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PRESIDENT'S REPORT  
TO THE  
BOARD OF DIRECTORS

October 20, 1987

This college has come through some rough times. The important point, though, is that Lindenwood has survived and many of us feel it is on the verge of gaining real stability. To achieve this stability we must experience a continued growth in our development program and begin to reap greater returns from the emphasis and funds being expended on admissions and public relations.

First, in the area of Admissions, it is true that the competition for students in the greater St. Louis area and nationally is great. This means we must expand recruitment efforts for the day college beyond the greater St. Louis area.

A secure future for Lindenwood lies in building ourselves into a well known, selective, high-grade, liberal arts college that recruits broadly in the midwest and, to a more limited extent, nationally.

It also is necessary that we accelerate our efforts to secure our share of those adults students in the greater St. Louis area who are going to turn to private higher education to pursue their college work. As long as corporations continue their tuition reimbursement programs, and as long as Lindenwood continues to offer quality educational opportunities for adult students, we ought to be able to maintain and perhaps increase our share of this market.

Second, in the area of development an effective fund raising program, whose lynchpin is an Annual Funds Campaign that regularly receives over one million dollars, is absolutely essential to the college's future. Along with this emphasis must be an expansion of efforts to secure deferred gifts through bequests and annuities. And we need to develop a sustained and well planned program for solicitation of individual, large gifts in excess of \$25,000.

A capital funds campaign is necessary for the college to get its physical plant into first-rate condition. However, I recommend that the planning for such a campaign be delayed for at least the next twelve months.

In cooperation with Vice Presidents Keck, Musbach, and Rufkahr and Executive Director of Development Thompson, I have put together a group of objectives for the college in the next twelve months. The program for achieving these objectives will be presented by members of the college staff.

The objectives:

#### FINANCIAL

- Continue a Balanced Budget
- Short Term Debt Reduced to \$72,500
- Endowment Debt Reduced to \$613,136
- Creation of an Investment Committee

#### ACADEMICS

- Implement new general education program
- Make more explicit the linkages between the liberal arts and career preparation
- Explore ways to ensure that our graduate programs have a strong and meaningful liberal arts emphasis which can enhance the distinctiveness of these programs
- Develop a proposal for the creation of a Division of Management and Communications
- Develop proposals for new or expanded programs in the following areas:
  - International Studies and Business
  - Asian Studies
  - Community Research and Education Center
- Negotiate and implement an articulation agreement with the Saint Charles County Community College
- Prepare a proposal for a comprehensive faculty development program

#### ADMISSIONS

- Total Enrollment - 1750
  - Day College
    - Fall Enrollment of 500 Full-time students
      - 300 - Resident
      - 200 - Commuter
    - New Students Goal of 225
  - Evening and Graduate College
    - Fall Enrollment of 1250

#### DEVELOPMENT

- Annual Giving of \$1,100,000 by June 30
  - \$775,000 - Unrestricted for Current Use
  - 325,000 - Restricted
    - 75,000 - Scholarships
    - 40,000 - Endowment
    - 175,000 - Capital Renovation and Vans
    - 35,000 - Development Special Gifts Office
- Radio Underwriting Income of \$75,000 by June 30th
  - \$50,000 - Unrestricted for Current Use
  - 25,000 - Radio Station Manager and Underwriting Officer

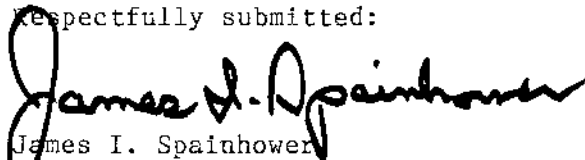
PUBLIC RELATIONS

- Conclude 160th Year Anniversary Celebration
- Continue and Expand Advertising Program
- Greater Utilization of KCLC for College Promotion
- Implement Recommendations of Marketing Committee
- Publish Annual Report

PHYSICAL PLANT

- Adopt Revised Master Plan for Campus Facilities
- Continue, as funds are available, capital renovation

Respectfully submitted:



James I. Spainhower  
President