint action means that agreement to a proposal by both the Faculty Council and the administration is required for action. If concurrence of the Faculty Council and the Dean is not obtained within the regular procedures of the Council, the President and the Dean shall meet with the Council to seek a resolution. If the matter cannot then be resolved, the matter shall be taken by the President to the Board of Directors for final resolution. The proper procedures for making the appeal to the President and to the Board of Directors are outlined in the Bylaws.

3. Faculty Council Responsibilities

- a. To consult with the Dean, as administrative representative, in the establishment of priorities concerning faculty appointments.
- b. To consult with the Dean, as administrative representative concerning all faculty appointments, reappointments, and non-renewals of contract, promotions, and policies of salary and fringe benefits.
- c. To take joint action with the Dean, as administrative representative, concerning tenure recommendations.
- d. To take joint action with the Dean, as administrative representative, concerning dismissal of tenured faculty for incompetence, moral turpitude, or financial exigency.
- e. To review and recommend criteria concerning appointments, reappointments, non-renewals of contract, promotion in rank, salary, fringe benefits, tenure, and replacement of full and part-time faculty on leave or sabbatical.
- f. To maintain effective communication between the Board of Directors of the Colleges and the faculty.
- g. Establish the Faculty-Board Liaison Committee according to procedure in the Bylaws.

- h. To review and consult with the President and/or senior financial officer concerning the annual budget of The Colleges.
- i. To request and consider information that would enhance the judgment of the Council on personnel matters.
- j. To review cases of disagreement between the administration and individual faculty members concerning sabbatical leave requests.
- k. To make recommendations concerning emeritus status of retiring faculty.
- l. To review proposed Bylaws, to amend such proposed Bylaws if deemed appropriate, and to present a recommendation thereon to the next succeeding regular faculty meeting (or special meeting if it is included in the call).

II. Faculty Duties

A. Corporate Duties

The performance of the following duties must necessarily be considered within the context of available resources over which the administration and the Board have responsibility and control.

1. To determine the membership categories of the Faculty for the purposes of voting (The Board of Directors has established the principle that the President and Dean are by nature of their appointments voting members of the Faculty).
2. To determine, in consultation with the Administration, the academic curriculum.
3. To determine the requirements for earned degrees.
4. To determine the nature of the system to be used in evaluating students' academic performance.
5. To recommend to the Board of Directors candidates for earned and honorary degrees.
6. To make recommendations to the President and the Dean concerning any other matters of educational policy.
7. To determine and establish such committees as are deemed necessary for the implementation of items 2-6 above.

B. Individual Duties

1. To teach and/or perform appropriately assigned academic duties specifically to include instruction and academic advising.
2. To serve on Faculty committees, such service to be distributed as equitably as possible.

III. Faculty Having Administrative Responsibility

A. The Division Chairperson

1. Selection

- a. Division chairpersons are elected by the faculty of the divisions.
- b. The term of office is two years, and a chairperson is eligible for re-election.

2. Duties

- a. To coordinate the various departmental plans for curricular development within the division.
- b. To be a member of the standing faculty committee on educational policy and curriculum.

B. The Department Chairperson

1. Selection

- a. Department Chairpersons are appointed by the President, on recommendation of the Dean, subject to the consent of the department.
- b. The term of office is three years, and a chairperson is eligible for reappointment.

2. Duties

- a. To be responsible to the Dean for the conduct of departmental academic affairs.
- b. To be the administrative officer of the department and, by means of departmental meeting and personal consultation, involve colleagues in the department in the making of decisions including recommending and administering the department's budget. He/she may also delegate administrative duties.
- c. To review with the Dean and the members of the department matters of promotion, tenure, renewal and non-renewal of contracts and, with the Dean, present the results of this review to the Faculty Council.
- d. To review with the Dean and returning members of the department new staff appointments and, with the Dean, inform the Faculty Council of the results.
- e. To confer with the division chairperson when the curricular matters in the department affect the other departments in the division.

C. The Head Librarian**1. Selection**

The Head Librarian shall be appointed by the President on recommendation of the Dean.

2. Duties

- a. To be responsible to the Dean for the conduct of Library affairs.
- b. To be responsible for the management and operation of the Library and the delivery of library services to all members of the Lindenwood community.
- c. To review with the Dean and the other librarians matters of appointment, promotion, tenure, renewal, and non-renewal of contract for members of the Library Faculty. The Head Librarian and the Dean will present the results of this review to the Faculty Council.

D. Faculty Administrators**a. Selection**

Faculty Administrators shall be appointed by the President on the recommendation of the Dean and the Director of the College of Individualized Education and the Faculty Council to positions in the College for Individualized Education with academic rank and shall be eligible for promotion and tenure according to criteria set forth in the Bylaws.

2. Duties

- a. To be responsible to the Director of the College for Individualized Education, and through him/her to the Dean.
- b. To teach and/or perform appropriately assigned academic duties specifically to include instruction and academic advising.
- c. To have academic and administrative supervision of Faculty Sponsors and to assist the students in securing academic resource persons and other academic resources.
- d. To assess, with the assistance of experts in the field, the academic quality of claims and documentation of Critical Life Experience and recommend to the Director the awarding of appropriate academic credit.
- e. To participate in the formulation of general academic and administrative policies for the College for Individualized Education consistent with the policies of The Lindenwood Colleges.

IV. Faculty Appointments and Promotions

A. Appointments

Appointment to the faculty is made by the President upon the authority granted him by the Board of Directors.

1. In making specific appointments, the President acts in consultation with the department chairperson, the Dean, Faculty Council, and such faculty committees as may be involved in position search processing.
2. Retired faculty may be appointed on annual contracts.

B. Promotions

Promotions, whether they originate in a department or elsewhere, are made by the President in consultation with the Faculty Council and the Dean.

V. Leaves of Absence

A. Sabbatical Leave

1. A member of the faculty may apply for sabbatical leave after completion of six full years of service prior to each leave.
2. Sabbatical leave shall include a whole academic year or one long term and one short term. The compensation for a sabbatical leave shall be equal to half-salary for one year or full salary for one long term and one short term.
3. Persons on sabbatical leave shall continue to receive institutional contributions to their retirement pensions and major medical insurance policies and other fringe benefits. They shall not forfeit their eligibility for faculty salary increments determined during their absence.

B. Other Leaves

Full-time members of the faculty may be granted leave without pay in accordance with the following provisions:

1. Leaves may be granted by the President for personal or emergency reasons.
2. Leaves may be granted by the President for military service or other government service. Members called for such duty will have the privilege of returning to the service of The Colleges at the beginning of the term following their release from duty provided The Colleges have been notified at least six months in advance so that appropriate arrangements can be made.
3. Time spent on leaves mentioned in 1 or 2 above will not count toward the maximum probationary period of a faculty appointment.
4. Persons on leave, except those taking full-time employment elsewhere, shall continue to receive The Colleges' contribution to their retirement pensions and their major medical insurance policies.

5. Persons on leave may forfeit their eligibility for salary increments determined during their absences.
6. Exceptions to these provisions are possible only if clearly stipulated as a condition of the leave and mutually agreed upon by both the faculty member and the President.

VI. Retirement

- A. A member of the faculty shall retire from The Lindenwood Colleges not later than September 1 of the year nearest his/her 68th birthday.
- B. A member of the faculty or an officer of the administration with long and distinguished service to The Colleges may, upon retirement, be recommended for emeritus status by the Faculty Council.
- C. All changes in retirement plans and retirement benefits are to be made only with the consent of the faculty.

VII. The Bylaws

The necessary procedures to implement the provisions of this Constitution shall be established by the adoption of bylaws. These shall be consistent with the provisions of this Constitution.

Bylaws shall be adopted and amended by the following procedure:

- A. Any committee or individual may introduce a proposed bylaw at a regular Faculty Meeting, or at a special meeting in which the proposal is part of the call of the meeting.
- B. A proposed bylaw shall be referred to the Faculty Council which may amend the proposed bylaw, and shall present it, together with the Council's recommendation thereon, to the next succeeding regular Faculty Meeting (or special meeting in which it is included in the call). The faculty shall then vote, with a simple majority sufficient to carry.
- C. A bylaw may be temporarily suspended by a three-fourths vote of those faculty members present and voting.

VIII. Ratification of and Amendments to the Constitution

A. Ratification

The Constitution shall be ratified by the faculty with a two-thirds majority of those present and voting.

This Constitution shall take effect on the day following its ratification by the Board of Directors and remain in effect continuously until abrogated by joint action of the faculty and the Board of Directors.

Subsequent to ratification, this Constitution shall become part of the contractual agreement between the faculty and the Colleges.

B. Amendments

Any member of the faculty may propose an amendment to this Constitution at a regular Faculty Meeting, or at a special meeting in which the proposal is part of the call. If a simple majority of the faculty present and voting affirm that the idea is worthy, the Faculty Council shall be directed to consider the amendment. The Council may revise the proposed amendment and shall report its recommendation to the faculty in writing as part of the call for the meeting in which it is to be considered. The final faculty vote to amend the Constitution shall require a two-thirds majority. This amendment shall then be referred to the Board of Directors for ratification and shall take effect on the day following ratification by the Board.

Lindenwood College
King of the Hill and
First Hospital Drive
St. Charles, Mo. 63301

Attn: Dr. Robert Johns
President

Subject: Lindenwood College Sports Facility

Gentlemen:

This is to summarize for your information our Budget proposal for a physical education facility as discussed during our several recent meetings.

The sports complex shall be composed of four building structures at two elevations and with the following description.

STRUCTURAL

A Butler LRF 12034 Widespan Type structure shall house the gymnasium, the stage area, four future racquetball courts and a storage area with loading dock facility. This building shall be 120' in width and 240' in length. The eave height shall be a nominal 34' and interior clearance from the floor at center court to bottom of beam shall be 30'. The stage and storage areas shall be elevated approximately 4' with an interior center clearance from floor to bottom of beam of 26'.



LADUE BUILDING AND ENGINEERING
A DESIGN BUILD CORPORATION

June 3, 1981

Lindenwood College
Kingshighway and
First Capitol Drive
St. Charles, Mo. 63301

Attn: Mr. Robert Johns
President

Subject: Lindenwood College Sports Facility



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ROOF

On the LRF 12034 Widespan building and the LRF 8014 Landmark building the roof shall be a Butler MR-24 standing seam roof system. Panels shall be 24 gauge steel with an aluminum zinc alloy hot dipped coating.



Lindenwood College

June 3, 1981

The building shall have eight 30' bays with two beam and post endwalls and seven intermediate frames. Proper wind bracing is included. The roof shall have a 1/2" in 12" slope.

Adjoining the gymnasium building along one side wall there shall be a Butler IM 8014 Landmark type structure that shall house classrooms, offices, a weight and exercise room, showers and locker rooms, a laundry room, training room, equipment room, public and private restrooms. The building shall be 80' in width and 200' in length with interior columns at 40' intervals.

There shall be two beam and post endwalls with four intermediate rigid frames. The structure shall have a roof slope of 1/4" in 12" and a nominal eave height of 14'.

At the front endwall of the gymnasium building there shall be a combination of adjoining structures housing the foyer, concession area, unassigned offices and vestibule. Centered on the endwall shall be a Butler Triodetic atrium type structure enclosing an area 40' x 45' with a 12' overhang and a nominal eave height of 18'.

To either side of the triodetic structure shall be connected buildings constructed of masonry bearing walls, with steel beam and bar joist framing. These structures shall enclose two areas 40' x 45' and one area 32' x 54' with a nominal eave height of 14' to match that of the Landmark building.

All structures shall be designed for a 30 pound vertical snow load and a 20 pound horizontal wind load exceeding St. Charles building code and National BOCA code requirements.

Structural steel framework shall be factory cleaned and painted with red zinc oxide primer.

ROOF

On the LRF 12034 Widespan building and the IM 8014 Landmark building the roof shall be a Butler MR-24 standing seam roof system. Panels shall be 24 gauge steel with an aluminum and zinc alloy hot dipped coating.

Lindenwood College

June 3, 1981

The roof shall be insulated with 4" fiberglass RFK Type insulation, faced on the underside with a vapor barrier of textured white aluminum and vinyl.

The insulation shall have a U.L. rated flame spread of less than 25. The roof panels shall have a U.L. rated wind uplift of 90. The MR-24 roof may be warranted for up to 20 years.

On the Triodetic building the roof shall be composed of transparent acrylic pyramidal skylight panels set in aluminum framing.

On the connected beam and bar joist frame buildings the roof shall be constructed of ribbed steel decking with a four ply built-up tar and gravel roof applied on top of composite roofing insulation.

Necessary roof curbs and jacks for roof top equipment and ventilation stacks are included. Painted galvanized steel gutters, downspouts and gable trim are included.

EXTERIOR WALLS

Exterior walls shall be a combination of brick masonry, Butler Monopanl and aluminum framed glass.

The Monopanl shall be an insulated architectural panel with a stucco embossed finish in your choice of Butler standard colors. The exterior face of the panel shall be 24 gauge steel galvanized and finished with a heat bonded silicone based paint. The interior face shall be a 26 gauge steel galvanized and painted with a heat bonded silicone based paint.

Self contained in the Monopanl shall be 3½" of fiberglass insulation. The Monopanl wall shall be located between brick walls and above 15' elevation on the Widespan building for architectural relief.

A double glass wall with glass doors shall be located at the front end of the Triodetic structure for the vestibule area as indicated on our preliminary plan. Glass shall also be installed between the Triodetic roof and the roof of the connected buildings on the east and west sides of the Triodetic structure.

Lindenwood College

June 3, 1981

The Landmark building and the buildings of beam and bar joist framing shall have all brick masonry walls with walk doors and windows as located on our preliminary elevations. The gymnasium shall have brick masonry up to 15' around the exterior of the building and brick masonry to the roof line at all four corners as indicated on our preliminary elevations. All exposed brick shall be insulated with 1" of styrofoam insulation.

At the rear or south endwall of the gymnasium structure there shall be an overhead door and truck dock with an adjacent walk door and steel stair case.

INTERIOR WALLS

All interior walls shall be of light weight block construction with the exception of panel and window framed walls at the secretary office, coaches' and directors' offices.

FLOORING

The vestibule area shall have quarry tile flooring in your choice of standard colors. Vinyl asbestos tile flooring shall be provided in all hallways, offices, classrooms, weight and exercise room, locker rooms, training room, laundry room, and equipment room. Ceramic tile shall be provided on floors and to a five foot elevation on the walls in the student shower and restroom areas and in the public restrooms.

The gymnasium shall receive either maple wood flooring or poly vinyl chloride synthetic flooring in an area 120' x 152'. We include boundary lines and area coloring. The stage shall be of pine wood flooring designed for theatrical use.

CEILING

Drywall ceilings shall be provided in the student locker room, shower and restroom areas, and in the public restrooms. Two by four foot acoustical tile ceiling shall be provided in all hallways, classrooms, offices, weight and exercise room, training room, laundry room, equipment room, storage room, and those portions of the foyer not located under the Triodetic atrium section. The ceiling areas in the gymnasium and stage shall have two by four foot acoustical tile ceiling for noise control.

Lindenwood College

June 3, 1981

PAINTING

All interior exposed block walls and drywall ceilings shall receive waterproof epoxy paint. All exposed primary and secondary structural steel in the Widespan building shall receive a finish coat of paint.

EQUIPMENT AND FURNISHINGS

We shall provide retractable manually operated wood bleacher seats with aisle ways on 30' centers. The bleachers shall be located in the gymnasium and shall furnish seating for approximately 2000 people.

We shall provide two retractable manually operated basketball baskets. The two game baskets shall have transparent acrylic backboards. We shall provide seven fixed-in-place basketball practice baskets around the perimeter of the gymnasium as indicated on our preliminary plans.

We have included an allowance for the stage curtains on movable tracks at the front, rear and sides of the stage area.

From the front or north edge of the stage floor to the gymnasium floor we shall provide a wood bulkhead the width of the stage with access doors for storage of additional seating under the stage.

We shall provide 450 metal lockers and necessary wood benches on fixed steel posts for student use in the locker rooms.

We include chalk boards for the classrooms and rubber base mould at the floor perimeter throughout the interior with the exception of the racquetball courts and showers.

CONCESSION AREA

We shall provide a paneled concession counter the full length of the concession area with a formica counter top and stainless steel sink. There shall be a connecting storage room behind the concession counter and a connecting ticket booth to the storage room as indicated on our preliminary plan. In the ticket booth we shall provide a ticket window serving the vestibule area.

Lindenwood College

June 3, 1981

RACQUETBALL COURTS

We have designed the future racquetball court areas to dimensions of 20' x 45'. It is our understanding, however, that the official standard for racquetball court dimensions is 20' x 40'. This area shall remain unfinished at this time.

PLUMBING

Plumbing shall include multiple shower units, lavatories, urinals and water closets for use by male students; multiple shower units, lavatories and water closets for use by female students, individual showers, lavatories and water closets for the directors of athletics, lavatories, water closets and urinals in the men's public restroom, lavatories and water closets in the women's public restrooms, utility sinks in two locations for janitorial service. The number and location of plumbing fixtures shall be as indicated on our preliminary plan. Floor drains shall be provided at all sink and shower locations. A 270 gallon gas-fired water heater with floor drain shall furnish hot water for the complex and shall be located in the laundry room. Four water coolers are included.

We include 8" sewer and 3" water lines to five feet past structural line of the front end of the building complex. We do not include sewer main or water main connections or connecting lines to the sports complex.

HEATING, COOLING, VENTILATION

We shall provide heating for the gymnasium and stage area with a make-up air type heating unit pad-mounted at grade outside the building. We include duct work sized for heating only. We shall provide two ventilation fans and two louvers for the gymnasium and stage, sized for proper ventilation of this area. We include roof mounted combination heating and cooling units for the offices, classrooms and public restrooms. We shall provide heat and ventilation only for make-up air roof mounted units for the locker room areas, training room, equipment room, weight and exercise room and laundry room. We include ventilation fans in all restroom areas. All heating units shall be gas-fired.

LADUE BUILDING AND ENGINEERING CORP.

Wm. Eldon Ball, Jr.
Wm. Eldon Ball, Jr.

Lindenwood College

June 3, 1981

ELECTRICAL AND LIGHTING

We shall furnish lighting and power throughout the facility including college level lighting in the gymnasium. We include a \$40,000 budget for a complete sound system throughout the sports complex. We also include necessary emergency lights, exit lights and sufficient power for future expansion.

FOUNDATIONS

We shall grade the building site level, install reinforced poured-in-place footings and foundation wall and pour a 4" reinforced concrete slab, with granular fill and a vapor barrier at subgrade. The stage and storage areas in the Widespan building shall be supported above grade with structural steel beams and bar joist with corrugated steel decking and a 3" poured and reinforced concrete slab. We include a landscaping budget for the immediate area around the sports facility, and an allowance for poured concrete sidewalks and door aprons.

We estimate the cost of this project as described to be approximately \$2,500,000.00 for approximately 52,000 sq.ft. and total project construction time to be approximately one year including plans and permits.

This budget has been prepared attempting to allow for inflation and should be a safe budget figure. We would propose to work on a Design Build basis in which our detailed budget would be presented to you. With your authorization we would work with your committee and prepare complete plans and receive competitive bids with you entering into the selection of subcontractors to be used and final bids to be accepted.

We appreciate the opportunity of preparing this budget estimate for you and hope that we may look forward to working with you on this project.

Sincerely,

LADUE BUILDING AND ENGINEERING CORP.



Wm. Eldon Ball, Jr.

BUDGET 1981-82

Summary

CURRENT FUND REVENUE

Tuition and Fees	55,439,315.00
Gifts For Current Year Use	178,000.00
Endowment Income	240,014.00
Sales and Service of Educational Dept.	205,500.00
Public Service (Research & Conferences)	408,000.00
Other Services	160,085.00
Educational and General	56,630,914.00
Auxiliary Operations	1,200,850.00
TOTAL CURRENT FUND REVENUE	\$7,831,764.00

CURRENT FUND EXPENDITURES AND TRANSFERS

Instructional	57,736,300.00
Public Service (Research and Conferences)	312,850.00
Academic Support	342,820.00
Student Services	566,255.00
General Institutional	1,229,350.00
Physical Plant	794,975.00
Student Aid	135,200.00
Debt Service Transfers	585,335.00
Contingency	100,000.00
Educational and General	56,803,075.00
Auxiliary Operations	973,015.00
TOTAL CURRENT FUND EXPENDITURES AND TRANSFERS	\$7,776,090.00

\$ 55,674.00

LINDENWOOD COLLEGE

BUDGET 1981-82

June 18, 1981

BUDGET 1981-82

Summary

CURRENT FUND REVENUE

Tuition and Fees	\$5,439,315.00
Gifts For Current Year Use	178,000.00
Endowment Income	240,014.00
Sales and Service of Educational Dept.	205,500.00
Public Service (Research & Conferences)	408,000.00
Other Services	160,085.00
Educational and General	<u>\$6,630,914.00</u>
Auxiliary Operations	<u>1,200,850.00</u>
TOTAL CURRENT FUND REVENUE	<u>\$7,831,764.00</u>

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Instructional	\$2,736,300.00
Public Service (Research and Conferences)	312,850.00
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\$ 55,674.00

BUDGET 1981-82

Estimated Tuition

UNDERGRADUATE

Full Time Day	630 x 12-16 hours @ \$4,100	\$2,583,000.00
Part Time Day	270 x 14 hours @ \$125 per hr.	472,500.00
Part Time Evening	524 x 9 hours @ \$100 per hr.	471,600.00

GRADUATE

Day and Evening	265 x 8 hours @ \$150 per hr.	\$ 318,000.00
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LINDENWOOD IV

Undergraduate	202 x 30 hours @ \$133 per hr.	\$ 805,980.00
Graduate	85 x 27 hours @ \$148 per hr.	339,660.00

SUMMER

All Programs	385 x 3 hours @ \$125 per hr.	\$ 144,375.00
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OFF CAMPUS

All Programs	220 x 8 hours @ \$125 per hr.	\$ 220,000.00
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TOTAL TUITION		<u>\$5,355,115.00</u>
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BUDGET 1981-82

Estimated Fees

Laboratory Fees	\$10,000.00
Studio Fees	10,000.00
Student Teaching Fees	2,000.00
Practicum Credit	600.00
Critical Life	600.00
Applied Music	8,700.00
Over Load Fees	2,000.00
Transcript Fees	4,200.00
Audit Fees	200.00
Add/Drop Fees	4,000.00
Application Fees	30,000.00
Late Payment Fees	500.00
Nursing Tests	500.00
ESL Tests	3,600.00
Student Insurance	6,700.00
Miscellaneous	600.00
	<hr/>
	\$84,200.00

BUDGET 1981-82

Gifts For Current Year Use

Alumni		\$125,000.00
Trustees		8,400.00
Faculty and Staff		1,400.00
Parents		1,200.00
Friends		12,000.00
Corporations		15,000.00
Foundations		<u>15,000.00</u>
		\$178,000.00
		<u>\$208,808.00</u>
TOTAL ENDOWMENT INCOME		\$393,984.00
Less: Fees to St. Louis Union Trust	\$ 12,500	
Less: Endowed Income for Restricted Purposes	<u>141,470</u>	<u>\$153,970.00</u>
ENDOWMENT INCOME FOR OPERATIONS		\$240,014.00

BUDGET 1981-82

Endowment Income

St. Louis Union Trust Company		
RESTRICTED ENDOWMENT FUND - As of May 29, 1981		
Book Value	\$1,703,813.00	
Market Value	\$1,575,770.00	
Yield Based on Market Value 12.0%		\$189,180.00
UNRESTRICTED ENDOWMENT FUND - As of May 29, 1981		
Book Value	\$1,917,543.00	
Market Value	\$1,679,641.00	
Yield Based on Market Value 12.2%		<u>\$204,804.00</u>
TOTAL ENDOWMENT INCOME		\$393,984.00
Less: Fees to St. Louis Union Trust	\$ 12,500	
Less: Endowed Income for Restricted Purposes	<u>141,470</u>	<u>\$153,970.00</u>
ENDOWED INCOME FOR OPERATIONS		\$240,014.00

BUDGET 1981-82

Endowed Income For Restricted Purposes

Jelkyl Theatre Fund	\$ 9,600.00
Schramm Library Fund	500.00
Borgenson Scholarship Fund	1,200.00
Cobbs Scholarship Fund	18,000.00
Cook Scholarship Fund	1,400.00
Crider Scholarship Fund	3,800.00
Cunliff Scholarship Fund	250.00
Eswin Scholarship Fund	12,000.00
Garrett Scholarship Fund	13,000.00
Goodall Scholarship Fund	4,900.00
Hale Scholarship Fund	550.00
Hardy Scholarship Fund	5,500.00
Heron Scholarship Fund	100.00
Howlett Scholarship Fund	100.00
Jelkyl Scholarship Fund	280.00
Frankie Kyle Award Fund	110.00
Lear Scholarship Fund	5,500.00
Linnemann Scholarship Fund	3,300.00
Motley Scholarship Fund	800.00
Null Scholarship Fund	20.00
Readers Digest Scholarship Fund	1,500.00
Ritter Scholarship Fund	650.00
Schaefer Scholarship Fund	18,500.00
Sibley Scholarship Fund	12,400.00
Souers Scholarship Fund	1,600.00
Stine Scholarship Fund	60.00
Syers Scholarship Fund	14,800.00
Talley Scholarship Fund	100.00
Thomas Music Scholarship Fund	550.00
Watson Scholarship Fund	1,500.00
Badgett Bible Award Fund	2,700.00
Butler Bible Award Fund	6,100.00
Spahmer Literature Prize Fund	100.00
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	\$141,470.00

BUDGET 1981--82

Sales of Educational Departments

Theatre Tickets	\$ 80,000.00
Theatre Concessions	2,000.00
Theatre Miscellaneous	600.00
Youth Theatre Workshop	2,500.00
Athletic Tickets	2,000.00
Athletic Miscellaneous	500.00
Campus School	22,500.00
Educational Workshops	67,500.00
Reading Clinic	5,400.00
Business Conference	<u>22,500.00</u>
	\$205,500.00

BUDGET 1981-82

Public Service
(Conferences and Research)

Research	\$ 30,000.00
Conferences - General	190,000.00
Conferences - Football Cardinals	140,000.00
Conferences - Parking Fees	11,000.00
Conferences - Ticket Sales	<u>37,000.00</u>
TOTAL PUBLIC SERVICE	\$408,000.00

Library Copier	1,200.00
Photocopy	1,800.00
Identification Cards - Replacement	100.00
Printing and Mailing	64,500.00
Supplies	13,000.00
Word Processing	100.00
Telephone Rental	300.00
Academic Field Rental	<u>15,000.00</u>
TOTAL SERVICE INCOME	\$122,750.00

Rental Income

Cooper Bank	\$ 22,500.00
Cooper Laboratories	5,600.00
Tel-N-Connect	900.00
Office Space (F. Salvig)	1,235.00
Plant Land	2,500.00
Plant Office	<u>800.00</u>
TOTAL RENTAL INCOME	\$ 37,335.00

TOTAL OTHER SOURCES	\$140,000.00
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BUDGET 1981-82

Sundry Income

Parking Permits	\$ 9,000.00
Parking Fines	1,000.00
Short Term Investments	10,000.00
Scrap and Salvage	3,000.00
Library Microfilm	50.00
Library Fines	1,500.00
Library Other	200.00
Library Copier	1,200.00
KCLC/FM	3,800.00
Identification Cards - Replacement	100.00
Duplicating and Mailing	64,500.00
Motor Pool	13,000.00
Word Processing	100.00
Theatre Rental	300.00
Athletic Field Rental	<u>15,000.00</u>
TOTAL SUNDRY INCOME	\$122,750.00

Rental Income

Commerce Bank	\$ 22,500.00
Comeco Laboratories	9,600.00
Tel-Missouri	900.00
Office Space (F. Selvig)	1,235.00
Farm Land	2,500.00
Post Office	<u>600.00</u>
TOTAL RENTAL INCOME	\$ 37,335.00

TOTAL OTHER SOURCES	<u>\$160,085.00</u>
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BUDGET 1981-82

Auxiliary Income

Back Door	\$ 20,000.00
Irwin Dormitory	40,250.00
McCluer Dormitory	61,000.00
Sibley Hall	41,000.00
Parker Hall	100,000.00
Ayres Dining Hall	510,000.00
Concession Stand	46,000.00
Bookstore	249,800.00
Cobbs Hall Conference Center	110,000.00
Cobbs Hall Pool	1,600.00
Vending Machines	20,200.00
Coin Laundry	<u>1,000.00</u>
	\$1,200,850.00

BUDGET 1981-82

Instructional

GENERAL INSTRUCTION

Program Coordinator	\$ 27,500.00	
Advising Consultants	10,000.00	
Visiting Lecturers	10,000.00	
Instructional Expense	2,500.00	
Memberships and Dues	1,500.00	
Travel	10,000.00	8536,750.00
Faculty Recruiting	10,000.00	
Student Orientation	1,300.00	
	<u> </u>	\$ 72,800.00

EVENING COLLEGE - ADMINISTRATIVE

Administrative Salary	\$ 43,900.00	
Secretarial/Clerical Wages	8,000.00	
P/T Faculty Salary	49,500.00	
Fringe Benefits	16,800.00	
Office Supplies	200.00	
Postage and Shipping	1,000.00	
Duplicating	1,500.00	
Telephone	500.00	
Instructional Expense	1,000.00	
Promotion and Advertising	7,000.00	\$ 66,310.00
Travel	1,000.00	
Recruiting	450.00	
	<u> </u>	\$130,850.00

LC IV - ADMINISTRATIVE

Administrative Salary	\$ 60,000.00	
Secretarial/Clerical	38,200.00	
Custodial Wages	1,800.00	
F/T Faculty Salary	100,500.00	
P.T Faculty Salary	242,000.00	
Fringe Benefits	45,200.00	\$ 78,700.00
Personal Service by Others	3,500.00	
Miscellaneous Supplies	400.00	
Office Supplies and Expense	1,500.00	
Postage and Shipping	3,500.00	
Duplicating	6,000.00	
Telephone	5,000.00	
Instructional Expense	600.00	
Office Rental	25,000.00	
Membership and Dues	100.00	
Advertising and Promotion	13,000.00	
Utilities, Electric	2,500.00	
Utilities, Gas	450.00	

BUDGET 1981-82

Instructional

LC IV - ADMINISTRATIVE (Cont.)

Repair Office Equipment	\$ 1,500.00	
Travel	4,000.00	
Recruiting Expense	1,000.00	
Special Events	<u>1,000.00</u>	\$556,750.00

CONTINUING EDUCATION

Administrative Salary	\$ 23,800.00	
Secretarial/Clerical	4,650.00	
P/T Faculty Salaries	26,000.00	
Fringe Benefits	6,400.00	
Office Supplies	400.00	
Postage and Shipping	500.00	
Duplicating	300.00	
Telephone	360.00	
Rental	1,200.00	
Promotion and Advertisement	2,000.00	
Travel	600.00	
Special Entertainment	<u>100.00</u>	\$ 66,310.00

SUMMER SESSION

P/T Faculty Salary	\$ 69,000.00	
Fringe Benefits	6,500.00	
Office Supplies	100.00	
Postage and Shipping	400.00	
Duplicating	200.00	
Instructional Expense	300.00	
Promotion and Advertisement	2,000.00	
Travel	<u>400.00</u>	\$ 78,900.00

LAKE ST. LOUIS BRANCH

Administrative Salary	\$ 16,000.00	
Secretarial/Clerical	3,640.00	
P/T Faculty Salaries	12,000.00	
Fringe Benefits	4,700.00	
Office Supplies	450.00	
Postage and Shipping	500.00	
Duplicating	200.00	
Telephone	1,450.00	
Instructional Expense	200.00	
Office Rental	9,000.00	
Promotion and Advertisement	2,000.00	

BUDGET 1981-82

Instructional

LAKE ST. LOUIS BRANCH (Cont.)

Repair Office Equipment	\$ 100.00	
Travel	<u>1,000.00</u>	\$ 51,240.00

ENGLISH DEPARTMENT

F/T Faculty Salaries	\$100,700.00	
Fringe Benefits	13,200.00	
Student Wages	500.00	
Office Expense	150.00	
Postage and Shipping	50.00	
Duplicating	250.00	
Telephone	540.00	
Instructional Expense	300.00	
P/T Faculty Salary	<u>2,000.00</u>	\$117,600.00

MODERN LANGUAGES

F/T Faculty Salaries	\$ 31,700.00	
Fringe Benefits	7,400.00	
Office Supplies	70.00	
Postage and Shipping	15.00	
Duplicating	100.00	
Telephone	360.00	
Instructional Expense	<u>150.00</u>	\$ 39,795.00

COMMUNICATIONS DEPARTMENT

F/T Faculty Salaries	\$ 63,100.00	
P/T Faculty Salaries	2,000.00	
Fringe Benefits	13,440.00	
Office Supplies	500.00	
Postage and Shipping	200.00	
Duplicating	400.00	
Telephone	900.00	
Instructional Expense	1,600.00	
Membership and Dues	150.00	
Repair Instructional Equipment	250.00	
Equipment/Instructional	<u>1,200.00</u>	\$ 83,740.00

FOREIGN STUDENT PROGRAM

Administrative Salary	\$ 20,000.00
Secretarial/Clerical	9,000.00
F/T Faculty Salaries	42,350.00
Fringe Benefits	10,800.00
Student Wages	1,000.00

BUDGET 1981-82

Instructional

FOREIGN STUDENT PROGRAM (Cont.)

Office Supplies	\$ 1,000.00	
Postage and Shipping	1,000.00	
Duplicating	600.00	
Telephone	1,200.00	
Instructional Supplies	500.00	
Travel	250.00	
Special Entertainment	175.00	
	<hr/>	\$ 87,875.00

RELIGION AND PHILOSOPHY

F/T Faculty Salary	\$ 34,800.00	
Fringe Benefits	5,220.00	
Honoraria	250.00	
Office Supplies	100.00	
Postage and Shipping	20.00	
Duplicating	200.00	
Telephone	540.00	
Instructional Expense	100.00	
Travel	30.00	
	<hr/>	\$ 41,260.00

ART DEPARTMENT

F/T Faculty Salary	\$ 79,400.00	
P/T Faculty Salary	6,600.00	
Fringe Benefits	10,125.00	
Student Wages	3,000.00	
Office Supplies	200.00	
Postage and Shipping	100.00	
Duplicating	200.00	
Telephone	575.00	
Instructional Expense	2,000.00	
Memberships and Dues	400.00	
Repair Instructional Equipment	200.00	
Equipment/Instructional	350.00	
	<hr/>	\$103,150.00

MUSIC DEPARTMENT

F/T Faculty Salary	\$ 48,800.00	
P/T Faculty Salary	3,500.00	
Fringe Benefits	8,600.00	
Office Supplies	125.00	
Postage and Shipping	40.00	
Duplicating	200.00	
Telephone	600.00	
Instructional Expense	900.00	

BUDGET 1981-82

Instructional

MUSIC DEPARTMENT (Cont.)

Repair Instructional Equipment	\$ 1,500.00	
Travel	<u>150.00</u>	\$ 64,415.00

THEATRE DEPARTMENT

Secretarial/Clerical	\$ 7,800.00	
Graduate Assistant	16,200.00	
F/T Faculty	87,130.00	
P/T Faculty	5,000.00	
Fringe Benefits	16,250.00	
Office Supplies	1,500.00	
Postage and Shipping	2,000.00	
Duplicating	900.00	
Telephone	1,500.00	
Instructional Expense	1,000.00	
Memberships and Dues	100.00	
Repair Instructional Equipment	200.00	
Equipment Instructional	<u>900.00</u>	\$ 130,930.00

BIOLOGY

Lab Technician Salary	\$ 13,520.00	
F/T Faculty Salary	72,500.00	
Fringe Benefits	12,300.00	
Office Supplies	240.00	
Postage and Shipping	30.00	
Duplicating	100.00	
Telephone	600.00	
Instructional Expense	3,500.00	
Memberships and Dues	200.00	
Repair Instructional Equipment	1,000.00	
Equipment/Instructional	3,000.00	
Travel	<u>240.00</u>	\$ 107,230.00

CHEMISTRY DEPARTMENT

F/T Faculty Salary	\$ 42,075.00	
Fringe Benefits	6,300.00	
Student Wages	700.00	
Office Supplies	100.00	
Postage and Shipping	25.00	
Duplicating	200.00	
Telephone	360.00	
Instructional Expense	2,500.00	
Repair Instructional Equipment	<u>1,000.00</u>	\$ 53,260.00

BUDGET 1981-82

Instructional

RADIO KCLC/FM

P/T Faculty Salary	\$ 9,000.00	
Fringe Benefits	950.00	
Student Wages	800.00	
Personal Services	6,000.00	
Office Supplies	100.00	
Postage and Shipping	300.00	
Duplicating	300.00	
Telephone	3,415.00	
Instructional Expense	20,305.00	
Memberships and Licenses	300.00	
Advertising and Promotion	500.00	\$ 77,475.00
Repair Instructional Equipment	3,000.00	
Instructional Equipment	12,000.00	
Travel	1,700.00	
	<u>1,700.00</u>	\$ 58,670.00

Secretarial/Clerical		
P/T Faculty Salary	15,000.00	
Fringe Benefits	15,000.00	
Office Supplies	375.00	
Postage and Shipping	55.00	
Duplicating	750.00	
Telephone	450.00	
Instructional Expense	225.00	
Accreditation Cost	2,000.00	
Membership and Dues	1,020.00	
Marketing Test Cost	500.00	
Repair Instructional Equipment	250.00	
Equipment Instructional	1,000.00	
Travel	1,500.00	
P/T Faculty	<u>28,495.00</u>	\$ 96,025.00

EDUCATION DEPARTMENT

Secretarial/Clerical	\$ 9,000.00	
P/T Faculty Salary	87,450.00	
P/T Faculty Salary	21,000.00	
Fringe Benefits	16,800.00	
Student Wages	900.00	
Coop Teachers	2,250.00	
Office Expense	500.00	
Postage and Shipping	300.00	
Duplicating	1,200.00	
Telephone	1,075.00	
Instructional Expense	1,500.00	
Membership and Dues	1,050.00	
Advertising and Promotion	500.00	
Repair Instructional Equipment	400.00	
Travel	300.00	
Special Entertainment	<u>450.00</u>	\$140,175.00

BUDGET 1981-82

Instructional

MATHEMATICS

F/T Faculty Salary	\$ 65,400.00	
Fringe Benefits	9,800.00	
Student Wages	500.00	
Office Supplies	50.00	
Postage and Shipping	25.00	
Duplicating	200.00	
Telephone	600.00	
Instructional Expense	500.00	
Memberships and Dues	200.00	
Repair Instructional Equipment	200.00	
	<u>720.00</u>	\$ 3,590.00
		\$ 77,475.00

NURSING PROGRAM

Secretarial/Clerical	\$ 7,000.00	
F/T Faculty Salary	45,000.00	
Fringe Benefits	15,000.00	
Office Supplies	375.00	
Postage and Shipping	55.00	
Duplicating	750.00	
Telephone	950.00	
Instructional Expense	225.00	
Accreditation Cost	2,000.00	
Membership and Dues	1,020.00	
Nursing Test Cost	500.00	
Repair Instructional Equipment	250.00	
Equipment Instructional	1,000.00	
Travel	1,500.00	
P/T Faculty	28,400.00	
	<u>75.00</u>	\$ 19,020.00
		\$ 96,025.00

EDUCATION DEPARTMENT

Secretarial/Clerical	\$ 9,000.00	
F/T Faculty Salary	82,950.00	
P/T Faculty Salary	21,000.00	
Fringe Benefits	16,800.00	
Student Wages	900.00	
Coop Teachers	2,250.00	
Office Expense	500.00	
Postage and Shipping	300.00	
Duplicating	1,200.00	
Telephone	1,075.00	
Instructional Expense	1,500.00	
Membership and Dues	1,050.00	
Advertising and Promotion	500.00	
Repair Instructional Equipment	400.00	
Travel	300.00	
Special Entertainment	450.00	
	<u>300.00</u>	\$ 40,970.00
		\$140,175.00

BUDGET 1981-82

Instructional

READING CLINIC

P/T Faculty Salary	\$ 1,160.00	
Fringe Benefits	1,175.00	
Postage and Shipping	80.00	
Duplicating	175.00	
Instructional Expense	<u>2,000.00</u>	
		\$ 3,590.00

EDUCATION WORKSHOPS

P/T Faculty Salary	\$ 4,800.00	
Fringe Benefits	1,720.00	
Service By Others	8,000.00	
Postage and Shipping	10,700.00	
Duplicating	1,500.00	
Instructional Expense	2,500.00	\$ 36,600.00
Advertising and Promotion	900.00	
Special Entertainment	<u>900.00</u>	
		\$ 19,020.00

PHYSICAL EDUCATION

F/T Faculty Salary	\$ 32,800.00	
Travel	1,200.00	
Fringe Benefits	5,060.00	
Office Supplies	75.00	
Postage and Shipping	10.00	
Duplicating	30.00	
Telephone	420.00	
Instructional Expense	1,000.00	
Memberships and Dues	1,750.00	
Repair Instructional Equipment	300.00	\$ 50,750.00
Equipment Instruction	<u>1,000.00</u>	
		\$ 40,970.00

BUSINESS ADMINISTRATION

Secretarial/Clerical	\$ 8,300.00	
F/T Faculty Salary	91,900.00	
P/T Faculty Salary	14,400.00	
Fringe Benefits	22,500.00	
Office Supplies	200.00	
Postage and Shipping	40.00	\$ 71,115.00
Duplicating	400.00	
Telephone	500.00	
Instructional Expense	200.00	
Repair Instructional Equipment	<u>1,500.00</u>	
		\$139,940.00

BUDGET 1981-82

Instructional

MBA PROGRAM

P/T Faculty Salary	\$ 32,000.00	
Fringe Benefits	3,200.00	
Office Supplies	100.00	
Postage and Shipping	35.00	\$ 25,000.00
Duplicating	<u>200.00</u>	
		\$ 35,535.00

MS ADMINISTRATION

P/T Faculty Salary	\$ 19,200.00	
Fringe Benefits	3,100.00	
Instructional Expense	300.00	
Facilities Rental	30,000.00	
Advertising and Promotion	<u>4,000.00</u>	
		\$ 56,600.00

FASHION MERCHANDISING

Secretarial/Clerical	\$ 4,500.00	
F/T Faculty Salary	25,000.00	
P/T Faculty Salary	10,000.00	
Fringe Benefits	4,000.00	
Consulting Service	3,500.00	
Office Supplies	700.00	
Postage and Shipping	100.00	
Duplicating	200.00	
Telephone	300.00	
Instructional Expense	700.00	
Promotion and Advertising	750.00	
Travel	<u>1,000.00</u>	
		\$ 50,750.00

HISTORY DEPARTMENT

F/T Faculty Salary	\$ 61,650.00	
Fringe Benefits	8,450.00	
Office Supplies	200.00	
Postage and Shipping	20.00	
Duplicating	35.00	
Telephone	360.00	
Instructional Expense	200.00	
Equipment/Instructional	<u>200.00</u>	
		\$ 71,115.00

BUDGET 1981-82

Instructional

PHYSICAL SCIENCE

INTERNATIONAL BUSINESS PROGRAM

F/T Faculty Salary	\$ 20,750.00	
Salaries	\$ 11,000.00	
Advertising and Promotion	1,500.00	
Facilities Rental	<u>13,500.00</u>	
Duplicating	40.00	\$ 26,000.00
Telephone	300.00	
Instructional Expense	180.00	
Travel	<u>25.00</u>	
		\$ 26,985.00

BIOLOGY DEPARTMENT

F/T Faculty Salary	\$ 37,600.00	
F/T Faculty Salary	3,000.00	
Fringe Benefits	7,070.00	
Office Supplies	200.00	
Postage and Shipping	25.00	
Duplicating	250.00	
Telephone	300.00	
Instructional Expense	750.00	
Repair Instructional Equipment	300.00	
Equipment Instructional	400.00	
Travel	<u>100.00</u>	
		\$ 58,995.00

BIOLOGY DEPARTMENT

F/T Faculty Salary	\$ 37,000.00	
Fringe Benefits	5,350.00	
Office Supplies	100.00	
Postage and Shipping	70.00	
Duplicating	80.00	
Telephone	600.00	
Instructional Expense	200.00	
Travel	<u>200.00</u>	
		\$ 45,750.00

BUSINESS CONFERENCE

Speaker Expense	\$ 8,000.00	
Postage & Shipping	300.00	
Printing and Duplicating	1,300.00	
Advertising and Promotion	400.00	
Special Entertainment	<u>900.00</u>	
		\$ 10,600.00

TOTAL INSTRUCTIONAL

\$2,736,300.00

BUDGET 1981-82

Public Service and Research

RESEARCH

Contract Research	\$ 30,000.00	
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CONFERENCES GENERAL

Administrative Salaries	\$ 27,000.00	
Secretarial/Clerical Wages	4,650.00	
Fringe Benefits	2,550.00	
Student Wages	600.00	
Miscellaneous Expenses	2,500.00	
Office Expense	600.00	
Postage and Shipping	200.00	
Duplicating	750.00	
Telephone	250.00	
Physical Plant Charges	<u>150,000.00</u>	

\$189,100.00

FOOTBALL CARDINALS

Custodial Service	\$ 1,750	
Student Wages	9,000	
Miscellaneous Expenses	3,000	
Items For Resale	27,500	
Laundry	1,750	
Utilities, Electric	700	
Utilities, Water	50	
Food Service	<u>50,000</u>	

\$ 93,750.00

TOTAL PUBLIC SERVICE AND RESEARCH

\$312,850.00

Copier Supplies	\$ 1,000.00	
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\$ 1,000.00

AUDIO VISUAL SERVICE

Technician Wages	\$ 11,500.00	
Fringe Benefits	1,750.00	
Duplicating	30.00	
Telephone	180.00	
Supplies and Expense	1,750.00	
Equipment Repair & Replacement	2,200.00	
New Equipment	<u>4,500.00</u>	

\$ 21,910.00

BUDGET 1981-82

BUDGET 1981-82

Academic Support

Academic Support

FACULTY DEVELOPMENT	\$ 14,400.00	
Fringe Benefits	1,300.00	
Committee Expense	\$ 600.00	
Faculty Travel	12,000.00	
Faculty Workshops	<u>3,000.00</u>	
Duplicating	100.00	\$ 15,600.00
Telephone	250.00	
LIBRARY	600.00	
Instructional Expense	150.00	
Advertising and Promotion		
Secretarial/Clerical Wages	\$ 16,300.00	
Librarians Salary	68,050.00	
Fringe Benefits	12,500.00	
Student Wages	31,600.00	\$ 18,295.00
Office Expense	2,500.00	
Postage and Shipping	325.00	
Duplicating	700.00	
Telephone	\$ 10,780.00	
OCLC Fees and Charges	11,000.00	
Periodicals	16,700.00	
Binding	3,400.00	
Memberships and Dues	300.00	
Miscellaneous Library Expense	1,275.00	
Equipment Repairs	2,450.00	
Instructional Equipment	1,500.00	
Books	40,000.00	
Travel	16,800.00	
Archives	<u>1,125.00</u>	
Instructional Equipment	2,300.00	\$206,305.00
Travel	3,000.00	
LIBRARY PHOTOCOPIER		\$ 78,630.00
Copier Supplies	\$ 1,000.00	\$ 1,000.00
M/E Instructors	\$ 750.00	
AUDIO VISUAL SERVICE	110.00	
Postage & Shipping	100.00	
Technician Wages	\$ 11,500.00	
Fringe Benefits	1,750.00	\$ 1,060.00
Duplicating	30.00	
Telephone	180.00	
Supplies and Expense	1,750.00	
Equipment Repair & Replacement	2,200.00	\$342,830.00
New Equipment	<u>4,500.00</u>	\$ 21,910.00

BUDGET 1981-82

Academic Support

CAMPUS SCHOOL

P/T Faculty Salary	\$ 14,400.00	
Fringe Benefits	1,500.00	
Student Wages	500.00	
Office Supplies	150.00	
Postage and Shipping	200.00	
Duplicating	100.00	
Telephone	250.00	
Instructional Expense	600.00	
Advertising and Promotion	150.00	
Insurance	240.00	
Repair Instructional Equipment	130.00	
Travel	75.00	
		\$ 48,580.00
		\$ 18,295.00

LINDENWOOD THEATRE

Secretarial/Clerical Wages	\$ 10,350.00	
Personal Services	12,000.00	
Office Supplies	1,400.00	
Postage & Shipping	1,000.00	
Duplicating	200.00	
Telephone	1,200.00	
Instructional Expense	22,000.00	
Concession Supplies	1,000.00	
Membership & Royalties	5,000.00	
Advertising and Promotion	16,000.00	
Repair and Replacement	3,000.00	
Instructional Equipment	2,500.00	
Travel	3,000.00	
		\$ 31,815.00
		\$ 78,650.00

YOUTH THEATRE WORKSHOP

P/T Instructors	\$ 750.00	
Fringe Benefits	110.00	
Postage & Shipping	100.00	
Duplicating and Printing	100.00	
Building Repairs	1,000.00	
		\$ 1,060.00
		\$ 4,195.00

ADMISSIONS

TOTAL ACADEMIC SPORT \$342,820.00

Administrative Salary	\$110,650.00
Secretarial/Clerical Wages	20,200.00
Fringe Benefits	20,000.00
Personal Services	15,000.00
Office Supplies	5,000.00
Postage and Shipping	9,375.00
Duplicating	8,500.00
Telephone	4,000.00

BUDGET 1981-82

Student Services

DEAN OF STUDENTS

Administrative Salary	\$ 18,500.00	
Secretarial/Clerical Wages	12,500.00	
Fringe Benefits	8,900.00	
Progress Development	2,500.00	
Office Supplies	400.00	
Postage & Shipping	750.00	
Duplicating	2,000.00	
Telephone	680.00	
Memberships and Dues	150.00	
Travel	1,200.00	
Special Entertainment	1,000.00	
	<u>24,000.00</u>	\$ 48,580.00

HEALTH CENTER

Nurses Wages	\$ 14,200.00	
Fringe Benefits	4,900.00	
Physicians Fees	3,750.00	
Office Supplies	100.00	
Postage and Shipping	15.00	
Duplicating	50.00	
Telephone	300.00	
Medicines & Supplies	2,500.00	
Student Insurance	5,800.00	
Equipment Repair	150.00	
Travel	50.00	
	<u>27,500.00</u>	\$ 31,815.00

STUDENT CENTER

Custodial Service	\$ 300.00	
Office Supplies	200.00	
Postage & Shipping	25.00	
Duplicating	400.00	
Telephone	120.00	
Program Expense	1,900.00	
Custodial Supplies	250.00	
Building Repairs	1,000.00	
	<u>3,195.00</u>	\$ 4,195.00

ADMISSIONS

Administrative Salary	\$110,650.00	
Secretarial/Clerical Wages	20,200.00	
Fringe Benefits	20,000.00	
Personal Services	15,000.00	
Office Supplies	5,000.00	
Postage and Shipping	9,375.00	
Duplicating	8,500.00	
Telephone	4,000.00	

BUDGET 1981-82

Student Services

ADMISSIONS - Continued

Memberships and Dues	\$ 800.00	
Advertising and Promotion	16,500.00	
Travel - Professional Meetings	2,500.00	
Travel - Recruiting	38,000.00	
Special Entertainment	<u>3,000.00</u>	
		\$253,525.00

PLACEMENT OFFICE

Administrative Salary	\$ 16,000.00	
Fringe Benefits	1,650.00	
Advising Consultants	24,000.00	\$ 75,500.00
Office Supplies	100.00	
Postage & Shipping	75.00	
Duplicating	225.00	
Telephone	225.00	
Travel	150.00	
Special Entertainment	<u>50.00</u>	
		\$ 42,475.00

IDENTIFICATION CARDS

Secretarial/Clerical Wages	\$ 3,500.00	
Fringe Benefits	525.00	
Film and Supplies	<u>3,500.00</u>	
		\$ 7,525.00

REGISTRAR

Administrative Salary	\$ 25,500.00	
Secretarial/Clerical Wages	27,100.00	
Fringe Benefits	9,400.00	
Office Supplies	1,200.00	
Postage and Shipping	2,000.00	
Duplicating	2,500.00	
Telephone	1,200.00	
Membership and Dues	225.00	
Office Machine Repair	<u>240.00</u>	
		\$ 69,365.00

VETERANS AFFAIRS

Secretarial/Clerical Wages	\$ 7,750.00	
Fringe Benefits	1,350.00	
Office Supplies	50.00	
Postage and Shipping	30.00	
Duplicating	40.00	
Telephone	<u>180.00</u>	
		\$ 9,400.00

BUDGET 1981-82

Student Services

INTERCOLLEGIATE ATHLETICS

FINANCIAL AID

Coaches Salaries	\$ 4,000.00	
Administrative Salaries	\$ 31,500.00	
Secretarial/Clerical Wages	19,650.00	
Fringe Benefits	5,500.00	
Office Supplies	2,000.00	
Postage and Shipping	600.00	
Duplicating	500.00	
Telephone	2,500.00	
Memberships and Dues	300.00	
Wachovia Services	12,000.00	
Office Equipment	950.00	
	<hr/>	\$ 75,500.00
Travel	1,200.00	
Recruiting Expense	800.00	
Game Expense	5,000.00	
	<hr/>	\$ 23,800.00

TOTAL STUDENT SERVICES

\$346,255.00

BUDGET 1981-82

Student Services

INTERCOLLEGIATE ATHLETICS

Coaches Salaries	\$ 8,000.00	
Fringe Benefits	800.00	
Office Supplies	100.00	
Postage and Shipping	75.00	\$ 1,950.00
Duplicating	500.00	
Telephone	300.00	
Miscellaneous Supplies	250.00	
Memberships and Dues	700.00	
Athletic Insurance	2,500.00	
Equipment Repair	100.00	
New Equipment	4,000.00	
Travel	750.00	
Recruiting Expense	800.00	
Game Expense	<u>5,000.00</u>	

\$ 23,875.00

TOTAL STUDENT SERVICES

\$566,255.00

Interest Expense	80,000.00	
Collection Expense	400.00	
Miscellaneous Expense	28,000.00	
Recruiting Non-Faculty	25,500.00	
Special Entertainment	6,750.00	
Suggestion Awards	1,200.00	
Commencement	<u>5,600.00</u>	

\$532,860.00

65,000.00

\$467,860.00

CREDITS

PRESIDENT

Office Supplies	\$ 4,520.00	
Postage and Shipping	600.00	
Duplicating	1,780.00	
Telephone	1,380.00	
Memberships and Dues	1,130.00	
Travel	10,285.00	
Special Entertainment	<u>6,215.00</u>	

\$ 25,910.00

DEAN OF FACULTY

Secretarial/Clerical	\$ 11,400.00	
Fringe Benefits	2,200.00	
Student Wages	150.00	
Office Supplies	600.00	
Postage and Shipping	250.00	
Duplicating	800.00	
Telephone	425.00	
Travel	1,000.00	
Special Entertainment	<u>300.00</u>	

\$ 17,125.00

BUDGET 1981-82

General Institutional

BOARD OF DIRECTORS

Duplicating	\$ 250.00	
Telephone	450.00	
Special Entertainment	<u>1,250.00</u>	\$ 3,500.00
		\$ 1,950.00

GENERAL INSTITUTIONAL

Executive Payroll	\$270,500.00	
Fringe Benefits	44,000.00	
Legal and Audit	20,000.00	
Doubtful Accounts	15,000.00	
Memberships and Dues	6,500.00	
Advertising and Promotion	6,800.00	
Insurance Expense	18,000.00	
Taxes	110.00	
Interest Expense	80,000.00	
Collection Expense	400.00	
Miscellaneous Expense	28,000.00	
Travel	1,500.00	
Recruiting Non-Faculty	28,500.00	
Special Entertainment	6,750.00	
Suggestion Awards	1,200.00	
Commencement	<u>5,600.00</u>	\$532,860.00
		<u>65,000.00</u>
		\$467,860.00

CREDITS

PRESIDENT

Office Supplies	\$ 4,520.00	
Postage and Shipping	600.00	
Duplicating	1,780.00	
Telephone	1,380.00	
Memberships and Dues	1,130.00	
Travel	10,285.00	
Special Entertainment	<u>6,215.00</u>	\$ 25,910.00

DEAN OF FACULTY

Secretarial/Clerical	\$ 11,400.00	
Fringe Benefits	2,200.00	
Student Wages	150.00	
Office Supplies	600.00	
Postage and Shipping	250.00	
Duplicating	800.00	
Telephone	425.00	
Travel	1,000.00	
Special Entertainment	<u>300.00</u>	\$ 17,125.00

BUDGET 1981-82

General Institutional

EVALUATION PREPARATION

Special Entertainment	\$ 3,500.00	\$ 3,500.00
Fringe Benefits	9,400.00	
Office Supplies	18,000.00	
Postage and Shipping	2,000.00	
Duplicating	2,000.00	
Telephone	1,000.00	
Equipment Rental	3,450.00	
Memberships and Dues	300.00	
Office Equipment	1,500.00	
Travel	650.00	
Special Entertainment	400.00	
	<u> </u>	\$118,900.00

COMPUTER CENTER

Administrative Salary	\$ 24,000.00	
Secretarial/Clerical Wages	17,800.00	
Fringe Benefits	9,500.00	
Labels	1,000.00	
Paper and Supplies	5,000.00	
Postage and Shipping	50.00	
Duplicating	200.00	
Telephone	440.00	
Equipment Rentals	1,000.00	
Memberships and Dues	100.00	
Repairs Equipment	18,000.00	
New Equipment	70,000.00	
Travel	500.00	
	<u> </u>	\$149,590.00

PERSONNEL OFFICE

Administrative Salary	\$ 9,600.00	
Fringe Benefits	1,000.00	
Office Supplies	450.00	
Postage and Shipping	150.00	
Duplicating	950.00	
Telephone	200.00	
Advertising	1,200.00	
Travel	300.00	
	<u> </u>	\$ 13,850.00

DUPLICATING DEPARTMENT

Supervisory Salary	\$ 16,000.00
Secretarial/Clerical Wages	15,382.00
Fringe Benefits	4,500.00
Office Supplies	150.00
Postage and Shipping	150.00

BUDGET 1981-82

General Institutional

BUSINESS OFFICE

Administrative Salary	\$ 17,000.00	
Secretarial/Clerical	63,200.00	
Fringe Benefits	9,400.00	
Office Supplies	18,000.00	
Postage and Shipping	2,000.00	
Duplicating	2,000.00	
Telephone	1,000.00	
Equipment Rental	3,450.00	
Memberships and Dues	300.00	
Office Equipment	1,500.00	
Travel	650.00	
Special Entertainment	400.00	
	<hr/>	\$118,900.00

COMPUTER CENTER

Administrative Salary	\$ 26,000.00	
Secretarial/Clerical Wages	17,800.00	
Fringe Benefits	9,500.00	
Labels	1,000.00	
Paper and Supplies	5,000.00	
Postage and Shipping	50.00	
Duplicating	200.00	
Telephone	440.00	
Equipment Rentals	1,000.00	
Memberships and Dues	100.00	
Repairs Equipment	18,000.00	
New Equipment	70,000.00	
Travel	500.00	
	<hr/>	\$149,590.00

PERSONNEL OFFICE

Administrative Salary	\$ 9,600.00	
Fringe Benefits	1,000.00	
Office Supplies	450.00	
Postage and Shipping	150.00	
Duplicating	950.00	
Telephone	200.00	
Advertising	1,200.00	
Travel	300.00	
	<hr/>	\$ 13,850.00

DUPLICATING DEPARTMENT

Supervisory Salary	\$ 16,000.00
Secretarial/Clerical Wages	15,392.00
Fringe Benefits	4,500.00
Office Supplies	150.00
Postage and Shipping	150.00

BUDGET 1981-82

General Institutional

DUPLICATING - Continued

Telephone	\$ 240.00	
Equipment Rental	3,000.00	
Paper and Supplies	18,000.00	
Equipment Repair	5,020.00	
Travel	250.00	
	<u>24,510.00</u>	\$ 47,310.00

POST OFFICE

Secretarial/Clerical Wages	\$ 18,820.00	
Fringe Benefits	2,475.00	\$ 20,300.00
Student Wages	2,500.00	
Office Supplies	1,200.00	
Postage and Shipping	200.00	
Telephone	140.00	
Equipment Rental	2,450.00	
	<u>22,785.00</u>	\$ 27,785.00

SECURITY DEPARTMENT

Supervisory Salary	\$ 13,200.00	
Secretarial/Clerical Wages	3,500.00	
Security Wages	80,000.00	
Fringe Benefits	7,000.00	
Miscellaneous Expense	2,500.00	
Office Supplies	1,200.00	\$ 7,700.00
Postage and Shipping	25.00	
Printing and Duplicating	1,500.00	
Telephone	750.00	
Automotive Expense	1,200.00	
Repair Miscellaneous	300.00	
	<u>111,175.00</u>	\$ 111,175.00

TELEPHONE SWITCHBOARD

Secretarial/Clerical Wages	\$ 20,700.00	
Fringe Benefits	3,000.00	
Office Supplies	200.00	
Telephone	35,000.00	
	<u>58,900.00</u>	\$ 58,900.00
		CREDIT
		<u>18,000.00</u>

WORD PROCESSING

Supervisory Salary	\$ 10,500.00	
Secretarial/Clerical	32,720.00	
Fringe Benefits	7,040.00	
Office Supplies	1,200.00	
Postage and Shipping	25.00	
Telephone	500.00	
Equipment Rental	28,000.00	
	<u>79,985.00</u>	\$ 79,985.00

BUDGET 1981-82

General Institutional

DEVELOPMENT

Administrative Salary	\$ 36,000.00	
Secretarial/Clerical Wages	7,800.00	
Fringe Benefits	9,000.00	
Office Supplies	2,000.00	
Postage and Shipping	600.00	
Duplicating	1,000.00	
Telephone	2,600.00	
Memberships and Dues	300.00	
Travel	20,000.00	\$ 32,575.00
Special Entertainment	<u>1,000.00</u>	\$ 80,300.00

PUBLICATIONS

Postage and Shipping	\$ 10,500.00	
Printing and Duplicating	<u>25,000.00</u>	\$ 35,500.00

PUBLIC INFORMATION

Service by Others	\$ 6,600.00	
Office Expense	500.00	
Postage and Shipping	100.00	
Duplicating	250.00	
Telephone	<u>250.00</u>	\$ 7,700.00

MOTOR POOL	\$ 29,650.00	
CAMPUS GROUNDS	9,250.00	
TOTAL GENERAL INSTRUCTION	<u>7,500.00</u>	\$1,229,340.00
SOFTBALL FIELDS	7,500.00	
TENNIS COURTS	800.00	
BUTLER HALL	23,300.00	
BUTLER GYM	1,550.00	
FINE ARTS BUILDING	18,750.00	
HEALTH CENTER	4,400.00	
BUTLER LIBRARY	19,750.00	
MAINTENANCE SHED	1,525.00	
MEMORIAL ARTS BUILDING	4,920.00	
NICCOLLS HALL	5,300.00	
ROCKWELL HALL	18,500.00	
PHYSICAL PLANT BUILDING (STABLES)	3,200.00	
STUBBS HALL	11,800.00	
YOUNG HALL	26,600.00	
WATSON LODGE	2,225.00	

BUDGET 1981-82

Physical Plant

DIRECTOR OF SERVICES	\$ 2,450.00	
SECRETARY'S RESIDENCE	12,250.00	
Secretarial/Clerical Wages	\$ 26,000.00	
Fringe Benefits	3,450.00	
Office Supplies	10,400.00	
Postage and Shipping	400.00	\$308,440.00
Duplicating	300.00	
Telephone	800.00	
Memberships and Dues	75.00	\$794,975.00
Travel	800.00	
Special Entertainment	350.00	
		\$ 32,575.00

PHYSICAL PLANT GENERAL

Secretarial/Clerical Wages	\$ 14,900.00	
Maintenance Wages	372,840.00	
Fringe Benefits	69,600.00	
Student Wages	20,000.00	
Consulting Fees	12,000.00	
Miscellaneous Supplies	36,000.00	
Office Supplies	320.00	
Postage	50.00	
Duplicating	600.00	
Telephone	1,100.00	
Memberships and Dues	250.00	
Refuse Service	1,500.00	
Miscellaneous Repairs	4,800.00	
Credits Department Charges	- 80,000.00	
		\$453,960.00

MOTOR POOL	\$ 29,650.00
CAMPUS GROUNDS	9,250.00
PARKING LOTS	7,500.00
SPORTS FIELDS	7,500.00
TENNIS COURTS	800.00
BUTLER HALL	23,300.00
BUTLER GYM	1,550.00
FINE ARTS BUILDING	18,750.00
HEALTH CENTER	4,400.00
BUTLER LIBRARY	19,750.00
MAINTENANCE SHED	1,525.00
MEMORIAL ARTS BUILDING	4,920.00
NICCOLLS HALL	5,500.00
ROEMER HALL	18,500.00
PHYSICAL PLANT BUILDING (STABLES)	3,200.00
STUMBERG HALL	11,800.00
YOUNG HALL	26,600.00
WATSON LODGE	2,225.00

BUDGET 1981-82

Physical Plant

JELKYL THEATRE	\$ 1,650.00	
PRESIDENT'S RESIDENCE	12,250.00	
EASTLICK HOUSE	3,470.00	
STEAM PLANT <small>Scholarship</small>	84,050.00	
ATHLETIC FIELD <small>Grants</small>	<u>10,300.00</u>	
<small>MSL Principle Match</small>	<u>1,180.00</u>	\$308,440.00
TOTAL STUDENT AID		\$135,200.00
TOTAL PHYSICAL PLANT		\$794,975.00

BUDGET 1981-82

Student Aid

UNFUNDED SCHOLARSHIPS

General Scholarship	\$100,000.00	
Athletic Grants	23,200.00	
NDSL Principle Match	<u>12,000.00</u>	
	13,580.00	
TOTAL STUDENT AID	13,580.00	\$135,200.00
	135,000.00	
	<u>50,000.00</u>	
TOTAL DEBT SERVICE		5385,335.00

BUDGET 1981-82

Debt Service

MANDATORY TRANSFER

First National Bank St. Louis Note	\$286,000.00
Installment Note - Stadium	44,170.00
HEW Bond - Fine Arts	23,005.00
HEW Bond - Library	13,580.00
HEW Bond - Young	33,580.00
First National Bank St. Charles	135,000.00
Landmark North County	<u>50,000.00</u>

TOTAL DEBT SERVICE

\$585,335.00

Staff Salaries	\$ 7,500.00
Fringe Benefits	1,925.00
Custodial Services	11,000.00
Miscellaneous Supplies	500.00
Telephone	135.00
Custodial Supplies	700.00
Utilities - Electric	2,400.00
Utilities - Gas	1,100.00
Utilities - Water & Sewer	1,150.00
Insurance	900.00
Heating Expense	885.00
Building Repair	4,000.00
Furnishings Repair	<u>600.00</u>

\$ 42,080.00

CITY HALL

Staff Salaries	\$ 7,500.00
Fringe Benefits	1,925.00
Custodial Services	19,000.00
Miscellaneous Supplies	500.00
Telephone	135.00
Custodial Supplies	700.00
Utilities - Electric	1,950.00
Utilities - Gas	1,410.00
Utilities - Water & Sewer	1,440.00
Insurance	1,000.00
Heating Expense	1,150.00
Building Repair	4,000.00
Furnishings Repair	<u>600.00</u>

\$ 46,310.00

SCHOOL HALL

Staff Salaries	\$ 7,500.00
Fringe Benefits	1,925.00
Custodial Services	11,000.00
Miscellaneous Supplies	500.00
Telephone	135.00
Custodial Supplies	700.00

BUDGET 1981-82

Auxiliaries

BACK DOOR

Miscellaneous	\$ 1,750.00	
Custodial Supplies	200.00	
Items For Resale	10,000.00	
Insurance	1,025.00	
Space Rental	3,150.00	
Building Repairs	<u>500.00</u>	
		\$ 16,625.00

IRWIN HALL

Staff Salaries	\$ 7,500.00	
Fringe Benefits	3,925.00	
Custodial Services	17,800.00	
Miscellaneous Supplies	500.00	
Telephone	135.00	
Custodial Supplies	700.00	
Utilities - Electric	2,600.00	
Utilities - Gas	1,100.00	
Utilities - Water & Sewer	1,350.00	
Insurance	985.00	
Heating Expense	885.00	
Building Repair	4,000.00	
Furnishings Repair	<u>600.00</u>	
		\$ 42,080.00

MC CLUER HALL

Staff Salaries	\$ 7,500.00	
Fringe Benefits	3,925.00	
Custodial Services	19,800.00	
Miscellaneous Supplies	500.00	
Telephone	135.00	
Custodial Supplies	700.00	
Utilities - Electric	3,950.00	
Utilities - Gas	1,410.00	
Utilities - Water & Sewer	1,440.00	
Insurance	1,200.00	
Heating Expense	1,150.00	
Building Repairs	4,000.00	
Furnishings Repair	<u>600.00</u>	
		\$ 46,310.00

SIBLEY HALL

Staff Salaries	\$ 7,500.00	
Fringe Benefits	3,925.00	
Custodial Service	15,000.00	
Miscellaneous Supplies	500.00	
Telephone	135.00	
Custodial Supplies	100.00	

BUDGET 1981-82

Auxiliaries

SIBLEY HALL - Continued

Utilities - Electric	\$ 3,080.00	
Utilities - Gas	1,100.00	
Utilities - Water & Sewer	1,650.00	
Insurance	1,100.00	
Heating and Expense	1,075.00	
Building Repair	4,000.00	
Furnishings Repair	600.00	
	<u> </u>	\$ 39,765.00

PARKER HALL

Staff Salaries	\$ 7,500.00	
Fringe Benefits	3,925.00	
Custodial Service	15,000.00	
Miscellaneous Supplies	500.00	
Telephone	135.00	
Custodial Supplies	700.00	
Utilities - Electric	5,375.00	
Utilities - Gas	1,920.00	
Utilities - Water and Sewer	1,920.00	
Insurance	1,650.00	
Heating Expense	1,575.00	
Building Repairs	6,000.00	
Furnishings Repair	600.00	
	<u> </u>	\$ 46,800.00

DINING HALL

Administrative Salary	\$ 19,250.00	
Supervisory Salary	12,400.00	
Food Service Wages	133,400.00	
Fringe Benefits	24,760.00	
Consulting Service	7,500.00	
Miscellaneous Expense & Supplies	15,000.00	
Telephone	175.00	
Custodial Supplies	9,000.00	
Food Expense	200,000.00	
Refuse Collection	300.00	
Other Resale Items	1,500.00	
Utilities - Electric	7,000.00	
Utilities - Gas	5,000.00	
Building Repairs	7,500.00	
Furniture and Equipment Repair	2,500.00	
	<u> </u>	\$445,285.00

BUDGET 1981-82

Auxiliaries

CONCESSION STAND

Food Service Wages	\$ 6,000.00	
Fringe Benefits	900.00	
Miscellaneous Expense and Supplies	250.00	
Telephone	175.00	
Equipment Rental	750.00	
Food Expense	15,000.00	
Other Resale Items	2,700.00	
Rent and Overhead	8,000.00	
Furniture and Equipment Repair	100.00	
	<u> </u>	\$ 33,875.00

BOOK STORE

Supervisory Salary	\$ 13,000.00	
Secretarial/Clerical Wages	17,000.00	
Fringe Benefits	4,850.00	
Student Wages	5,500.00	
Miscellaneous Supplies	1,700.00	
Freight In/Out	4,500.00	
Duplicating	1,920.00	
Telephone	225.00	
Cost of Merchandise	160,000.00	
Memberships and Dues	170.00	
Advertising and Promotion	225.00	
Space Rental & OHD	14,400.00	
Miscellaneous Repairs	115.00	
Travel	1,075.00	
	<u> </u>	\$224,680.00

COBBS HALL CONFERENCE CENTER

Custodial Service	\$ 14,000.00	
Miscellaneous Supplies	700.00	
Telephone	135.00	
Custodial Supplies	900.00	
Utilities - Electric	16,000.00	
Utilities - Gas	7,000.00	
Utilities - Water and Sewer	500.00	
Building Repairs	10,000.00	
Furnishings Repair	500.00	
	<u> </u>	\$ 49,735.00

COBBS HALL POOL

Student Wages	\$ 4,500.00	
Miscellaneous Supplies & Expense	100.00	
Custodial Supplies	200.00	
Structure Repairs	900.00	
Equipment Repairs	200.00	
	<u> </u>	\$ 5,900.00

BUDGET 1981-82

Auxiliaries

VENDING SERVICES

Secretarial/Clerical Wages	\$ 7,280.00	
Fringe Benefits	1,380.00	
Miscellaneous Supplies & Expenses	100.00	
Equipment Rental	10,300.00	
Items For Resale	2,500.00	
Equipment Repair	<u>100.00</u>	
		\$ 21,660.00

COIN LAUNDRY SERVICE

Miscellaneous Expense	\$ 300.00	
		\$ 300.00

TOTAL AUXILIARIES \$973,015.00

AGENDA
 EXECUTIVE COMMITTEE
 OF
 BOARD OF DIRECTORS
 OF
 THE LINDENWOOD COLLEGES
 SEPTEMBER 25, 1981

	Actual	Projected
I. Call to order	7,300.00	8,030.00
II. Proposal for advanced payment plan	7,300.00	8,834.00
III. Status of fiscal 1981 audit and discussion of results	7,300.00	9,716.06
IV. Opening enrollment, etc.	29,200.00	33,880.00
V. Report on fiscal 1982 budget and reconciliation to 1982 budget which was presented at June 18 Board meeting		
VI. Report on current debt		1,280.00
VII. Fiscal 1982 cash flow projections and need for additional borrowing, if any		47,920.00
VIII. Report on physical plant requirements and costs		
IX. Policy on Football Cardinals relationship		
X. Response re fund-raising commitments		
XI. Agenda for Board meeting		

	Total of Monthly Payments	Tax Deductible Interest
9,227.52	9,227.52	3,178.47
9,227.52	9,227.52	2,411.31
9,227.52	9,227.52	1,546.84
9,227.52	9,227.52	573.46
<u>36,910.08</u>	<u>36,910.08</u>	<u>37,710.08</u>

would agree to 48 monthly payments of \$765.96 or a total of \$36,910.08. Tax-able interest of \$7,710.08 would apply over the four year period. The installment arrangement would freeze cost and provide tax credits from interest rather than annual tuition charges.

tion would be needed on refund policy. Generally, any semester not begun could be used and the refund policy of the College used during a semester. These agreements be made with parents or other financially responsible persons and refunds would be to them. Under the installment plan, penalties should be assessed on late payments insurance coverage for parents for both life and disability should be an option.

plans, the percentages could be varied, monies received for future years should aside in short-term investments as they constitute a liability on the College

Three possible advanced payment programs are listed below as samples offering advantages to parents of (1) fixed tuition and board and room costs over a four year undergraduate program and/or (2) the substitution of tax deductible interest payments for future tuition increases.

Because of the nature of the plans, they are not intended for students receiving financial aid based upon need. Students may enter the plans as freshmen, sophomores or juniors. Dollars are based upon the 1981-82 costs of tuition \$4,100; room and board \$3,200 a total of \$7,300. Estimates are calculated assuming an annual increase in charges of 10 percent.

Plan 1 Four Year Constant Cost

		<u>Constant</u>	<u>Projected</u>
1981-82	Tuition, Board and Room	\$ 7,300.00	\$ 7,300.00
1982-83	Tuition, Board and Room	7,300.00	8,030.00
1983-84	Tuition, Board and Room	7,300.00	8,834.00
1984-85	Tuition, Board and Room	7,300.00	9,716.00
		<u>\$29,200.00</u>	<u>\$33,880.00</u>

Parent would pay a single payment of \$29,200 as student enters freshman class. Savings in fee increases over four years would be \$4,680.

Plan 2 Four Year Constant Cost with 6% Discount Years 2-4

Four year tuition board and room (constant cost)	\$29,200.00
Discount 6%	<u>1,280.00</u>
	<u>\$27,920.00</u>

Parent would pay a single payment of \$27,920 savings in fee increases over the four years and the discount would total \$5,960.

Plan 3 Four Year Installment Option - 48 Payments with Interest @ 12%

Tuition - Board and Room	\$29,200.00
48 monthly payments of \$768.96 -- Total cost	\$36,910.08

<u>Year</u>	<u>Total of Monthly Payments</u>	<u>Tax Deductible Interest</u>
1	\$ 9,227.52	\$3,178.47
2	9,227.52	2,411.31
3	9,227.52	1,546.84
4	<u>9,227.52</u>	<u>573.46</u>
	\$36,910.08	\$7,710.08

Parent would agree to 48 monthly payments of \$768.96 or a total of \$36,910.08. Tax deductible interest of \$7,710.08 would apply over the four year period. The installment arrangement would freeze cost and provide tax credits from interest rather than additional tuition charges.

Discussion would be needed on refund policy. Generally, any semester not begun could be refunded and the refund policy of the College used during a semester. These agreements would be made with parents or other financially responsible persons and refunds would be paid to them. Under the installment plan, penalties should be assessed on late payments and insurance coverage for parents for both life and disability should be an option.

In all plans, the percentages could be varied, monies received for future years should be set aside in short-term investments as they constitute a liability on the College books.

No. of Credit Hours

TO: President Johns
FROM: Lawrence Elam

DATE: September 24, 1981
IN RE: Update Registration Report

Attached is the Registrar's report for September 24, 1981, indicating enrollment of 1,567 students including 151 LC IV students registered for Fall trimester. The estimate I received from LC IV indicates an additional 233 students will register and bring the total enrollment to 1,800.

Fall registration charges now total \$1,985.914 additional LC IV registrations would add \$310,006 making the total \$2,295,920.

Residence hall occupancy totals 176 with 60 in McCluer, 27 in Irwin and 89 in Parker.

LE/mn

cc: Jerry Montag

Attachment

PART-TIME EVENING

Returning 238
New 197
Total 435

Evening Cr. 2118
Total 2118

Part-time 163

FALL 1981 ENROLLMENT
(as of 8:00 a.m. 9-24-81)

RESIDENTS

Returning 68
New 108
Total 176

No. of Credit Hours

Day Cr. 1842
Evening Cr. 163
Total 2005

NON-RESIDENT FULL-TIME

Returning 231
New 108
Total 339

Day Cr. 3950
Evening Cr. 791
Total 4741

PART-TIME DAY

Returning 45
New 28
Total 73

Day Cr. 503

Total 503

PART-TIME COMBINATION

Returning 31
New 5
Total 36

Day Cr. 179
Evening Cr. 168
Total 247

PART-TIME EVENING

Returning 238
New 197
Total 435

Evening Cr. 2118
Total 2118

MBA

Returning 163
New 45
Total 208

Evening Cr. 964

M/EDU

Returning 33
New 7
Total 40

MFA

Returning 2
New 2
Total 4

MFA Cr. 24
M/EDU Cr. 141

Lake St. Louis

Returning 31
New 13
Total 44

Credit Hours 162

LCIV

Graduate

Undergraduate

Returning 16 57
New 22 56
Total 38 113

Undergrad. Cr. 1135
Graduate Cr. 342
Total Cr. 1477

OFF-CAMPUS NURSING PROGRAM

<u>ST. LUKE'S W.</u>	<u>CHRIST. N/E</u>	<u>DEACONESS</u>	<u>NORM. N.</u>	<u>COMBO</u>	<u>CUM. TOTAL</u>
5	16	19	4	5	49
$\frac{1}{6}$	$\frac{2}{18}$	$\frac{3}{22}$	$\frac{4}{8}$	$\frac{2}{7}$	$\frac{12}{61}$

Projected Revenue \$7,811,874.00
 Short Fall per Attached Estimates \$77,906.00

Revised Revenue Projection \$7,253,558.00

No. of Credit Hours

Projected Expenses \$7,776,090.00

<u>St. Luke's W.</u>	<u>Christ. N/E</u>	<u>Deaconess</u>	<u>Normandy N.</u>	<u>Cumulative Total</u>
33	76	69	27	205

Revised Expense Projection \$7,303,486.00

Total Number of Withdrawals: 23

Total Number of Enrolled Students: 1567

Revised Revenue Projection \$7,679,000.00

1981-82 BUDGET

Estimates following Fall Registration - Revenue

		1981-82	Budget
STATUS OF 1981-82 BUDGET			
Full Time Day	515 12-16 hours @ \$4,100	\$2,111,500.00	\$2,583,000.00
Part Time	Projected Revenue 14 hours @ \$125	\$7,831,764.00	472,500.00
Part Time	Short Fall per Attached Estimates	<u>577,906.00</u>	471,600.00
Graduate	252 x 8 hours @ \$150	\$37,800.00	\$ 318,000.00
IC IV	Revised Revenue Projection @ \$133	<u>\$7,253,858.00</u>	805,980.00
Graduate	96 x 24 hours @ \$148	\$14,112.00	339,680.00
Summer	Projected Expenses	\$7,776,090.00	144,375.00
Off Camp	Reductions - Accomplished or Planned	<u>470,604.00</u>	220,000.00
Board	Revised Expense Projection	<u>\$7,305,486.00</u>	\$5,355,115.00
Irwin	Projected Budget Deficit	<u>\$ 51,628.00</u>	40,250.00
Parker	43,610 x 2	\$87,220.00	100,000.00
McCluer	27,390 x 2	\$54,780.00	61,000.00
Dining	160,160 x 2	\$320,320.00	364,000.00
		<u>\$ 496,880.00</u>	<u>\$ 565,250.00</u>
Fees			
Laboratory and Studio	7,855 x 2	\$ 15,710.00	\$ 20,000.00
Student Teaching	570 x 2	1,140.00	2,000.00
Overload	4,790 x 2	9,580.00	2,000.00

1981-82 BUDGET

Estimates following Fall Registration - Revenue

<u>Tuition</u>		<u>9-24-81</u>	<u>Budget</u>
Full Time Day	515 12-16 hours @ \$4,100	\$2,111,500.00	\$2,583,000.00
Part Time Day	109 x 14 hours @ \$125	190,750.00	472,500.00
Part Time Evening	435 x 9 hours @ \$100	391,500.00	471,600.00
Graduate	252 x 8 hours @ \$150	302,400.00	\$ 318,000.00
LC IV Undergraduate	288 x 30 hours @ \$133	1,149,120.00	805,980.00
Graduate	96 x 27 hours @ \$148	383,616.00	339,660.00
Summer		85,000.00	144,375.00
Off Campus	220 x 8 hours @ \$125	220,000.00	220,000.00
		<u>\$4,833,886.00</u>	<u>\$5,355,115.00</u>
<u>Board and Room</u>			
Irwin	17,280 x 2	34,560.00	40,250.00
Parker	43,610 x 2	87,220.00	100,000.00
McCluer	27,390 x 2	54,780.00	61,000.00
Dining	160,160 x 2	320,320.00	364,000.00
		<u>\$ 496,880.00</u>	<u>\$ 565,250.00</u>
<u>Fees</u>			
Laboratory and Studio	7,855 x 2	\$ 15,710.00	\$ 20,000.00
Student Teaching	570 x 2	1,140.00	2,000.00
Overload	4,790 x 2	9,580.00	2,000.00
Music	3,040 x 2	6,080.00	8,700.00
		<u>\$ 32,510.00</u>	<u>\$ 32,700.00</u>
<u>Other</u>			
Campus School		\$ 35,175.00	\$ 22,500.00
Bookstore	\$94,697	249,800.00	249,800.00
Endowment Unrestricted 8-31-81 Union Trust Est.		204,012.00	204,804.00
		<u>\$ 488,987.00</u>	<u>\$ 477,104.00</u>
		\$5,852,263.00	\$6,430,169.00

(\$577,906.00)

1981-82 BUDGET

LINDENWOOD COLLEGES

OUTSTANDING DEBT SEPTEMBER 25, 1981

Estimates - Expense

Reductions to Date

Lindenwood IV	\$ 30,000.00
Lake St. Louis	3,640.00
Conferences	18,000.00
Admissions	15,000.00
Duplicating	8,000.00
Word Processing	8,000.00
Personnel	4,800.00
General Instruction	27,500.00
Equipment	70,000.00
Financial Aid	100,000.00
Fringe Benefits	<u>17,300.00</u>
	<u>\$302,240.00</u>

Reductions - Planned

Lindenwood IV	\$ 8,400.00
Education	7,980.00
Computer	9,000.00
Registrar	8,000.00
Security	8,000.00
Maintenance	16,000.00
Evening Division	8,000.00
Admissions	9,000.00
Bookstore	13,000.00
Publications	6,600.00
Nursing	8,000.00
Fringe Benefits	<u>15,300.00</u>
	<u>\$117,280.00 @ 62%</u>
Consultants	15,000.00
Food Service	37,400.00
Residence Halls	22,250.00
Instructional	<u>21,000.00</u>
	<u>\$470,604.00</u>

LINDENWOOD COLLEGES

OUTSTANDING DEBT SEPTEMBER 25, 1981

NOTES PAYABLE

	<u>PRESENT BALANCE</u>	<u>ANNUALIZED COST</u>
(1) <u>First National in St. Louis - Stadium Superturf</u> Installment Note 7/1/78 \$240,000 9½% eight annual payments including principal and interest of \$44,170.95 due each September 1, through 1985. Collateral St. Louis Football Cardinal Contract.	\$ 116,077	\$ 44,171 (P & I)
(2) <u>First National in St. Louis - Stadium Construction</u> Demand Note 1/1/78 Prime Rate (17%) Security - farm 73 acres and unrestricted endowment present market value \$1,698,644.	1,200,000	204,000 (I)
(3) <u>First National in St. Louis - Working Capital</u> Demand Note 5/2/79 Prime Rate (17%) Security farm 73 acres.	285,000	48,450 (I)
(4) <u>First National in St. Louis - Working Capital</u> Demand Note 11/31/79 Prime Rate (17%) Security farm 73 acres.	197,250	33,532 (I)
(5) <u>First National Bank, St. Charles - Working Capital</u> Note 6/15/76 - Renegotiated 1/31/80 Prime - 2% (15%) Security campus property	<u>900,000</u>	<u>135,000 (I)</u>
TOTAL NOTES PAYABLE	<u>\$2,698,327</u>	<u>\$465,153</u>

BONDS PAYABLE

HEW Bonds - Young Science Construction \$638,000 8/1/66 3% Matures 2/1/96	\$ 365,000	\$ 32,580 (P & I)
HEW Bonds - Library \$273,000 6/1/68 3% Matures 8/1/98	173,000	13,580 (P & I)
HEW Bonds - Fine Arts Building \$429,000 7/1/69 3% Matures 8/1/99	<u>314,000</u>	<u>23,005 (P & I)</u>
TOTAL BONDS PAYABLE	\$ <u>852,000</u>	\$ <u>69,165</u>

ESTIMATED CASH FLOW

1981-82

CONFIDENTIAL - NOT FOR DISTRIBUTION OUTSIDE THE BOARDS OF
 THE LINDENWOOD COLLEGES AND THE DEVELOPMENT STAFF

March 17, 1981

	<u>Revenue</u>	<u>Expenses</u>	<u>Accumulation</u>
June	\$ 220,000.00	\$ 394,000.00	-\$174,000.00
July	150,000.00	452,000.00	- 476,000.00
August	900,000.00	462,000.00	- 38,000.00
September	1,400,000.00	850,000.00	+ 512,000.00
October	800,000.00	642,000.00	+ 670,000.00
November	150,000.00	642,000.00	+ 178,000.00
December	190,000.00	642,000.00	- 274,000.00
January	440,000.00	748,000.00	- 582,000.00
February	1,900,000.00	642,000.00	+ 676,000.00
March	800,000.00	642,000.00	+ 834,000.00
April	150,000.00	592,000.00	+ 392,000.00
May	<u>150,000.00</u>	<u>592,000.00</u>	- 50,000.00
	\$7,250,000.00	\$7,300,000.00	

Cash on hand September 24, 1981 \$129,912.00
 Short term investments 687,414.00
 \$817,356.00

Sincerely,
 Robert Johns
 President

LJ:NY
 Enc.

CONFIDENTIAL - NOT FOR DISCUSSION OUTSIDE THE BOARDS OF THE LINDENWOOD COLLEGES AND THE DEVELOPMENT STAFF

March 11, 1981

TO MEMBERS OF THE BOARDS OF THE LINDENWOOD COLLEGES:

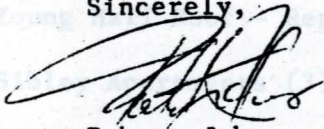
For the last several months we have been carefully developing a list of needs for the institution which we could make available to the Boards.

This gives you something to work from in your efforts to raise funds for the college. Obviously, there are some duplications.

After we have a chance to discuss this at the next Board meeting a detailed description will be developed for each of these and will be made available to you.

This is principally an outline for discussion at the Board meeting on the 18th.

Sincerely,



Robert Johns
President

RJ:MY
Enc.

General Campus Beautification	\$100,000
Trim trees	\$18,912
Add new trees	16,250
Fertilizer, grass seed.	
Signage	35,000
Site redecorating	10,000
Steps	
Remodeling	16,750
Painting windows and doors	97,430
Lighting replacement	90,000
Restrooms	40,000
Restrooms	25,000
Restrooms	15,000 each
Amphitheater - Structure, lighting and sound	35,000
Boychart Creek Landscaping	7,227
Improve Campus lighting	13,650
President's House - exterior repairs	15,000
Student Union Complex	4,650,000
Theater	2,650,000
Dining Hall	1,212,000
Student Center	785,000
Missile Hall - Redecorating	25,000

THE LINDENWOOD COLLEGES
CURRENT CAPITAL NEEDS

PHYSICAL PLANT NEEDS

General Campus Beautification		\$100,000
Trim trees	\$18,912	
Grading	24,000	
Add new trees	16,250	
Fertilizer, grass seed, and shrubbery care	<u>40,838</u>	
Sibley Chapel		35,000
Interior refurnishing (redecorating and carpeting)		
Sibley Parlor - Redecorating		10,000
Streets - Leveling and paving		110,000
Tennis Courts - Nets and resurfacing		16,750
Painting - Exteriors - windows and doors		97,450
Young Hall Roof - Replacement		90,000
Sibley Apartments (3)		40,000
Large apartment	25,000	
2 small apartments	<u>15,000</u> each	
Amphitheater - Structure, lighting and sound		35,000
Boschert Creek Landscaping		7,222
Improve Campus lighting		13,650
President's House - exterior repairs		15,000
Student Union Complex		4,650,000
Theater	2,650,000	
Dining Hall	1,212,000	
Student Center	<u>788,000</u>	
Niccolls Hall - Redecorating		25,000

Recreational Physical Activities		\$5,150,000
Multi-purpose gym with racquetball courts	3,100,000	
Equipment	790,000	
Competitive swimming facility	<u>1,250,000</u>	
Boiler replacement and utilities		1,325,000
Boiler	100,000	
Utilities	<u>1,225,000</u>	
Refurbishing International Center		20,000
Refurbishing Health Center		30,000
Library roof - replacement		65,000
Library Reading Room - redecorating		7,275

ACADEMIC NEEDS

Library Collection		58,500
Reference	5,000	
Nursing	4,000	
Business Administration	3,000	
Humanities	2,500	
Special Education	2,500	
Theatre Arts	2,500	
Early Childhood Education	2,500	
Mass Communication	1,500	
20th Century American Literature	2,500	
Public Relations	1,200	
Photography	1,500	
Periodicals Collection	5,000	
Modification and renovation of Language Lab	18,000	
Audio-Visual Dept.:		
Cabinets, counters and sink for workroom	4,500	
Opaque projectors (2)	1,200	
Ten portable cassette player/records	500	
Four audio-visual projection carts	<u>600</u>	
Art Department Curator		3,500
Improved slide collection		8,000

114,844,301

Biology Field Program		5,000
Lectures and Concerts		20,000
Buses		120,000
3 15-passenger mini-vans	45,000	
1 40-passenger bus	<u>75,000</u>	
Replacement of Science Facilities		81,312
Botany	24,212	
General Biology (includes microscopes)	16,200	
Chemistry	31,900	
Physics	<u>9,000</u>	
Specialized Outdoor Education Equipment (includes vehicle)		22,042
Photography (color processing lab)		24,000
Redesign of Young Hall Auditorium for instructional purposes (projectors and sound equipment)		60,000
Remodeling of Butler Hall for Academic Office space		48,000
Additional Studio KCLC (broadcasting and receiving stations)		31,000
Financial Support of Intercollegiate Athletic Program		300,000
Placement and Counseling		8,400
American History Collection		12,200
Endowment/Scholarships		<u>2,200,000</u>
Endowed Professorship	500,000	
Endowed Chair	1,000,000	
Endowed Student Scholar- ship Fund	250,000	
Endowed Library Fund	250,000	
Endowed Departmental Fund	100,000	
Endowed Name Fund	<u>100,000</u>	

GRAND TOTAL

\$14,844,301

July 9, 1981

Mr. Robert Hyland
Vice President, CBS
One Memorial Drive
St. Louis, MO 63102

Dear Bob:

We were further along in making our survey of capital needs than I realized and I was able to get it completed today.

The "Must List" is what needs to be done in the next twelve months and I should be able to show reasonable progress on it for the evaluation team which will be here in March.

The "Want List" is presented in three priority categories. Category 1 has largely been removed from the "Must List." Categories 1 and 2 we would like to have underway in the next twelve to eighteen months and Category 3 in the next twenty-four months.

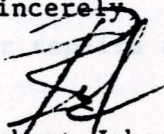
None of this incorporates our need to reduce our capital debt and, of course, we have no reserves in here for problems similar to that we have in Young Hall.

We have been notified we will receive an energy grant of about \$170,000 which will be applied to projects in Irwin, McCluer, the dining hall, and Parker, but that amount does not reduce the amounts of the "Must List" or the "Want List."

I am grateful to you for your interest. Of course, if there is any way I can be of help, I will be happy to try.

With your permission I will attach these lists along with some other matters to the minutes of the last Board meeting.

Sincerely,



Robert Johns
President

RJ:MY
Encs.

CC: Members of the Boards

**CAPITAL
MUST LIST**

	<u>Estimate</u>	
Young Hall - roof and structural repairs	\$148,212	
Young Hall - two compressors	13,200	
Library roof	32,414	
President's House roof	12,300	
Butler Hall roof	22,100	
Cobbs Hall roof	18,700	
McCluer Hall roof	31,000	
Irwin Hall - replastering and paint	16,600	
Irwin Hall - basement repairs	21,000	
McCluer Hall - floor repair and plumbing corrections	9,400	\$657,400
General campus lighting to meet safety and security standards	24,400	
Air-conditioning and lighting in old stables	5,725	
Sprinkler system		44,950
Niccolls Hall	12,000	
Ayres Cafeteria	12,000	339,950
Butler Hall	11,000	
Boiler repairs and replacement	<u>26,720</u>	
TOTAL		<u>\$416,771</u>
		325,000
		27,400
		497,400
		<u>\$1,694,750</u>

**CAPITAL
WANT LIST**

	<u>Estimate</u>	
<u>Category 1</u>		
Sibley Hall - rewiring and painting	\$130,000	
Street repairs and road	125,000	
To complete cafeteria rehabilitation	120,000	
Additional athletic fields (two soccer size fields and 1 baseball field)	85,000	
Tree trimming and landscaping	26,400	
General painting	140,000	
Broadcasting equipment	<u>31,000</u>	
Total		\$657,400
<u>Category 2</u>		
Computer	320,000	
Plastering and safety equipment for Butler, Ayres, and Irwin Halls	44,950	
Memorial Arts Building - air-conditioning	175,000	
Total		539,950
<u>Category 3</u>		
Amphitheater	55,000	
Roemer Hall - rewiring	90,000	
Ayres Hall - rehabilitation	325,000	
Remove steel water tank (attractive nuisance)	<u>27,400</u>	
Total		<u>497,400</u>
Grand total		<u>\$1,694,750</u>

Checks Received June 1, 1981 thru September 24, 1981

Trustees	2,000.00
Alumni	8,428.00
Friends	1,692.65
Corporations	33,712.58
Parents	45.00
Foundations	28,800.00
Alumni Fac. and Staff	350.00

HUD Bond Monies Received

GBL's	687,015.48
DFAFS	

Corporations June 1981

6/25 Union Electric	7,000.00
6/30 Missouri Colleges Fund	56.51
6/30 Monsanto Fund	25,000.00
6/30 Six Flags over Mid-America	253.12
Total	32,309.63

Corporation July 1981

7/2 Container Corporation of America	100.00
7/27 Enterprize Label Company Inc.	146.00
Total	326.00

Corporation August 1981

8/10 Common Wealth Insurance Agency Inc.	12.50
8/10 Dickens Contractors	195.00
8/10 Gardner Advertising Company	184.45
8/10 Hoods Standard Service	195.00
8/24 Mississippi Investment Inc.	195.00
Total	781.95

Corporation September 1981

9/3 St. Charles Rotary Club	375.00
Total	375.00

Foundations June 1981

0.00

Foundations July 1981

7/2 The Clifford Willard Gaylord Foundation	5,000.00
7/2 The Monticello College Foundation	10,300.00
7/13 Times Mirror Foundation	2,000.00
Total	17,300.00

Foundation August 1981

8/20 McDonnell Douglas Foundation	10,000.00
8/26 Stanley Lopata	1,000.00
Total	11,000.00

Others present were: Robert Johns, President of The Lindenwood Colleges and Larry Elam, Financial Officer.

Mr. Hyland called the meeting to order and requested consideration of the previous Executive Committee minutes. The minutes of the last meeting of the Executive Committee, held on the 10th day of April, 1981, were then approved on a motion duly made by Walter Metcalfe and seconded by Dane Brooksher, all present voting in favor of approval.

The Chairman then requested President Johns to report on the proposed Advanced Payment Program concerning tuition and room and board costs for students of The Lindenwood Colleges. After a discussion, it appeared that it would be in the best interest of the Colleges that all sums received from such a plan should be paid against the Colleges' outstanding debt; and in addition, to reduce the present interest cost to the Colleges. However, this action was to be taken with the written assurance from the Financial Institutions affected that in the event the advanced payments, or any portion thereof was needed for "refund" that the Financial Institutions would increase the Colleges' borrowing in direct proportion to the sums required for paybacks, and that in the event the Financial Institutions would not so agree, that the funds be deposited and invested under an escrow plan.

After a full discussion and upon a motion duly made by Dane Brooksher and seconded by David Babcock, the following resolution was unanimously adopted and approved:

RESOLVED: That the Advanced Payment Programs, in concept, is unanimously approved subject to satisfactory reborrowing/or per escrow procedures and that a copy of the proposed plan is ordered attached to these minutes, and; it is further directed that the Advanced Payment Plan be placed on the Agenda of the next Board of Directors meeting.

The Chairman then requested the President Robert Johns and Financial Officer Larry Elam report on the status of the audit results. Mr. Elam reported that the audit has been completed by the auditors and that they were in the process of making a final write-up. Mr. Elam further stated that the audit, based on the preliminary figures just received by him, would show a deficit for the fiscal year of \$344,266 however, he noted that a portion of the items constituting the deficit were to be discussed as to the method of their reporting, which could change the final deficit figures.

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

A special meeting of the Executive Committee of the Board of Directors of The Lindenwood Colleges was held at the Noon Day Club, in the City of St. Louis, State of Missouri, on the 25th day of September, 1981, at 12:00 noon.

Robert F. Hyland acted as Chairman of the meeting and John C. Hannegan acted as Secretary.

The following Directors and Overseers were present: Robert F. Hyland, David Babcock, Jane Crider, Dane Brooksher, Walter Metcalfe, George Brown and John C. Hannegan.

Others present were: Robert Johns, President of The Lindenwood Colleges and Larry Elam, Financial Officer.

Mr. Hyland called the meeting to order and requested consideration of the previous Executive Committee minutes. The minutes of the last meeting of the Executive Committee, held on the 10th day of April, 1981, were then approved on a motion duly made by Walter Metcalfe and seconded by Dane Brooksher, all present voting in favor of approval.

The Chairman then requested President Johns to report on the proposed Advanced Payment Program concerning tuition and room and board costs for students of The Lindenwood Colleges. After a discussion, it appeared that it would be in the best interest of the Colleges that all sums received from such a plan should be paid against the Colleges' outstanding debt; and in addition, to reduce the present interest cost to the Colleges. However, this action was to be taken with the written assurance from the Financial Institutions affected that in the event the advanced payments, or any portion thereof was needed for "refund" that the Financial Institutions would increase the Colleges' borrowing in direct proposition to the sums required for paybacks, and that in the event the Financial Institutions would not so agree, that the funds be deposited and invested under an escrow plan.

After a full discussion and upon a motion duly made by Dane Brooksher and seconded by David Babcock, the following resolution was unanimously adopted and approved:

RESOLVED: That the Advanced Payment Programs, in concept, is unanimously approved subject to satisfactory reborrowing/or per escrow procedures and that a copy of the proposed plan is ordered attached to these minutes, and, it is further directed that the Advanced Payment Plan be placed on the Agenda of the next Board of Directors meeting.

The Chairman then requested the President Robert Johns and Financial Officer Larry Elam report on the status of the audit results. Mr. Elam reported that the audit has been completed by the auditors and that they were in the process of making a final write-up. Mr. Elam further stated that the audit, based on the preliminary figures just received by him, would show a deficit for the fiscal year of \$344,266 however, he noted that a portion of the items constituting the deficit were to be discussed as to the method of their reporting, which could change the final deficit figure.

Mr. Elam further stated that the completed audit would be received by the College and distributed to the Directors prior to the next Board meeting.

Mr. Hyland then requested the President to have a representative from the audit firm attend the next Board of Directors meeting.

The Chairman then requested Dr. Johns to report on the total fall enrollment at the Colleges, the categories of enrollment, and dormitory occupancy, which was done in detail. A copy of the enrollment figures as of September 24, 1981, was ordered attached to the minutes of this meeting and were ordered to be reported to the Board on an updated basis at the next Board of Directors meeting.

The Chairman then requested Dr. Johns and Mr. Elam to report on the 1982 Fiscal Budget, presented to the Board at its last meeting, and to reconcile that budget with actual enrollment figures, which was done in detail. After a full discussion, it was ordered that a copy of the Fiscal 1982 Budget and Reconciliation be attached to these minutes and on an updated basis be presented at the next Board of Directors meeting.

The Chairman then requested Dr. Johns and Mr. Elam to review the current outstanding debt of the College, which was done in detail showing the status as of September 25, 1981. After a full discussion it was ordered that a copy of the statement showing the outstanding debt be attached to these minutes and be presented at the next Board of Directors meeting.

A further discussion was then had concerning the financial needs of the Colleges; future borrowings; fund raising; and long range planning of capital needs. Mr. Hyland then requested Mr. Babcock to serve as Chairman of a Long Range Planning Committee to deal with the capital needs of the college. Mr. Babcock agreed to serve in that capacity.

Mr. Hyland then stated that he would advise the Board at the next meeting of Mr. Babcock's appointment and the others he would appoint to this committee.

At the request of the Chairman, Mr. Elam then reviewed a projected (rounded) cash flow estimate for the 1981-1982 academic year, which projected a negative cash flow of \$50,000.00. Mr. Elam also reported in conclusion that the Colleges would have to borrow the approximate sum of \$ 500,000.00, prior to the receipt of next semester tuition. After a full discussion, the Chairman ordered a copy of the projections be attached to these minutes and to be presented to the next Board of Directors meeting.

Mr. Hyland then requested Dr. Johns to report on the physical plant requirements and costs and a copy of a proposed capital "must" list was reviewed by Dr. Johns. A copy was ordered attached to these minutes and presented to the next Board of Directors meeting.

Mr. Hyland then reported on the progress of negotiations with the Football Cardinals on a new contract. He referred to President Johns letter asking that the Cardinals use of the facilities in 1982 be cleared up soon. A complete report will be made at the next meeting.

Mr. Hyland then requested Dr. Johns to report on the fund raising receipts for the period from June 1, 1981 thru September 24, 1981, which was presented in written form. Dr. Johns noted that the Alumni has substantially increased their giving over previous years, and that Pat Silversmith had been hired at a salary of \$ 18,000.00 per annum to call upon various corporations, foundations and other potential donors. A copy of the fund raising receipts was ordered attached to these minutes and presented at the next Board of Directors meeting.

Mr. Hyland then requested a discussion of the agenda and additional matters, other than the regular agenda, that needed to be presented at the next Board meeting. He also requested additional future dates for the Board meeting because of the need to have the completed audit available. He advised that a new date would be selected and the Directors properly noticed and advised.

There being no further business to come before the meeting upon proper motions being made and seconded, the meeting was adjourned.

1,280.00
\$27,920.00

parent would pay a single payment of \$27,920 savings in fee increases over the four years and the discount would total \$5,960.

CHAIRMAN

Plan 3 Four Year Installment Option - 48 Payments with Interest @ 12%

SECRETARY

\$29,200.00
\$36,910.08

Year	Total of Monthly Payments	Tax Deductible Interest
	\$ 9,227.52	\$3,178.47
	9,227.52	2,411.31
	9,227.52	1,546.84
	9,227.52	573.46
	\$36,910.08	\$7,710.08

parent would agree to 48 monthly payments of \$768.96 or a total of \$36,910.08. Tax deductible interest of \$7,710.08 would apply over the four year period. The installment arrangement would freeze cost and provide tax credits from interest rather than additional tuition charges.

discussion would be needed on refund policy. Generally, any semester not begun could be refunded and the refund policy of the College used during a semester. These agreements would be made with parents or other financially responsible persons and refunds would be paid to them. Under the installment plan, penalties should be assessed on late payments and insurance coverage for parents for both life and disability should be an option.

A PROPOSAL FOR ADVANCED PAYMENT PROGRAMS FOR LINDENWOOD COLLEGE

Three possible advanced payment programs are listed below as samples offering advantages to parents of (1) fixed tuition and board and room costs over a four year undergraduate program and/or (2) the substitution of tax deductible interest payments for future tuition increases.

Because of the nature of the plans, they are not intended for students receiving financial aid based upon need. Students may enter the plans as freshmen, sophomores or juniors. Dollars are based upon the 1981-82 costs of tuition \$4,100; room and board \$3,200 a total of \$7,300. Estimates are calculated assuming an annual increase in charges of 10 percent.

Plan 1 Four Year Constant Cost

		<u>Constant</u>	<u>Projected</u>
1981-82	Tuition, Board and Room	\$ 7,300.00	\$ 7,300.00
1982-83	Tuition, Board and Room	7,300.00	8,030.00
1983-84	Tuition, Board and Room	7,300.00	8,834.00
1984-85	Tuition, Board and Room	7,300.00	9,716.00
		<u>\$29,200.00</u>	<u>\$33,880.00</u>

Parent would pay a single payment of \$29,200 as student enters freshman class. Savings in fee increases over four years would be \$4,680.

Plan 2 Four Year Constant Cost with 6% Discount Years 2-4

Four year tuition board and room (constant cost)	\$29,200.00
Discount 6%	<u>1,280.00</u>
	<u>\$27,920.00</u>

Parent would pay a single payment of \$27,920 savings in fee increases over the four years and the discount would total \$5,960.

Plan 3 Four Year Installment Option - 48 Payments with Interest @ 12%

Tuition - Board and Room	\$29,200.00
48 monthly payments of \$768.96 -- Total cost	\$36,910.08

<u>Year</u>	<u>Total of Monthly Payments</u>	<u>Tax Deductible Interest</u>
1	\$ 9,227.52	\$3,178.47
2	9,227.52	2,411.31
3	9,227.52	1,546.84
4	<u>9,227.52</u>	<u>573.46</u>
	<u>\$36,910.08</u>	<u>\$7,710.08</u>

Parent would agree to 48 monthly payments of \$768.96 or a total of \$36,910.08. Tax deductible interest of \$7,710.08 would apply over the four year period. The installment arrangement would freeze cost and provide tax credits from interest rather than additional tuition charges.

Discussion would be needed on refund policy. Generally, any semester not begun could be refunded and the refund policy of the College used during a semester. These agreements would be made with parents or other financially responsible persons and refunds would be paid to them. Under the installment plan, penalties should be assessed on late payments and insurance coverage for parents for both life and disability should be an option.

In all plans, the percentages could be varied, monies received for future years should be set aside in short-term investments as they constitute a liability on the College books.

TO: President Johns

DATE: September 24, 1981

FROM: Lawrence Elam

IN RE: Update Registration Report

Attached is the Registrar's report for September 24, 1981, indicating enrollment of 1,567 students including 151 LC IV students registered for Fall trimester. The estimate I received from LC IV indicates an additional 233 students will register and bring the total enrollment to 1,800.

Fall registration charges now total \$1,985,914 additional LC IV registrations would add \$310,006 making the total \$2,295,920.

Residence hall occupancy totals 176 with 60 in McCluer, 27 in Irwin and 89 in Parker.

LE/mn

cc: Jerry Montag

Attachment

PART-TIME EVENING

Returning	238
New	197
Total	435

MFA

Returning	163
New	45
Total	208

M/EDU

Returning	33
New	7
Total	40

MFA

Returning	2
New	2
Total	4

Lake St. Louis

Returning	31
New	13
Total	44

LCIV

Graduate

Undergraduate

Returning	16	57
New	22	36
Total	38	113

Cr. of Credit Hours

Day Cr.	139
Evening Cr.	162
Total	247

Evening Cr.	2118
Total	2118

Evening Cr. 964

MFA Cr. 24

M/EDU Cr. 141

Credit Hours 162

Undergrad. Cr. 1135

Graduate Cr. 342

Total Cr. 1477

FALL 1981 ENROLLMENT
(as of 8:00 a.m. 9-24-81)

RESIDENTS

No. of Credit Hours

Returning 68
New 108
Total 176

Day Cr. 1842
Evening Cr. 163
Total 2005

NON-RESIDENT FULL-TIME

Returning 231
New 108
Total 339

Day Cr. 3950
Evening Cr. 791
Total 4741

PART-TIME DAY

Returning 45
New 28
Total 73

Day Cr. 503

Total 503

PART-TIME COMBINATION

Returning 31
New 5
Total 36

Day Cr. 179
Evening Cr. 168
Total 247

PART-TIME EVENING

Returning 238
New 197
Total 435

Evening Cr. 2118
Total 2118

MBA

Returning 163
New 45
Total 208

Evening Cr. 964

M/EDU

Returning 33
New 7
Total 40

MFA

Returning 2
New 2
Total 4

MFA Cr. 24

M/EDU Cr. 141

Lake St. Louis

Returning 31
New 13
Total 44

Credit Hours 162

LCIV

Graduate

Undergraduate

Returning 16
New 22
Total 38

57
56
113

Undergrad. Cr. 1135
Graduate Cr. 342
Total Cr. 1477

OFF-CAMPUS NURSING PROGRAM

<u>ST. LUKE'S W.</u>	<u>CHRIST. N/E</u>	<u>DEACONESS</u>	<u>NORM. N.</u>	<u>COMBO</u>	<u>CUM. TOTAL</u>
5	16	19	4	5	49
<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>2</u>	<u>12</u>
6	18	22	8	7	61

Projected Revenue

\$7,831,764.00

Short Fall per Attached Estimates

\$7,506.00

No. of Credit Hours

<u>St. Luke's W.</u>	<u>Christ. N/E</u>	<u>Deaconess</u>	<u>Normandy N.</u>	<u>Cumulative Total</u>
33	76	69	27	205

Total Number of Withdrawals: 23

Total Number of Enrolled Students: 1567

1981-82 BUDGET

Estimates following Fall Registration - Revenue

STATUS OF 1981-82 BUDGET		9-24-81	Budget
<u>Tuition</u>			
Full Time Day	515 12-16 hours @ \$4,100	\$2,111,500.00	\$2,583,000.00
Part Time	Projected Revenue 14 hours @ \$125	\$7,831,764.00	472,500.00
Part Time	Short Fall per Attached Estimates	<u>577,906.00</u>	471,600.00
Graduate	252 x 8 hours @ \$150	\$37,800.00	\$ 318,000.00
16 IV	Revised Revenue Projection @ \$133	<u>\$7,253,858.00</u>	803,980.00
Graduate	96 x 27 hours @ \$148	\$14,112.00	339,660.00
Summer	Projected Expenses	\$7,776,090.00	144,375.00
Off Campus	Reductions - Accomplished or Planned	<u>470,604.00</u>	220,000.00
		\$7,305,486.00	\$5,353,115.00
	Revised Expense Projection	<u>\$7,305,486.00</u>	
	Projected Budget Deficit	<u>\$ 51,628.00</u>	40,250.00
Irwin	43,610 x 2	\$87,220.00	100,000.00
Parker	27,390 x 2	\$54,780.00	61,000.00
McCluer	160,160 x 2	\$320,320.00	364,000.00
Dining		\$ 496,880.00	\$ 565,250.00
<u>Fees</u>			
Laboratory and Studio	7,855 x 2	\$ 15,710.00	\$ 20,000.00
Student Teaching	570 x 2	1,140.00	2,000.00
Overload	4,790 x 2	9,580.00	2,000.00
Music	3,040 x 2	6,080.00	8,700.00
		\$ 32,510.00	\$ 32,700.00
<u>Other</u>			
Campus School		\$ 35,175.00	\$ 22,500.00
Bookstore	\$94,697	249,800.00	249,800.00
Endowment Unrestricted 8-31-81 Union Trust Est.		204,012.00	204,804.00
		\$ 488,987.00	\$ 477,104.00
		\$5,852,263.00	\$6,430,169.00

STATUS OF 1981-82 BUDGET

	8-24-81	Budget
Projected Revenue	\$7,831,764.00	472,500.00
Short Fall per Attached Estimates	<u>577,906.00</u>	471,800.00
Revised Revenue Projection	<u>\$7,253,858.00</u>	805,980.00
Projected Expenses	\$7,776,090.00	144,375.00
Reductions - Accomplished or Planned	<u>470,604.00</u>	<u>220,000.00</u>
Revised Expense Projection	<u>\$7,305,486.00</u>	\$5,355,115.00
Projected Budget Deficit	<u>\$ 51,628.00</u>	40,250.00
		100,000.00
		61,000.00
		364,000.00
	\$ 496,880.00	\$ 565,250.00
Laboratory and Studio	\$ 15,710.00	\$ 20,000.00
Student Teaching	1,140.00	2,000.00
Overload	9,580.00	2,000.00
Music	6,080.00	8,700.00
	<u>\$ 32,510.00</u>	<u>\$ 32,700.00</u>
Other		
Campus School	\$ 35,175.00	\$ 22,500.00
Bookstore	249,800.00	249,800.00
Endowment Unrestricted 8-31-81 Union Trust Est.	204,012.00	204,804.00
	<u>\$ 488,987.00</u>	<u>\$ 477,104.00</u>
(\$577,906.00)	\$5,852,263.00	\$6,430,169.00

1981-82 BUDGET

1981-82 BUDGET

Estimates following Fall Registration - Revenue

<u>Tuition</u>		<u>9-24-81</u>	<u>Budget</u>
Full Time Day	515 12-16 hours @ \$4,100	\$2,111,500.00	\$2,583,000.00
Part Time Day	109 x 14 hours @ \$125	190,750.00	472,500.00
Part Time Evening	435 x 9 hours @ \$100	391,500.00	471,600.00
Graduate	252 x 8 hours @ \$150	302,400.00	\$ 318,000.00
LC IV Undergraduate	288 x 30 hours @ \$133	1,149,120.00	805,980.00
Graduate	96 x 27 hours @ \$148	383,616.00	339,660.00
Summer		85,000.00	144,375.00
Off Campus	220 x 8 hours @ \$125	220,000.00	220,000.00
		<u>\$4,833,886.00</u>	<u>\$5,355,115.00</u>
<u>Board and Room</u>			
Irwin	17,280 x 2	34,560.00	40,250.00
Parker	43,610 x 2	87,220.00	100,000.00
McCluer	27,390 x 2	54,780.00	61,000.00
Dining	160,160 x 2	320,320.00	364,000.00
		<u>\$ 496,880.00</u>	<u>\$ 565,250.00</u>
<u>Fees</u>			
Laboratory and Studio	7,855 x 2	\$ 15,710.00	\$ 20,000.00
Student Teaching	570 x 2	1,140.00	2,000.00
Overload	4,790 x 2	9,580.00	2,000.00
Music	3,040 x 2	6,080.00	8,700.00
		<u>\$ 32,510.00</u>	<u>\$ 32,700.00</u>
<u>Other</u>			
Campus School		\$ 35,175.00	\$ 22,500.00
Bookstore	\$94,697	249,800.00	249,800.00
Endowment Unrestricted 8-31-81 Union Trust Est.		204,012.00	204,804.00
		<u>\$ 488,987.00</u>	<u>\$ 477,104.00</u>
(\$577,906.00)		\$5,852,263.00	\$6,430,169.00

1981-82 BUDGET

Estimates - Expense

Reductions to Date

Lindenwood IV	\$ 30,000.00
Lake St. Louis	3,640.00
Conferences	18,000.00
Admissions	15,000.00
Duplicating	8,000.00
Word Processing	8,000.00
Personnel	4,800.00
General Instruction	27,500.00
Equipment	70,000.00
Financial Aid	100,000.00
Fringe Benefits	<u>17,300.00</u>
	\$302,240.00

Reductions - Planned

Lindenwood IV	\$ 8,400.00	
Education	7,980.00	
Computer	9,000.00	
Registrar	8,000.00	
Security	8,000.00	
Maintenance	16,000.00	
Evening Division	8,000.00	
Admissions	9,000.00	
Bookstore	13,000.00	
Publications	6,600.00	
Nursing	8,000.00	
Fringe Benefits	<u>15,300.00</u>	
	\$117,280.00 @ 62%	\$ 72,714.00
Consultants		15,000.00
Food Service		37,400.00
Residence Halls		22,250.00
Instructional		<u>21,000.00</u>
		<u>\$470,604.00</u>

NEW Bonds - Young Science Construction
\$638,000 8/1/66 3% Matures 2/1/96

NEW Bonds - Library
\$173,000 6/1/68 3% Matures 8/1/98

NEW Bonds - Fine Arts Building
\$429,000 7/1/69 3% Matures 3/1/99

TOTAL BONDS PAYABLE

\$ 832,000 \$ 69,165

LINDENWOOD COLLEGES

OUTSTANDING DEBT SEPTEMBER 25, 1981

<u>NOTES PAYABLE</u>	<u>PRESENT BALANCE</u>	<u>ANNUALIZED COST</u>
(1) <u>First National in St. Louis - Stadium Superturf</u> Installment Note 7/1/78 \$240,000 9½% eight annual payments including principal and interest of \$44,170.95 due each September 1, through 1985. Collateral St. Louis Football Cardinal Contract.	\$ 116,077	\$ 44,171 (P & I)
(2) <u>First National in St. Louis - Stadium Construction</u> Demand Note 1/1/78 Prime Rate (17%) Security - farm 73 acres and unrestricted endowment present market value \$1,698,644.	1,200,000	204,000 (I)
(3) <u>First National in St. Louis - Working Capital</u> Demand Note 5/2/79 Prime Rate (17%) Security farm 73 acres.	285,000	48,450 (I)
(4) <u>First National in St. Louis - Working Capital</u> Demand Note 11/31/79 Prime Rate (17%) Security farm 73 acres.	197,250	33,532 (I)
(5) <u>First National Bank, St. Charles - Working Capital</u> Note 6/15/76 - Renegotiated 1/31/80 Prime - 2% (15%) Security campus property	<u>900,000</u>	<u>135,000 (I)</u>
TOTAL NOTES PAYABLE	<u>\$2,698,327</u>	<u>\$465,153</u>

<u>BONDS PAYABLE</u>		
HEW Bonds - Young Science Construction \$638,000 8/1/66 3% Matures 2/1/96	\$ 365,000	\$ 32,580 (P & I)
HEW Bonds - Library \$273,000 6/1/68 3% Matures 8/1/98	173,000	13,580 (P & I)
HEW Bonds - Fine Arts Building \$429,000 7/1/69 3% Matures 8/1/99	<u>314,000</u>	<u>23,005 (P & I)</u>
TOTAL BONDS PAYABLE	<u>\$ 852,000</u>	<u>\$ 69,165</u>

July 9, 1981

ESTIMATED CASH FLOW
1981-82

Mr. Robert Hyland
Vice President, CBS
Our Memorial Drive
St. Louis, MO

	<u>Revenue</u>	<u>Expenses</u>	<u>Accumulation</u>
June	\$ 220,000.00	\$ 394,000.00	-\$174,000.00
July	150,000.00	452,000.00	- 476,000.00
August	900,000.00	462,000.00	- 38,000.00
September	1,400,000.00	850,000.00	+ 512,000.00
October	800,000.00	642,000.00	+ 670,000.00
November	150,000.00	642,000.00	+ 178,000.00
December	190,000.00	642,000.00	- 274,000.00
January	440,000.00	748,000.00	- 582,000.00
February	1,900,000.00	642,000.00	+ 676,000.00
March	800,000.00	642,000.00	+ 834,000.00
April	150,000.00	592,000.00	+ 392,000.00
May	<u>150,000.00</u>	<u>592,000.00</u>	- 50,000.00
	\$7,250,000.00	\$7,300,000.00	

Cash on hand September 24, 1981 \$129,912.00

Short term investments 687,414.00

 \$817,356.00

Sincerely,

Robert Johns
President

RJ:WY
Encs.

July 9, 1981

Mr. Robert Hyland
Vice President, CBS
One Memorial Drive
St. Louis, MO 63102

Dear Bob:

We were further along in making our survey of capital needs than I realized and I was able to get it completed today.

The "Must List" is what needs to be done in the next twelve months and I should be able to show reasonable progress on it for the evaluation team which will be here in March.

The "Want List" is presented in three priority categories. Category 1 has largely been removed from the "Must List." Categories 1 and 2 we would like to have underway in the next twelve to eighteen months and Category 3 in the next twenty-four months.

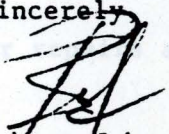
None of this incorporates our need to reduce our capital debt and, of course, we have no reserves in here for problems similar to that we have in Young Hall.

We have been notified we will receive an energy grant of about \$170,000 which will be applied to projects in Irwin, McCluer, the dining hall, and Parker, but that amount does not reduce the amounts of the "Must List" or the "Want List."

I am grateful to you for your interest. Of course, if there is any way I can be of help, I will be happy to try.

With your permission I will attach these lists along with some other matters to the minutes of the last Board meeting.

Sincerely,



Robert Johns
President

RJ:MY
Encs.

CC: Members of the Boards

**CAPITAL
MUST LIST**

	<u>Estimate</u>	
Young Hall - roof and structural repairs	\$148,212	
Young Hall - two compressors	13,200	
Library roof	32,414	
President's House roof	12,300	
Butler Hall roof	22,100	
Cobbs Hall roof	18,700	
McCluer Hall roof	31,000	
Irwin Hall - replastering and paint	16,600	
Irwin Hall - basement repairs	21,000	
McCluer Hall - floor repair and plumbing corrections	9,400	\$637,400
General campus lighting to meet safety and security standards	24,400	
Air-conditioning and lighting in old stables	5,725	
Sprinkler system		
Niccolls Hall	12,000	
Ayres Cafeteria	12,000	339,950
Butler Hall	11,000	
Boiler repairs and replacement	<u>26,720</u>	
TOTAL		<u><u>\$416,771</u></u>
Ayres Hall - rehabilitation		
Remove steel water tank (attractive nuisance)		
Total		\$92,400
Grand total		<u>\$416,771</u>

**CAPITAL
WANT LIST**

	<u>Estimate</u>	
<u>Category 1</u>		
Sibley Hall - rewiring and painting	\$130,000	
Street repairs and road	125,000	
To complete cafeteria rehabilitation	120,000	
Additional athletic fields (two soccer size fields and 1 baseball field)	85,000	
Tree trimming and landscaping	26,400	
General painting	140,000	
Broadcasting equipment	<u>31,000</u>	
Total		\$657,400
<u>Category 2</u>		
Computer	320,000	
Plastering and safety equipment for Butler, Ayres, and Irwin Halls	44,950	
Memorial Arts Building - air-conditioning	175,000	
Total		539,950
<u>Category 3</u>		
Amphitheater	55,000	
Roemer Hall - rewiring	90,000	
Ayres Hall - rehabilitation	325,000	
Remove steel water tank (attractive nuisance)	<u>27,400</u>	
Total		<u>497,400</u>
Grand total		<u><u>\$1,694,750</u></u>

Checks Received June 1, 1981 thru September 24, 1981

Trustees	2,000.00	
Alumni	8,428.00	5,000.00
Friends	1,692.65	
Corporations	33,712.58	18,300.00
Parents	45.00	2,000.00
Foundations	28,800.00	
Alumni Fac. and Staff	350.00	17,300.00

HUD Bond Monies Received

GBL's	687,015.48	10,000.00
DFAFS		1,000.00

Corporations June 1981

6/25 Union Electric	7,000.00
6/30 Missouri Colleges Fund	56.51
6/30 Monsanto Fund	25,000.00
6/30 Six Flags over Mid-America	253.12
Total	32,309.63

Corporation July 1981

7/2 Container Corporation of America	100.00
7/27 Enterprize Label Company Inc.	146.00
Total	326.00

Corporation August 1981

8/10 Common Wealth Insurance Agency Inc.	12.50
8/10 Dickens Contractors	195.00
8/10 Gardner Advertising Company	184.45
8/10 Hoods Standard Service	195.00
8/24 Mississippi Investment Inc.	195.00
Total	781.95

Corporation September 1981

9/3 St. Charles Rotary Club	375.00
Total	375.00

Foundations June 1981

0.00

Foundations July 1981

7/2 The Clifford Willard Gaylord Foundation	5,000.00
7/2 The Monticello College Foundation	10,300.00
7/13 Times Mirror Foundation	2,000.00
Total	17,300.00

Foundation August 1981

8/20 McDonnell Douglas Foundation	10,000.00
8/26 Stanley Lopata	1,000.00
Total	11,000.00

Minutes

October 5, 1981

Executive Committee
of
Board of Directors
The Lindenwood Colleges

TO MEMBERS OF THE EXECUTIVE COMMITTEE:

October 8, 1981

A conference call was held on October 8, 1981, at 10:30 A.M., with Robert Hyland, George W. Brown, Mrs. Russell J. Crider, and John C. Hannegan of the Executive Committee, and President Robert Johns and Chief Financial Officer Larry Elam.


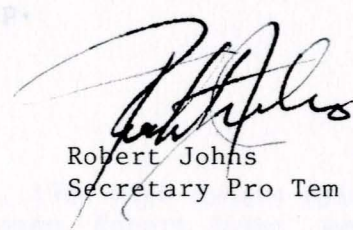
The purpose of the call was to discuss bids of Young Sales Corporation, Vittert Building Restoration Division, and The Roofco Company for the repair of structural damage to Young Hall. Information pertaining to this was sent to members of the Executive Committee October 5, 1981, and copy is attached to the official copy of the minutes. Also discussed was resolution also included in the information sent to the Executive Committee October 5.

A motion was made by Mr. Hannegan, seconded by Mr. Brown, and passed authorizing President Johns to sign contracts with Young Sales Corporation, Vittert Building Restoration Division, in the amount of \$32,800 and with The Roofco Co. in the amount of \$34,450, and adopting the resolution authorizing Mr. Elam to obtain a loan in the amount of \$75,000 at the best rate available and over a term not to exceed five years. Repayment is to be provided for in annual operating budgets or with other funds that might be designated for this purpose. Mr. Brown requested that this action be confirmed by the Board of Directors of The Lindenwood Colleges at its next meeting.

There being no other business, the call was concluded.

Many thanks for your help.

Sincerely,


Robert Johns
President
Robert Johns
Secretary Pro Tem

BJ:NY

Enc

October 5, 1981

TO MEMBERS OF THE EXECUTIVE COMMITTEE:

Robert Hyland
David E. Babcock
K. Dane Brooksher
George W. Brown
Mrs. Russell J. Crider
John C. Hannegan
Walter L. Metcalfe, Jr.

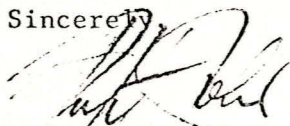
The enclosures represent a resolution authorizing the borrowing of \$75,000 for the repair of structural damage to Young Hall and contracts with Young Sales Corporation and Roofco, the low bidders in both cases, and letters authorizing those companies to proceed immediately.

Since this represents a condition of borrowing for capital repairs of existing facilities, I believe it takes the approval of the Executive Committee but not the entire Board.

After you have had an opportunity to review this, Mr. Hyland and I will arrange a conference call in an effort to get your approval to proceed beginning October 12, 1981.

Many thanks for your help.

Sincerely,



Robert Johns
President

RJ:MY
Enc

BCC: John H. Mercer
Larry Elam
John Carlson

October 9, 1981

RESOLUTION OF BOARD OF DIRECTORS OF LINDENWOOD COLLEGE

Mr. Jack A. Sontag

Pursuant to a meeting of the Executive Committee of the College on April 10, 1981, at which time the structural damage of Young Hall was examined the following directives were approved.

1. Dr. Johns was to pursue with Jack Sontag a Consulting Engineer, design and inspection services to correct damage.
2. Dr. Johns based upon above was to obtain bids on work needed to repair damage at a cost not to exceed \$125,000.
3. Mr. Elam was to arrange financing for the amounts needed to complete the work.

Items one and two have been completed and the estimated cash requirements will be \$75,000. Arrangements have been discussed with Mr. Kling to obtain financing at Landmark North County Bank.

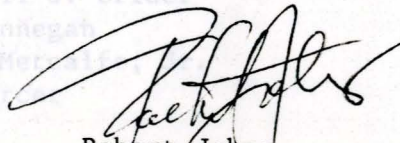
Therefore, the Board authorizes Mr. Elam to obtain a loan in the amount of \$75,000 at the best rate available and over a term not to exceed five years. Repayment to be provided for in annual operating budgets or with other funds that might be designated for this purpose.

Robert Johns
President

EJ:MY

Adopted in conference call October 8, 1981 with Robert Hyland, George W. Brown, Mrs. Russell J. Crider, John C. Hannegan, Robert Johns, and Larry Elam on motion made by John C. Hannegan and seconded by George W. Brown. Mr. Brown requested that this be confirmed by the Board of Directors of The Lindenwood Colleges at its next meeting.

Mrs. Russell J. Crider
John C. Hannegan
Walter L. Metzger
John H. Metzger
Larry Elam
John Carlson



Robert Johns
President

JACK A. SONTAG CONSULTING ENGINEERS
8460 WATSON RD.
ST. LOUIS, MISSOURI 63119
PHONE: 314-243-6408

October 5, 1981

September 23, 1981

Mr. Jack A. Sontag
8460 Watson Road
St. Louis, MO 63119

Dear Jack:

Re: Project No. 81581B

As John Carlson discussed with you today, we are recommending to the Board of Directors that they accept the Vittert (Division of Young) bid at \$32,800 and Roofco at \$34,450. This is as recommended in your letter of September 23 and as John discussed with you today.

We have required the successful bidders to coordinate their work with one another and with you. Any deviations in the specifications should be submitted to you for your final approval.

Should you need any further information or help, please let us know.

Sincerely,

Robert Johns
President

RJ:MY

- BBC; Robert Hyland
- David E. Babcock
- K. Dane Brooksher
- George W. Brown
- Mrs. Russell J. Crider
- John C. Hannegan
- Walter L. Metcalfe, Jr.
- John H. Mercer
- Larry Elam
- John Carlson

JACK A. SONTAG CONSULTING ENGINEERS

8460 WATSON RD.

ST. LOUIS, MISSOURI 63119

PHONE: (314) 843-6408

Dr. Robert Johns
September 23, 1981
Page 2

September 23, 1981

Dr. Robert Johns
Lindenwood College
First Capitol and Kingshighway
St. Charles, MO 63301

Re: Bid Review
Science Building
Reroofing, masonry and caulking

Sincerely,

Jack A. Sontag

Dear Dr. Johns;

For the masonry and caulking we had two bids: Vittert
(Div. of Young) at \$32,800.00 and Modern Tuckpointing at
\$37,500.00. Both of the bids qualify so I would recommend
taking Vittert.

The re-roofing bids were Roofco Inc. for \$34,450.00,
Young Sales Corp. for \$62,508.00 (Alternate #1 \$52,517.00
and Alternate #2 \$52,817.00-offers \$2018.00 deduct for not
removing existing loose gravel), D. C. Taylor Co. for \$67,360.00
(\$55,360.00 to eliminate blocking and aluminum foil slip
sheet and a \$5000.00 deduct to reuse existing counter flashing).
The Roofco bid was not on the bid form we supplied so we do not
know if they saw our drawings and specifications. We do
not know what materials they are furnishing for roofing and
insulation. Their original proposal to your maintenance
staff was to use a polystyrene insulation and this is not accept-
able in our specification.

I would recommend they be asked to give the same price
bid on our standard bid form stating the materials and if they
are acceptable--you should accept their bid. If they will
not do this, I would recommend taking Young Sales with
Alternate #1 or #2 (I would not accept the \$2018.00 deduct
for not removing existing gravel). The D. C. Taylor Co. bid
offers a \$12,000 deduct to eliminate perimeter blocking and
aluminum foil slipsheet. We feel you need this aluminum

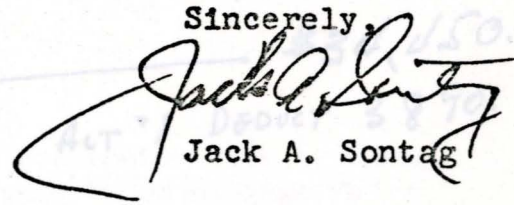
JACK A. SONTAG CONSULTING ENGINEERS

3460 WATSON RD.
ST. LOUIS, MISSOURI 63119
PHONE: (314) 843-8408

Dr. Robert Johns
September 23, 1981
Page 2

slipsheet with a P.V.C. membrane. With this letter I am returning all of the bids for your administration. Let me know when the construction begins so we may review it for conformance to drawings and specifications. I feel that the masonry work should be completed before the roofing starts so there is no conflict between the two contractors.

Sincerely,


Jack A. Sontag

JAS/jhs

1050 CENTRAL IND. DR.
ST. LOUIS MO. 63110

62,508.00
FOR ALKOR 35092 52,517.00
FOR ALKOR 35096 52,817.00
ELIMINATE SURFING GRD - 2018.00

D.C. TAYLOR CO.
5017 PHANTOM DR
HUNTSWOOD MO. 63042

67,360.00
omit Nails - Alum Felt - 12,000
ROOF EAST. CENTER Bldg - 2,000

Masonry Work - & Cropping Work

32,800.00

General Sales
Vertical BUILDINGS REST. DIV.
1050 CENTRAL IND. DR.
MO 63110

JACK A. SONTAG CONSULTING ENGINEERS
8460 WATSON RD.
ST. LOUIS, MISSOURI 63119
PHONE: (314) 843-6408

SEPTEMBER 23, 1981

NOTIFICATION OF BIDDERS

LINDENWOOD COLLEGE - SCIENCE BUILDING
RE ROOFING!

ROOFCO INC. _____ \$34,450.-
20 BEVERLY DR
ST. LOUIS MO
ALT #1 DEDUCT 3890.-

YOUNG SALES _____ \$62,508.00
1054 CENTRAL IND. DR.
ST. LOUIS MO. 63110
FOR ALKOR 35093 \$52,517.00
FOR ALKOR 35096 \$52,817.00
ELIMINATE Sweeping Gravel - 2018.00

D.C. TAYLOR CO. _____ \$67,360.-
5447 PHANTOM DR
HABECWOOD MO. 63042
omit Nailers + Alum Foil - 12,000 -
Reuse EXIST. Counterflashes - 2,000

MASONRY WORK AND CAULKING WORK

YOUNG SALES _____ \$32,800.-
VITTERT BUILDING REST. DIV.
1054 CENTRAL IND. DR.
ST. LOUIS MO. 63110

MODERN TUCK POINTING _____ \$37,500.-
338 D BROOKS DR

THANK YOU ALL VERY MUCH FOR THE BIDS - DR. JOHNS OF
LINDENWOOD COLLEGE WILL AWARD THE CONTRACTS.

Handwritten notes in left margin: "Included A... to E... Bidders" with a signature.

CONTRACT

THIS AGREEMENT, made this _____ day of _____, 19____, by and

NOTICE TO PROCEED

Lindenwood Female College, herein called "Owner,"
(Corporate Name of Owner)

herein through its _____, and
(Title of Authorized Official)

TO: Young Sales Corporation, Vittert Building
Restoration Division
1054 Central Industrial Drive
St. Louis, MO 63110

Project No. 81581B
Lindenwood Female College
Young Science Hall

In accordance with plans and specifications prepared by Jack A. Sontag, Consulting Engineers, plan 1 through 2 and specifications pages 1 through 2 and your bid of August 31, 1981 in the amount of \$32,800, Lindenwood Female College accepts your bid for work and you are notified to proceed with the project in accord with the plans and specifications.

A contract will be prepared and ready for signature on October 12, 1981.

Provide certificates of insurance and performance bond and deliver as specified within Ten (10) days.

Please proceed.

Contracting Officer: Lindenwood Female College

BY: _____
Robert Johns, President

- BBC; Robert Hyland
- David E. Babcock
- K. Dane Brooksher
- George W. Brown
- Mrs. Russell J. Crider
- John C. Hannegan
- Walter L. Metcalfe, Jr.
- John H. Mercer
- Larry Elam
- John Carlson

The OWNER agrees to pay the CONTRACTOR in current funds for the performance of the contract, subject to additions and deductions, as provided in the

IN WITNESS WHEREOF, the parties to the present have executed this act in three (3) counterparts, one of which shall be deemed an original, one year and day first above mentioned.

CONTRACT

THIS AGREEMENT, made this _____ day of _____, 19____, by and between Lindenwood Female College, herein called "Owner," (Corporate Name of Owner)

acting herein through its Chairman, Board of Directors, and (Title of Authorized Official)

Young Sales Corporation, Vittert Building Restoration Division
STRIKE OUT (a corporation) ~~(a partnership)~~
INAPPLICABLE ~~(an individual doing business as~~ _____
TERMS _____)

(Witness)
of St. Louis, County of St. Louis, and State of Missouri, hereinafter called "Contractor."

WITNESSETH: That for and in consideration of the payments and agreements hereinafter mentioned, to be made and performed by the OWNER, the CONTRACTOR hereby agrees with the OWNER to commence and complete the construction described as follows: Young Science Hall at The Lindenwood Colleges
Project No. 81581B
Reroofing work as specified

(Secretary)
hereinafter called the project, for the sum of Thirty-two Thousand Eight ^{Hundred} Dollars (\$ 32,800) and all extra work in connection therewith, under the terms as stated in the General and Special Conditions of the Contract; and at his (its or their) own proper cost and expense to furnish all the materials, supplies machinery, equipment, tools, superintendence, labor, insurance, and other accessories and services necessary to complete the said project in accordance with the conditions and prices stated in the Proposal, the General Conditions, Supplemental General Conditions and Special Conditions of the Contract, the plans, which include all maps, plats, blue prints, and other drawings and printed or written explanatory matter thereof, the specifications and contract documents therefor as prepared by Jack A. Sontag, Consulting Engineers herein entitled the Architect/Engineer, and as enumerated in Paragraph 1 of the Supplemental General Conditions, all of which are made a part hereof and collectively evidence and constitute the contract.

The Contractor hereby agrees to commence work under this contract on or before a date to be specified in a written "Notice to Proceed" of the Owner and to fully complete the project within 60 consecutive calendar days thereafter. The Contractor further agrees to pay, as liquidated damage, the sum of \$ N/A for each consecutive calendar day thereafter as hereinafter provided in of the General Conditions.

The OWNER agrees to pay the CONTRACTOR in current funds for the performance of the contract, subject to additions and deductions, as provided in the General Conditions of the Contract, and to make payments on account thereof as provided in, "Payments to Contractor," of the General Conditions.

IN WITNESS WHEREOF, the parties to these presents have executed this contract in three (3) counterparts, each of which shall be deemed an original, in the year and day first above mentioned.

(Seal)
ATTEST:

Lindenwood Female College
(Owner)

NOTICE TO PROCEED

(Secretary)

By _____

(Witness)

~~President~~ Chairman, Board of Directors
(Title)

(Seal)

(Secretary)

Young Sales Corporation, Vittert Building
Restoration Division (Contractor)

(Secretary)

By _____

(Witness)

(Title)

Contracting Officer: Lindenwood Female College

(Address and Zip Code)

BY: _____
Robert Johns, President

NOTE: Secretary of the Owner should attest. If Contractor is a corporation, Secretary should attest.

- _____
George W. Brown
- _____
Mrs. Russell J. Crider
- _____
John C. Hannegan
- _____
Walter L. Metcalfe
- _____
John H. Mercer
- _____
Larry Elom
- _____
John Carlson

THIS AGREEMENT, made this _____ day of _____, 19____, by and between Lindenwood Female College, herein called "Owner," (Corporate Name of Owner)

herein through its _____, and _____ (Title of Authorized Official)

NOTICE TO PROCEED

TO: The Roofco Company
20 Beverly Drive
Olivette, MO 63132

Project No. 81581B
Lindenwood Female College
Young Science Hall

In accordance with plans and specifications prepared by Jack A. Sontag, Consulting Engineers, plan 1 through 2 and specifications pages 1 through 2 and your bid of August 31, 1981 in the amount of \$34,450, Lindenwood Female College accepts your bid for work and you are notified to proceed with the project in accord with the plans and specifications.

A contract will be prepared and ready for signature on October 12, 1981.

Provide certificates of insurance and performance bond and deliver as specified within Ten (10) days.

Please proceed.

Contracting Officer: Lindenwood Female College

BY: _____
Robert Johns, President

- BBC; Robert Hyland
- David E. Babcock
- K. Dane Brooksher
- George W. Brown
- Mrs. Russell J. Crider
- John C. Hannegan
- Walter L. Metcalfe, Jr.
- John H. Mercer
- Larry Elam
- John Carlson

The OWNER agrees to pay the CONTRACTOR in current funds for the performance of the contract, subject to additions and deductions, as provided in the General Conditions of the Contract, and to make payments on account thereof as provided in, "Payments to Contractor," of the General Conditions.

CONTRACT

THIS AGREEMENT, made this _____ day of _____, 19____, by and between Lindenwood Female College, herein called "Owner," (Corporate Name of Owner)

acting herein through its Chairman, Board of Directors, and (Title of Authorized Official)

The Roofco Company
STRIKE OUT (a corporation) (~~a partnership~~)
INAPPLICABLE (~~an individual doing business as~~)
TERMS _____

of St. Louis, County of St. Louis, and State of Missouri, hereinafter called "Contractor."

WITNESSETH: That for and in consideration of the payments and agreements hereinafter mentioned, to be made and performed by the OWNER, the CONTRACTOR hereby agrees with the OWNER to commence and complete the construction described as follows: Young Science Hall at The Lindenwood Colleges
Project No. 81581B
Reroofing work as specified

hereinafter called the project, for the sum of Thirty-four Thousand Four Hundred Fifty Dollars (\$ 34,450) and all extra work in connection therewith, under the terms as stated in the General and Special Conditions of the Contract; and at his (its or their) own proper cost and expense to furnish all the materials, supplies machinery, equipment, tools, superintendence, labor, insurance, and other accessories and services necessary to complete the said project in accordance with the conditions and prices stated in the Proposal, the General Conditions, Supplemental General Conditions and Special Conditions of the Contract, the plans, which include all maps, plats, blue prints, and other drawings and printed or written explanatory matter thereof, the specifications and contract documents therefor as prepared by Jack A. Sontag, Consulting Engineers herein entitled the Architect/Engineer, and as enumerated in Paragraph I of the Supplemental General Conditions, all of which are made a part hereof and collectively evidence and constitute the contract.

The Contractor hereby agrees to commence work under this contract on or before a date to be specified in a written "Notice to Proceed" of the Owner and to fully complete the project within 60 consecutive calendar days thereafter. The Contractor further agrees to pay, as liquidated damage, the sum of \$ N/A for each consecutive calendar day thereafter as hereinafter provided in of the General Conditions.

The OWNER agrees to pay the CONTRACTOR in current funds for the performance of the contract, subject to additions and deductions, as provided in the General Conditions of the Contract, and to make payments on account thereof as provided in, "Payments to Contractor," of the General Conditions.

IN WITNESS WHEREOF, the parties to these presents have executed this contract in three (3) counterparts, each of which shall be deemed an original, in the year and day first above mentioned.

(Seal)
ATTEST: _____ Lindenwood Female College
(Owner)

_____ By _____
(Secretary)

_____ ~~President~~ Chairman, Board of Directors
(Witness) (Title)

(Seal)
_____ The Roofco Company
(Contractor)

_____ By _____
(Secretary)

_____ (Witness) _____ (Title)

_____ (Address and Zip Code)

NOTE: Secretary of the Owner should attest. If Contractor is a corporation, Secretary should attest.

- 9. Faculty Constitution and Bylaws - Mr. Mescalife
- 10. Reinstitution of Faculty-Board Liaison Committee
- 11. Plaque for contributors to the Student Center
- 12. Other business
- 13. Adjournment

AGENDA
JOINT MEETING
OF THE
BOARDS
OF

THE LINDENWOOD COLLEGES
NOVEMBER 13, 1981

1. Call to order - Mr. Hyland
2. Minutes of June 18, 1981 meeting
3. Presentation by Beverly Bimes - Master Teacher Institute
4. Relationship of The Lindenwood Colleges and the St. Louis Football Cardinals
5. Report of the President - President Johns
6. Report of the Executive Committee - Mr. Hyland
7. Financial Report - Mr. Brooksher, Mr. Elam, and Mr. Kling
 - a. Audit for year ending May 31, 1981
 - b. 1981-82 budget
 - c. Current outstanding debt
 - d. Projected cash flow
 - e. Physical plant requirements and costs
 - f. Fund-raising receipts
 - g. Enrollment
 - h. Advanced payment plan
 - i. Contracts for repair of Young Hall and resolution authorizing borrowing of \$75,000
8. Candidates for degrees
9. Faculty Constitution and Bylaws - Mr. Metcalfe
10. Reinstitution of Faculty-Board Liaison Committee
11. Plaque for contributors to the Student Center
12. Other business
13. Adjournment

LINDENWOOD COLLEGES

Outstanding Debt October 31, 1981

The Coordinating Board for Higher Education recommends to the Board of Trustees of The Lindenwood Colleges through the administration that it review the existing BFA, Art programs in light of the consultants' findings and advise the Coordinating Board by July 1, 1982 of its plans for the future of this program.

Motion to change Article III, Section 2 - Finance Committee - from:

"The Finance Committee shall consist of at least two members to be elected by the Board, and the Treasurer of the Board of Directors. The Treasurer shall serve as Chairman of the Finance Committee..." to: "The Finance Committee shall consist of at least three members to be elected by the Board, and the Treasurer of the Board of Directors. The Chairman of the Committee will be appointed by the Chairman of the Board of Directors..."

PRESENT ANNUALIZED COST

44,171 (P & S)

204,000 (I)

48,450 (I)

33,532 (I)

135,000 (I)

1) Investment Note 7/1/78 \$240,000 9 1/2%
Interest of \$44,170.95 due each September 1,
Cardinal Contract
2) First National in St. Louis - Stadium Construction
Security - farm 73 acres and unrestricted endowment
3) Demand Note 5/2/79 Prime Rate (17X)
4) Demand Note 11/31/79 Prime Rate (17X)
5) First National Bank, St. Charles - Working Capital
Note 5/15/76 - Renegotiated 1/31/80 Prime - 2X (15X)
Security campus property

LINDENWOOD COLLEGES

Outstanding Debt October 31, 1981

NOTES PAYABLE

	<u>PRESENT BALANCE</u>	<u>ANNUALIZED COST</u>
(1) <u>First National in St. Louis</u> - Stadium Superturf Installment Note 7/1/78 \$240,000 9½% eight annual payments including principal and interest of \$44,170.95 due each September 1, through 1985. Collateral St. Louis Football Cardinal Contract.	\$ 116,077	\$ 44,171 (P & I)
(2) <u>First National in St. Louis</u> - Stadium Construction Demand Note 1/1/78 Prime Rate (17%) Security - farm 73 acres and unrestricted endowment present market value \$1,698,644.	1,200,000	204,000 (I)
(3) <u>First National in St. Louis</u> - Working Capital Demand Note 5/2/79 Prime Rate (17%) Security farm 73 acres.	285,000	48,450 (I)
(4) <u>First National in St. Louis</u> - Working Capital Demand Note 11/31/79 Prime Rate (17%) Security farm 73 acres.	197,250	33,532 (I)
(5) <u>First National Bank, St. Charles</u> - Working Capital Note 6/15/76 - Renegotiated 1/31/80 Prime - 2% (15%) Security campus property	<u>900,000</u>	<u>135,000 (I)</u>
TOTAL NOTES PAYABLE	<u>\$2,698,327</u>	<u>\$465,153</u>

BONDS PAYABLE

HEW Bonds - Young Science Construction \$638,000 8/1/66 3% Matures 2/1/96	\$ 365,000	\$ 32,580 (P & I)
HEW Bonds - Library \$273,000 6/1/68 3% Matures 8/1/98	173,000	13,580 (P & I)
HEW Bonds - Fine Arts Building \$429,000 7/1/69 3% Matures 8/1/99	<u>314,000</u>	<u>23,005 (P & I)</u>
TOTAL BONDS PAYABLE	\$ <u>852,000</u>	\$ <u>69,165</u>

ESTIMATED CASH FLOW FOR OPERATING BUDGET

1981-82

	<u>Revenue</u>	<u>Expenses</u>	<u>Accumulation</u>
June	\$ 220,000.00	\$ 394,000.00	-\$174,000.00
July	150,000.00	452,000.00	- 476,000.00
August	900,000.00	462,000.00	- 38,000.00
September	1,400,000.00	850,000.00	+ 512,000.00
October	800,000.00	642,000.00	+ 670,000.00
November	150,000.00	642,000.00	+ 178,000.00
December	190,000.00	642,000.00	- 274,000.00
January	440,000.00	748,000.00	- 582,000.00
February	1,900,000.00	642,000.00	+ 676,000.00
March	750,000.00	642,000.00	784,000.00
April	300,000.00	592,000.00	492,000.00
May	<u>200,000.00</u>	<u>692,000.00</u>	200,197.00 -0-
	\$7,400,000.00	\$7,400,000.00	27,905.00
			15,047.00
			2,765.00
Cash on hand October 31, 1981		\$111,580.35	\$284,387.23
Short term investments		<u>542,379.96</u>	
		\$653,960.31	

1981-82 GIFTS AND GRANTS RECEIVED

June - October

SOURCE: FULL-TIME

Alumni	Day Cr.	\$ 19,380.00
Trustees	Evening Cr.	2,000.00
Other Individuals	Total	21,922.65
Religious Organizations		700.00
Corporations		52,772.58
Foundations		17,300.00
Federal Government	Day Cr.	190,177.00
Local Government		135.00
	Total	<u>\$284,387.23</u>

PURPOSE:

Unrestricted Current Year's Use	Day Cr.	179
Instructional	Evening Cr.	168
Library		\$ 35,062.16
Student Services		1,916.07
Physical Plant		1,000.00
Scholarships	Evening Cr.	1,000.00
Sibley Renovation		200,192.00
Miscellaneous	Total	27,905.00
		15,047.00
	Total	<u>2,265.00</u>
(Mansion House)		\$284,387.23

No. of Credit Hours

1942
366
2288

179
168

Evening Cr.	867
-------------	-----

Evening Cr.	484
-------------	-----

Credit Hours	30
--------------	----

FALL 1981 ENROLLMENT

RESIDENTS

Returning	68
New	<u>108</u>
Total	176

No. of Credit Hours

Day Cr.	1942
Evening Cr.	<u>346</u>
Total	2288

NON-RESIDENT FULL-TIME

Returning	232
New	<u>108</u>
Total	340

Day Cr.	2960
Evening Cr.	<u>794</u>
Total	4754

PART-TIME DAY

Returning	46
New	<u>28</u>
Total	74

Day Cr.	506
Total	506

PART-TIME COMBINATION

Returning	31
New	<u>5</u>
Total	36

Day Cr.	179
Evening Cr.	<u>168</u>
Total	347

PART-TIME EVENING

Returning	221
New	<u>192</u>
Total	413

Evening Cr.	2036
Total	2036

MBA (Mansion House)

Returning	162
New	<u>47</u>
Total	209

Evening Cr.	867
-------------	-----

MSA

Returning	66
New	<u>26</u>
Total	92

Evening Cr.	484
-------------	-----

BUSSMANN

Returning	8
New	<u>2</u>
Total	10

Credit Hours	30
--------------	----

GM

Returning	5
New	<u>0</u>
Total	5

Evening Cr.	15
-------------	----

MFA

Returning	2		
New	<u>3</u>		
Total	5	Credit Hrs.	30

M/EDU

Returning	34		
New	<u>7</u>		
Total	41	Credit Hrs.	144

Lake St. Louis

Returning	32		
New	<u>15</u>		
Total	47	Credit Hrs.	159

PCCC (Courses offered at St. Charles High and St. Charles W. High Schools)

Number of Students:	10	Credit Hours Generated	50
---------------------	----	------------------------	----

<u>LCIE</u>	<u>Graduate</u>	<u>Undergraduate</u>		
Returning	57	140	Graduate Cr.	876
New	<u>59</u>	<u>112</u>	Undergrad. Cr.	<u>2510</u>
Total	106	252	Total	3386

OFF - CAMPUS NURSING PROGRAM

St. Lukes W.	Christian N/E	Deaconess	Normandy N.	Total
10	20	2	5	37
<u>1</u>	<u>2</u>	<u>26</u>	<u>4</u>	<u>33</u>
11	22	28	9	70
33	103	84	30	250

EARLY ENTRY PROGRAM (No tuition paid.)

Number of Students:	10	Number of Credit Hrs.	33
---------------------	----	-----------------------	----

*MONSANTO

Number of Students:	30	Number of Credit Hrs.	60
---------------------	----	-----------------------	----

*Note---Monsanto will be processed upon payment of tuition.

Fall 1981 Enrollment

P. 3

Total Number of Withdrawals: 58.

Total Number of Enrolled Students: 1926.

		Constant	Pt
1981-82	Tuition, Board and Room	\$ 7,300.00	\$
1982-83	Tuition, Board and Room	7,300.00	
1983-84	Tuition, Board and Room	7,300.00	
1984-85	Tuition, Board and Room	7,300.00	

Three possible advanced payment programs are listed below as samples offering advantages to parents of (1) fixed tuition and board and room costs over a four year undergraduate program and/or (2) the substitution of tax deductible interest payments for future tuition increases.

Because of the nature of the plans, they are not intended for students receiving financial aid based upon need. Students may enter the plans as freshmen, sophomores or juniors. Dollars are based upon the 1981-82 costs of tuition \$4,100; room and board \$3,200 a total of \$7,300. Estimates are calculated assuming an annual increase in charges of 10 percent.

Plan 1 Four Year Constant Cost

		<u>Constant</u>	<u>Projected</u>
1981-82	Tuition, Board and Room	\$ 7,300.00	\$ 7,300.00
1982-83	Tuition, Board and Room	7,300.00	8,030.00
1983-84	Tuition, Board and Room	7,300.00	8,834.00
1984-85	Tuition, Board and Room	7,300.00	9,716.00
		<u>\$29,200.00</u>	<u>\$33,880.00</u>

Parent would pay a single payment of \$29,200 as student enters freshman class. Savings in fee increases over four years would be \$4,680.

Plan 2 Four Year Constant Cost with 6% Discount Years 2-4

Four year tuition board and room (constant cost)	\$29,200.00
Discount 6%	<u>1,280.00</u>
	<u>\$27,920.00</u>

Parent would pay a single payment of \$27,920 savings in fee increases over the four years and the discount would total \$5,960.

Plan 3 Four Year Installment Option - 48 Payments with Interest @ 12%

Tuition - Board and Room	\$29,200.00
48 monthly payments of \$768.96 -- Total cost	\$36,910.08

<u>Year</u>	<u>Total of Monthly Payments</u>	<u>Tax Deductible Interest</u>
1	\$ 9,227.52	\$3,178.47
2	9,227.52	2,411.31
3	9,227.52	1,546.84
4	<u>9,227.52</u>	<u>573.46</u>
	\$36,910.08	\$7,710.08

Parent would agree to 48 monthly payments of \$768.96 or a total of \$36,910.08. Tax deductible interest of \$7,710.08 would apply over the four year period. The installment arrangement would freeze cost and provide tax credits from interest rather than additional tuition charges.

Discussion would be needed on refund policy. Generally, any semester not begun could be refunded and the refund policy of the College used during a semester. These agreements would be made with parents or other financially responsible persons and refunds would be paid to them. Under the installment plan, penalties should be assessed on late payments and insurance coverage for parents for both life and disability should be an option.

In all plans, the percentages could be varied, monies received for future years should be set aside in short-term investments as they constitute a liability on the College books.

THE LINDENWOOD COLLEGES
OFFICE OF THE REGISTRAR

Students who completed requirements July 31, 1981:

Wanda Jean DeForest	Associate in Science
Roger L. Akester	Bachelor of Science
Beverly Baudendistel	Bachelor of Science
Joseph Edward Feldman	Bachelor of Science
Thomas Frazier Joy	Bachelor of Science
Marian Trigg	Bachelor of Science
Helmer S. Bryant	Bachelor of Science
Jeffrey R. Bromberg	MBA
Joseph John Infante	MBA
Nancy L. Black	Master of Arts

Students who expect to complete requirements December 19, 1981:

Neal Edgar Cones	Bachelor of Arts
Barbara Jean Wilk	Bachelor of Science
Nancy Hinton Bass	Bachelor of Science
Frank Kutay, Jr.	Bachelor of Science
James C. Lenk	Bachelor of Science
Robin C. Lewis	Bachelor of Science
Rita C. Ludden	Bachelor of Science
Patrick Michael Shanahan	Bachelor of Science
Allen R. Hancock	MBA
David Allen Hodges	MBA
Damita King Jeffrey	MBA
Mary L. Schmedeke	MBA
Vicki Salzman Weible	MBA

THE LINDENWOOD COLLEGES
OFFICE OF THE REGISTRAR

Students who completed requirements for graduation July 31, 1981:

Barbara Ann Sido Master of Arts

Students who expect to complete requirements for graduation December 18, 1981:

Nasr Salim Al-Wohaibi	Bachelor of Science
Robert Clinton Alexander	Master of Business Admin.
Beverly Baudendistel	Bachelor of Science
Anthony Ray Bremer	Bachelor of Science
David Lawrance Chapman	Bachelor of Music Education
Glenn LeBron Chatman	Master of Business Admin.
John Edward Cira	Master of Science
Susan Diane Farwell	Master in Fine Arts
Stanley E. Fine	Master of Science
Sarah Helen Fulton	Bachelor of Science
Nadia Gaddor	Bachelor of Science
Donald E. Glosier	Master of Business Admin.
Philip Ira Graeff	Master of Business Admin.
Brett M. Gutzler	Master of Business Admin.
Ronald W. Hagen	Master of Business Admin.
Diane Marie Hale	Bachelor of Science
Leslie Carl Huster	Associate in Science
Jacob Lee Kammerer	Master of Business Admin.
Hiroko Kogi	Bachelor of Science
Edward Paul Lulkowski	Master of Business Admin.
Beth Ann Pullen	Bachelor of Science
Lecora Robinson	Bachelor of Science
Elaine Adele Roettger	Bachelor of Science
Ali Shirdast	Bachelor of Science
Stephen A. Tarnowski	Master of Business Admin.
Michael R. Taylor	Master of Business Admin.
Eugene Peter Trautman	Bachelor of Science
Marion McFadden Trigg	Bachelor of Science
Laura Ann Wallace	Bachelor of Science
Randall Barry Watts	Master of Business Admin.
Karima Zhiri	Bachelor of Arts

Students who expect to complete requirements for graduation January 31, 1982:

Adnan Jawad Al-Sayegh	Bachelor of Science
Mark Alan Bjerkestrand	Bachelor of Science
Thomas Ralph Conry	Bachelor of Science
Diane Lynn Held	Bachelor of Science
Jeranda K. Miller	Associate in Science
Chester Clive Palumbo	Bachelor of Science

Students who expect to complete requirements for graduation May 21, 1982:

Isam Hassan Al Jamali	Bachelor of Science
Clifford Lee Claxton	Bachelor of Science
Richard Paul Conover	Bachelor of Science
Linda Jean Cooper	Bachelor of Science
Joel Seth Firebaugh	Bachelor of Science
Cynthia Lee Haag	Bachelor of Science
Essie Henderson	Bachelor of Science in Nursing
Patricia Smith Hill	Bachelor of Arts
Scott Alan Kohlfeld	Bachelor of Arts
Susan Marie Moore	Associate in Science
Ethel Maria Parish	Bachelor of Science
Ronald L. Pillow	Bachelor of Science
Kristi Lynn Seitz	Bachelor of Arts
Marigay Sheble	Associate in Science
Marlene Moyer Simpson	Bachelor of Science
Margaret Elizabeth Smith	Bachelor of Arts

Students who expect to complete requirements for graduation July 30, 1982:

Paula Ann Sharp	Bachelor of Science
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LCIE students who completed requirements for graduation September 30, 1981:

Diane Berry	BA Political Science
Katherine M. Beyer	MA Education
Margaret Fischbach Bilinsky	BS Administration
Melbahue Boles	BS Administration
Evelyn Jones Busby	BS Psychology
William Doyle Davis	MA Valuation Science
Alice L. Eckert	MS Health Administration
Vicky J. Enochs	MA Education
David L. Frerker	MS Health Administration
Frank Michael Gallagher	MA Art
Kathleen A. Gentry	MA Counseling Psychology
Anita Grunmann	MA Theatre
Susan A. Hall	BS Administration
Dyer A. Henke	MS Health Administration
Theodore Ingram	BS Administration
Hatsephi Kushma	BS Mass Communications
Willis A. Lee	BS Administration
Susan J. Lindemann	BS Administration
Frank J. McSpaden	MA Valuation Science
Richard R. Moore	BS Marketing
Catherine Jostedt Murphy	BA Art/Psychology
Allen Neff	BS Valuation Science
Andrew Z. Richardson	MS Health Administration

LCIE students who completed requirements for graduation September 30, 1981 (Cont.):

Kimberly Lynn Riemer

Jo Anne Cornell Rocklage

Ellen Jean Sherman

Harry Christian Siebert, Jr.

Nick L. Smith

James D. Spitler

Carolyn E. Truby

Reza Vahidi

Vivian A. Ware

Wilma Whitley

Judy Drost Wiemann

Elaine Marie Williams

MA Art Therapy

MA Counseling Psychology

MA Gerontology

BS Administration

BS Administration

MS Health Administration

BS Health Administration

MS Health Administration

MA Art Therapy

BS Administration

BS Administration

BS Administration

Mr. and Mrs. Fred J. English

CONTRIBUTORS TO STUDENT CENTER

Abler Jewelers
Acy Arts and Crafts
Mr. and Mrs. Kenneth Ahmann
Anheuser-Busch
Mrs. John Armstrong

B & B Form Tie Co.
Wenda L. Bacon
Band Festival
Thomas F. Bakewell
Elsie Baldwin
Mrs. Paul Bancel
Band Box Cleaners
Banner Equipment
Howard A. Barnett
Amy Basore
Benne Hardware
Mrs. D. A. Bennett
Mr. and Mrs. B. Richard Berg
Mrs. Donald Bertram
Marie K. Betzler
Mr. and Mrs. John H. Biggs
Bitucote Products Co.
Scott Black Floor & Wall Center
Boonslick Medical Group
Janet Bornstein
Mrs. E. W. Brown, Jr.
Mr. and Mrs. George W. Brown
Burke's Plumbing & Heating

Cave Springs Lanes
Dr. and Mrs. F. J. Cerny
Mrs. Victor E. Childers
Jean Christensen
Chromalloy Corporation
Mrs. A. J. Clay
Hazel Clay
Clayton Federal Savings & Loan
Elizabeth Cody
Dene Cole
Christopher Lee Coleman
Mrs. Warren L. Crawford
Mrs. Russell J. Crider
Doris Crozier
Agnes Currie

Patrick F. Delaney, Jr.
Mrs. Edward L. Dickens
Doll Trane Air Conditioning Company
Patricia Jensen Domin
Down to Earth
Mrs. S. Byron Downing
Mr. and Mrs. J. F. Durbin
Mary Lou Durbin

Mrs. Dudley Easterling, Jr.
Joy Ebest
Janet Childs Elser
Mr. and Mrs. Fred J. English
Mr. and Mrs. J. Richard Enley
Mary Ellen Enley
Mr. and Mrs. Raymond L. Ewing

Faerber's Sporting Goods
Mrs. John P. Fieseler
Mr. and Mrs. Neal Fink
First National Bank/St. Charles
First National Bank/St. Peters
First State Bank/St. Charles
R. C. Fisher and Sons
Mrs. D. W. Fitzgerald
Food Service Management
Mr. and Mrs. Jack Fredericks
Dr. and Mrs. Arthur Freeman

Mrs. Stannard L. Gardner
Golde's Department Store
Mr. and Mrs. Arthur S. Goodall
Jill Graff
Mrs. James E. Graham
Granada Cycle Company
Dede Binford Green
Mrs. William D. Guthrie

Judy Hales
Mrs. Challis A. Hall, Jr.
Mike Halloran
Mrs. James C. Hamill
Hamiltonian Federal Savings & Loan
John C. Hannegan
Hannegan, Knight, Kennedy, Schoeneberg
& Weber, Inc.
Hanslick Oil Co.
Mr. and Mrs. Raymond W. Harmon

Arminta J. Harness
Margaret A. Hatala
Mr. and Mrs. Warren Haviland
Hedges & Hafer Super Market
Mrs. George J. Hegstrom
Mildred Heye
P. N. Hirsch & Co.
Home Federal Savings & Loan Assoc.
Hospitality Motor Inn
Mr. and Mrs. Frank Howland
Mrs. Robert S. Hutchinson
Mr. and Mrs. Robert Hyland
Mary H. Jackson
Lee Jenson
Col. and Mrs. F. J. Johnson, Jr.
Howard Johnson's Motor Lodge
Mr. and Mrs. Arthur L. Kanak
M. Kelley
Jerry Kelly Air Conditioning
Ken's Auto Supply
Koenig's Fruit & Produce Market
Kurtz Concrete, Inc.
Charles D. Lackner
Charlotte LaRoux
Lewis and Clark Mercantile Bank
Mary Lichliter
Lindenwood College Club of Kansas City
Lindenwood College Club of Oklahoma City
Mrs. Donald McInnes
R. J. McKelvey Building Co.
Mr. and Mrs. Edward C. Maran
Mark Twain O'Fallon Bank
Marriott Hotel
Merle Norman Cosmetics
Mercantile Bank of St. Charles
Mr. and Mrs. Walter L. Metcalfe, Jr.
Mr. and Mrs. Jefferson L. Miller
Missouri Savings Association
Mr. and Mrs. Boyd Morros
Mrs. Keith Nalder
Nash Music Land
Noah's Ark
Mrs. George Null

Parkview Gardens
Mrs. Gerald L. Partlow
Dorothy R. Paul
Dr. and Mrs. Vincent Perna
Mr. and Mrs. Anthony Perrone
Pieper's Unfinished Furniture
Mrs. Leo Plotz
Preston's Furniture
Prudential Savings & Loan
Mr. and Mrs. Roland T. Pundmann

Rauch Development Company
Rauch Lumber Company
Renken Brothers Grocery, Inc.
Mr. and Mrs. Marion Riner
Mr. and Mrs. Charles L. Robinson
Roehl Photo
Rufkahr Distributors, Inc.
Joann Rull

Safeway Tire Center, Inc.
St. Andrews Golf Club
St. Charles Dairy
St. Charles Decorating Center
St. Charles Linebackers
Sr. Charles Quarry
St. Charles Savings and Loan Association
Sambo's Restaurant
Joellen Schertz
Jack Schneider Florist, Inc.
Schneider's Hardware
Shop-Ezy Foodliner
Mrs. E. H. Shuller
Small Fry Fashions
South Side Roofing Co.
Southwestern Bell Telephone Co./St. Charles
Dr. and Mrs. William C. Spencer
Armand C. Stalnaker
Stegton Restaurant
Mrs. Arthur Stockstrom
Mr. and Mrs. Thomas J. Sullivan
Tainter's Nursery
Thermo-Jac
Mr. and Mrs. John Tlapek
Town and Country Music
Dorothy J. Trump

Fred J. Vacek
Mrs. C. E. Van Slyck

Mrs. Challis A. Wall, Jr.
James D. Walter
Walters Jewelry, Inc.
Dorothy Warner
Mrs. Horton Watkins
Mr. and Mrs. Edgar C. Weaver
Mrs. William Weeks
West James Courts
Mrs. Fred B. Whalen
Carol Whitman
Wilabar Corporation
Ed Windler Distributing Co.
Dr. and Mrs. E. J. Wipfler, Jr.
Mrs. O. W. Wyssmann
Mary E. Yonker

MINUTES OF THE
JOINT MEETING
OF THE
BOARDS
OF
THE LINDENWOOD COLLEGES*

CONFIDENTIAL

St. Charles, Missouri
November 13, 1981

The meeting of the Board of Directors of The Lindenwood Colleges and
the members of the Board of Overseers was held in the lounge of
the Memorial Arts Building, at The Lindenwood Colleges, St. Charles, Missouri,

CONFIDENTIAL

MINUTES OF THE
JOINT MEETING
OF THE
BOARDS
OF
THE LINDENWOOD COLLEGES*

CONFIDENTIAL

St. Charles, Missouri
November 13, 1981

The meeting of the Board of Directors of The Lindenwood Colleges and honorary life members of the Board of Overseers was held in the lounge of the Memorial Arts Building, at The Lindenwood Colleges, St. Charles, Missouri, November 13, 1981, 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 were present:

Board of Directors

David E. Babcock
K. Dane Brooksher
George W. Brown
Mrs. Russell J. Crider
John C. Hannegan
Mrs. Donald Herrick
Robert Hyland
S. Lee Kling
Walter L. Metcalfe
Jefferson L. Miller
Mrs. Dorothy Warner

Honorary Life Members

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

* - 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:

Robert Johns, President
Lawrence C. Elam, Business Manager and Chief Financial Officer
Mary Yonker, Executive Assistant to the President and Assistant
Secretary of the Board of Directors

Chairman Hyland called the meeting to order at 9:15 A.M. The meeting was opened with silent prayer.

Mr. Hyland introduced Mrs. Herrick, a new Board member.

A motion was made, seconded, and passed to approve the minutes of the June 18, 1981 meeting as distributed.

In regard to the relationship of The Lindenwood Colleges and the St. Louis Football Cardinals, Mr. Hyland reported that the Football Cardinals sent Lindenwood a notice terminating their contract together with a check for \$100,000 according to the terms of the contract. The check has not been deposited. Lindenwood and the St. Charles community do not want to see the Cardinals leave Lindenwood. Mr. Hyland summarized the history of the arrangement. Prior to the time the Football Cardinals had their summer training camp at Lindenwood a report of a fund-raising firm said that before a major fund-raising drive could be held, it would be necessary to make Lindenwood better known. That was one reason for bringing the Football Cardinals to Lindenwood and Lindenwood has become better known on account of it. Open-to-the-public practices have brought many people to the campus who otherwise would never have been exposed to the college. There have been discussions with the owner of the Football Cardinals, Mr. Hyland continued, and the owner has agreed to delay his decision until the end of November. The Executive Committee, along with some people from St. Charles, met and they feel that a quarter of a million dollars could be raised to renovate or add to the facilities to keep the Football Cardinals at Lindenwood. This

would benefit college operations during the academic year and would be consistent with plans to update the physical plant. Any fund raising effort will be delayed, however, until the end of November.

Mr. Hyland reported that since the June Board meeting the Executive Committee has met twice - September 25 and October 22 - and had a conference call on October 8.

At the September 25 meeting President Johns reported on the proposed Advanced Payment Programs concerning tuition and room and board costs for students at Lindenwood. After discussion, it appeared that it would be in the best interest of the Colleges that all sums received from such a plan should be paid against the Colleges' outstanding debt; and, in addition, to reduce the present interest cost to the Colleges. However, this action was to be taken with the written assurance from the financial institutions affected that in the event the advance payments, or any portion thereof was needed for "refund," the financial institutions would increase the Colleges' borrowing in direct proportion to the sums required for paybacks, and that in the event the financial institutions would not so agree, the fund be deposited and invested under an escrow plan. The following resolution was then adopted:

RESOLVED: That the Advanced Payment Programs, in concept, is unanimously approved subject to satisfactory reborrowing or escrow procedures and that a copy of the proposed plan is ordered attached to these minutes, and it is further directed that the Advanced Payment Plan be placed on the Agenda of the next Board of Directors meeting.

Mr. Babcock was appointed Chairman of the Long Range Planning Committee.

Reports were made by President Johns and Mr. Elam on enrollment figures, the progress of the audit, the 1981-82 budget, current outstanding debt, projected cash flow, physical plant requirements and costs, and fund raising receipts. Updated reports will be made at this meeting.

The purpose of the October 8 concerence call was to discuss bids of Young Sales Corporation - Vittert Building Restoration Division, and The Roofco Company for the repair of structural damage to Young Hall. A motion was passed authorizing President Johns to sign contracts with Young Sales Corporation - Vittert Building Restoration Division in the amount of \$32,800, and with The Roofco Co. in the amount of \$34,450. A resolution was adopted authorizing Mr. Elam to obtain a loan in the amount of \$75,000 at the best rate available and over a term not to exceed five years. Repayment is to be provided for in annual operating budgets or with other funds that might be designated for this purpose. This action is to be confirmed by the Board of Directors.

At the October 22 meeting the relationship with Lindenwood and the St. Louis Football Cardinals was discussed, and a presentation made by Beverly Bimes for an Institute for Master Teachers was approved.

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

Mr. Edward A. Striker, of Ernst and Whinney, Auditors, entered the meeting to review the audit report for the year ending May 31, 1981. Mr. Striker pointed out that part of the deficit of \$316,730 was due to adjustments of entries (over 200) of previous audits. President Johns commented that Lindenwood's books show the deficit to be around \$200,000 before the adjustments were made. He also said that he believes this is a valid audit. Mr. Striker said that a Management Letter will be sent to Board members soon. He feels that great progress has been made in accounting procedures since June. He also said that a letter has been sent in regard to computer needs.

On motion made by Mr. Brooksher, which was seconded and passed, the audit report of Ernst and Whinney was accepted and will be made a part of the official copy of the minutes. Mr. Striker then left the meeting.

Because of another engagement it was necessary for Chairman Hyland to leave the meeting, and Mr. Metcalfe, Vice Chairman, chaired the remainder of the meeting.

Mr. Elam reviewed the revised operating budget for 1981-82 that projects revenues of \$7,407,590 and expenditures of \$7,406,390, with a surplus of \$1,200. This was revised from the original budget to reflect changes after the Fall enrollment figures were final.

Mr. Elam distributed a statement of operations compared to the revised operating budget for the five months through October, and a balance sheet and supporting schedules for auxiliary operations. Copies of these are attached to the official copy of the minutes. These statements will be sent to Board members eight times over the year - September-December and February-May.

Mr. Elam then reviewed the statement of outstanding debt as of October 31, 1981 and the statement of estimated cash flow for operating budget, 1981-82, attached to the agenda.

Mr. Babcock suggested that the audit report be carried to the banks by Mr. Elam so that he could explain it.

President Johns called attention to the following capital "must" needs:

	<u>Estimate</u>
Young Hall - roof and structural repair	\$148,212
Young Hall - two compressors	13,200
Library roof	32,414
President's House roof	12,300
Butler Hall roof	22,100
Cobbs Hall roof	18,700
McCluer Hall roof	31,000
Irwin Hall - replastering and paint	16,600

Irwin Hall - basement repairs	21,000
McCluer Hall - floor repair and plumbing corrections	9,400
General campus lighting to meet safety and security standards	24,400
Air-conditioning and lighting in old stables	5,725
Sprinkler system	
Niccolls Hall	12,000
Ayres Cafeteria	12,000
Butler Hall	11,000
Boiler repairs and replacement	<u>26,720</u>
TOTAL	<u>\$416,771</u>

Since these are capital needs, these amounts are not included in the operating budget. Some of this work has been completed but all have not been paid for. President Johns said that members of the Administration feel that these have to be done this year in order to keep the college operable. Previously the capital plant had not been properly maintained.

President Johns called attention to the list of gifts and grants received from June through October, and Fall 1981 enrollment, attached to the agenda.

Mr. Metcalfe called attention to the proposal for Advanced Payment Programs attached to the agenda. He said the Executive Committee agreed that we should establish with the bank the fact that funds would be forthcoming for refund to the student if the student paid for four years and withdrew prior to the end of the period.

A motion was made, seconded and passed that the Advanced Payment Programs, as attached to the agenda, be approved subject to satisfactory reborrowing or escrow procedures.

A motion was made, seconded and passed to approve the action of the Executive Committee authorizing President Johns to sign contracts with Young Sales Corporation - Vittert Building Restoration Division in the amount of \$32,800, and with The Roofco Co. in the amount of \$34,450 for the repair of the structural damage and roof of Young Hall, and authorizing Mr. Elam to obtain

a loan in the amount of \$75,000 at the best rate available and over a term not to exceed five years. Repayment is to be provided for in annual operating budgets or with other funds that might be designated for this purpose.

A motion was made, seconded, and passed to approve the revised 1981-82 operating budget.

A request was made for a contingent budget for capital improvements for the next two years. Further, Mr. Elam was asked to include capital improvement cash requirements in the cash flow statements.

President Johns began his report by saying that within the last few weeks there have been two consultants on campus analyzing our accreditation problems. They pointed out that languages, art, and music are weak. The library has shown spectacular improvement. They feel that our building and long range plans are good.

Probably at the next Board meeting, President Johns said, he will ask for elimination of the nursing program. In order to get accreditation for this program it would be necessary to have five full-time faculty. At the present time there is not a demand for a nursing education program. We have a new Director of Admissions and we are a little over the target on enrollment for next year.

A motion was made, seconded and approved to award degrees to candidates as listed on the attachment to the agenda subject to satisfactory completion of requirements.

Mr. Metcalfe reported that the Faculty Constitution and Bylaws have been in abeyance for several years. The faculty has begun work on these documents again and a committee of faculty, administration, and Board members is in the process of reviewing the Constitution. Mrs. Crider and Mr. Metcalfe represent the Board on this committee.

The Faculty-Board Liaison Committee has been reinstated since it is provided for in the Faculty Constitution and since the faculty feel they have been deprived of access to the Board. The President is now an ex officio member of the committee. Two members of the Board will be appointed by the Chairman to serve on this committee.

It was agreed that a bronze plaque should be struck with the names of those who contributed to the Student Center. This will be hung in the new Student Center in Niccolls Hall.

A motion was made, seconded and approved to change the Bylaws, Article III, Section 2 - Finance Committee - from: "The Finance Committee shall consist of at least two members to be elected by the Board, and the Treasurer of the Board of Directors. The Treasurer shall serve as Chairman of the Finance Committee..." to: "The Finance Committee shall consist of at least three members to be elected by the Board, and the Treasurer of the Board of Directors. The Chairman of the Committee will be appointed by the Chairman of the Board of Directors..."

Mrs. Beverly Bimes, Director of the Institute for Master Teachers, entered the meeting to explain the Master Institute concept. She distributed a flow chart, copy of which is attached to the official copy of the minutes. Twenty excellent teachers will be on campus in the Fall of 1982 for a year's study with a unique curriculum. These teachers would have to have a commitment from their superintendents and from the State Commissioner of Education that they would be trained to train other teachers. The funding will be provided by twenty corporations or foundations each of whom will finance one teacher fellow. The cost will be approximately \$25,000 for each fellow.

There being no further business, the meeting was adjourned at 11:40 A.M. Members of the Board toured Niccolls and Sibley Halls to see the progress being made on the renovation and refurnishing of these buildings.

Mary Yonker
Assistant Secretary

Approved:

John C. Hannegan
Secretary

Audited Financial Statements

THE LINDENWOOD COLLEGES

May 31, 1981

Auditors' Report	1
Balance Sheet.	2
Statement of Current Fund Revenues, Expenditures, and Other Changes.	6
Statement of Changes in Fund Balances.	7
Notes to Financial Statements.	8

Ernst & Whinney

10 Broadway
St. Louis, Missouri 63102

314/231-7700

Board of Directors
The Lindenwood Colleges
St. Charles, Missouri

We have examined the balance sheet of The Lindenwood Colleges as of May 31, 1981 and the related statements of changes in fund balances and current fund revenues, expenditures, and other changes for the year then ended. Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

As shown in the financial statements, the deficit in the current unrestricted fund balance increased during the year by \$316,730, to \$2,427,222 at May 31, 1981, and, as described in Note C to the financial statements, the college had substantial borrowings in the current fund and the plant fund at May 31, 1981. The accompanying financial statements have been prepared on the basis of accounting principles applicable to a going concern and do not include any adjustments relating to the recoverability of recorded asset amounts or amounts of liabilities that might be necessary should the college be unable to operate as a going concern and realize its assets and liquidate its liabilities in the ordinary course of business.

In our opinion, subject to the effects on the financial statements of such adjustments, if any, as might have been required had the outcome of the uncertainty about the recoverability of recorded asset amounts and amounts of liabilities referred to in the preceding paragraph been known, the financial statements referred to above present fairly the financial position of The Lindenwood Colleges as of May 31, 1981, and the changes in its fund balances and its current fund revenues, expenditures, and other changes for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year after giving retroactive effect to the adjustments made to fund balances as of June 1, 1980, as described in Note B to the financial statements.

Ernst & Whinney

St. Louis, Missouri
September 10, 1981

BALANCE SHEET

THE LINDENWOOD COLLEGES

May 31, 1981

ASSETS

CURRENT FUND

Cash	\$ 32,505
Accounts and notes receivable--Note C:	
Student accounts	126,878
U.S. Government	12,040
Other	75,417
	<u>214,335</u>
Less allowances for doubtful accounts	48,012
	<u>166,323</u>

Investments in securities, at cost, which approximates market	78,389
--	--------

Inventories:

Bookstore	57,018
Operating supplies	39,716
	<u>96,734</u>

Prepaid expenses and deposits	24,414
Due from plant fund--Note F	246,407
	<u>246,407</u>

\$ 644,772

ENDOWMENT AND SIMILAR FUNDS

Investment in securities, at cost--Notes C and G	\$3,721,564
Notes receivable and other	29,331
Due from current fund	75,913

\$3,826,808

LIABILITIES AND FUND BALANCE

CURRENT FUND

Notes payable to banks--Note C	\$1,682,250
Accounts payable	305,712
Employee compensation	228,890
Credit balances in student accounts	99,838
Accrued interest payable	93,566
Advance student fees and conference income	192,041
Due to other funds	368,649
	<u>2,970,946</u>

Fund balance (deficit):

Restricted	101,048
Unrestricted	(2,427,222)
	<u>(2,326,174)</u>

\$ 644,772

ENDOWMENT AND SIMILAR FUNDS

Accounts payable	\$ 19,370
------------------	-----------

Fund balance:

Restricted	1,837,344
Unrestricted	1,970,094
	<u>3,807,438</u>

\$3,826,808

See notes to financial statements.

BALANCE SHEET--Continued

THE LINDENWOOD COLLEGES

May 31, 1981

ASSETS

LOAN FUNDS

Notes Receivable:

National direct student loans	\$ 1,027,244
Less reserve for doubtful loans	<u>100,000</u>
	927,244

Due from current fund	<u>92,805</u>
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	<u><u>\$ 1,020,049</u></u>
--	----------------------------

ANNUITY AND LIFE INCOME FUNDS

Investments in securities, at cost (approximate market--\$32,608)	\$ 45,226
Due from current funds	<u>535</u>

	<u><u>\$ 45,761</u></u>
--	-------------------------

PLANT FUNDS

Investment in plant--Notes C and D:

Land and land improvements	\$ 289,706
Buildings	8,988,142
Equipment	1,444,277

	<u><u>\$10,722,125</u></u>
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Unexpended:

Construction in progress--Note F	\$ 260,407
Due from current fund	<u>188,779</u>

	<u><u>\$ 449,186</u></u>
--	--------------------------

AGENCY FUND

Due from current fund	<u><u>\$ 10,617</u></u>
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LIABILITIES AND FUND BALANCES

LOAN FUNDS

Fund balances:

National direct student loan fund	\$ 1,015,391
Local loan fund	4,658

\$ 1,020,049

ANNUITY AND LIFE INCOME FUNDS

McCluer fund	\$ 29,977
Crider fund	9,291
Betzler fund	6,493

\$ 45,761

PLANT FUNDS

Investment in plant:

Notes payable to banks--Note C	\$ 1,346,169
Capitalized lease obligations--Note D	72,788
Bonds payable--Note E	874,000
Fund balance	8,429,168

\$10,722,125

Unexpended:

Due to current fund--Note F	\$ 246,407
Fund balance	202,779

\$ 449,186

AGENCY FUND

Deposits held in custody for others	\$ 10,617
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See notes to financial statements.

STATEMENT OF CURRENT FUND REVENUES,
EXPENDITURES, AND OTHER CHANGES

THE LINDENWOOD COLLEGES

Year ended May 31, 1981

	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>
REVENUES:			
Educational and general:			
Student tuition and fees	\$3,873,760	\$	\$3,873,760
Gifts and grants	152,966	162,754	315,720
Endowment income	214,262	163,984	378,246
Government grants		452,327	452,327
Other sources	537,046		537,046
	<u>4,778,034</u>	<u>779,065</u>	<u>5,557,099</u>
Auxiliary enterprises	1,016,219		1,016,219
Proceeds from sale of equipment	41,662		41,662
TOTAL REVENUES	<u>5,835,915</u>	<u>779,065</u>	<u>6,614,980</u>
EXPENDITURES AND MANDATORY TRANSFERS			
Educational and general:			
Instruction and library	2,296,797	201,685	2,498,482
Student services	555,170		555,170
Institutional support	1,126,006		1,126,006
Operation and maintenance of plant	659,746	35,577	695,323
Interest	470,021		470,021
Student aid		541,803	541,803
	<u>5,107,740</u>	<u>779,065</u>	<u>5,886,805</u>
Mandatory transfers:			
Debt retirement	81,242		81,242
Loan fund matching grant	10,715		10,715
	<u>91,957</u>		<u>91,957</u>
Auxiliary enterprises:			
Expenditures	871,846		871,846
	<u>871,846</u>		<u>871,846</u>
TOTAL EXPENDITURES AND MANDATORY TRANSFERS	6,071,543	779,065	6,850,608
NON-MANDATORY TRANSFERS AND OTHER CHANGES			
Property and equipment additions	(128,102)		(128,102)
Transfer from unrestricted endowments	47,000		47,000
Excess of restricted receipts over transfers to revenue		48,028	48,028
NET INCREASE/(DECREASE) IN FUND BALANCES	<u>\$ (316,730)</u>	<u>\$ 48,028</u>	<u>\$ (268,702)</u>

STATEMENT OF CHANGES IN FUND BALANCES

THE LINDENWOOD COLLEGES

Year ended May 31, 1981

	Current Funds		Loan Funds	Endowment and Similar Funds	Annuity and Life Income Funds	Plant Funds	
	Unrestricted	Restricted				Un-expended	Invested in Plant
FUND BALANCES (DEFICIT) AT JUNE 1, 1980 AS PREVIOUSLY REPORTED	\$ (3,443,337)	\$ 53,020	\$1,059,601	\$3,749,473	\$45,226	\$	\$9,850,477
Adjustments--Note B	<u>1,332,845</u>					188,779	(1,592,190)
FUND BALANCES (DEFICIT) AT JUNE 1, 1980 AS RESTATED	(2,110,492)	53,020	1,059,601	3,749,473	45,226	188,779	8,258,287
REVENUES AND OTHER ADDITIONS							
Educational and general	4,778,034						
Auxiliary enterprises	1,016,219						
Proceeds from sale of equipment	41,662						
Gifts and grants--restricted		191,503		200			
Government grants--restricted		452,327	101,360			14,000	
Investment income--restricted		183,263			1,523		
Gain on sale of investments				104,765			
Interest on loans receivable			14,723				
Reimbursement of teaching cancellation			3,690				
Total Revenues and Other Additions	<u>5,835,915</u>	<u>827,093</u>	<u>119,773</u>	<u>104,965</u>	<u>1,523</u>	<u>14,000</u>	
EXPENDITURES AND OTHER DEDUCTIONS							
Educational and general	5,107,740	779,065					
Auxiliary enterprises	871,846						
Disposal of equipment							38,463
Annuity and life income disbursement					988		
Loan cancellations and other costs			22,530				
Defaulted principal and interest assigned to the U.S. Government			46,535				
Provision for doubtful loans			100,975				
Total Expenditures and Other Deductions	<u>5,979,586</u>	<u>779,065</u>	<u>170,040</u>		<u>988</u>		<u>38,463</u>
TRANSFERS AMONG FUNDS--ADDITIONS/ (DEDUCTIONS)							
Mandatory:							
Debt retirement	(81,242)						81,242
Loan fund matching grant	(10,715)		10,715				
Non-mandatory:							
Property and equipment additions	(128,102)						128,102
Transfer from unrestricted endowments	47,000			(47,000)			
Total Transfers Among Funds	<u>(173,059)</u>		<u>10,715</u>	<u>(47,000)</u>			<u>209,344</u>
NET INCREASE/(DECREASE) FOR THE YEAR	<u>(316,730)</u>	<u>48,028</u>	<u>(39,552)</u>	<u>57,965</u>	<u>535</u>	<u>14,000</u>	<u>170,881</u>
FUND BALANCES (DEFICIT) AT MAY 31, 1981	<u>\$ (2,427,222)</u>	<u>\$ 101,048</u>	<u>\$ 1,020,049</u>	<u>\$ 3,807,438</u>	<u>\$ 45,761</u>	<u>\$ 202,779</u>	<u>\$ 8,429,168</u>

NOTES TO FINANCIAL STATEMENTS

THE LINDENWOOD COLLEGES

May 31, 1981

NOTE A--ACCOUNTING POLICIES

The financial statements of The Lindenwood Colleges have been prepared on the accrual basis except for depreciation accounting. The statement of current fund revenues, expenditures, and other changes is a statement of financial activities of current funds related to the current reporting period. It does not purport to present the results of operations or the net income or loss for the period as would a statement of earnings.

The college's accounts are maintained in accordance with the principles of fund accounting. This is a procedure by which resources for various purposes are classified for accounting and reporting purposes into funds established according to their nature and purposes.

Inventories are stated at cost (first-in, first-out method).

Investments are recorded at cost, except for investments received by gift, which are recorded at market value on the date of receipt.

Property and equipment is stated at cost. Depreciation on plant and equipment is not recorded.

Restricted gifts and grants are accumulated in the current restricted fund and are reported as revenues and expenditures when they are expended for their designated purpose.

Endowment and similar funds are classified as restricted and unrestricted. Restricted endowment funds are subject to the restriction of gift instruments which provide for the perpetual investment of principal and only the income is available for utilization by the college. Unrestricted endowment funds may be subject to restrictions in their use; however, the principal can be expended. It is the present intention of the college not to expend the principal of such funds.

NOTE B--RESTATEMENT OF BEGINNING FUND BALANCES

The following adjustments were made to fund balances as previously reported at June 1, 1980:

NOTES TO FINANCIAL STATEMENTS--Continued

THE LINDENWOOD COLLEGES

NOTE B--RESTATEMENT OF BEGINNING FUND BALANCES--Continued

	Current <u>Unrestricted</u>	<u>Plant</u> Unexpended	<u>Invested</u>
To write off the college's prior years' matching contributions to NDSL loan fund which had previously been deferred	\$ (99,955)	\$	\$
To reclassify debt incurred for plant additions	1,403,411		(1,403,411)
To write off duplicate recording of accounts payable	29,389		
To separate unexpended plant funds		<u>188,779</u>	<u>(188,779)</u>
	<u>\$1,332,845</u>	<u>\$188,779</u>	<u>\$(1,592,190)</u>

NOTE C--NOTES PAYABLE TO BANKS

The college had the following notes payable to banks at May 31, 1981:

Current Fund

a) Two notes payable due on demand in the aggregate amount of \$482,250, with interest at prime (22.5% at May 31, 1981).

b) A note payable due on demand in the amount of \$300,000, with interest at prime.

c) A note payable in the amount of \$900,000, with interest at 2% less than prime, due January 31, 1985.

Plant Fund

d) A note payable due on demand in the amount of \$1,200,000, with interest at prime.

e) An installment note in the amount of \$146,169, due in four annual installments of \$44,171, including interest at 9-1/2%, and a final payment of unpaid principal and interest due September 1, 1985.

NOTES TO FINANCIAL STATEMENTS--Continued

THE LINDENWOOD COLLEGES

NOTE C--NOTES PAYABLE TO BANKS--Continued

Notes a), d), and e) above are collateralized by unrestricted securities of the endowment fund with market values of \$1,694,439 at May 31, 1981, certain real estate, and certain contract rights.

Note b) above is collateralized by certain accounts receivable, contract rights, and tuition receivable.

Note c) above is collateralized by the principal land and buildings of the campus.

NOTE D--CAPITALIZED LEASE OBLIGATIONS

The college has certain equipment with a carrying value of \$92,805 included in the plant fund which has been acquired through capitalized leases. Future minimum payments under these leases are as follows:

Fiscal year ending May 31:

1982	\$ 35,243
1983	33,644
1984	20,727
1985	2,772
1986	<u>1,848</u>
Total minimum lease payments	94,234
Amount representing interest	<u>(21,446)</u>
Present Value of Net Minimum Lease Payments	<u>\$ 72,788</u>

NOTE E--BONDS PAYABLE

Bonds payable consisted of the following at May 31, 1981:

3%--Science Building Bonds of 1966	\$365,000
3%--Library Addition Bonds of 1968	182,000
3%--Art Building Bonds of 1969	<u>327,000</u>
	<u>\$874,000</u>

NOTES TO FINANCIAL STATEMENTS--Continued

THE LINDENWOOD COLLEGES

NOTE E--BONDS PAYABLE--Continued

The 1966 bonds mature annually in varying amounts from \$22,000 to \$30,000 through February 1996.

The 1968 bonds mature annually in varying amounts from \$9,000 to \$14,000 through August 1998.

The 1969 bonds mature annually in varying amounts from \$13,000 to \$21,000 through August 1999.

Each of the bond indentures requires the establishment of a "Collateral Debt Service Reserve Account" consisting of unrestricted and unencumbered securities with market values of at least \$35,000 and an "Endowment Fund Escrow Account" consisting of securities yielding an income of not less than \$35,000 per year. None of these accounts have been established by the college.

NOTE F--CONSTRUCTION IN PROGRESS

Construction in progress includes funds spent in the amount of \$204,019 on major renovation of four dormitories and a dining hall, with an estimated total cost of the project of \$1,283,000. Subsequent to May 31, 1981 the college has entered into a loan agreement with the Department of Education to cover these costs. The current fund which advanced the money to pay for the renovations was reimbursed from proceeds of the loan received subsequent to May 31, 1981. The loan will bear interest of 3% and will be payable over 40 years. As a condition of the loan, the college has agreed to contribute \$226,000 of internal funds or services to this renovation project.

Construction in progress also includes \$56,388 expended for energy improvement programs, of which \$14,000 was funded by a government grant prior to May 31, 1981 and the remainder was funded subsequently. The current fund which advanced the expenditures was reimbursed from grant proceeds as they were received.

NOTE G--ENDOWMENT AND SIMILAR FUND INVESTMENTS

Investments in the Endowment and Similar Funds at May 31, 1981 were as follows:

NOTES TO FINANCIAL STATEMENTS--Continued

THE LINDENWOOD COLLEGES

NOTE G--ENDOWMENT AND SIMILAR FUND INVESTMENTS--Continued

	<u>Cost</u>	<u>Market</u>
Restricted funds:		
Pooled investments:		
Short-term investments	\$1,202,000	\$1,202,000
U.S. Government securities	114,187	92,836
Corporate notes and bonds	392,231	285,537
	<u>1,708,418</u>	<u>1,580,373</u>
Other investment	80,805	76,772
	<u>1,789,223</u>	<u>1,657,145</u>
Unrestricted funds:		
Pooled investments:		
Short-term investments	1,159,000	1,159,000
U.S. Government securities	98,953	85,495
Corporate notes and bonds	646,479	435,544
Preferred stock	27,909	14,400
	<u>1,932,341</u>	<u>1,694,439</u>
	<u>\$3,721,564</u>	<u>\$3,351,584</u>

NOTE H--PENSION PLAN

The college contributes 5% of participating employees' earnings to the Teachers' Insurance and Annuity Association of America College Retirement Equities Fund. Covered employees consist of faculty, senior administrators, and certain other non-faculty employees who have elected to be covered. Employees must contribute a like amount to the plan. Individual Annuity Contracts are issued to each participant by the Insurance Company.

NOTE I--CONTINGENCIES

The college's tax returns for the year ended June 15, 1977 and May 31, 1978 are being examined by the Internal Revenue Service. Additional taxes of approximately \$13,000 have been proposed on unrelated business income. The proposal is under appeal by the college at May 31, 1981.

The college has been named in several lawsuits relating to general operations. In the opinion of management, the ultimate outcome of these actions will not have a material effect on the financial statements.

Revised 10/30/81

BUDGET 1981-82

Budget

CURRENT FUND REVENUE

Tuition and Fees	55,024,890.00
Gifts for Current Year Use	178,000.00
Endowment Income	240,000.00
Sales and Service of Educational Dept.	219,200.00
Public Service	445,000.00
Other Services	164,700.00
Educational and General	56,274,790.00
Auxiliary Operations	1,132,800.00
TOTAL CURRENT FUND REVENUE	\$7,407,590.00

CURRENT FUND EXPENDITURES AND TRANSFERS

Instructional	\$2,707,075.00
Public Service (Research and Conferences)	308,450.00
Academic Support	338,190.00
Student Services	527,770.00
General Institutional	1,173,935.00
Physical Plant	781,260.00
Student Aid	12,000.00
Debt Service Transfers	360,335.00
Contingency	50,000.00
Educational and General	\$6,459,615.00
Auxiliary Operations	947,375.00
TOTAL CURRENT FUND EXPENDITURES AND TRANSFERS	\$7,406,390.00

\$ 1,200.00

October 30, 1981

Revised 10-20-81

BUDGET 1981-82

Summary

UNDERGRADUATE

CURRENT FUND REVENUE		
Part Time Day	540 x 12-16 hours @ \$4,100	\$2,217,500.00
	109 x 14 hours @ \$125 per hr.	190,750.00
Tuition and Fees	435 x 9 hours @ \$100 per hr.	\$5,024,890.00
Gifts for Current Year Use		178,000.00
Endowment Income		240,000.00
Sales and Service of Educational Dept.		219,200.00
Public Service (Research & Conferences)	50 per hr.	448,000.00
Other Services		164,700.00
Educational and General		\$6,274,790.00
Auxiliary Operations		1,132,800.00
TOTAL CURRENT FUND REVENUE	88 x 30 hours @ \$133 per hr. Graduate 96 x 27 hours @ \$148 per hr.	\$7,407,590.00

CURRENT FUND EXPENDITURES AND TRANSFERS

Instructional		\$2,707,075.00
Public Service (Research and Conferences)		308,450.00
Academic Support		338,190.00
Student Services		527,770.00
General Institutional		1,173,935.00
Physical Plant	220 x 8 hours @ \$125 per hr.	781,260.00
Student Aid		12,000.00
Debt Service Transfers		560,335.00
Contingency		50,000.00
Educational and General		\$6,459,015.00
Auxiliary Operations		947,375.00
TOTAL CURRENT FUND EXPENDITURES AND TRANSFERS		\$7,406,390.00

\$ 1,200.00

BUDGET 1981-82

Estimated Tuition

UNDERGRADUATE			\$ 15,800.00
Study Fees			
Full Time Day	540 x 12-16 hours @ \$4,100	2,200.00	\$2,217,500.00
Part Time Day	109 x 14 hours @ \$125 per hr.		190,750.00
Part Time Evening	435 x 9 hours @ \$100 per hr.	600.00	391,500.00
GRADUATE			600.00
Life			
Day and Evening	252 x 8 hours @ \$150 per hr.	100.00	\$ 302,400.00
LINDENWOOD IV			10,000.00
Team			
Undergraduate	288 x 30 hours @ \$133 per hr.	200.00	\$1,149,120.00
Graduate	96 x 27 hours @ \$148 per hr.		383,620.00
Audit Fees			200.00
SUMMER			
Add/Drop Fees			4,000.00
All Programs			\$ 85,000.00
Application Fees			30,000.00
OFF CAMPUS			
Late Payment Fees			500.00
All Programs	220 x 8 hours @ \$125 per hr.		\$ 220,000.00
Nursing Tests			500.00
TOTAL TUITION			\$4,939,890.00
ESL Tests			3,600.00
Career Services			400.00
Student Insurance			6,700.00
Miscellaneous			600.00
			\$ 85,000.00

BUDGET 1981-82

Estimated Fees

Laboratory Fees/Studio	\$ 15,800.00	
Student Teaching Fees	1,200.00	
Practicum Credit	600.00	
Critical Life	600.00	
Applied Music	6,100.00	
Over Load Fees	10,000.00	
Transcript Fees	4,200.00	
Audit Fees	200.00	
Add/Drop Fees	4,000.00	
Application Fees	30,000.00	
Late Payment Fees	500.00	
Nursing Tests	500.00	
ESL Tests	3,600.00	
Career Services	400.00	
Student Insurance	6,700.00	
Miscellaneous	<u>600.00</u>	
		\$ 85,000.00

BUDGET 1981-82

Gifts for Current Year Use

Alumni	\$125,000.00
Trustees	8,400.00
Faculty and Staff	1,400.00
Parents	1,200.00
Friends	12,000.00
Corporations	15,000.00
Foundations	<u>15,000.00</u>
TOTAL ENDOWMENT INCOME	\$178,000.00

Less: Fees to St. Louis Union Trust \$ 12,500

Less: Endowed Income for Restricted 121,100

BUDGET 1981-82

Endowment Income

St. Louis Union Trust Company

RESTRICTED ENDOWMENT FUND - As of May 29, 1981

Book Value \$1,703,813.00

Market Value \$1,575,770.00

Yield Based on Market Value 12.0% \$189,180.00

UNRESTRICTED ENDOWMENT FUND - As of May 29, 1981

Book Value \$1,917,543.00

Market Value \$1,679,641.00

Yield Based on Market Value 12.2% \$204,800.00

TOTAL ENDOWMENT INCOME

\$393,980.00

Less: Fees to St. Louis Union Trust \$ 12,500

Less: Endowed Income for Restricted Purposes 141,480 153,980.00

ENDOWED INCOME FOR OPERATIONS

\$240,000.00

BUDGET 1981-82

Endowed Income for Restricted Purposes

Borgenson Scholarship Fund	\$ 1,350.00	
Cook Scholarship Fund	1,600.00	
Crider Scholarship Fund	4,200.00	
Cunliff Scholarship Fund	270.00	
Eswin Scholarship Fund	13,150.00	
Garrett Scholarship Fund	14,750.00	
Goodall Scholarship Fund	5,000.00	
Hardy Scholarship Fund	5,900.00	
Heron Scholarship Fund	130.00	
Howlett Scholarship Fund	130.00	
Jelkyl Scholarship Fund	400.00	
Lear Scholarship Fund	6,050.00	\$219,200.00
Linnemann Scholarship Fund	3,950.00	
Motley Scholarship Fund	890.00	
Readers Digest Scholarship Fund	1,650.00	
Ritter Scholarship Fund	700.00	
Schaefer Scholarship Fund	19,750.00	
Sibley Scholarship Fund	13,250.00	
Souers Scholarship Fund	1,850.00	
Syers Scholarship Fund	15,950.00	
Talley Scholarship Fund	130.00	
Thomas Music Scholarship Fund	1,200.00	
Watson Scholarship Fund	1,650.00	
Badgett Scholarship Fund	130.00	
	<hr/>	
ENDOWED INCOME FOR SCHOLARSHIPS		\$114,030.00
Schramm Library Fund	\$ 500.00	
Null Library Fund	20.00	
Hale Library Fund	550.00	
	<hr/>	
ENDOWED INCOME FOR LIBRARY PURPOSES		\$ 1,070.00
Butler Chair of Bible	\$ 6,300.00	
Parker Chair of English	1,710.00	
Reed Chair of Mathematics	18,100.00	
Kyle Award Fund	110.00	
Stein Fund	60.00	
Spahmer Prize Fund	100.00	
	<hr/>	
ENDOWED INCOME - OTHER		\$ 26,380.00
		<hr/>
TOTAL ENDOWMENT FOR RESTRICTED PURPOSES		\$141,480.00

BUDGET 1981-82

Sales of Educational Departments

(Conferences and Research)

Theatre Tickets	\$ 80,000.00	
Theatre Concessions	\$ 2,000.00	
Theatre Advertising	1,000.00	
Theatre Miscellaneous	85,600.00	
Youth Theatre Workshop	2,500.00	
Athletic Tickets	2,000.00	
Athletic Miscellaneous	500.00	
Campus School SERVICE	35,200.00	\$445,000.00
Educational Workshops	67,500.00	
Reading Clinic	5,400.00	
Business Conference	<u>22,500.00</u>	
		\$219,200.00

BUDGET 1981-82

Public Service
(Conferences and Research)

Computer Center	\$ 100.00	
Research	\$ 30,000.00	
Conferences - General	300,000.00	
Conferences - Football Cardinals	85,000.00	
Conferences - Parking Fees	8,000.00	
Conferences - Ticket Sales	<u>25,000.00</u>	
Library Files	1,500.00	
TOTAL PUBLIC SERVICE		\$448,000.00
Interlibrary Loan	1,000.00	
Library Copier	1,200.00	
KCLC/FH	3,800.00	
Identification Cards - Replacement	100.00	
Duplicating and Mailing	64,500.00	
Motor Pool	13,000.00	
Word Processing	100.00	
Theatre Rental	300.00	

BUDGET 1981-82

Sundry Income

Computer Center	\$ 100.00	
Parking Fees and Fines	10,000.00	
Forfeited Fees	1,000.00	
Short Term Investments	10,000.00	
Scrap and Salvage	3,000.00	
Library Microfilm	100.00	
Library Fines	1,500.00	
Library Other	200.00	
Interlibrary Loan	1,000.00	
Library Copier	1,200.00	
KCLC/FM	3,800.00	
Identification Cards - Replacement	100.00	
Duplicating and Mailing	64,500.00	
Motor Pool	13,000.00	
Word Processing	100.00	\$1,132,800.00
Theatre Rental	300.00	
Athletic Field Rental	15,000.00	
Subscription	<u>500.00</u>	
TOTAL SUNDRY INCOME		\$125,400.00

Rental Income

Commerce Bank	\$ 22,500.00	
Comeco Laboratories	9,600.00	
Tel-Missouri	900.00	
Office Space (F. Selvig)	1,200.00	
Farm Land	2,300.00	
Post Office	600.00	
American Testing	<u>2,200.00</u>	
TOTAL RENTAL INCOME		\$ 39,300.00
TOTAL OTHER SOURCES		<u>\$164,700.00</u>

BUDGET 1981-82

Auxiliary Income

Student Center	\$ 20,000.00	
Irwin Dormitory	45,000.00	
McCluer Dormitory	70,000.00	
Sibley Hall	40,000.00	
Parker Hall	90,000.00	
Ayres Dining Hall	435,000.00	
Concession Stand	46,000.00	
Bookstore	250,000.00	
Cobbs Hall Conference Center	100,000.00	
Niccolls Hall	10,000.00	\$ 58,800.00
Cobbs Hall Pool	800.00	
Vending Machines - Games	20,000.00	
Vending Machines - Drinks	5,000.00	
Coin Laundry	1,000.00	
	<hr/>	\$1,132,800.00
Secretarial/Clerical Wages	5,800.00	
P/T Faculty Salary	49,500.00	
Fringe Benefits	16,600.00	
Office Supplies	200.00	
Postage and Shipping	1,000.00	
Duplicating	1,500.00	
Telephone	500.00	
Advertising	7,000.00	
Travel	1,500.00	
Recruiting	500.00	

BUDGET 1981-82

Instructional

GENERAL INSTRUCTION - 1101

Program Coordinator	\$ 19,500.00	
Advising Consultants	6,000.00	
Visiting Lecturers	8,000.00	
Instructional Expense	2,500.00	
Memberships and Dues	1,500.00	
Travel	10,000.00	
Faculty Recruiting	10,000.00	\$543,000.00
Student Orientation	1,300.00	
	<hr/>	\$ 58,800.00

EVENING COLLEGE - ADMINISTRATIVE - 1102

Administrative Salary	\$ 47,900.00	
Secretarial/Clerical Wages	5,800.00	
P/T Faculty Salary	49,500.00	
Fringe Benefits	16,600.00	
Office Supplies	200.00	
Postage and Shipping	1,000.00	
Duplicating	1,500.00	
Telephone	500.00	
Advertising	7,000.00	
Travel	1,500.00	\$ 70,150.00
Recruiting	500.00	
	<hr/>	\$132,000.00

LCIE ADMINISTRATIVE - 1103

Administrative Salary	\$ 61,800.00	
Secretarial/Clerical	23,450.00	
Custodial Wages	1,800.00	
F/T Faculty Salary	100,500.00	
P/T Faculty Salary	242,000.00	
Fringe Benefits	45,000.00	
Personal Service by Others	3,500.00	
Miscellaneous Supplies	100.00	\$ 47,950.00
Office Supplies and Expense	1,500.00	
Postage and Shipping	3,500.00	
Duplicating	6,000.00	
Telephone	5,000.00	
Office Rental	25,000.00	
Membershp and Dues	100.00	
Advertising	13,000.00	
Utilities, Electric	2,500.00	
Utilities Gas	450.00	

BUDGET 1981-82

Instructional

LCIE - ADMINISTRATIVE (Cont.)

Repair Office Equipment	\$ 1,500.00
Travel	5,000.00
Recruiting Expense	300.00
Special Events	900.00
Banquet Expense	100.00

\$543,000.00

CONTINUING EDUCATION - 1104

Administrative Salary	\$ 23,800.00
Secretarial/Clerical	4,650.00
P/T Faculty Saaries	26,000.00
Fringe Benefits	6,400.00
Office Supplies	950.00
Postage and Shipping	1,100.00
Duplicating	2,200.00
Telephone	750.00
Advertisement	1,200.00
Travel	1,100.00
Special Entertainment	2,000.00

\$ 70,150.00

SUMMER SESSION - 1105

P/T Faculty Salary	\$ 44,400.00
Fringe Benefits	2,900.00
Office Supplies	20.00
Postage and Shipping	30.00
Duplicating	200.00
Instructional Expense	0
Promotion and Advertisement	300.00
Travel	90.00
Special Entertainment	10.00

\$ 47,950.00

LAKE ST. LOUIS BRANCH - 1106

Administrative Salary	\$ 16,600.00
Secretarial/Clerical	350.00
P/T Faculty Salaries	12,000.00
Fringe Benefits	3,200.00
Office Supplies	50.00
Postage and Shipping	500.00
Duplicating	200.00
Telephone	1,450.00
Instructional Expense	200.00
Office Rental	9,000.00
Promotion and Advertisement	2,000.00
Travel	1,000.00

\$ 46,550.00

BUDGET 1981-82

Instructional

ENGLISH DEPARTMENT - 1111

F/T Faculty Salaries	\$100,700.00	
P/T Faculty Salaries	2,000.00	
Fringe Benefits	13,200.00	\$ 88,340.00
Student Wages	2,000.00	
Office Expense	150.00	
Postage and Shipping	50.00	
Duplicating	250.00	
Telephone	540.00	
Instructional Expense	200.00	
	<hr/>	\$119,000.00

MODERN LANGUAGES - 1112

F/T Faculty Salaries	\$ 31,700.00	
Fringe Benefits	7,400.00	
Office Supplies	70.00	\$ 41,260.00
Postage and Shipping	15.00	
Duplicating	100.00	
Telephone	360.00	
Instructional Expense	150.00	
	<hr/>	\$ 39,795.00

COMMUNICATIONS DEPARTMENT - 1113

F/T Faculty Salaries	\$ 63,350.00	
P/T Faculty Salaries	2,000.00	
Fringe Benefits	13,440.00	
Office Supplies	500.00	
Postage and Shipping	200.00	
Duplicating	400.00	
Telephone	900.00	
Instructional Expense	1,600.00	\$ 81,350.00
Memberships and Dues	150.00	
Repair Instructional Equipment	250.00	
Equipment/Instructional	1,200.00	
	<hr/>	\$ 83,990.00

ESL PROGRAM - 1114

Administrative Salary	\$ 20,000.00	
Secretarial/Clerical	9,000.00	
F/T Faculty Salaries	40,350.00	
P/T Faculty Salaries	2,000.00	
Fringe Benefits	10,800.00	
Student Wages	1,000.00	
Office Supplies	860.00	\$ 84,410.00
Postage and Shipping	1,200.00	
Duplicating	1,200.00	
Telephone	1,000.00	
Instructional Supplies	500.00	

BUDGET 1981-82

Instructional

ESL PROGRAM (Cont.) - 1114

Travel	\$ 250.00	
Special Entertainment	180.00	
	<hr/>	\$ 88,340.00

RELIGION AND PHILOSOPHY

F/T Faculty Salary	\$ 34,800.00	
Fringe Benefits	5,220.00	
Honoraria	250.00	
Office Supplies	100.00	
Postage and Shipping	20.00	
Duplicating	200.00	
Telephone	540.00	
Instructional Expense	100.00	
Travel	30.00	
	<hr/>	\$ 41,260.00

ART DEPARTMENT - 1121

F/T Faculty Salaries	\$ 69,800.00	
P/T Faculty Salaries	6,600.00	
Fringe Benefits	10,125.00	
Student Wages	1,000.00	
Office Supplies	200.00	
Postage and Shipping	100.00	
Duplicating	200.00	
Telephone	575.00	
Instructional Expense	2,000.00	
Memberships and Dues	400.00	
Repair Instructional Equipment	200.00	
Equipment/Instructional	350.00	
	<hr/>	\$ 91,550.00

MUSIC DEPARTMENT - 1122

F/T Faculty Salary	\$ 48,800.00	
P/T Faculty Salary	3,500.00	
Fringe Benefits	8,600.00	
Office Supplies	125.00	
Postage and Shipping	40.00	
Duplicating	200.00	
Telephone	600.00	
Instructional Expense	900.00	
Repair Instructional Equipment	1,500.00	
Travel	150.00	
	<hr/>	\$ 64,415.00

BUDGET 1981-82

Instructional

THEATRE DEPARTMENT - 1123

Secretarial/Clerical	\$ 8,400.00	
Graduate Assistant	12,600.00	
F/T Faculty Salaries	90,550.00	
P/T Faculty Salaries	7,000.00	
Fringe Benefits	16,600.00	
Office Supplies	1,300.00	
Postage and Shipping	1,400.00	
Duplicating	1,200.00	
Telephone	1,200.00	
Instructional Expense	1,500.00	\$ 58,560.00
Memberships and Dues	75.00	
Repair Instructional Equipment	-0-	
Equipment Instructional	200.00	
Recruiting	100.00	
	<hr/>	\$142,125.00

RADIO KCLC/FM - 1124

F/T Faculty Salary	\$ 8,750.00	
Fringe Benefits	950.00	
Student Wages	4,000.00	
Personal Services	6,000.00	
Office Supplies	100.00	
Postage and Shipping	300.00	\$ 77,475.00
Duplicating	300.00	
Telephone	3,415.00	
Instructional Expense	20,305.00	
MBSP and Licenses	300.00	
Advertising and Promotion	500.00	
Repair Instructional Equipment	3,000.00	
Instructional Equipment	12,000.00	
Travel	1,700.00	
	<hr/>	\$ 61,620.00

BIOLOGY - 1131

Lab Technician Salary	\$ 13,520.00	
F/T Faculty Salary	72,500.00	
Fringe Benefits	12,300.00	
Office Supplies	240.00	
Postage and Shipping	30.00	
Duplicating	100.00	
Telephone	600.00	\$101,675.00
Instructional Expense	3,500.00	
Memberships and Dues	200.00	
Repair Instructional Equipment	1,000.00	
Equipment/Instructional	3,000.00	
Travel	240.00	
	<hr/>	\$107,230.00

BUDGET 1981-82

Instructional

CHEMISTRY DEPARTMENT - 1132

F/T Faculty Salary	\$ 42,075.00	
Fringe Benefits	6,300.00	
Student Wages	6,000.00	
Office Supplies	100.00	
Postage and Shipping	25.00	
Duplicating	200.00	
Telephone	360.00	
Instructional Expense	2,500.00	
Repair Instructional Equipment	1,000.00	
	<hr/>	\$ 58,560.00

MATHEMATICS - 1133

F/T Faculty Salary	\$ 65,400.00	
Fringe Benefits	9,800.00	
Student Wages	500.00	
Office Supplies	50.00	
Postage and Shipping	25.00	
Duplicating	200.00	
Telephone	600.00	
Instructional Expense	500.00	
Memberships and Dues	200.00	
Repair Instructional Equipment	200.00	
	<hr/>	\$ 77,475.00

NURSING PROGRAM - 1141

Secretarial/Clerical	\$ 5,850.00	
F/T Faculty Salary	45,000.00	
P/T Faculty Salary	27,200.00	
Fringe Benefits	15,000.00	
Office Supplies	375.00	
Postage and Shipping	55.00	
Duplicating	750.00	
Telephone	950.00	
Instructional Expense	225.00	
Accreditation Cost	2,000.00	
Memberships and Dues	1,020.00	
Nursing Test Cost	500.00	
Repair Instructional Equipment	250.00	
Equipment Instructional	1,000.00	
Travel	1,500.00	
	<hr/>	\$101,675.00

EDUCATION DEPARTMENT - 1151

Secretarial/Clerical	\$ 7,980.00	
F/T Faculty Salary	82,950.00	
P/T Faculty Salary	13,350.00	
Fringe Benefits	16,800.00	

BUDGET 1981-82

Instructional

EDUCATION DEPARTMENT (Cont.) - 1151

Student Wages	\$ 1,000.00	
Coop Teachers	2,250.00	
Office Expense	500.00	
Postage and Shipping	300.00	
Duplicating	1,200.00	
Telephone	1,075.00	
Instructional Expense	1,500.00	
Memberships and Dues	1,050.00	
Advertising	500.00	
Repair Equipment	400.00	
Travel	300.00	\$128,040.00
Special Entertainment	450.00	
		<u>\$131,605.00</u>

READING CLINIC - 1152

P/T Faculty Salary	\$ 1,160.00	
Fringe Benefits	175.00	
Postage and Shipping	80.00	
Duplicating	175.00	
Instructional Expense	2,000.00	
		<u>\$ 3,590.00</u>

EDUCATION WORKSHOPS - 1153

P/T Faculty Salary	\$ 4,800.00	
Fringe Benefits	720.00	
Service By Others	8,000.00	
Postage and Shipping	700.00	
Duplicating	500.00	
Instructional Expense	2,500.00	
Advertising	900.00	\$ 56,600.00
Special Entertainment	900.00	
		<u>\$ 19,020.00</u>

PHYSICAL EDUCATION - 1154

F/T Faculty Salary	\$ 37,500.00	
Fringe Benefits	5,060.00	
Office Supplies	75.00	
Postage and Shipping	10.00	
Duplicating	30.00	
Telephone	420.00	
Instructional Expense	1,000.00	
Memberships and Dues	75.00	
Repair Instructional Equipment	300.00	
Equipment Instructional	1,000.00	\$ 30,750.00
Travel	200.00	
		<u>\$ 45,670.00</u>

BUDGET 1981-82

Instructional

BUSINESS ADMINISTRATION - 1161 - 1165

Secretarial/Clerical	\$ 5,600.00	
F/T Faculty Salary	75,400.00	
P/T Faculty Salary	21,700.00	
Fringe Benefits	22,500.00	\$ 26,000.00
Office Supplies	200.00	
Postage and Shipping	40.00	
Duplicating	400.00	
Telephone	1,500.00	
Instructional Expense	21,200.00	
Repair Instructional Equipment	1,500.00	
	<u>128,040.00</u>	\$ 128,040.00

MBA PROGRAM - 1162

P/T Faculty Salary	\$ 32,000.00	
Fringe Benefits	3,200.00	\$ 25,720.00
Office Supplies	100.00	
Postage and Shipping	350.00	
Duplicating	300.00	
Advertising	2,000.00	
Travel	100.00	
	<u>38,050.00</u>	\$ 38,050.00

MS ADMINISTRATION (Mansion House) - 1163

P/T Faculty Salary	\$ 19,200.00	
Fringe Benefits	3,100.00	
Commission	30,000.00	\$ 71,115.00
Office Supplies	100.00	
Instructional Expense	300.00	
Advertising	3,900.00	
	<u>56,600.00</u>	\$ 56,600.00

FASHION MERCHANDISING - 1164

Secretarial/Clerical	\$ 4,500.00	
F/T Faculty Salary	25,000.00	
P/T Faculty Salary	10,000.00	
Fringe Benefits	4,000.00	\$ 24,985.00
Consulting Service	3,500.00	
Office Supplies	700.00	
Postage and Shipping	100.00	
Duplicating	200.00	
Telephone	300.00	
Instructional Expense	700.00	
Promotion and Advertising	750.00	
Travel	1,000.00	
	<u>50,750.00</u>	\$ 50,750.00

BUDGET 1981-82

Instructional

INTERNATIONAL BUSINESS PROGRAM - 1165

P/T Faculty Salary	\$ 11,000.00	
Facilities Rental	13,500.00	
Advertising and Promotion	<u>1,500.00</u>	\$ 26,000.00

MASTER TEACHER INSTITUTE - 1166

Administrative Salary	\$ 1,530.00	
Fringe Benefits	23,000.00	
Office Supplies	150.00	
Postage	100.00	
Duplicating	200.00	
Telephone	340.00	
Travel	200.00	
Entertainment	<u>200.00</u>	\$ 25,720.00

HISTORY DEPARTMENT - 1171

F/T Faculty Salary	\$ 61,650.00	
Fringe Benefits	8,450.00	
Office Supplies	200.00	
Postage and Shipping	20.00	
Duplicating	35.00	
Telephone	360.00	
Instructional Expense	200.00	
Equipment/Instructional	<u>200.00</u>	\$ 71,115.00

POLITICAL SCIENCE - 1172

F/T Faculty Salary	\$ 20,250.00	
Fringe Benefits	4,150.00	
Office Supplies	25.00	
Postage and Shipping	15.00	
Duplicating	40.00	
Telephone	300.00	
Instructional Expense	180.00	
Travel	<u>25.00</u>	\$ 24,985.00

PSYCHOLOGY DEPARTMENT - 1173

F/T Faculty Salary	\$ 37,600.00	
P/T Faculty Salary	8,000.00	
Fringe Benefits	7,070.00	
Office Supplies	200.00	
Postage and Shipping	25.00	
Duplicating	250.00	
Telephone	<u>300.00</u>	

BUDGET 1981-82

Instructional

PSYCHOLOGY DEPARTMENT (Cont.) - 1173

Instructional Expenses	\$ 750.00	
Repair Instructional Equipment	300.00	
Equipment Instructional	400.00	
Travel	100.00	
	<hr/>	\$ 54,995.00

SOCIOLOGY DEPARTMENT - 1174

F/T Faculty Salary	\$ 37,000.00	
Fringe Benefits	5,550.00	
Office Supplies	100.00	
Postage and Shipping	20.00	
Duplicating	80.00	
Telephone	600.00	
Instructional Expense	200.00	
Travel	200.00	
	<hr/>	\$ 43,750.00

BUSINESS CONFERENCE - 1181

Speaker Expense	\$ 8,500.00	
Postage and Shipping	500.00	
Printing and Duplicating	1,000.00	
Advertising	500.00	
Special Entertainment	1,200.00	
	<hr/>	\$ 11,700.00

TOTAL INSTRUCTIONAL

\$2,707,075.00

TOTAL PUBLIC SERVICE AND RESEARCH

\$308,450.00

BUDGET 1981-82

Public Service and Research

RESEARCH - 1200

Contract Research	\$ 30,000.00	
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CONFERENCES GENERAL - 1201

Administrative Salaries	\$ 23,500.00	
Secretarial/Clerical	4,650.00	
Fringe Benefits	2,550.00	
Custodial Service	148,900.00	
Student Wages	1,200.00	
Miscellaneous Expenses	2,500.00	
Office Expense	200.00	
Postage and Shipping	250.00	
Duplicating	600.00	
Telephone	250.00	
Advertising and Promotion	100.00	
	<hr/>	

\$184,700.00

FOOTBALL CARDINALS - 1202

Concession Labor	\$ 1,750.00	
Student Wages	9,000.00	
Miscellaneous Expenses	3,000.00	
Items for Resale	27,500.00	
Laundry	1,750.00	
Utilities, Electric	700.00	
Utilities, Water	50.00	
Food Service	50,000.00	
	<hr/>	

\$ 93,750.00

TOTAL PUBLIC SERVICE AND RESEARCH

\$308,450.00

BUDGET 1981-82

Academic Support

FACULTY DEVELOPMENT - 1301

Committee Expense	\$ 600.00	
Faculty Travel	9,000.00	
Faculty Workshops	<u>2,000.00</u>	
		\$ 11,600.00

LIBRARY - 1310

Secretarial/Clerical	\$ 16,300.00	
Librarians Salary	68,050.00	
Fringe Benefits	12,500.00	
Student Wages	25,000.00	
Office Expense	3,500.00	
Postage and Shipping	325.00	
Duplicating	700.00	
Telephone	240.00	
OCLC Fees and Charges	11,000.00	
Periodicals	16,700.00	
Binding	3,400.00	
MBSPS and Dues	300.00	
Equipment Repairs	450.00	
Maint. Contr. Micro.	500.00	
Books	40,000.00	
Travel	800.00	
Archives	<u>125.00</u>	
		\$199,890.00

LIBRARY PHOTOCOPIER - 1312

Maintenance Contract	\$ 1,000.00	
		\$ 1,000.00

AUDIO VISUAL SERVICE - 1314

Technician Wages	\$ 11,500.00	
Fringe Benefits	1,750.00	
Duplicating	30.00	
Telephone	180.00	
Supplies and Expense	1,750.00	
Equipment Repair and Replacement	2,200.00	
New Equipment	<u>1,345.00</u>	
		\$ 18,755.00

CAMPUS SCHOOL - 1320

Secretarial/Clerical	\$ 1,690.00	
P/T Faculty Salary	14,400.00	
Fringe Benefits	1,500.00	
Student Wages	1,000.00	
Office Supplies	150.00	
Postage and Shipping	200.00	

BUDGET 1981-82

Academic Support

CAMPUS SCHOOL (Cont.) - 1320

Duplicating	\$ 100.00	
Telephone	250.00	
Instructional Expense	3,100.00	
Advertising	150.00	
Insurance	240.00	
Repair Equipment	130.00	
Travel	75.00	
	<hr/>	\$ 22,985.00

LINDENWOOD THEATRE - 1340

Secretarial/Clerical	\$ 14,800.00	\$ 45,580.00
P/T Faculty Salary	7,200.00	
Fringe Benefits	3,400.00	
Custodial Service	1,000.00	
Personal Services	10,000.00	
Office Supplies	900.00	\$ 12,000.00
Postage and Shipping	800.00	
Duplicating	200.00	
Telephone	1,000.00	
Instructional Expense	17,600.00	
Concession Supplies	900.00	
MBSP and Royalties	4,400.00	
Advertising and Promotion	13,900.00	
Repair and Replacement	1,300.00	
Instructional Equipment	2,500.00	
Travel	3,000.00	
	<hr/>	\$ 82,900.00

YOUTH THEATRE WORKSHOP - 1342

P/T Instructors	\$ 750.00	\$ 29,365.00
Fringe Benefits	110.00	
Postage and Shipping	100.00	
Duplicating and Printing	100.00	
	<hr/>	\$ 1,060.00

TOTAL ACADEMIC SUPPORT

	400.00	\$338,190.00
	120.00	
	2,900.00	
	250.00	
	<hr/>	\$ 4,195.00

ADMISSIONS - 1420

Administrative Salary	\$104,250.00
Secretarial/Clerical	14,800.00
Fringe Benefits	18,000.00
Student Wages	2,000.00

BUDGET 1981-82

Student Services

DEAN OF STUDENTS - 1401

Administrative Salary	\$ 18,500.00	
Secretarial/Clerical	9,500.00	
Fringe Benefits	8,900.00	
Progress Development	2,500.00	
Office Supplies	400.00	
Postage and Shipping	750.00	
Duplicating	2,000.00	
Telephone	680.00	
MBSPS and Dues	150.00	
Travel	1,200.00	
Special Entertainment	1,000.00	
		\$ 239,000.00
		\$ 45,580.00

FINANCIAL AID - 1425

STUDENT ACTIVITIES - 1402.5078

Administrative Salary	\$ 18,000.00	
Student Activities	\$ 12,000.00	\$ 12,000.00
Fringe Benefits	4,200.00	
Office Supplies	2,000.00	
Postage and Shipping	800.00	
Duplicating	500.00	

HEALTH CENTER - 1404

Nurses Wages	\$ 11,750.00	
Fringe Benefits	4,900.00	
Physicians Fees	3,750.00	
Office Supplies	100.00	
Postage and Shipping	15.00	
Duplicating	50.00	\$ 50,050.00
Telephone	300.00	
Medicines and Supplies	2,500.00	
Student Insurance	5,800.00	
Equipment Repair	150.00	
Travel	50.00	
		\$ 29,365.00

STUDENT CENTER - 1406

Custodial Service	\$ 300.00	
Office Supplies	200.00	
Postage and Shipping	25.00	
Duplicating	400.00	\$ 27,640.00
Telephone	120.00	
Program Expense	2,900.00	
Custodial Supplies	250.00	
		\$ 4,195.00

ADMISSIONS - 1420

Administrative Salary	\$104,250.00	\$ 10,025.00
Secretarial/Clerical	14,800.00	
Fringe Benefits	18,000.00	
Student Wages	2,000.00	

BUDGET 1981-82

Student Services

Admissions (Cont.) - 1420

Personal Services	\$ 15,000.00	
Office Supplies	5,000.00	
Postage and Shipping	9,300.00	
Duplicating	3,200.00	
Telephone	3,900.00	
MBSPS and Dues	850.00	
Advertising and Promotion	22,000.00	
Travel - Professional Meetings	1,600.00	
Travel - Recruiting	36,800.00	
Special Entertainment	<u>2,300.00</u>	
		\$239,000.00

FINANCIAL AID - 1425

Administrative Salary	\$ 18,000.00	
Secretarial/Clerical	9,000.00	
Fringe Benefits	4,200.00	
Office Supplies	2,000.00	
Postage and Shipping	600.00	
Duplicating	500.00	
Telephone	2,500.00	
Memberships and Dues	300.00	
Publicity/Promotion	200.00	
Wachovia Services	12,000.00	
Office Equipment	<u>950.00</u>	
		\$ 50,050.00

PLACEMENT OFFICE - 1430

Administrative Salary	\$ 16,000.00	
Fringe Benefits	1,650.00	
Advising Consultant	9,000.00	
Office Supplies	140.00	
Postage and Shipping	75.00	
Duplicating	350.00	
Telephone	225.00	
Travel	150.00	
Special Entertainment	<u>50.00</u>	
		\$ 27,640.00

IDENTIFICATION CARDS - 1440

Secretarial/Clerical	\$ 3,500.00	
Fringe Benefits	525.00	
Film and Supplies	3,500.00	
Equipment Repair	<u>2,500.00</u>	
		\$ 10,025.00

BUDGET 1981-82

Student Services

REGISTRAR - 1450

Administrative Salary	\$ 25,500.00	
Secretarial/Clerical	22,900.00	
Fringe Benefits	9,400.00	
Office Supplies	1,800.00	\$ 1,950.00
Postage and Shipping	2,000.00	
Duplicating	2,500.00	
Telephone	1,200.00	
Memberships and Dues	200.00	
Office Machine Repair	240.00	
	<hr/>	\$65,740.00

VETERANS AFFAIRS - 1455

Secretarial/Clerical	\$ 7,750.00	
Fringe Benefits	1,350.00	
Office Supplies	50.00	
Postage and Shipping	30.00	
Duplicating	40.00	
Telephone	180.00	
	<hr/>	\$ 9,400.00

INTERCOLLEGIATE ATHLETICS - 1460

Coaches Salaries	\$ 17,000.00	\$512,250.00
Fringe Benefits	2,700.00	65,000.00
Office Supplies	100.00	\$457,250.00
Postage and Shipping	75.00	
Duplicating	500.00	
Telephone	300.00	
Miscellaneous Supplies	250.00	
Memberships and Dues	700.00	
Athletic Insurance	2,900.00	
Equipment Repair	100.00	
New Equipment	3,600.00	
Travel	750.00	
Recruiting Expense	800.00	
Game Expense	5,000.00	
	<hr/>	\$ 34,775.00

TOTAL STUDENT SERVICES

	\$ 11,400.00	\$527,770.00
Fringe Benefits	2,200.00	
Student Wages	150.00	
Office Supplies	600.00	
Postage and Shipping	250.00	
Duplicating	300.00	
Telephone	425.00	
Travel	1,000.00	
Special Entertainment	300.00	
	<hr/>	\$ 17,125.00

BUDGET 1981-82

General Institutional

BOARD OF DIRECTORS - 1500

Duplicating	\$ 250.00
Telephone	450.00
Special Entertainment	<u>1,250.00</u>

\$ 3,500.00
\$ 1,950.00

GENERAL INSTITUTIONAL - 1502

Executive Payroll	\$270,500.00
Fringe Benefits	44,000.00
Legal and Audit	20,000.00
Doubtful Accounts	15,000.00
Memberships and Dues	6,500.00
Advertising and Promotion	6,800.00
Insurance Expense	18,000.00
Taxes	110.00
Interest Expense	80,000.00
Collection Expense	400.00
Miscellaneous Expense	28,000.00
Travel	1,500.00
Recruiting Non-Faculty	28,500.00
Special Entertainment	6,750.00
Suggestion Awards	1,200.00
Commencement	<u>5,600.00</u>

\$17,000.00
\$119,750.00
\$532,860.00
65,000.00
\$467,860.00

CREDITS - 1503

PRESIDENT - 1504

Office Supplies	\$ 3,400.00
Postage and Shipping	1,000.00
Duplicating	2,200.00
Telephone	1,380.00
Memberships and Dues	75.00
Travel	15,000.00
Special Entertainment	<u>7,500.00</u>

\$ 74,340.00
\$ 30,555.00

DEAN OF FACULTY - 1506

Secretarial/Clerical	\$ 11,400.00
Fringe Benefits	2,200.00
Student Wages	150.00
Office Supplies	600.00
Postage and Shipping	250.00
Duplicating	800.00
Telephone	425.00
Travel	1,000.00
Special Entertainment	<u>300.00</u>

\$ 4,800.00
\$ 9,050.00
\$ 17,125.00

BUDGET 1981-82

General Institutional

EVALUATION PREPARATION - 1507

Special Entertainment	\$ 3,500.00	\$ 3,500.00
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BUSINESS OFFICE - 1508

Administrative Salary	\$ 17,000.00	
Secretarial/Clerical	64,050.00	
Fringe Benefits	9,400.00	
Office Supplies	18,000.00	
Postage and Shipping	2,000.00	\$ 57,910.00
Duplicating	2,000.00	
Telephone	1,000.00	
Equipment Rental	3,450.00	
Memberships and Dues	300.00	
Equipment Repair	200.00	
Office Equipment	1,300.00	
Travel	650.00	
Special Entertainment	400.00	
	<hr/>	\$119,750.00

COMPUTER CENTER - 1510

Administrative Salary	\$ 26,000.00	
Secretarial/Clerical	12,550.00	
Fringe Benefits	9,500.00	
Labels	1,000.00	
Paper and Supplies	5,000.00	
Postage and Shipping	50.00	
Duplicating	200.00	
Telephone	440.00	
Equipment Rentals	1,000.00	
Memberships and Dues	100.00	
Repairs Equipment	18,000.00	
Travel	500.00	
	<hr/>	\$ 74,340.00

PERSONNEL OFFICE - 1516

Administrative Salary	\$ 4,800.00	
Fringe Benefits	1,000.00	
Office Supplies	450.00	
Postage and Shipping	150.00	
Duplicating	950.00	
Telephone	200.00	
Advertising	1,200.00	\$ 58,900.00
Travel	300.00	18,000.00
	<hr/>	\$ 9,050.00

BUDGET 1981-82

General Institutional

DUPLICATING DEPARTMENT - 1522

Supervisory Salary	\$ 13,000.00	
Secretarial/Clerical	14,000.00	
Fringe Benefits	4,100.00	
Office Supplies	150.00	
Postage and Shipping	150.00	
Telephone	240.00	
Equipment Rental	3,000.00	
Paper and Supplies	18,000.00	\$ 58,680.00
Equipment Repair	5,020.00	
Travel - 1553	250.00	
		\$ 57,910.00

POST OFFICE - 1526

Supervisory Salary	\$ 36,000.00	
Secretarial/Clerical	7,800.00	
Fringe Benefits	9,000.00	
Secretarial/Clerical	\$ 18,820.00	
Fringe Benefits	2,475.00	
Student Wages	2,500.00	
Office Supplies	1,200.00	
Postage and Shipping	200.00	
Telephone	140.00	
Equipment Rental	2,450.00	
		\$ 27,785.00

SECURITY DEPARTMENT - 1527

Supervisory Salary	\$ 17,500.00	
Secretarial/Clerical	11,300.00	
Security Wages	88,000.00	
Fringe Benefits	11,000.00	\$ 37,500.00
Miscellaneous Expense	2,500.00	
Office Supplies	1,200.00	
Postage and Shipping	25.00	
Printing and Duplicating	1,500.00	
Telephone	750.00	
Automotive Expense	1,200.00	
Repair Miscellaneous	300.00	
		\$135,275.00

TELEPHONE SWITCHBOARD - 1528

Supervisory Salary	\$ 20,700.00	
Secretarial/Clerical	3,000.00	
Fringe Benefits	200.00	
Office Supplies	35,000.00	
Telephone		\$ 58,900.00
		\$ 18,000.00
		\$ 40,900.00

CREDIT

BUDGET 1981-82

General Institutional

WORD PROCESSING - 1529 - 1600

Supervisory Salary	\$ 10,500.00	
Secretarial/Clerical	24,420.00	
Fringe Benefits	7,040.00	
Office Supplies	1,200.00	
Postage and Shipping	25.00	
Telephone	500.00	
Equipment	15,000.00	
	<hr/>	\$ 58,685.00

DEVELOPMENT - 1550

Administrative Salary	\$ 36,000.00	
Secretarial/Clerical	7,800.00	
Fringe Benefits	9,000.00	
Office Supplies	2,000.00	
Postage and Shipping	600.00	
Duplicating	1,000.00	
Telephone	2,600.00	
Membership and Dues	300.00	
Travel	20,000.00	
Special Entertainment	1,000.00	
	<hr/>	\$ 80,300.00

PUBLICATIONS - 1560

Student Wages	\$ 2,000.00	
Postage and Shipping	10,500.00	
Printing and Duplicating	25,000.00	
	<hr/>	\$ 37,500.00

PUBLIC INFORMATION - 1570

Administrative Salary	\$ 6,600.00	
Office Expense	400.00	
Postage and Shipping	700.00	
Duplicating	400.00	
Telephone	300.00	
	<hr/>	\$ 8,400.00

CRIDER ANNUITY - 1580

\$ 540.00

McCLUER ANNUITY - 1581

\$ 2,050.00

BETZLER ANNUITY - 1582

\$ 460.00

TOTAL GENERAL INSTITUTIONAL

\$1,273,935.00

Custodial Service	\$ 200.00	
Miscellaneous Supplies	7,300.00	
Utilities - Water and Sewage	4,000.00	
Repairs	3,000.00	
	<hr/>	\$ 14,700.00

BUDGET 1981-82

Physical Plant

PHYSICAL PLANT GENERAL - 1600

Administrative Salaries	\$ 43,000.00	
Secretarial/Clerical	14,550.00	\$ 2,000.00
Fringe Benefits	70,000.00	
Consulting Fees	12,000.00	
Miscellaneous Supplies	36,000.00	
Office Supplies	11,700.00	
Postage and Shipping	400.00	
Duplicating	900.00	
Telephone	1,900.00	
Memberships and Dues	325.00	
Refuse Service	1,500.00	
Travel	800.00	
Special Entertainment	350.00	
Holidays	8,000.00	
Vacation	20,000.00	\$ 25,500.00
Sick Leave	8,000.00	
Credits Department Charges	- 80,000.00	
		\$218,425.00

MOTOR POOL - 1605

Custodial Service	\$ 16,500.00	
Miscellaneous Supplies	150.00	
Automotive Expense	9,000.00	
Insurance	5,000.00	
Repairs	4,000.00	
New Vehicles	13,000.00	
		\$ 47,650.00

CAMPUS - 1610

Custodial/Grounds Maintenance	\$ 65,000.00	
Student Wages	25,000.00	
Miscellaneous Supplies	4,000.00	
Utilities - Electric	4,380.00	
Equipment Repairs	4,800.00	
Insurance	9,000.00	
		\$112,180.00

PARKING LOTS - 1612

Parking Lot Repair	\$ 2,000.00	\$ 2,000.00
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SPORTS FIELDS - 1614

Custodial Service	\$ 200.00	
Miscellaneous Supplies	7,500.00	
Utilities - Water and Sewage	4,000.00	
Repairs	3,000.00	
		\$ 14,700.00

BUDGET 1981-82

Physical Plant

TENNIS COURTS - 1616

Tennis Courts Repairs	\$ 2,000.00	\$ 2,000.00
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BUTLER HALL - 1620

Custodial Service	\$ 11,500.00	
Miscellaneous Supplies	1,200.00	
Custodial Supplies	300.00	
Utilities - Electric	5,840.00	
Utilities - Gas	4,500.00	
Utilities - Water and Sewage	560.00	
Insurance	1,000.00	
Building Repairs	500.00	
Furnishings Repair	100.00	
		\$ 25,500.00

FINE ARTS BUILDING - 1622

Custodial Service	\$ 13,500.00	
Miscellaneous Supplies	150.00	
Custodial Supplies	500.00	
Utilities - Electric	10,220.00	
Utilities - Gas	12,000.00	
Utilities - Water and Sewage	1,120.00	
Insurance	1,000.00	
Building Repairs	1,000.00	
Furnishings Repair	100.00	
		\$ 39,590.00

GABLES - 1624

Custodial Service	\$ 13,500.00	
Miscellaneous Supplies	100.00	
Custodial Supplies	150.00	
Utilities - Electric	4,380.00	
Utilities - Gas	10,500.00	
Utilities - Water and Sewage	560.00	
Insurance	1,000.00	
Building Repairs	500.00	
Furnishings Repair	200.00	
		\$ 30,890.00

JELKYL THEATRE - 1626

Custodial Service	\$ 5,000.00	
Miscellaneous Supplies	100.00	
Custodial Supplies	50.00	
Utilities - Electric	1,460.00	
Utilities - Gas	1,500.00	
Building Repairs	500.00	

BUDGET 1981-82

Physical Plant

JELKYL THEATRE (Cont.) - 1626

Furnishings Repair	\$ 100.00	
		\$ 8,710.00

LIBRARY - 1628

Housekeeping - Custodial	\$ 13,500.00	
Miscellaneous Supplies	200.00	
Custodial Supplies	800.00	
Utilities - Electric	11,680.00	
Utilities - Gas	4,500.00	
Utilities - Water and Sewer	1,120.00	
Insurance	2,000.00	
Building Repairs	500.00	
Furnishings Repair	100.00	
		\$ 34,400.00

MEMORIAL ARTS BUILDING - 1632

Custodial Service	\$ 10,500.00	
Miscellaneous Supplies	300.00	
Custodial Supplies	200.00	
Utilities - Electric	4,380.00	
Utilities - Gas	4,500.00	
Utilities - Water and Sewer	560.00	
Insurance	1,000.00	
Building Repairs	1,000.00	
Furnishings Repair	100.00	
		\$ 22,540.00

ROEMER HALL - 1636

Custodial Service	\$ 28,500.00	
Miscellaneous Supplies	200.00	
Custodial Supplies	1,500.00	
Utilities - Electric	11,680.00	
Utilities - Gas	16,500.00	
Utilities - Water and Sewer	1,400.00	
Insurance	2,000.00	
Building Repairs	500.00	
Furnishings Repair	300.00	
		\$ 62,580.00

STABLES - 1638

Custodial Service	\$ 26,000.00	
Miscellaneous Supplies	100.00	
Utilities - Electric	4,000.00	
Utilities - Gas	7,500.00	
Utilities - Water and Sewer	280.00	
Insurance	1,000.00	

BUDGET 1981-82

Physical Plant

STABLES (Cont.) - 1638

Building Repairs	\$ 100.00	
Furnishings Repair	2 100.00	
	<hr/>	\$ 39,180.00

STUMBERG HALL - 1640

Custodial Service	\$ 3,500.00	
Miscellaneous Supplies	100.00	\$ 12,400.00
Custodial Supplies	100.00	
Utilities - Electric	1,460.00	
Utilities - Gas	1,500.00	
Utilities - Water and Sewer	\$ 280.00	
Insurance	500.00	
Building Repairs	6,000.00	
Furnishings Repair	100.00	
	<hr/>	\$ 13,540.00

YOUNG HALL - 1642

Custodial Service	\$ 23,500.00	
Miscellaneous Supplies	500.00	\$ 5,400.00
Custodial Supplies	500.00	
Utilities - Electric	17,520.00	
Utilities - Gas	10,500.00	
Utilities - Water and Sewer	\$ 1,400.00	
Insurance	2,000.00	
Building Repairs	1,000.00	
Furnishings Repair	2 100.00	
	<hr/>	\$ 57,020.00

WATSON LODGE - 1644

Housekeeping - Custodial	\$ 1,000.00	\$ 23,750.00
Custodial Supplies	25.00	
Telephone	500.00	\$781,260.00
Miscellaneous Supplies	500.00	
Utilities - Electric	700.00	
Utilities - Gas	300.00	
Utilities - Water and Sewer	280.00	
Insurance	500.00	
Heat Expense	1,500.00	
Building Repair	2,500.00	
Furnishings Repair	1,000.00	
	<hr/>	\$ 8,805.00

PRESIDENT'S HOUSE - 1646

Housekeeping - Custodial	\$ 2,000.00
Custodial Supplies	100.00
Telephone	600.00

BUDGET 1981-82

Physical Plant

PRESIDENT'S HOUSE (Cont.) - 1646

Miscellaneous Supplies	\$ 500.00	
Utilities - Electric	2,920.00	
Utilities - Gas	1,500.00	
Utilities - Water and Sewer	280.00	
Insurance	1,000.00	\$ 12,000.00
Building Repair	2,500.00	
Furnishing Repair	1,000.00	
	<u>1,000.00</u>	\$ 12,400.00

EASTLICK HOUSE - 1648

Housekeeping - Custodial	\$ 1,000.00	
Custodial Supplies	20.00	
Telephone	600.00	
Miscellaneous Supplies	300.00	
Utilities - Electric	700.00	
Utilities - Gas	1,500.00	
Utilities - Water and Sewer	280.00	
Insurance	500.00	
Building Repair	500.00	
	<u>500.00</u>	\$ 5,400.00

STEAM PLANT - 1660

Custodial Service	\$ 12,000.00	
Miscellaneous Supplies	2,500.00	
Custodial Supplies	50.00	
Utilities - Electric	2,920.00	
Utilities - Gas	4,500.00	
Utilities - Water and Sewer	280.00	
Insurance	500.00	
Building Repairs	1,000.00	
	<u>1,000.00</u>	\$ 23,750.00

TOTAL PHYSICAL PLANT

\$781,260.00

BUDGET 1981-82

Student Aid

UNFUNDED SCHOLARSHIPS

General Scholarships - 1700	\$ 1,000.00	
Athletic Grants - 1702	1,000.00	
NDSL Principal Match - 1706	<u>10,000.00</u>	
TOTAL STUDENT AID		\$ 12,000.00

TOTAL DEBT SERVICE

\$560,335.90

BUDGET 1981-82

Debt Service

MANDATORY TRANSFER

First National Bank St. Louis Note - 1750	7	\$286,000.00	
Installment Note - Stadium - 1751	3.92	44,170.00	
HEW Bond - Fine Arts - 1752	13.50	23,005.00	
HEW Bond - Library - 1753	50	13,580.00	
HEW Bond - Young - 1754	2	33,580.00	
First National Bank St. Charles - 1756	7	135,000.00	
Landmark North County	7.37	<u>25,000.00</u>	
Utilities - Gas	6	6,000.00	
Water and Sewer	3	3,000.00	
Insurance	1	1,000.00	
TOTAL DEBT SERVICE			\$560,335.00

BUDGET 1981-82

Auxiliaries

IRWIN HALL - 1802

Staff Salaries	\$ 7,500.00	
Fringe Benefits	3,925.00	
Custodial Services	13,500.00	
Miscellaneous Supplies	500.00	
Telephone	250.00	
Custodial Supplies	700.00	
Utilities - Electric	7,300.00	
Utilities - Gas	6,000.00	
Utilities - Water and Sewer	3,080.00	
Insurance	1,000.00	
Building Repair	2,000.00	
Furnishings Repair	<u>200.00</u>	
		\$ 45,955.00

MC CLUER HALL - 1803

Staff Salaries	\$ 7,500.00	
Fringe Benefits	3,925.00	
Custodial Services	13,500.00	
Miscellaneous Supplies	500.00	
Telephone	250.00	
Custodial Supplies	700.00	
Utilities - Electric	11,680.00	
Utilities - Gas	10,500.00	
Utilities - Water and Sewer	3,360.00	
Insurance	1,000.00	
Building Repairs	3,000.00	\$ 35,820.00
Furnishings Repair	<u>500.00</u>	
		\$ 56,415.00

SIBLEY HALL - 1804

Staff Salaries	\$ 3,750.00	
Fringe Benefits	1,900.00	
Custodial Service	3,500.00	
Miscellaneous Supplies	500.00	
Telephone	135.00	
Custodial Supplies	100.00	
Utilities - Electric	4,380.00	
Utilities - Gas	10,500.00	
Utilities - Water and Sewer	2,800.00	\$ 46,200.00
Insurance	1,000.00	
Building Repair	500.00	
Furnishings Repair	<u>500.00</u>	
		\$ 29,565.00

BUDGET 1981-82

Auxiliaries

PARKER HALL - 1805

Staff Salaries	\$ 7,500.00	
Fringe Benefits	3,925.00	
Custodial Service	13,500.00	
Miscellaneous Supplies	500.00	
Telephone	250.00	
Custodial Supplies	700.00	
Utilities - Electric	13,140.00	
Utilities - Gas	9,000.00	
Utilities - Water and Sewer	2,800.00	
Insurance	1,000.00	
Building Repairs	3,000.00	
Furnishings Repair	300.00	
	<hr/>	\$ 55,615.00

NICCOLLS HALL - 1807

Housekeeping - Custodial	\$ 13,500.00	
Miscellaneous Supplies	100.00	
Telephone	200.00	
Custodial Supplies	500.00	
Utilities - Electric	7,300.00	
Utilities - Gas	10,500.00	
Utilities - Water and Sewage	2,520.00	
Insurance	1,000.00	
Building Repair	100.00	
Furnishing Repair	100.00	
	<hr/>	\$ 35,820.00

COBBS HALL CONFERENCE CENTER - 1808

Housekeeping - Custodial	\$ 13,500.00	
Miscellaneous Supplies	700.00	
Telephone	200.00	
Custodial Supplies	900.00	
Utilities - Electric	11,680.00	
Utilities - Gas	10,500.00	
Utilities - Water and Sewer	2,520.00	
Insurance	1,000.00	
Building Repair	5,000.00	
Furnishing Repair	200.00	
	<hr/>	\$ 46,200.00

COBBS POOL - 1809

Life Guard Wages	\$ 3,000.00	
Fringe Benefits	200.00	
Custodial Supplies	100.00	
Custodial Service	400.00	
Miscellaneous Supplies	160.00	
Furnishing Repair	40.00	
	<hr/>	\$ 3,900.00

BUDGET 1981-82

Auxiliaries

DINING HALL - 1810

Administrative Salary	\$ 19,200.00
Supervisory Salary	8,000.00
Food Service Wages	130,000.00
Fringe Benefits	24,700.00
Custodial Service	3,500.00
Miscellaneous Expense and Supplies	5,000.00
Telephone	175.00
Custodial Supplies	5,000.00
Food Expense	150,000.00
Refuse Collection	900.00
Other Resale Items	6,000.00
Utilities - Electric	11,680.00
Utilities - Gas	10,500.00
Utilities - Water and Sewage	2,520.00
Insurance	1,000.00
New Equipment	100.00
Building Repairs	5,000.00
Furniture and Equipment Repair	2,000.00

\$385,275.00

BACK DOOR - 1811

Telephone	\$ 50.00
Miscellaneous	1,750.00
Custodial Supplies	200.00
Items for Resale	10,000.00

\$ 12,000.00

VENDING SERVICES - 1812

Miscellaneous Supplies & Expenses	\$ 100.00
Equipment Rental	10,300.00

\$ 10,400.00

COIN LAUNDRY SERVICE - 1813

Miscellaneous Expense	\$ 300.00
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\$ 300.00

CONCESSION STAND - 1815

Food Service Wages	\$ 5,000.00
Fringe Benefits	500.00
Custodial Service	100.00
Miscellaneous Expense and Supplies	250.00
Telephone	150.00
Equipment Rental	750.00
Custodial Supplies	200.00
Food Expense	10,000.00
Other Resale Items	500.00

BUDGET 1981-82

Auxiliaries

CONCESSION STAND (Cont.) - 1815

Rent and Overhead	\$ 15,000.00	
Building Repair	100.00	
Furniture and Equipment Repair	<u>100.00</u>	
		\$ 32,650.00

BOOK STORE - 1850

Supervisory Salary	\$ 18,000.00	
Secretarial/Clerical Wages	20,600.00	
Fringe Benefits	4,850.00	
Student Wages	5,500.00	
Miscellaneous Supplies	1,700.00	
Freight In/Out	4,500.00	
Duplicating	1,920.00	
Telephone	225.00	
Cost of Merchandise	160,000.00	
Memberships and Dues	170.00	
Advertising and Promotion	225.00	
Space Rental and OHD	14,400.00	
Miscellaneous Repairs	115.00	
Travel	<u>1,075.00</u>	
		\$233,280.00

TOTAL AUXILIARIES \$947,375.00

TO MEMBERS OF BOARD OF DIRECTORS

FROM: Lawrence Elam, Chief Financial Officer

IN RE: October 31, 1981 Financial Statement



The audit report and the revised budget were mailed to you and will be discussed at this meeting. Attached is a statement of operations compared to the revised budget for the five months through October. Also, there is a balance sheet and supporting schedules for our auxiliary operations.

The combination of a balance sheet and operating statement will allow you to track the performance during the year against the budget as well as our cash position, indebtedness and other obligations.

The use of a deferred income account (balance sheet) enables us to transfer to the operating statement each month that portion of tuition and residence hall income that is earned and match revenue with expenditures.

LE/mn

THE LINDENWOOD COLLEGES
Balance Sheet - October 31, 1981

ASSETS

Current Fund

Cash	\$ 111,580.35
Short-Term Investments	542,379.96
Receivable - State of Missouri	113,515.00
Accounts Receivable	257,467.24
Prepaid Expenses	24,415.20
Inventories	94,740.36

\$1,144,098.11

Restricted

Due From Current Funds	\$ <u>136,654.30</u>
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Loan Funds

College Loan Funds-Due From Current	\$ 4,658.11
National Direct Student Loan Funds-Loans	1,022,586.58
Less Reserve	(100,000.00)
Due From Current	92,805.00
	<u>\$1,020,049.69</u>

Endowment Funds

Investments-Securities & Cash	\$3,703,699.83
Notes Receivable and Other	28,797.44
Due From Current	79,062.91
	<u>\$3,811,560.18</u>

Annuity Funds

Investments	\$ 45,225.60
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\$ 45,225.60

Plant Funds

Land	\$ 289,706.34
Buildings	8,988,141.91
Equipment	1,444,276.30
Construction Fund - Cash	203,421.00
Construction In Progress -	569,211.92
Due From Current	77,367.08
Construction In Progress - Energy Grant	57,787.63
Due From Current - Energy Grant	117,414.37
	<u>\$11,747,326.55</u>

Agency Funds

Due From Current	\$ <u>1,818.10</u>
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\$ 1,818.10

THE LINDENWOOD COLLEGES
Balance Sheet - October 31, 1981

LIABILITIES AND FUND BALANCE

Current Fund

Notes Payable	\$1,382,250.01
Accounts Payable	157,707.46
Accrued Payroll	74,525.97
Accrued Interest Payable	135,716.35
Deferred Income	1,304,734.89
Deposits	9,133.50
Due to Other Funds	505,121.76
Fund Balance	(2,427,222.00)
Current Year Operations	<u>2,130.17</u>
	<u>\$1,144,098.11</u>

Restricted

Fund Balance	<u>\$ 136,654.30</u>
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Loan Funds

College Loan Funds - Fund Balance	\$ 4,658.11
National Direct Student Loans	1,015,391.58
	<u>\$1,020,049.69</u>

Endowment Funds

Restricted	\$1,837,344.13
Unrestricted	1,974,216.05
	<u>\$3,811,560.18</u>

Annuity Funds

McCluer Fund	\$ 29,976.54
Crider Fund	9,250.00
Betzler Fund	5,999.06
	<u>\$ 45,225.60</u>

Plant Funds

Notes Payable To Banks	\$1,316,076.81
Lease Obligations	70,425.82
Bonds Payable	852,000.00
Fund Balance	8,483,621.92
College Housing Loan Program	850,000.00
Fund Balance - Energy Grant	<u>175,202.00</u>

\$11,747,326.55

Agency Funds

Fund Balance	<u>\$ 1,818.10</u>
	<u>\$ 1,818.10</u>

THE LINDENWOOD COLLEGES
STATEMENTS OF OPERATIONS FOR THE 5 MONTHS ENDED
October 31, 1981

REVENUE

Educational and General	1981-82 <u>Budget</u>	Actual <u>to Date</u>	<u>% Realized</u>
Tuition & Fees	\$5,024,890.00	\$1,684,818.56	33.5
Private Gifts & Grants Unrestricted	178,000.00	35,062.16	19.7
Endowment Income	240,000.00	115,318.80	48.0
Sales & Service of Education Dept.	219,200.00	17,143.02	7.8
Public Service (Conferences)	448,000.00	200,759.44	44.8
Other Sources	<u>164,700.00</u>	<u>98,733.32</u>	<u>59.9</u>
Total Educational and General	\$6,274,790.00	\$2,151,835.30	34.3
<u>Auxiliary Services</u>			
Residence Halls -			
Revenue	\$ 245,000.00	\$ 74,680.50	30.5
Expenditures	<u>187,550.00</u>	<u>50,060.92</u>	<u>26.7</u>
Net Revenue	\$ 57,450.00	\$ 24,619.58	42.8
Food Service -			
Revenue	435,000.00	\$ 168,030.19	38.6
Expenditures	<u>385,275.00</u>	<u>150,115.38</u>	<u>38.9</u>
Net Revenue	\$ 49,725.00	\$ 17,914.81	36.0
Bookstore -			
Revenue	250,000.00	\$ 129,336.27	51.7
Expenditures	<u>233,280.00</u>	<u>125,411.25</u>	<u>53.7</u>
Net Revenue	\$ 16,720.00	\$ 3,925.02	23.5
Other Auxiliary Service -			
Revenue	202,800.00	\$ 66,725.60	32.9
Expenditures	<u>141,270.00</u>	<u>62,192.09</u>	<u>44.0</u>
Net Revenue	\$ 61,530.00	\$ 4,533.51	7.4
Total Auxiliary Service (Net)	\$ 185,425.00	\$ 50,992.92	27.5
TOTAL NET REVENUE	\$6,460,215.00	\$2,202,828.22	34.1

EXPENDITURES

<u>Educational and General</u>			
Instruction	\$2,707,075.00	\$ 676,094.87	25.0
Public Service (Conferences)	308,450.00	118,706.95	38.5
Academic Support	338,190.00	98,050.91	29.0
Student Services	527,770.00	224,190.58	42.5
Institutional Support	1,223,935.00	530,278.66	43.3
Oper. & Maint. of Plant	781,260.00	295,018.89	37.8
Scholarships & Awards	12,000.00	818.00	6.8
Debt Service	560,335.00	<u>257,539.19</u>	<u>45.9</u>
Total Educational and General	\$6,459,015.00	\$2,200,698.05	34.1
Excess Revenue Over Expenditures	\$ 1,200.00	\$ 2,130.17	

LINDENWOOD COLLEGES
Food Service
Operating Statement
October 31, 1981

Revenue

Board Contracts	\$ 78,940.00
Conferences	43,304.92
Staff Meals and Other	20,749.62
Cash Sales	15,194.03
Coupon Books	437.62
St. Louis Football Cardinals	<u>9,404.00</u>
Total Revenue	\$168,030.19

Expenses

Administrative Salaries	\$ 4,330.23
Supervisory Salaries	2,199.01
Food Service Wages	53,446.18
Fringe Benefits	5,249.00
Custodial Service	10,813.24
Miscellaneous Supplies	5,797.07
Office Supplies	646.14
Telephone	63.27
Custodial Supplies	2,659.11
Food	51,854.80
Refuse Collection	544.00
Other Resale Items	2,319.00
Utilities - Electric	5,493.11
Utilities - Gas	1,633.16
Utilities - Water	1,025.42
Insurance	0
Building Repairs	1,039.50
Furniture and Equipment Repairs	999.44
Equipment	<u>3.70</u>
Total Expenses	\$150,115.38

Excess Receipts over Expenses \$ 17,914.81

LINDENWOOD BOOKSTORE
Operating Statement
October 31, 1981

Sales				\$129,336.27
Less Cost of Goods Sold				<u>96,101.49</u>
Gross Profit				\$ 33,234.78
Salaries-Administrative			\$ 6,817.29	
Salaries-Clerical			11,851.98	
Fringe Benefits			1,507.47	
Student Wages			13.40	
Miscellaneous Supplies			261.58	
Postage and Shipping			2,201.59	
Duplicating			287.15	
Telephone			128.91	
Miscellaneous Repairs			3.83	
Travel			38.74	
Space Rental			6,000.00	
Advertising			<u>197.82</u>	\$ 29,309.76
Net				<u>\$ 3,925.02</u>
Office Benefits				
Medical Services				
Supplies				
Telephone				
Supplies				
Utilities-Electric				
Utilities-Gas				
Utilities-Water				
Insurance				
Mending Repairs				
Machinery Repairs				
Printing Expense				
Equipment Rental				
Printer Repairs Items				
TOTAL EXPENSES				
plus (Deficit)				

LINDENWOOD COLLEGES
Other Auxiliary Services

<u>REVENUE</u>	COBBS HALL CONF. CENTER	COBBS HALL POOL	NICCOLLS HALL STUDENT CTR.	VENDING SERVICES	CONCESSION STAND
Sales		\$ 780.55	\$ 426.50		\$33,120.97
Conferences	\$ 6,896.91				
St. Louis Football Cardinals	10,692.00				
Coin Laundry				604.29	
Vending Machines Food & Drink				2,071.88	
Vending Machines Games				522.50	
Board	<u>11,610.00</u>				
TOTAL REVENUE	\$29,198.91	\$ 780.55	\$ 426.50	\$ 3,198.67	\$33,120.97
 <u>EXPENDITURES</u>					
Staff Salaries		\$ 2,810.65		\$ 134.66	\$ 6,029.06
Fringe Benefits	273.72	186.92		8.96	160.29
Custodial Services	4,492.20	394.08			17.00
Misc. Supplies	53.46	167.49		72.18	877.82
Telephone	60.25		20.00		54.77
Custodial Supplies	373.13	89.99			116.37
Utilities-Electric	5,493.08		3,433.15		
Utilities-Gas	1,633.16		1,633.16		
Utilities-Water	1,025.44		1,025.44		
Insurance					
Building Repairs	636.47				42.48
Furnishing Repairs	5.75	9.00			
Food Expense					11,524.08
Equipment Rental				4,246.00	180.00
Rent					14,400.00
Other Resale Items					<u>511.88</u>
TOTAL EXPENSES	\$14,046.66	\$ 3,658.13	\$ 6,111.75	\$ 4,461.80	\$33,913.75
 Surplus (Deficit)	 <u>\$15,152.25</u>	 <u>(\$ 2,877.58)</u>	 <u>(\$ 5,685.25)</u>	 <u>(\$ 1,263.13)</u>	 <u>(\$ 792.78)</u>

July 9, 1981

Mr. Robert Hyland
Vice President, CBS
One Memorial Drive
St. Louis, MO 63102

Dear Bob:

We were further along in making our survey of capital needs than I realized and I was able to get it completed today.

The "Must List" is what needs to be done in the next twelve months and I should be able to show reasonable progress on it for the evaluation team which will be here in March.

The "Want List" is presented in three priority categories. Category 1 has largely been removed from the "Must List." Categories 1 and 2 we would like to have underway in the next twelve to eighteen months and Category 3 in the next twenty-four months.

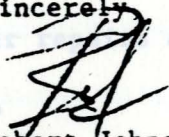
None of this incorporates our need to reduce our capital debt and, of course, we have no reserves in here for problems similar to that we have in Young Hall.

We have been notified we will receive an energy grant of about \$170,000 which will be applied to projects in Irwin, McCluer, the dining hall, and Parker, but that amount does not reduce the amounts of the "Must List" or the "Want List."

I am grateful to you for your interest. Of course, if there is any way I can be of help, I will be happy to try.

With your permission I will attach these lists along with some other matters to the minutes of the last Board meeting.

Sincerely,



Robert Johns
President

RJ:MY
Encs.

**CAPITAL
MUST LIST**

	<u>Estimate</u>	
Young Hall - roof and structural repairs	\$148,212	
Young Hall - two compressors	13,200	
Library roof	32,414.	
President's House roof	12,300	
Butler Hall roof	22,100	
Cobbs Hall roof	18,700	
McCluer Hall roof	31,000	
Irwin Hall - replastering and paint	16,600	
Irwin Hall - basement repairs	21,000	
McCluer Hall - floor repair and plumbing corrections	9,400	
General campus lighting to meet safety and security standards	24,400	
Air-conditioning and lighting in old stables	5,725	
Sprinkler system		
Niccolls Hall	12,000	
Ayres Cafeteria	12,000	
Butler Hall	11,000	
Boiler repairs and replacement	<u>26,720</u>	
TOTAL		<u>\$416,771</u>
	90,000	
	325,000	
	<u>27,400</u>	
	497,400	
	<u>\$1,694,750</u>	

**CAPITAL
WANT LIST**

	<u>Estimate</u>
<u>Category 1</u>	
Sibley Hall - rewiring and painting	\$130,000
Street repairs and road	125,000
To complete cafeteria rehabilitation	120,000
Additional athletic fields (two soccer size fields and 1 baseball field)	85,000
Tree trimming and landscaping	26,400
General painting	140,000
Broadcasting equipment	<u>31,000</u>
Total	\$657,400
<u>Category 2</u>	
Computer	320,000
Plastering and safety equipment for Butler, Ayres, and Irwin Halls	44,950
Memorial Arts Building - air-conditioning	175,000
Total	539,950
<u>Category 3</u>	
Amphitheater	55,000
Roemer Hall - rewiring	90,000
Ayres Hall - rehabilitation	325,000
Remove steel water tank (attractive nuisance)	<u>27,400</u>
Total	<u>497,400</u>
Grand total	<u><u>\$1,694,750</u></u>

IMPACT SHEET

