

The President's Report
to the
Board of Directors
of
Lindenwood College

January 10, 1984

As I begin my second year as Lindenwood's President, it is with a healthy mixture of gratitude for the past and optimism for the future.

During these past twelve months it has been gratifying to discover among the College's faculty and staff; within its student body; throughout Lindenwood's alumni; on its governing boards; and among its many friends both in the Greater St. Louis Area and across the nation, literally hundreds of persons who share a common commitment to Lindenwood. They want this college to continue as a quality liberal arts college, grateful for its religious heritage, proud of its history of providing students with individualized attention, and unafraid to make those adjustments any college must make to keep in tune with the dynamic changes taking place all about us.

To put it another way, I am absolutely thrilled by the number of people who really care about Lindenwood.

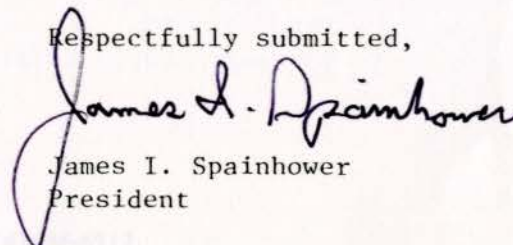
Consequently, the problems I inherited, many of which continue to plague us, have been easier to solve when possible, and to continue to bear when necessary. In a very brief fashion, I want to mention eight problem areas or causes for concern that confronted me on January 1, 1983, and give you my analysis of where we presently are in each of these problem areas.

- (1) An almost universal defeatist attitude throughout Lindenwood's constituency. We believed in what we have been but seemed to fear that the college could continue to be. Among those who know what Lindenwood is about these days, I find few who question the healthy survival of this college.
- (2) A short term indebtedness of nearly 4 million dollars. Through the wise actions of our Board of Directors in authorizing the sale of unrestricted endowment, the reduction of a million dollars in expenditures, and the successful completion of an energetic fund raising campaign that resulted in over 2 times as much gift money in 1983 as for the average annual total of gifts the past ten years - our total short term indebtedness has been reduced to 2.2 million.
- (3) Fifteen straight years of deficit budgets. The bottom line on the fiscal year which ended June 30, 1983, shows a balance of \$141,071, not a deficit, for the first time in 15 years. However, that is not good enough. We must and we will, this current fiscal year, spend no more than our actual cash receipts. And we must continue this pattern of balancing current expenditures against current receipts, year in and year out.

- (4) A dwindling residential population. This fall we showed a 60% increase over our residential population in the Spring of 1983. We are well on our way to assuring at least a 33% increase for the fall of 1984 when we plan to have 300 residents on campus.
- (5) A critical need for a major funds campaign. We must raise money for a combination Field House/Theatre, preventative maintenance on a massive scale to some of our grand old buildings, and to provide the money necessary to grant scholarships vital to enable Lindenwood to recruit quality students. This week, following authorization by the Board of Directors at its meeting last September, a ten million dollar campaign is being launched under the theme of "Providing Renaissance Leadership for Today." Robert Hyland and Lee Kling have agreed to lead our Board of Directors in a three year drive to secure these funds.
- (6) An almost total abandonment of the college's once active deferred gifts program. We have only begun to address this concern but in the months ahead the opportunities for deferred giving will be made known to Lindenwood's constituency.
- (7) A public perception of Lindenwood in the Greater St. Louis Area that is often negative, frequently wrong, and clearly detrimental to serving the college's need for donors and students. I feel we are making progress in addressing this concern but to change the public perception of Lindenwood cannot be accomplished overnight. The Lindenwood Awareness Program, being launched this month, should provide the structural vehicle needed to guarantee that this problem will continue to be addressed in a consistent and meaningful fashion.
- (8) A fifteen year decline in the college's endowment from a high of over 9 million to the present low of 2.2 million. With the cost of going to college steadily increasing and the real percentage of government aid to needy students diminishing steadily, it is imperative that colleges increase, not decrease, their endowments. Only then will there be sufficient scholarships to keep private colleges affordable. We will have to delay any massive effort to restore our endowment until our current financial plight is firmly in hand. However, from time to time legacies and gifts are received for endowment purposes. The most recent is a \$50,000 gift from St. Charles alumna Aimee Becker. Her gift will become part of the college's restricted endowment and the earnings will be used to provide an Aimee Becker Scholarship for a deserving young woman.

I look forward to these next twelve months with keen anticipation. We are going to have a good year. Many of our institutional needs are going to be met but most important of all, in its 157th year Lindenwood College is going to continue to do what it has always done best - provide a quality liberal arts education that is value-oriented and highly individualized to nearly 2,000 students of all ages!

Respectfully submitted,



James I. Spainhower
President