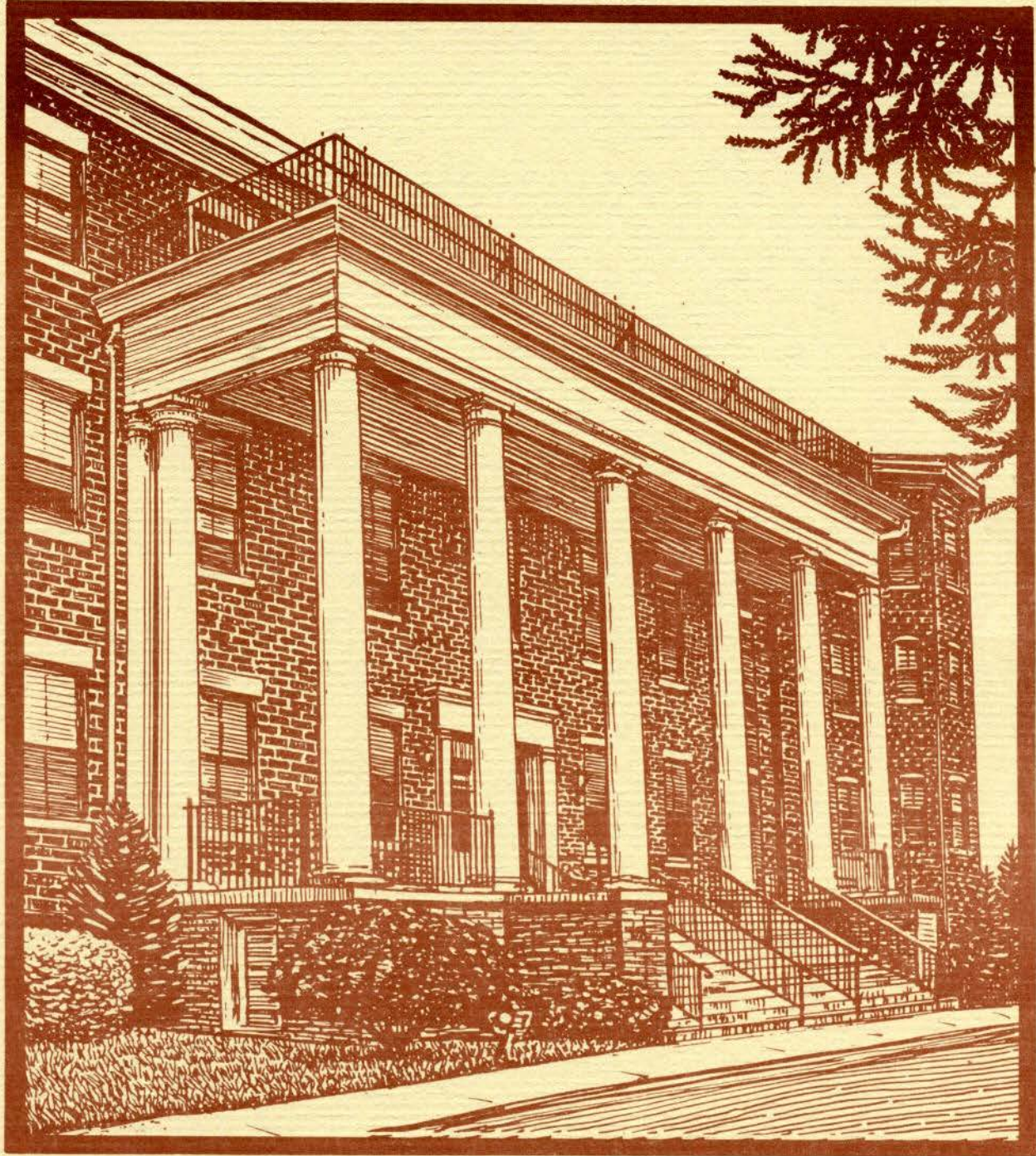


The State of the College



Lindenwood College
St. Charles, MO



FALL, 1984
VOL. 1, NO. 1

The *State of Lindenwood* is published annually by Lindenwood College, First Capitol & Kingshighway, St. Charles, MO 63301.

It is furnished without charge to supporters of the college, including alumni and friends.

Bulk-rate postage paid at St. Charles, MO (permit no. 84).

POSTMASTER:
Send address changes to:
Lindenwood College
Public Relations Office
First Capitol & Kingshighway
St. Charles, MO 63301

Editor: Randy L. Wallick
Assistant Editor: Patricia A. Burns
Graphics Designer: Mandie Jennings
Photography: Randy L. Wallick

The State of the College

- Founded 1827—second oldest college west of the Mississippi and one of the oldest institutions in the United States
- 56 full-time faculty members; 102 part-time faculty members
- Approximately 1,800 full and part-time students
- 140-acre campus in St. Charles and off-campus facilities in downtown St. Louis, in Clayton, Ballwin and near Westport Plaza in St. Louis County, and in Wentzville in St. Charles County
- Nearly 13,000 alumni
- Offering nearly 60 associate, undergraduate and graduate-degree programs



COVER: Lindenwood College's historic Sibley Hall is the subject for artwork furnished by Motivational Concepts of 10755 Page Blvd., St. Louis. Standing as the focal point in the history and tradition of the college, Sibley Hall was erected in 1857 and is listed in the National Register of Historic Places.



Lindenwood College

Fall, 1984.

Dear Friends of Lindenwood:

As I near the close of my second year as President of Lindenwood College, I note with a good deal of pleasure many exciting and dramatic changes taking place in our institution. In order to share with the college's friends the substance of these changes, we are publishing this first annual issue of the State of Lindenwood.

I am enthusiastic about our recent achievements and excited about the challenges we have yet to face. I have met with many faculty members, students, staff and alumni in the short time I have been at Lindenwood, and can state unequivocally that these people are the backbone of this institution.

It is encouraging to note the strong leadership and support being given to Lindenwood's constituency by our able and dedicated Board of Directors. In addition, the advice and counsel of our outstanding Board of Overseers is proving to be of considerable assistance.

As Lindenwood moves ahead in its Renaissance Campaign, we need your continuing interest and support. Our future looks bright and each of you is contributing to our growing success.

It is an honor to be associated with you, and I pledge my every effort to continuing Lindenwood's fine traditions and enhancing its academic distinction and leadership.

Sincerely,

The President's Message

In this first annual report since I became president of Lindenwood College in January of 1983, I want to share with the college's constituency what has happened this past year and something of our hopes and aspirations for Lindenwood's future.

There is security in building on the solid foundation laid by giants from Lindenwood's past. The Sibley's, the Butlers, the Roemers, the McCluers—and a host of dedicated alumni and conscientious board members have made possible the college we have today. To secure their legacy for now and the future, in the spring of 1983 a Long-Range Planning Committee of 16 was appointed by our board chairman, Robert Hyland. Composed of students, faculty, staff, board members, alumni and St. Charles area friends of the college, the committee worked hard for several months. Its final report was adopted unanimously by the Lindenwood College Board of Directors on May 24, 1983. The committee's recommendations included the following significant items:

- Replacement of "The Lindenwood Colleges" with the college's historic name, "Lindenwood College."
- Adoption of a new mission statement that clearly reflects the college's appreciation of its roots in the Presbyterian Church and its commitment to the values inherent in the Judeo-Christian tradition. The mission statement also reaffirms the college's commitment to providing a value-oriented liberal arts education that encourages work and internship experiences for students.
- Endorsement of a strengthened work-service and internship program.
- Commitment to rebuilding our residential population to our residential hall capacity of about 500 as quickly as possible.
- Continuation of solid educational opportunities for the adult student, graduate and undergraduate, on and off-campus.
- Determination to achieve financial security by cutting expenditures and increasing gift income for the operational budget and capital funds.

I am pleased to report we are on schedule in addressing each of these items. In some areas the progress is slower than we had hoped. Overall, we are gratified by the positive response of so many when there is so much to be accomplished. Specifically:

- The college, in all of its varied programs on and off-campus, is emphasizing the best of the liberal arts tradition. An Academic Administrative Council has been formed to provide better coordination for our academic program. One of our veteran professors, Dr. James Hood, has been designated as our Acting Dean of Faculty and Dr. Arlene Taich has been named Dean of the Evening College/LCIE and is giving leadership to the unification of all adult programs, on and off-campus. The Babcock Center for the Study of Modern Business has a new head in Dr. Arthur Prell, and he is inspiring a new sense of confidence in our growing business offerings and services to the greater St. Louis area business community. A com-

"Our entire college community is becoming more cognizant of the expanded mission Lindenwood College has assumed."



puter science major has been instituted and both new equipment and new personnel obtained for that vital academic area. Mass communications and performing arts, traditionally strong areas in our academic program, continue to be the focus of considerable resources and effort. Our campus radio station, KCLC-FM, has been approved for an increase in power from 1,500 watts to 25,128 watts. Once the \$100,000 necessary to facilitate this increased power is obtained, both the college and our academic program in mass communications will be enhanced greatly.

- The college is recapturing, with a truly ecumenical flavor, its religious heritage and incorporating increasingly in its community life, curriculum offerings, and public expressions evidences that it seeks the blessings and guidance of God in all its endeavors. Lindenwood and the Mid-American Synod of the Presbyterian Church have entered into a non-legal covenantal relationship that affirms our fraternal ties with a religious group that has been significant in our history. Through our Department of Performing Arts, we have established a Sacred Music Institute to provide professional music training for local church organists and choir directors.
- The college is making it more than a slogan that small classes and highly individualized personal attention is provided by each faculty member for each student.
- The college is rebuilding its residential population. We intend to reach our residential capacity of 500 by 1989. We consider it vital that the students who compose our residential population be academically sound and desirous of living in a college residential community that has the kind of traditions and values that have long characterized Lindenwood.
- Our entire college community is becoming more cognizant of the expanded mission the college has assumed for itself in the past 15 years. We are now coed—40% of our students are male. We are largely a student body of adults—75% of our students are 25 years of age or older. We are a major graduate degree-granting institution—25% of our students are seeking a master's degree. We are offering classes in locations off our campus—approximately one-third of our classes meet off campus. We are de-

Continued on Page 20

Academic Program Thrives

by JAMES F. HOOD, PhD
Acting Dean of Faculty

The academic program at Lindenwood College is alive, well, and living in St. Charles, St. Louis, Wentzville, Clayton, and Ballwin. For a small institution, Lindenwood has a remarkably varied academic life.

We are beginning this academic year with 56 full-time faculty and a large corps of adjunct instructors, most of whom have been with the college for several years. We are preeminently a teaching institution offering programs in the liberal arts. We have 22 majors available to our students in the traditional program, both day and evening. More than 81% of our total undergraduate enrollment is concentrated in this traditional area.

Perhaps the most important thing to notice in the past year was the visit of the North Central Association Evaluation Team. It examined our entire institution—its program, its facilities, its finances, its faculty, and its students.

We always have received good reports on our academic programs and students and faculty. This time, the dramatic progress made in achieving financial stability and continuity was such that Lindenwood received its accreditation for an indefinite period of time. We are pleased that our own sense of progress has been confirmed by this evaluation team. We now must continue to work for further progress in academic excellence.

TRADITIONAL ACADEMIC PROGRAM

Lindenwood offers majors that are discipline-based, such as English or psychology, and some that are interdisciplinary, such as international studies. There are nine majors available in the Humanities Division, eight in the Social Sciences and five in the Natural Sciences and Mathematics.

Of our undergraduate students, 20.7% are currently majoring in the Humanities Division, 72.6% are in Social Sciences (mostly in business administration) and .04% in Science and Mathematics.

This distribution is more uneven than we want it to be. We have excellent facilities and outstanding faculty in Science and Mathematics, and it will be one of our prime objectives in the coming year to recruit and retain talented students in science and mathematics areas. Since our traditional enrollments are strengthening, particularly in full-time, on-campus students, this imbalance will be partially corrected in any case.

We are, for a small institution, remarkably diverse in our student body. Last fall, we enrolled 1,898 students, of whom 1,223 were undergraduates, and 615 were graduate students.

Lindenwood is, preeminently, a regional institution. The overwhelming number of our students come from an 85 mile radius of the campus. It is our hope that in the coming few years, Lindenwood once again can diversify the areas from which its full-time students come. Efforts will be made to attract students from the middle western states where we traditionally have been strong.

The full-time faculty is well-equipped for its teaching role. In the past academic year, 52% held terminal degrees in their areas of specialty (Ph.D., Ed.D., M.F.A.), while another 41% held master's degrees. At least six of our faculty who do not hold terminal degrees are engaged in active graduate study.



"Lindenwood is proud of its past, confident in its present quality and positive of its future."

NEW FACULTY IN 1984-85

Four new faculty members joined the full-time faculty this fall.

John Dooley, assistant professor of computer science. Our first full-time computer scientist, Dooley has an undergraduate degree in mathematics from Lindenwood, an MEE from Rice University in Houston, and an MS in Computer and Informational Sciences from Syracuse University. He has completed all the coursework for the PhD and passed his qualifying examination. Dooley will enhance our growing new Computer Science major within the Mathematics Department, and he offers a real opportunity to build a bridge to the Business Department in Management Informational Systems. He joins the Lindenwood faculty after several years in industry.

Kazimiera Ezvan, assistant professor of business administration, whose specialty is data processing. Ezvan has a MS in Information Systems from the Technical University at Wroclaw, Poland, and a PhD in Higher Education from Southern Illinois at Carbondale. She is our first full-time faculty member in data processing. We have offered coursework in data processing for several years with a devoted group of adjunct instructors, but she will be able to bring continuity and direction to that area of business.

Arthur Prell, PhD, professor of business administration, comes to Lindenwood from Southern Illinois University-Edwardsville (SIU-E) where he was professor of marketing. He assumes the chairmanship of the Department of Business Administration after a distinguished career as a teacher and an administrator at SIU-E, California State College at Long Beach, Washington University, University of New Hampshire, and the University of Minnesota. Business is by far the largest department on the campus for majors, and we welcome his direction of this program.

Mr. Bruce Longworth, assistant professor of theatre. Bruce comes to us from New York City and is responsible to the classes in acting and directing in our growing Theatre Arts program.

PLANS FOR THE YEAR

Lindenwood is embarking on a study of its general-education requirements in preparation for a new catalog. Periodically, we review our offerings and our requirements. A faculty committee will begin work on this project immediately.

Continued on Page 14

A Leader in Adult Education

by ARLENE TAICH, PhD
Dean, Evening College & LCIE

According to a recently-released nationwide poll of public attitudes, one-quarter of all adult Americans intend to complete schooling beyond high school within the next two years.

More than 58 million adults are currently enrolled in formal learning activities. Sophisticated business executives contend they will have to retrain their employees every four to five years, and US companies invest more than \$30 billion annually on the education and development of their workforce.

We are in the midst of a burgeoning education industry, fueled by the needs of both the individual and of the corporation. Lindenwood College began serving these needs in 1972 with the inception of the Evening College, a part-time evening baccalaureate program designed for adults who were unable to participate in a conventional day time program.

Shortly thereafter, a Master of Business Administration (MBA) program was offered in the Evening College format to fulfill the personnel education requirements of our corporate constituencies in the St. Louis metropolitan area.

Then, in 1975, Lindenwood took a daring step into innovative educational leadership with the creation of the Lindenwood College for Individualized Education (LCIE).

In the last decade, we have refined and expanded our adult oriented studies to include several baccalaureate and master level graduate programs. We provide service on a year-round basis from several sites beyond the campus including Clayton, St. Louis-Mansion House, West St. Louis County-Westport, Manchester and St. Charles County-Wentzville.

In addition, we are involved in educational partnerships which include on-site classes at the new General Motors Assembly Division plant and a Bussman, Inc., with Care & Counseling Pastoral Counselor Training Center and with Edgewood Center for the treatment of chemical dependency.

Many of the alumni of our adult division programs represent Lindenwood in significant positions of community and corporate leadership. Several have continued their studies at the doctoral level at other institutions including Harvard. A number of graduates so enjoyed their studies at Lindenwood that they have returned to us for advanced and additional study.

Throughout its venture of providing education to adult learners, Lindenwood has remained faithful to its general mission to provide exciting and high-caliber degree programs regardless of the student's age or station in life.

As a tribute to our commitment to excellence in adult education, many local and national businesses and professional associations seek our services.

In addition, after our most recent accreditation review, LCIE was heralded by the North Central Association as a national model for programs of its kind.

By every developmental barometer and academic yardstick, Lindenwood College is a national leader in programs for lifelong learning, and our reputation grows in stature and strength each year.

"Lindenwood has remained faithful to its general mission to provide exciting and high-caliber degree programs."



A limited number of copies of this booklet are available from the Lindenwood College Public Relations Office, 6 Roemer Hall, Lindenwood College, St. Charles, MO.

We invite your comments and/or suggestions concerning this publication and hope that you will continue to contribute your ideas and support.

Lindenwood Operations

by JERRY RUFKAHR
Vice President, Administration

INTRODUCTION

Last April President James I. Spainhower reorganized the President's Council with the addition of the Director of Conferences and Administration, an expanded position vacated by the Director of Conferences. At the board of directors meeting in May, the title of the position was changed to Vice-President of Administration. With this reorganization, the Conferences Office, stadium, physical plant, auxiliary services, security, and capital improvements became the responsibility of the vice-president.

Since that first day of April, many changes have taken place in the various departments ranging from reorganization of personnel within departments to new aggregate concrete sidewalks in the front of Roemer Hall. Obviously, with change comes surprise, amazement, happiness and sometimes frustrations. Each change, however small, has been made with the intention of improving the operations of the college.

Even though each department has incurred serious reductions in staff, the future looks promising. Increased student population in the residence halls, alumni and corporate gifts on the rise and physical improvements are all signs of a renewed spirit of the college. It is within this encouraged atmosphere that each of these departments now function.

PHYSICAL PLANT

The Physical Plant includes the housekeeping department, motor pool, steam plant and 155 acres of campus, of which 75 acres constitutes the campus "proper," and is headed by Wayne Daugherty. In recent years, the size of the physical plant staff has been reduced by more than half, to its current level of 38 employees. Substantial personnel changes have taken place over the past six months and now we feel we can move forward to the tasks ahead.

Even though working with a much reduced work force, the Physical Plant must tackle each problem confronted on a daily basis. Numerous requests are processed daily and tasks completed on a priority basis as soon as possible. A student housing committee was formed this past school year to help resolve any residence hall difficulties and seems to be working smoothly. Staff and faculty problems are handled through inter-departmental orders. Cooperation among all departments is essential in order to complete the necessary maintenance problems.

STADIUM

Lindenwood is proud of its Astro-turf stadium built in 1977. It provides the setting for many athletic events including the men's and women's soccer games.

The artificial turf at Lindenwood gets a lot of use throughout the football season from area high schools. The field is also used for several marching band performances throughout the year.

The stadium includes a press box, public address system, scoreboard, concession stand and a seating capacity of 5,000. Rental of the stadium for fiscal year 83-84 exceeded \$13,000.

"Each change to Lindenwood has been made with the intention of improving the college's operations."



CONFERENCES

Lindenwood utilizes its beautiful campus for meetings and conferences. More than 15 old and new buildings are actively used throughout the year.

Several of our dormitories have been converted into year-round housing for our conference participants. Each dorm provides a lounge area for informal gatherings. The majority of our accommodations are double-room suites with connecting baths. The Lindenwood Lodge has been renovated recently and consists of new furnishings with private baths.

Lindenwood is able to accommodate meeting groups from 5 to 400 in size. The campus has a variety of meeting rooms, classrooms and lounges which can be arranged in theatre or conference style.

Lindenwood's convenient location which is approximately 10 miles west of Lambert-St. Louis International Airport and just off I-70 in St. Charles attracts conference groups from all over the United States. Total income for fiscal year 1983-84 exceeded \$270,000.

CAPITAL IMPROVEMENTS

During the past fiscal year, the college completed its Master Plan, a 10-year program designed at formulating and carrying-out building improvements related to on-going maintenance problems, building functions and finally expansion.

The plan is the major thrust of the Renaissance Campaign to raise \$10 million by 1987 to initiate and complete the renovation of all campus buildings and future construction of a field house and additional residence hall.

The Master Plan, designed by P. John Hoener & Associates, a St. Louis-based architectural firm, was unanimously approved at the May Board of Director's meeting.

Immediate needs of the college include renovation projects for all buildings. Within two years, it is anticipated that our residence hall population will increase significantly and will require the re-opening of Sibley Hall as a dormitory. The college has submitted an application for a housing loan of \$2.25 million for the improvement of its residence halls and Ayres Cafeteria. Also, it plans to submit an application for energy conservation later this year to upgrade the current steam system.

Continued on Page 16

Alumni Activities

by ESTHER FENNING
Coordinator, Alumni Activities

The future looks bright for Lindenwood alumni relations! A new optimism on the part of the college's alumni has resulted in increasing alumni involvement both in the areas of volunteerism and monetary response.

Although work needs to be done in the future in areas of alumni student recruitment, volunteerism and fundraising, Lindenwood alumni have demonstrated their approval of the college in many areas.

Alumni are becoming more involved with alumni clubs. Currently, there are four active Lindenwood alumni clubs in St. Louis, St. Charles, Kansas City, and southern California. Little Rock alumni are in the process of starting a group as is the Lindenwood College for Individualized Education.

Club activities during the past year include a fashion show and fundraising luncheon sponsored by the St. Louis Club. The event grossed \$1,000 in scholarship money for two St. Louis area freshmen. This year's fashion show and luncheon is scheduled for March 9 at Schneithorst's Hofamberg Restaurant in Clayton.

The St. Charles Club also raised \$1,000 in scholarship money last year with its "Mrs. Sibley's Attic Sale," a tailgate, antique and craft show held on the Lindenwood campus April 28. The club plans its second attic sale for June 8, 1985, on campus.

The Kansas City Club held two fundraising projects last year—a garage sale and a proxy tea party. It contributed \$1,500 in scholarship money which was awarded to two Kansas City area students.

The Southern California Club meets on a regular basis, also sending scholarship money annually.

The change in alumni attitude toward Lindenwood is largely due to the efforts on the part of President James I. Spainhower to meet and consult personally with alumni. In the last year the president has traveled to Kansas City; Springfield, MO; Sikeston, MO; Denver; Boulder; Memphis; Little Rock; and Cape Girardeau, Fulton, and Jefferson City, MO.

He has talked with alumni about their years at Lindenwood, brought them up to date on the college as it is now and encouraged their ideas as to how the college can improve. He has attended local and Kansas City alumni club functions regularly as well as meetings of the Alumni Council. His door has been open to visiting alumni at all times and he and his wife, Joanne, have entertained visiting alumni in their home on countless occasions.

Spainhower encouraged the organization of local alumni club members into a volunteer force to conduct a "fence-mending" phone-a-thon to St. Charles and St. Louis alumni in September 1983. More than 2,500 local alumni were called in a one-week period. Records were updated, and many alienated alumni were inspired to become a part of Lindenwood once again.

Although there is an enthusiastic trend among alumni, Lindenwood needs an even stronger volunteer commitment. The college needs more volunteers to help with phone-a-thon and other fundraising projects, to participate in club events, reunions and college activities.



"Lindenwood needs its alumni to insure that its future will be as rich as its past."

Lindenwood especially needs alumni participation for student recruitment. Alumni are enthused and knowledgeable about Lindenwood. They make excellent representatives at college fairs, high schools, and alumni gatherings in their geographical areas.

Those who have attended Lindenwood have proven an invaluable help to students, faculty and the administration. Lindenwood needs its alumni to insure that its future will be as rich as her past.

Alumni have responded positively to fund-raising efforts by increasing their percentage of annual giving from four percent to 25 percent in 1984. St. Charles and St. Louis alumni provided 50 percent of the manpower of the recent phone-a-thon. Telephone contact was made with nearly 6,000 Lindenwood alumni across the country. Alumni records were updated, class notes were collected for the *Linden Word* and most importantly, alumni responded by pledging more than \$140,000 to the Renaissance Campaign.

The Lindenwood Alumni Association hosted and funded a reception for graduates and their families after baccalaureate. It funded the first mailing of new alumni clubs and assisted the Alumni Office in planning and financing the annual fall reunion.

The 1984 Alumni Reunion was a success with twice as many alumni attending the annual meeting and luncheon than in any previous year since the sesquicentennial in 1977.

The Alumni Association also honored Gerald Gayer of Cupertino, CA, by presenting him with its annual Alumni Merit Award for 1984. The award was presented at commencement to Gayer for his contributions to the college, particularly in student recruitment efforts.

Public Relations Expansion

by RANDY L. WALLICK
Director, Public Relations

Lindenwood College's public relations programs have been revamped and expanded recently to reflect and amplify the college's new direction as part of its Renaissance Campaign.

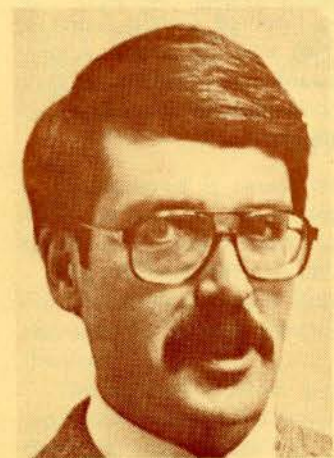
Through leadership of President James I. Spainhower and the college's board of directors, public relations has been recognized as a priority and an integral part of total institutional operations, particularly in areas of admissions, alumni affairs, fund raising and development.

Coupled with this recognition, the public relations budget for programs and services has been expanded from \$5,000 three years ago to nearly \$100,000 today, excluding salaries.

To coincide with expanded operations of the college's Public Relations Office, Patricia A. Burns, a 1984 graduate of St. Louis University with a degree in communication, joined the college as a public relations assistant this fall. Her association with Lindenwood has transformed the Public Relations Office from a one-person operation to a two-member staff.

Highlights of Lindenwood's expanded public relations activities include:

- Introduction of the *Linden Word*, a quarterly tabloid disseminated to nearly 28,000 alumni, business and civic leaders, corporations and foundations, area residents and supporters of the college.
- Continued publication of "Communique," the college's weekly newsletter distributed to staff and faculty members and, for the first time this fall, to all students.
- Creation of the Lindenwood Awareness Campaign, a three-year public relations project to coincide with the Renaissance Campaign. Encompassing development, marketing, advertising and public relations, the campaign is designed to strengthen the college's profile among various constituencies.
- Design and implementation of the new college logo as part of the Renaissance Campaign and its theme, "Lindenwood College—Providing Renaissance Leadership for Today."
- Introduction of "The Lindenwood Report," a monthly newsletter written by President James I. Spainhower that addresses higher education concerns and Lindenwood's commitment to a quality, liberal arts program. The newsletter is sent to more than 1,000 educational leaders, corporate executives and community officials.



"Lindenwood College's public relations programs have been expanded to reflect the college's new direction."

- Implementation with the Admissions Office of a coordinated, long-range advertising program utilizing extensive radio and print campaigns. Initial results of this campaign show that admissions referrals have increased 400 percent this year.
- Expanded media relations to honor recipients and promote Lindenwood's awarding of nearly \$600,000 in academic, athletic and leadership scholarships this year.
- Co-sponsoring joint promotions to strengthen the college's community profiles, such as the award of two LCIE scholarships to public television station KETC-TV in March, and two John Auble communications scholarships with KYKY-FM Radio and three Eagle Spirit Computers with ComputerLand of St. Louis to students this fall.
- Creation with the Admissions and Alumni Affairs offices of the fall Collegefest, an event coinciding with St. Charles' annual Oktoberfest which featured a variety of events and activities to acquaint visitors and college-bound students with the campus and to provide information about the benefits of a Lindenwood education.
- Increased utilization of Lindenwood's community radio station, KCLC for public relations and marketing of college services, programs, educational offerings and events.
- Creation of an internship program in the Public Relations Office to provide training to communications majors as reflected in the college's mission statement.
- And, the publication of this magazine as a means of increasing communication between the institution and nearly 5,000 contributors who have pledged their support to the college.

All of these activities are designed to establish Lindenwood's profile as an educational leader. Secondary goals are to increase all segments of enrollment, to increase media relations, to foster academic development and campus expansion, to increase fund raising, to accent Lindenwood's academic tradition and its innovative educational mission for today and the future and, quite simply, to make Lindenwood College "a household word."

Other proposed public relations pursuits include increased frequency of the *Linden Word*; the creation of a speaker's bureau as a free service community for business, education and civic groups; increased advertising in print and broadcast media; the underwriting or sponsorship of community affairs or sports broadcasting on radio; and the annual publication of those people and firms who have contributed to the Renaissance Campaign.

The Lindenwood Awareness Campaign and current public relations programs and services are the most ambitious and far-reaching endeavors in the college's 157-year history. They are the catalysts for coordination among various departments and programs, particularly in admissions, alumni affairs and development.

Further information as well as questions, comments or suggestions on any or all aspects of Lindenwood College's public relations should be directed to the Public Relations Office, 6 Roemer Hall, Lindenwood College, St. Charles, MO 63301.

Lindenwood Development

by EDWARD D. WATKINS
Vice President, Institutional Development

In January, 1982, Lindenwood announced an 18-month fund drive to raise \$700,000 in annual giving. The success of this drive was essential because the college was faced with a critical financial need. Budget cuts were made to help solve the problem, but a point was reached where further cuts would have impeded Lindenwood's ability to fulfill its mission.

Problems associated with the completion of this ambitious goal hinged upon the fact the college never had a successful annual fund drive in its history and it had averaged only \$162,000 per year in annual giving during the 10-year period from 1972-82.

In July 1984, Lindenwood announced the completion of the 18-month drive with a total of more than \$700,000 in annual giving, more than \$100,000 in pledges and more than \$200,000 in estate gifts. This figure puts Lindenwood over the \$1 million mark and concluded the college's first successful fund drive in its history.

A REVIEW - DEVELOPMENT HISTORY

Lindenwood was able to build what many referred to in the 1930s and 1940s as the "Wellesley of the West" primarily through the generosity of Col. James and Margaret Butler. The gifts from the Butler family totaled nearly \$4 million which is the equivalent of more than \$25 million in today's economy. During the Butlers' lifetime, they contributed to Ayres Hall and built Butler and Niccolls halls. The following buildings were constructed with funds from the interest from the Butler estate: Roemer, Irwin, Gables, Eastlick, the Library and, with Roemer's help, the Memorial Arts Building.

In the 1950s and 1960s, the following buildings were constructed with help from the Butler estate: Cobbs, McCluer, Young, Parker and the Fine Arts Building. There have been other major gifts to the college, but nothing to resemble the magnitude of the Butler inheritance.

The other major benefactor of Lindenwood was the enrollment. Under the inspired leadership of Dr. John Roemer, Lindenwood developed outstanding educational programs in the 1920s. This resulted in the college receiving national recognition for its academic excellence.

The enrollment increased from less than 50 students in 1898 to nearly 500 by World War II to more than 800 full-time traditional students by the mid-1960s. The erosion of this population beginning in the last 1960s accounts for some of Lindenwood's financial difficulties despite the fact that overall enrollment has increased to about 1,800.

1983: THE RENAISSANCE BEGINS

In January, 1983, new President James I. Spainhower began Lindenwood's Renaissance by assembling representatives from all the college's constituencies for the purpose of developing a new mission statement. The president stressed that money could not be raised until the college had developed clear reasons for giving.

As was true in the original Renaissance, Lindenwood's

"Today, we must all envision ourselves as responsible for being the modern day patrons of the Lindenwood Renaissance."



leadership returned to its strong roots by emphasizing the following traditions:

- **Academic Excellence:** The college tightened its academic standards, upgraded its curriculum requirements, introduced new academic scholarships, and in 1983 raised the ACT scores of the freshman class by three complete points.
- **Traditional Values:** The college established ties with the Synods of Mid-America of the Presbyterian Church by entering into a covenantal agreement. In 1983, almost 25% of the residential students were involved in the Student Religious Life Organization. This fall, the college announced plans to share a chaplain with the St. Charles Presbyterian Church for the first time since the 1960s.
- **Work Service:** In the spring of 1983, a comprehensive Work Service program began under the leadership of the National Career Productivity Institute which is housed at Lindenwood. In 1983 and 1984, more than two-thirds of the traditional student population participated in work service assignments. Lindenwood has always been a leader in the career life planning field, particularly during the tenure of Mary Lichliter.

The college's mission served as the "rebirth" or "renaissance" of what John Roemer referred to in the 1920s as the "new Lindenwood."

RENAISSANCE: INSTITUTIONAL FOUNDATION

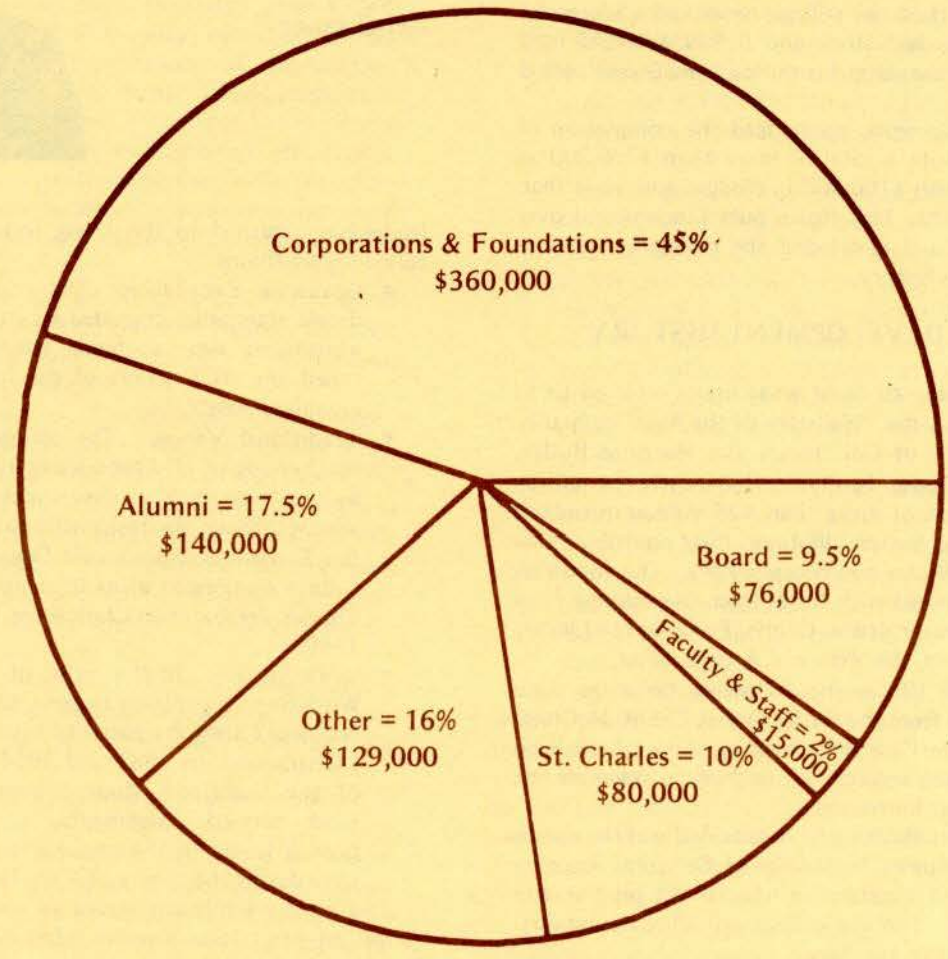
To return the college to a firm foundation, the following steps were taken in 1983-84:

- **Residential College:** In 1983, the college had its largest residential student population since 1976 and the largest total numbers since the early 1960s.
- **Financial Status:** Since Spainhower's arrival, the college has operated with a balanced budget for two successful fiscal years. These were the first balanced budgets in more than 15 years.
- **Academic Preparation:** In 1984, Lindenwood received a follow-up visit from the North Central accreditation team to study the school's financial status. The team

Continued on Page 14

College Renaissance

\$800,000 Goal for 1984-85



Faculty and Staff	\$ 15,000
Board of Directors and Board of Overseers	76,000
St. Charles	80,000
Alumni	140,000
Corporations and Foundations	360,000
Other	129,000

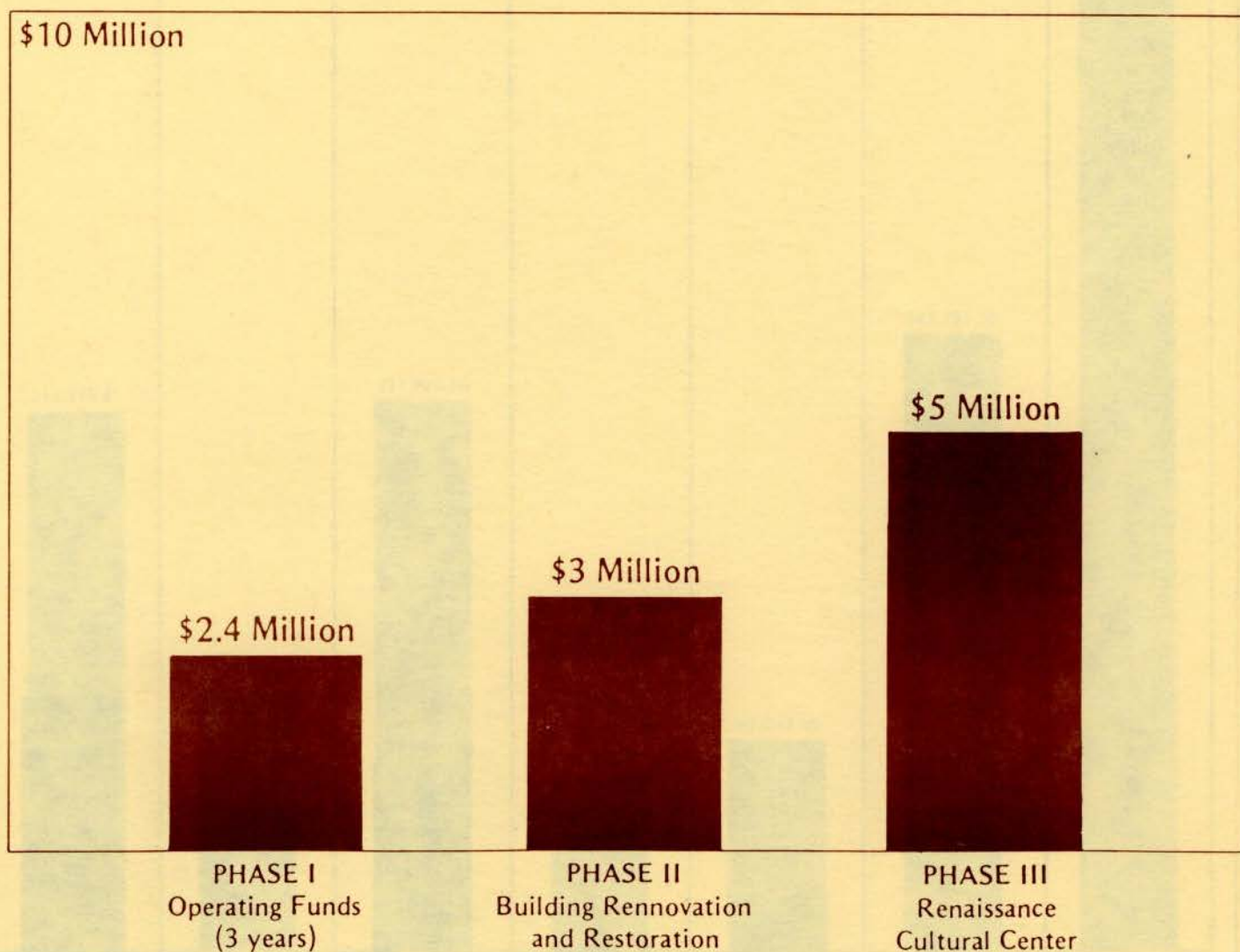
College Renaissance

The \$10 Million Plan

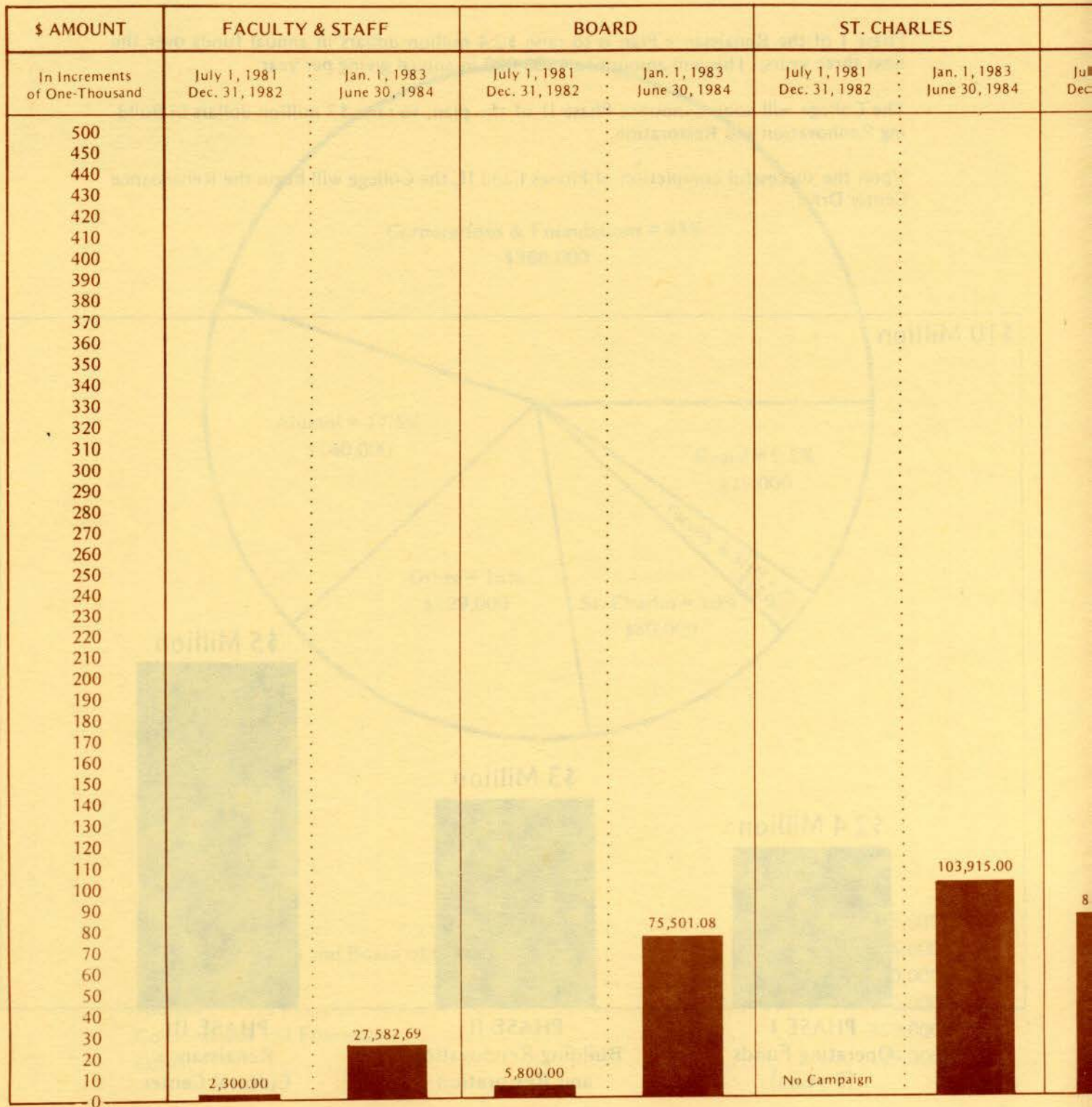
Phase I of the Renaissance Plan is to raise \$2.4 million dollars in annual funds over the next three years. This will amount to \$800,000 in annual giving per year.

The College will soon announce Phase II of the plan, to raise \$3 million dollars in Building Renovation and Restoration.

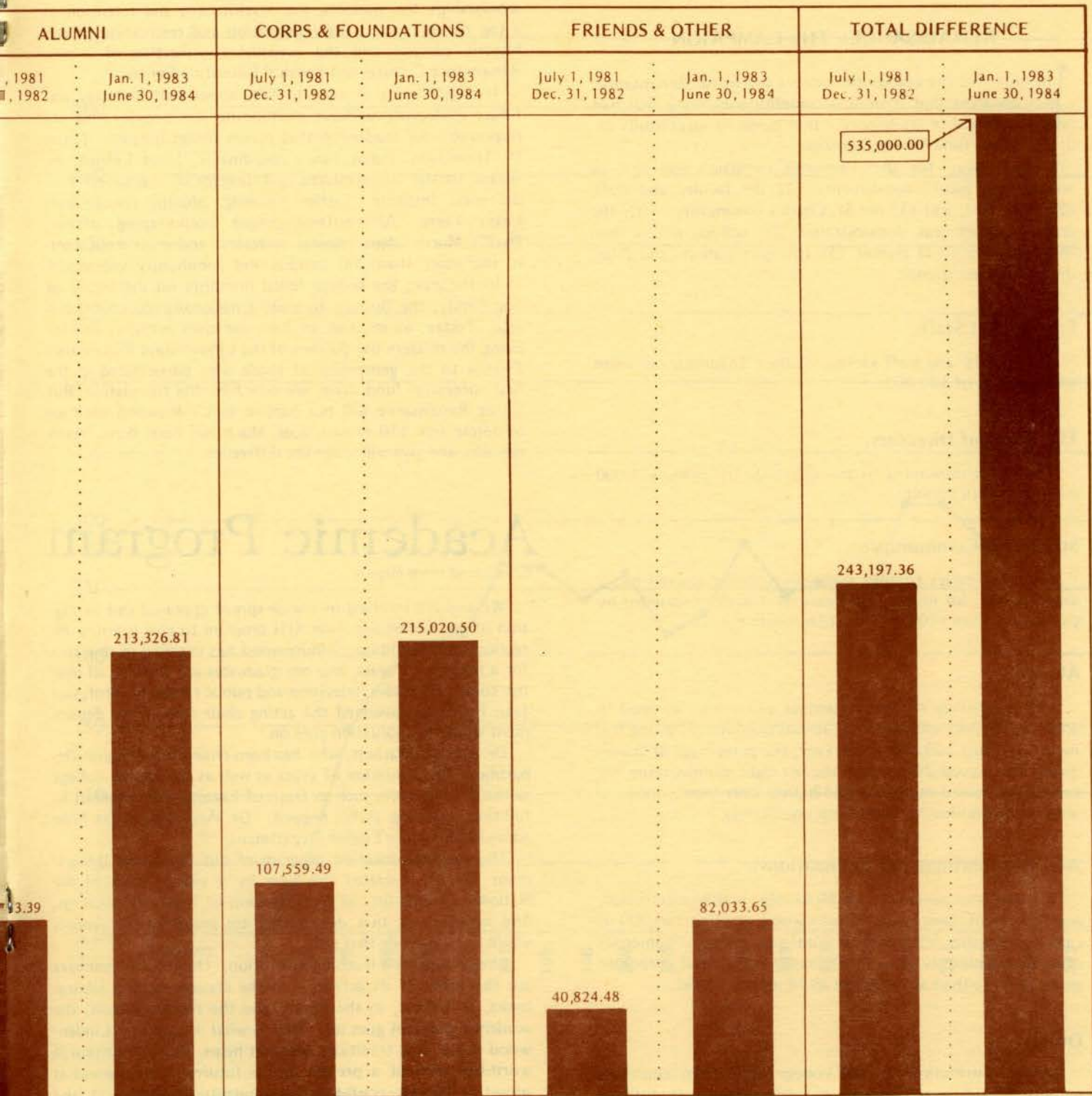
Upon the successful completion of Phases I and II, the College will begin the Renaissance Center Drive.



Fund Raising...



An 18-Month Comparison



Lindenwood Development

Continued from Page 9

- gave Lindenwood unconditional and indefinite accreditation and applauded the college for its new directions.
- In the past two years, Lindenwood decreased its budget by more than \$1 million and reduced its short term indebtedness by \$1.5 million.

RENAISSANCE: THE CAMPAIGN

In order for the college to insure a successful Renaissance, it was apparent that it must accomplish something that had never happened in its history - that being to successfully initiate a major fund raising campaign.

The strategy for the 18-month campaign was first to solicit the "local" constituents: (1) the faculty and staff, (2) the board, and (3) the St. Charles community. After the initial support was demonstrated, the college would then move to solicit (4) alumni, (5) area corporations and foundations and (6) friends.

Faculty and Staff:

The faculty and staff kicked off their 18-month campaign with a pledge of \$20,000.

The Board of Directors:

The board responded to this challenge by giving \$75,000 in an 18-month period.

St. Charles Community:

The St. Charles County community had not even had a support drive for nearly four years. St. Charles responded by giving more than \$100,000 in an 18-month period.

Alumni:

The percentage of alumni annual givers had dropped to 4.8% in 1982-83 and the total annual unrestricted giving had never exceeded \$60,000. This year, the percentage of alumni giving will exceed 25% and, in the last eight months alone, the college has raised more than \$120,000 cash from concerned alumni and another \$50,000 from one alumna.

Area Corporations and Foundations:

Through the generosity of Monsanto, Southwestern Bell, and May Dept. Stores Co., Lindenwood received \$90,000 in cash and another \$360,000 in multi-year pledges. Numerous other companies also have contributed for a total corporate giving of more than \$215,000 in an 18-month period.

Other:

Other contributions to the college came from churches, parents, friends, service clubs and memorial givers, totaling more than \$80,000.

Summary

For the first time in Lindenwood history, we have begun to build the foundation for a comprehensive annual fund campaign. The on-going success of an annual fund drive is absolutely essential to Lindenwood's Renaissance.

Funds are needed from all of our constituents to provide scholarships for students, the development and retention of a top notch faculty, the renovation and restoration of our historic campus and the eventual construction of a new Renaissance Cultural and Physical Education Center.

It would be a mistake to talk about past victories and future endeavors without mentioning the people who are responsible for leadership that makes things happen - James D. Thompson, major funds coordinator, Janet Lewien, assistant to the vice-president and director of the Career Productivity Institute, Esther Fenning, alumni coordinator; Leasa Ferry, Alumni/Development bookkeeping officer; Phyllis Morris, departmental secretary, and most importantly the more than 200 campus and community volunteers.

In the past, the college relied primarily on the legacy of one family, the Butlers, to build a nationally-recognized college. Today, we must all envision ourselves as responsible for being the modern day patrons of the Lindenwood Renaissance. Thanks to the generosity of those who participated in the first successful fund drive, we now have the foundation. But a true Renaissance will not happen at Lindenwood until we complete our \$10 million goal. Much has been done, much remains, and you will make the difference.

Academic Program

Continued from Page 4

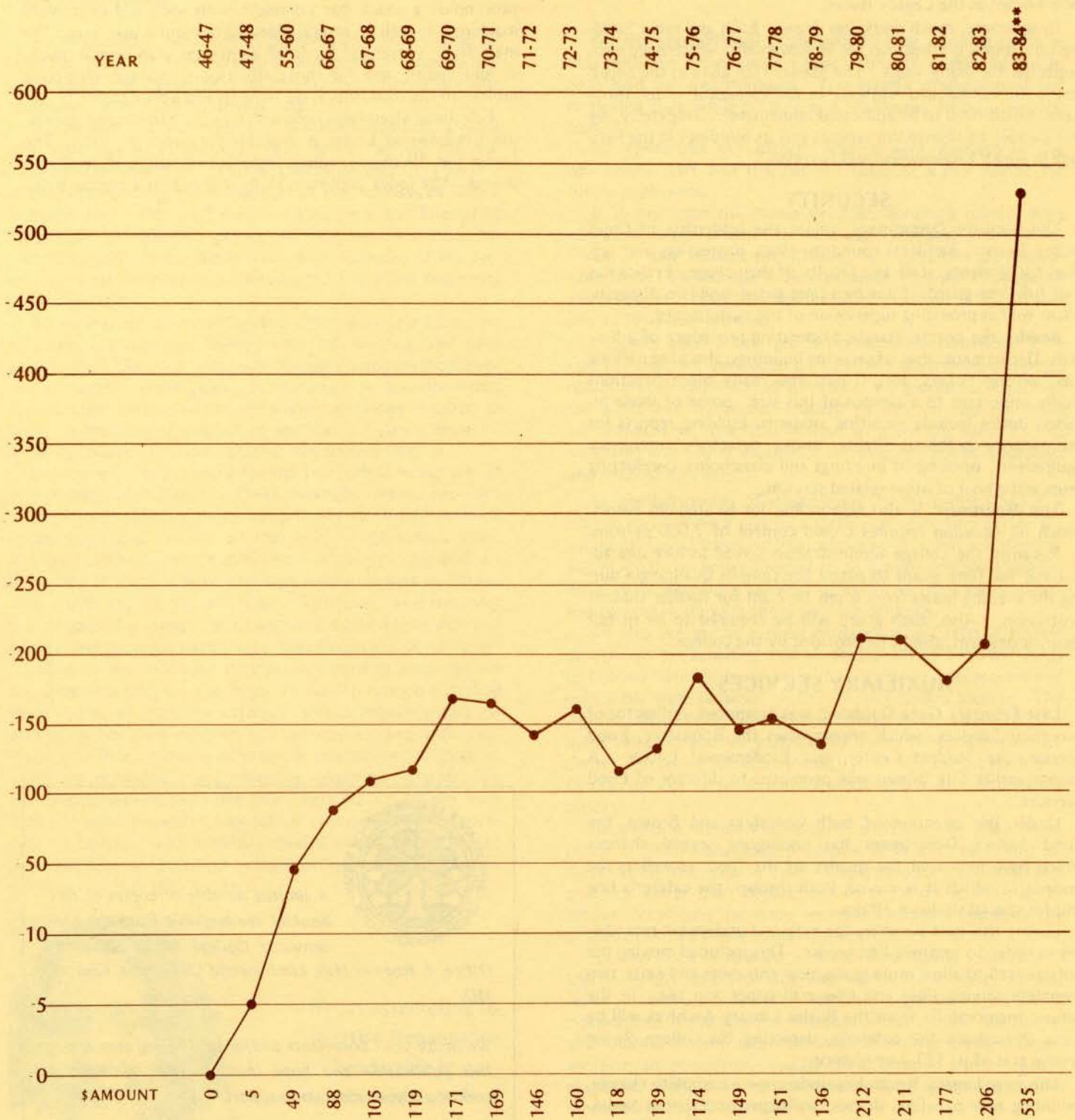
We also are involved in a wide-spread appraisal and evaluation of our Communication Arts program to give it a new direction and definition. Lindenwood has excelled in this area for a number of years, and our graduates are working all over the country in radio, television and public relations. Professor Jean Fields has assumed the acting chair role of this department while the evaluation goes on.

Dr. Howard Barnett, who has been chair of the English Department for a number of years as well as serving the college in many other roles such as Dean of Faculty, has returned to full-time teaching at his request. Dr. Ann Canale has been named chair of the English Department.

The teacher-education program of our Education Department will be evaluated this year by a visiting team of the National Council for the Accreditation of Teacher Education. The members of that department are preparing the reports which must precede that visit.

Lindenwood is a teaching institution. The faculty members are the heart of its activity. In the classrooms and laboratories, in offices, in the library and the residence halls, the academic program goes on. That is what we are for. Lindenwood has a long tradition, and that helps. But a tradition is worthless without a present and a future. Lindenwood is proud of its past, confident in the quality of its present, and positive of its future.

A History of Giving



***Does not include gifts for capital campaigns

***During an 18-month period from January 1983 to July 1984 records show \$717,000 received

***\$000 omitted

Lindenwood Operations

Continued from Page 6

As mentioned in other sections of this report, we completed the remodeling of the cafeteria, including the Red Room, now known as the Legacy Room.

In summary, much work lies ahead. Each and every building on campus is scheduled for improvements which have been neglected for many years. The Master Plan gives us the necessary information and outlines in chronological order those items which need to be addressed immediately. Hopefully, we will be able to restore the campus and its buildings in the heritage in which Lindenwood was founded.

SECURITY

The Security Department, under the leadership of Chief Duane France, performs round-the-clock protection and services for students, staff and faculty of the college. France has four full-time guards, three part-time guards and two dispatchers, as well as providing supervision of the switchboard.

Besides the normal standard operating procedure of a Security Department, that of securing buildings, checking parking lots, writing tickets, etc., it performs many other functions vitally important to a campus of this size. Some of those assorted duties include escorting students, building reports for maintenance problems (lights, smoke detectors, emergency equipment), opening of buildings and classrooms, conducting tours and a host of other related services.

The department is also responsible for all stadium events, which on occasion requires crowd control of 7,000 persons.

Recently the college administration agreed to hire one additional full-time guard to patrol the campus quadrangle during the evening hours from 6 pm to 2 am for further student protection. Also, each guard will be required to be in full security uniform, also to be provided by the college.

AUXILIARY SERVICES

Last February Gene Goldstein was promoted to director of Auxiliary Services, which encompasses the Bookstore, Food Service, the Student Center, and Lindenwood Lodge. A month earlier Sue Brown was promoted to director of Food Services.

Under the direction of both Goldstein and Brown, the Food Service Department has undergone several changes which have improved the quality of the food, as well as the manner in which it is served, both through the cafeteria line and for special sit-down affairs.

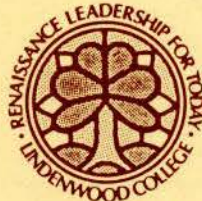
During this past summer, the cafeteria underwent remodeling in order to improve line service. This included moving the outside wall to allow more space, new entrances and exits, two complete serving lines and new wall paper and tile. In the future, memorabilia from the Butler Library Archives will be hung throughout the cafeteria, depicting the college during several eras of its 157-year history.

The new Legacy Room has undergone a complete change, including new paneling, drapes, wallpaper and walnut tables.

Continuing to serve the needs of students, staff and faculty, the Bookstore carries many gift items, snacks, beauty, and health aids, along with a complete line of Lindenwood t-shirts, sweaters and jackets as well as books and supplies. Also included in the Master Plan is the renovation of the lower level of Niccolls Hall, which would house the Bookstore.

Since Goldstein assumed responsibility of the Student Center, many improvements have taken place. The lower level now holds a snack bar complete with soda and microwave machines, as well as several video games and a juke box. The main level is arranged for small gatherings with several couches and chairs, and for those athletically inclined, ping-pong tables. In the near future, we hope to add a pool table.

For those attending conferences, or for parents and alumni, the Lindenwood Lodge is available for overnight visits. The Lodge has 19 rooms, which include two suites, all modestly priced. The lodge continues to be utilized on a regular basis.



A limited number of copies of this booklet are available from the Lindenwood College Public Relations Office, 6 Roemer Hall, Lindenwood College, St. Charles, MO.

We invite your comments and/or suggestions concerning this publication and hope that you will continue to contribute your ideas and support.

Student Recruitment

by MIRIAM KING-WATTS
Dean, Admissions

As an alumni, I have vested, personal and professional interest in achieving the marketing, admission and counseling goals which will result in a comprehensive lifelong learning community with a full residential core.

During the first six months of my administration, a short term goal was to establish a "team spirit" among the Admissions staff members. This was accomplished by a variety of projects including the renovation of the Admissions Office in Butler Hall. Our staff members took an active interest in the project by donating plants, oil paintings and most importantly, their time. Butler Hall is an example of the personal interest we have in preserving the important traditions of Lindenwood.

As we learned to work together effectively as a team, the Admissions group also learned new interviewing and sales techniques. Our first step was to apply sales methodology and set week-to-week goals. A formula was developed that outlined the number of phone calls or interviews required to result in the desired number of applicants. This greatly increased productivity and heightened the success rate.

Success was the password for the two VIP Overnights held in February and March. These overnight events provided prospective students with an opportunity to closely examine Lindenwood and see just all that our college has to offer. Approximately 75 people attended both overnights, and it's important to note that of the high school seniors in attendance, 100% applied for admission. This serves as a reminder that people who come to the campus and spend time with our faculty and students have a very high likelihood of applying!

When we expanded our perspective regarding programs, we the general public, we also began to concentrate on exposing the diversity of programs offered. The Admissions staff explained in full each program and actively worked with each student to fit a Lindenwood program into his or her lifestyle.

As we expanded our perspective regarding programs, we also broadened our recruiting base. Personal invitations were issued to small groups of high school counselors for 14 lunches on campus. This activity provided an excellent means of demonstrating to 100 high school counselors what Lindenwood has to offer their students.



"We are attempting to practice Renaissance Leadership in our department as well as in the college."

We also reestablished Lindenwood's long standing relationship with the Presbyterian Church through a series of lunches held for area ministers. This greatly strengthened our recruiting base while preserving a traditional, historic association.

We continued our efforts with a joint meeting of the admissions staff and the Alumni Council, a rich source for future applicants.

It is my hope that these stronger recruiting relationships will assist in our attempt to meet our 1985 goal of a 15% increase in new student population. We currently are responsible for a 14% increase in new students from the 1983 enrollment figures. Also, the residential population is up 30 students (19%) over last year.

Publicity plays a key role in the recruitment process. With this in mind, we developed an extensive advertising campaign utilizing both radio and print media. We geared our efforts to the adult and traditional student population and marketed Lindenwood as "the little college with the big ideas." This campaign was highly successful in increasing public awareness and student inquiries.

As another means of streamlining the recruiting process, I plan to move from a one to a three-year recruiting cycle. We will continue to focus on high school seniors, but will develop and maintain an active interest in all juniors and sophomores. We plan to develop a calendar of activities for these students and communicate with them on a regular basis.

We also are in the process of developing a referral system as a means of recruiting new students. Dr. Spainhower plans to become actively involved in the admissions process and will utilize his wide network of friends as possible sources. The Alumni Association and current students are viable recruitment vehicles, and we plan to tap them for prospective students. A training seminar, hosted by the Admissions staff, will familiarize our alumni with the recruiting and publicizing process.

In addition to working closely with alumni, Admissions plans to involve academic departments in joint recruiting efforts during the coming year. The means to accomplish this goal will differ from department to department, but the objective will remain the same—increase awareness and show the unique points of Lindenwood College!

We also hope to develop a means of increasing awareness of the excellent qualifications and various specialties of our faculty members. Another point we hope to emphasize in publications is the accomplishments of our alumni. As alumni and faculty become more involved in the recruiting process, we plan to completely update all brochures and recruiting materials, and a video presentation will be developed for use when recruiting on the road.

As we emphasize diversity of programs, we also hope to develop a diverse body of resident students. Our long-term goal is to increase our residential population to 500 students by 1990. This will be accomplished by market segmentation to increase the number of freshmen transfers, graduate students and compatible adults.

Continued on Page 20

CAP Improves Retention

by RANDI KAPP
Director, CAP Center

Developed as a method to improve student retention, Lindenwood College's Consolidated Advising Program (CAP) was prompted by recent declines in the population of traditional-aged students and the sizeable number of undergraduates who withdraw from college before meeting their degree requirements. Drawing upon the interest, commitment and participation of faculty and staff, CAP was designed as a comprehensive service to offer career planning, academic advising, and counseling in areas of personal growth and development. In addition, successful implementation of this program was aimed at providing a vital recruiting tool for attracting students, most of whom seek a college education as a means of career preparation but who often lack the necessary knowledge of how to pursue their goals.

CAP was implemented in fall, 1982, with that year's incoming freshmen class slated to receive the maximum benefit of this comprehensive and collaborative support service. Retention figures at the end of the first year of operation showed a significant decrease in attrition rates, a measureable impact that documented the value and validity of such an approach. Unanticipated changes in administration and personnel, budget restrictions, and a consequent restructuring of the program did not lessen the demand for services offered by the CAP Center.

Although still affiliated with the Dean of Faculty's Office, CAP now reports to the Dean of College Life as a means of better coordinating its offerings and services. The recent addition of an Activities and Programs component provides a further dimension for integrating out of classroom learning opportunities. And, relocating the Cooperative Education/Internship Program to a separate department at Lindenwood has allowed more time and energy to be devoted to the CAP framework as conceptualized originally.

Today, two years after the program was initiated, the CAP Center has become a visible and viable force on campus in terms of established programs and resources. All students and alumni are eligible for its services. Incoming freshmen continue to be tested at the outset of their academic experience to evaluate strengths, examine weaknesses, assess interests, identify skills, and explore options. Continued direction is provided by knowledgeable and trained faculty members who work closely with students throughout each semester. Complimenting this academic advising and monitoring, tutorial assistance is available to any student requiring or requesting it and individual consultation and workshops furnish additional guidance in the formulation of career goals.

For those interested in finding employment, whether for the first time or changing careers, assistance in job hunting may be obtained. Besides workshops on job search techniques—resume writing, interviewing skills, networking, etc.—job listings in business, government, the helping professions, and education are on file. Current seniors may participate in Campus Recruitment Days, sponsored jointly by the Small College Consortium of Greater St. Louis. Permanent credential records containing letters of recommendation for prospective employers or graduate schools can also be established and maintained.

"The CAP Center is at an exciting and challenging stage of its development."



In the three months that I have served as Acting Director of the CAP Center, my emphasis has been on organizing and expanding our career resource information.

- Reference materials, formerly located in the main library, have been moved to the CAP Center's Resource Room and are in the process of being categorized and cross-referenced for easy accessibility.
- Files describing hundreds of career fields and options are being added to and updated, as are company brochures and employer contacts.
- New books on career information and job search techniques have been ordered. Efforts also are underway to work more closely with faculty and department heads to pool occupational information and job opportunities.
- Plans are being formulated to increase contact with parents and alumni who are willing to share career experiences, offer suggestions, or discuss potential employment with current students.

In the near future we will be affiliated with more than 80 liberal arts colleges across the country in a reciprocity agreement, whereby our students and graduates have access to other placement and placement offices if the need arises.

The CAP Center is at an exciting and challenging stage of its development. The functions we provide are essential to retaining present students and attracting new ones as well as to attending the needs of our graduates.

Future plans call for increasing our services for career and personal counseling, to further update and expand our Resource Room, to improve the distribution of our job listings, to expand our outreach contacts with employers and to extend our services to the Evening College and LCIE.

Lindenwood College Life

by ALLEN M. SCHWAB
Dean, College Life

1983-84 was a year in which some basic building (and re-building) blocks for a quality out of classroom life—one which bears comparison to what is experienced in our classrooms, library, laboratories—had to be found and put in place.

- The Lindenwood Student Government (LSG) held a semester-long constitutional reorganization, directed in part toward structuring itself to be more representative of the age and program diversity of current students.
- The results included the reinstatement of a student activities fee (last present in 1980-81), over which the LSG would have primary control, circumstances noted with special praise in the report of the North Central Association Evaluation Team on campus last spring. The constitution received overwhelming approval in a student referendum.
- A year-long faculty-staff-student presidential task force designed a new college judicial system, which shares authority among a faculty-staff-student-board, and illustrates how the entire college community benefits from experiencing the burdens as well as the benefits of educational justice.
- Governments were established in every residence hall supported by the Live-In Program Fund (created by a \$10/person/term charge) ended residence dependence on house dues or administration handouts.
- The college's first leadership skills workshops took place to help elected officers of clubs, organizations, residence halls and the LSG officers be more effective in their jobs.
- The peer tutor and peer counselor programs were expanded at the Consolidated Advising Program (CAP) Center, providing valuable added resources for its work in career planning, academic assistance and personal counseling.
- Parents Weekend was reinstated as a regular campus event, along with the founding of the Lindenwood Society of Families, an organization committed to enhancing communication between the college and families of current and recently enrolled students.

- Residence hall public area and personal room decoration efforts were launched, highlighted by a lounge decoration contest that was widely praised for its boost of local community building and morale.
- A series of discussion programs were inaugurated to bring students and non-students together outside of classrooms or offices, taking further advantage of the campus' age diversity. Examples included the ABC television film, *The Day After*, a birthday gathering in honor of Martin Luther King, Jr., and a spring "Celebration of Passover."
- Cross-sectional (faculty-staff-student) problem diagnosis and policy-recommending groups were established to provide diverse counsel for such areas as the Student Center in Niccolls Hall; the LSG funded newspaper, the *Ledger*; and campus minority-majority relations.

They proved so valuable a model as to lead to the establishment of a College Life Advisory Council, in an analogous relationship to the Dean of College Life as the Educational Policy Committee is to the faculty and the Provost.

Each of these developments fits a larger pattern, emerging from the student passivity and self described "victimization" of the recent past. Positive expectations about our out of classroom life are being produced by a growing body of students and non-students. The evidence can be seen in the formation of the new local and all campus governments, the rebirth of a college yearbook, a shifting sense of identity and responsibility emerging from new financial and organizational independence.

We are experiencing a renaissance of a cherished Lindenwood tradition, a student-helping-student ethic too long absent from the campus.



"We are experiencing a 'student-helping-student' ethic too long absent from the campus."

Student Recruitment

Continued from Page 17

Recognizing the diversity of our total student population is vital to a marketing effort which recognizes student population trends. I advocate the development of board plans, cafeteria services and other activities to include commuter, evening and LCIE students. The new structure of our student

government is designed to include all members of our student population. Our goal to recruit a diverse population of life-long learners is enhanced by efforts of the college to provide equity as exemplified by the new Lindenwood Student Government.

The Admissions Department will continue to play an active role in the scholarship committee and will continue to seek additional sources for scholarship funds.

As we continue to communicate with our constituency, we hope to develop an awareness of programs we need to institute to meet the needs of an ever changing population. Admissions will bring these areas to the attention of the faculty and administration.

Renaissance Leadership has been endorsed by our college. We in the Admissions Office are positioned to work with the entire collegial community who will enhance our institution. We are attempting to practice Renaissance Leadership in our department as well as in the college. We believe that our mutual dedication to the college's goals will result in an outstanding future for the college.

President's Message

Continued from Page 3

terminated that our academic quality not suffer because of these changes. And it is not. This past spring we were elated not only with the continuation of full accreditation by the North Central Association, but also by its compliments for one or our more recent academic innovations, the Lindenwood College for Individualized Education.

- The college is living within its income, incurring no more short-term debt, and has been repaying principal as well as interest on its accumulated short-term debt. We are actively seeking additional funds to preserve and enhance the fine physical facilities that are our legacy from the past. Elsewhere in this report you will read of the outstanding increases in annual giving that have been achieved by our board, our alumni, and our friends under the excellent leadership of Ed Watkins, our Vice-President for Institutional Development. Down the road, we hope to replace endowment funds that have been used to meet operational expenses the past 15 years.
- The college is committed to the maintenance of a strong faculty in all departments. This is essential to our continuation as a college of quality. Therefore, careful attention is given to recruiting new faculty of the highest academic quality who, along with our veteran faculty members, demonstrate empathy with and dedication to the mission of the college.

In the 80s and 90s, we can and we will establish ourselves, in our expanded mission that includes pioneering innovative adult education programs as well as the continuation of a strong, coed liberal arts college, as one of the best institutions of higher education in the nation.

You are invited to join us on our journey. Although this college has experienced some difficult moments in its history, and undoubtedly will face many more in the years ahead, our future is bright.

The main reason for our confidence lies in the high quality of the Lindenwood constituency. Our faculty, staff, students, alumni, members of the board of directors and the board of overseers, and St. Charles and St. Louis area friends have been and are the college's strength.

I am grateful for the loyal support so many provide this college and am convinced that because of them Lindenwood will continue its fine tradition of teaching students well and standing tall for the finest in liberal arts education.

Financial Report

by LAWRENCE ELAM
Vice President, Finance

Our 1983-84 fiscal year ended with a small surplus from operations and is compared to the previous year in the accompanying financial reports which also reflected a surplus. It is most pleasant to report a two-year period of balanced budgets with even a small surplus when this had not been possible for a decade and a half. In addition to budget controls and co-operation from faculty, staff and students, we have received excellent support from alumni and friends.

During this period from nonbudget sources, we have made significant improvements in our campus appearance and administrative operations. The refurbishing of Sibley, Niccolls and Irwin halls from alumni contributions and a long-term low interest loan has upgraded two residence halls and converted one to a more spacious and needed student center.

A grant from the energy department and matching contributions enabled us to convert our residence halls to more efficient operations by using solar collectors for our hot water supply during much of the year and reduced our utility bills and the load on our heat plant. Each residence hall now sports new thermopane windows.

A new computer was purchased to replace the outmoded one used for many years. This has started the process of greatly improved operations in our admissions, registrar, business office and alumni areas. The academic program has perhaps benefited equally, if not more, from the ability to offer a computer major and enhance the course offerings in business administration, mathematics and the sciences. The projections indicate that by 1986-87 our annual tuition revenue from students majoring in computer science will equal the total cost of this system that is benefitting so many areas of the college.

With strong support from the board of directors, the president and the Finance Committee, we have succeeded in restructuring college finances, reducing our debt with planned amortization for the balance, formed an investment policy for our endowment fund, prepared and executed a planned annual budget and provided long-range financial planning.

The tuition and room and board charges have not increased during the last three years. We have instead generated additional revenue from increased enrollments and residence hall occupancy. During this same period, considerable savings in operations have been achieved and salary increases have been modest.

At the present, we are planning the 1985-86 budget and will have a small increase in charges but again predict increased enrollment. The increases are needed to provide additional compensation for the faculty who are and have been the backbone of the college and to continue the improvements that make Lindenwood an attractive and appealing place to study.

The success of any organization is measured to some extent in financial terms. Even a college whose successes can be proclaimed in the achievements of its graduates, faculty, athletic performance or alumni contributions needs a solid financial base to keep the machinery functioning so that the creative process can continue.

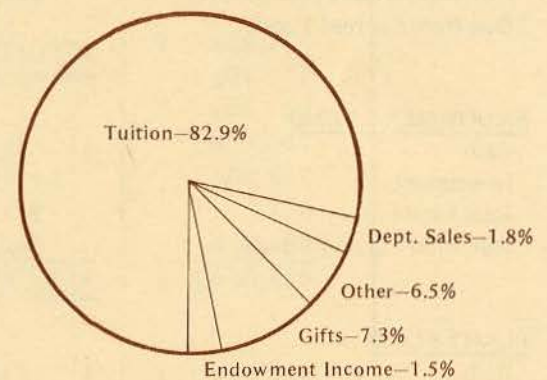
"In addition to a two-year balanced budget record, we have received excellent support from alumni and friends."



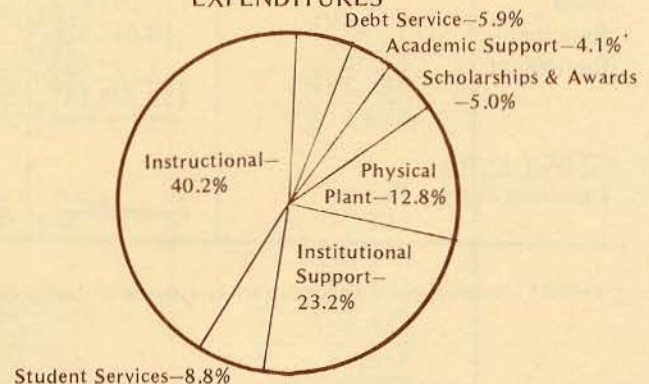
We at Lindenwood have placed the problems on the table, dealt with them and devised a process through which all constituencies can be heard while pursuing a conservative, though forward looking, plan for the future.

PERCENTAGES OF REVENUE & EXPENDITURES FOR 1983-84 (Excluding Auxiliaries)

REVENUES



EXPENDITURES



(Additional financial statements can be found on the following pages)

COMPARATIVE CONDENSED BALANCE SHEET
As of June 30, 1984

ASSETS	1983-84	1982-83*	LIABILITIES & FUND BALANCES	1983-84	1982-83*
CURRENT FUND					
Cash	\$ 64,315	\$ 101,984	Notes Payable to Banks	\$ 1,767,767	\$ 1,752,767
Accounts Receivable (less reserve)	450,794	295,522	Accounts Payable	433,035	278,942
Short-Term Investments	42,012	41,266	Accrued Payroll	298,612	319,711
Inventories	120,627	126,134	Deposits and Advance Fees	115,002	129,017
Pre-Paid Expenses	29,178	24,247	Accrued Interest	46,488	40,013
			Due to Other Funds	611,991	644,019
	<u>706,926</u>	<u>589,153</u>	Fund Balance	(2,565,969)	(2,575,316)
	<u>\$ 706,926</u>	<u>\$ 589,153</u>		<u>\$ 706,926</u>	<u>\$ 589,153</u>
RESTRICTED FUND					
Due from Current Funds	<u>\$ 87,916</u>	<u>\$ 82,921</u>		<u>\$ 87,916</u>	<u>\$ 82,921</u>
LOAN FUND					
Cash	\$ 97,755	\$ 153,360			
Notes Receivable (less reserve)	974,214	876,735	Due to Current Funds	8,342	—0—
Due from Current Funds	3,312	15,752	Fund Balance	1,066,939	1,045,847
	<u>\$ 1,075,281</u>	<u>\$ 1,045,847</u>		<u>\$ 1,075,281</u>	<u>\$ 1,045,847</u>
ENDOWMENT FUND					
Cash	\$ 58,285	\$ —0—	Accounts Payable	\$ —0—	\$ 11,883
Investments	1,174,999	1,397,470	Restricted Fund Balance	1,695,434	1,628,372
Real Estate	282,500	282,500	Unrestricted Fund Balance	537,956	539,321
Due from Current Funds	762,832	544,832	Annuity and Life Income	45,226	45,226
	<u>\$ 2,278,616</u>	<u>\$ 2,224,802</u>		<u>\$ 2,278,616</u>	<u>\$ 2,224,802</u>
PLANT FUND					
Cash	\$ 39,751	\$ 40,987	Notes Payable	\$ 1,089,236	\$ 1,089,236
Work-In-Progress	233,959	1,584,385	Bonds Payable	739,000	785,000
Land	293,672	293,672	Lease Obligations	12,516	26,015
Buildings	10,616,326	9,014,934	Due to Current Funds	232,723	—0—
Equipment	1,594,453	1,560,612	Fund Balance	10,704,686	10,594,339
	<u>\$ 12,778,161</u>	<u>\$ 12,494,590</u>		<u>\$ 12,778,161</u>	<u>\$ 12,494,590</u>
AGENCY FUND					
Due from Current Funds	<u>\$ 2,308</u>	<u>\$ 1,713</u>	Fund Balance	<u>\$ 2,308</u>	<u>\$ 1,713</u>

* 1982-83 covered thirteen months to effect a change of fiscal year end

COMPARATIVE STATEMENT OF OPERATIONS
As of June 30, 1984

	1983-84	1982-83*
REVENUE		
<u>Educational and General</u>		
Student Tuition and Fees	\$ 4,903,538	\$ 5,341,141
Gifts and Grants	436,199	274,618
Endowment Income	89,213	270,691
Sales of Educational Departments	104,197	87,686
Other Sources	383,499	442,610
Total Education and General	<u>\$ 5,916,646</u>	<u>\$ 6,416,746</u>
<u>Auxiliary Services</u>		
Residence Halls	\$ 338,060	\$ 338,033
Food Service	577,561	527,843
Bookstore	363,340	331,884
Other	31,952	27,508
Total Auxiliaries	<u>\$ 1,310,913</u>	<u>\$ 1,225,268</u>
Total Revenues	<u>\$ 7,227,559</u>	<u>\$ 7,642,014</u>
EXPENDITURES		
<u>Educational and General</u>		
Institutional	\$ 2,389,008	\$ 2,869,214
Academic Support	245,416	297,144
Student Services	522,590	666,169
Institutional Support	1,375,325	1,473,041
Physical Plant	762,205	808,537
Scholarships and Awards	299,458	46,126
Debt Service	349,162	470,189
Total Educational and General	<u>\$ 5,943,164</u>	<u>\$ 6,630,420</u>
<u>Auxiliary Services</u>		
Residence Halls	\$ 351,207	\$ 338,665
Food Service	495,349	483,061
Bookstore	322,301	305,895
Other	55,343	55,917
Total Auxiliaries	<u>\$ 1,224,200</u>	<u>\$ 1,183,534</u>
Total Expenditures	<u>\$ 7,167,364</u>	<u>\$ 7,813,954</u>
<u>Non-Mandatory Transfers</u>		
Property, Equipment and Other (Net)	\$ 50,848	\$ 30,325
Sale of Securities and Property		(343,337)
Restricted Funds	(4,995)	59,515
Total Expenditures and Transfers	<u>\$ 7,213,217</u>	<u>\$ 7,560,458</u>
Surplus	<u>\$ 14,342</u>	<u>\$ 81,556</u>

* 1982-83 covered thirteen months to effect a change of fiscal year end. Summer 1982 and 1983 are included.

Board of Directors

ROBERT F. HYLAND
BOARD CHAIRMAN
Regional Vice-President
CBS Radio, Inc.
General Manager
KMOX-AM and KHTR-FM
St. Louis, MO

WALTER C. METCALFE, JR.
VICE-CHAIRMAN
Attorney
Bryan, Cave, McPheeters & McRoberts PC
St. Louis, MO

JOHN C. HANNEGAN
SECRETARY
Attorney
Hannegan, Knight, Stokes, Moerschel,
Schoenberg & Weber, PC
St. Charles, MO

S. LEE KLING
TREASURER
Board Chairman & Chief Executive Officer
Landmark Bancshares
St. Louis, MO

DAVID E. BABCOCK
Former Board Chairman
May Department Stores, Inc.
St. Louis, MO

ROBERT J. BAER
President & Chief Operating Officer
United Van Lines, Inc.
Fenton, MO

JOHN M. BLACK
Retired
Southwestern Bell Executive
Corona Del Mar, CA

MRS. LEO BROUGHAM
Alumna
Kansas City, MO

GEORGE W. BROWN
Retired
Business Executive
Chesterfield, MO

GARY W. COWGER
Plant Manager
General Motors Assembly Division
Wentzville, MO

MRS. RUSSELL J. CRIDER
Business & Civic Leader
St. Charles, MO

HENRY J. ELMENDORF
Secretary/Treasurer
Jim Meagher's Motor Company
St. Charles, MO

HARVEY FRIEDMAN
President
Gothic Investment
St. Louis, MO

ARTHUR S. GOODALL
Retired
Stockbroker
St. Louis, MO

THOMAS L. GOSSAGE
Group Vice-President
Monsanto International
St. Louis, MO

RAYMOND W. HARMON
President
Hasco International, Inc.
St. Charles, MO

JOE H. HUNT
Executive Vice-President
Southwestern Bell Telephone Co.
St. Louis, MO

ROBERT KAPLAN
President
Kaplan Real Estate
St. Charles, MO

REV. W. DAVIDSON McDOWELL
Swarthmore, PA

ROBERT G. MCKELVEY
President
McKelvey Realty Company
St. Charles, MO

JEFFERSON L. MILLER
Owner
Outdoors, Inc.
St. Louis, MO

JAMES M. O'FLYNN
President
Regional Commerce & Growth Assoc.
St. Louis, MO

MRS. JAMES A. REED
Alumna
Kansas City, MO

MRS. ARTHUR STOCKSTROM
Civic & Church Leader
St. Louis, MO

KENNETH W. THOMPSON
Former Rockefeller Foundation Executive
University of Virginia
Charlottesville, VA

JOHN TLAPEK
Business Entrepreneur
El Dorado, AR

MRS. DOROTHY WARNER
Alumna
Laconia, NH

MRS. HORTON WATKINS
Civic & Church Leader
St. Louis, MO

MS. JEANINE WEBSTER
President
Lindenwood College Alumni Council
Jensen Beach, FL

CHARLES W. BOSWELL
District Manager—Union Electric Co.
St. Charles, MO

PETER BROWN
President—Four Seasons Lakesites, Inc.
Lake of the Ozarks, MO

REV. ROBERT COLLINS
Presbyterian Minister
First Presbyterian Church
Mexico, MO

ROGER A. DEPPE
Superintendent—St. Charles School District
St. Charles, MO

ALFRED FLEISHMAN
President—Fleishman-Hillard, Inc.
St. Louis, MO

THOMAS E. GLOSIER
County Court Judge
St. Charles, MO

LARRY G. KELLEY
President—Commerce Bank of St. Charles
St. Charles, MO

WILLIAM G. LEWIS
Public Relations Manager
Continental Telephone of Missouri
Wentzville, MO

MRS. MORTON MALLORY
Alumna
Chesterfield, MO

O.J. MILLER
Chairman of the Board
Mercantile Bank of St. Charles
St. Charles, MO

WILLIAM O. MULLINS
Publisher—St. Charles Journal
St. Charles, MO

FRANK E. ROEDER, JR.
Vice-President
Schnucks, Engineering & Physical Resources
Earth City, MO

RABBI ALVAN D. RUBIN
Temple Israel
St. Louis, MO

BOYLE O. RODES
Ellis-Rodes-Meers and Company
St. Charles, MO

DAVID E. SKILES
Business Leader
St. Peters, MO

E. ROBIN SMITH
KMOX-TV—Television News Reporter
St. Louis, MO

MRS. KRETE STUMBERG
Alumna
St. Charles, MO

DOROTHY TRUMP
Alumna
St. Louis, MO

MEL G. WETTER
Mayor—St. Charles, MO

Board of Overseers

THOMAS F. BAKEWELL
Attorney—Borod & Huggins
Memphis, TN



Lindenwood College
St. Charles, MO 63301

Non-Profit
Organization
US Postage
PAID
Permit No. 84
St. Charles, MO