

LINDENWOOD COLLEGE

President's Report
to the
Board of Directors

September 13, 1983

Perhaps the most cynical American writer in the 1900's was H. L. Mencken who once observed that "for every human problem there is a solution which is simple, comforting and wrong." As is true with the observations of most cynics, Mencken is partly right but largely mistaken. It isn't the complexity of most problems that baffles us - it is their persistence which tends to breed even more problems.

Leastwise I have found this to be true as regards the problems confronting Lindenwood. One problem, or even five or six are not so difficult to handle but when they multiply like the rabbits on our campus, time, effort, money, and creative energy are exhausted. The consequence is frequently a sparcity of time, effort, money, and creative energy to implement the truly simple, comforting and right solutions.

However, in spite of the existence of a number of nagging long term problems and the eruption of some new ones, I am convinced Lindenwood is turning the corner. Gifts are up significantly. We received \$242,566.29 in the first eight months of 1983 compared with \$112,359.32 for the first eight months of 1982. Despite some severe management problems in our Admissions and Financial Aid offices, we have the highest number of students - 216 - living on campus since 1977 when we had 221. Our total full-time day enrollment is down - 429 - as compared to 446 last fall but our new full-time day students is up, 181 compared with 128 last fall. Evening College enrollment is down slightly while LCIE may be up this fall compared to last fall. More important than the number of new students is their quality. Their grade point average and ACT scores are above that of the national average for entering college students. Off campus enrollments come later as will our total head count. I expect total headcount to be slightly under last fall's 1985. By the second semester I expect it to exceed 2,000.

Without the labors of Mr. Watkins, Dr. Robert Peffers, Charnan Kenst, Marilyn Morris, Ruth Mitchell, Miriam King-Watts, Maggie Kracke, Betsy Huls, our staff - and that of the two volunteers, Mrs. Mary Yaeger and Mrs. Evvie Elam, the good report on our new students would have been a bad report!

I have replaced the Dean of Admissions and Financial Aid, the Director of Financial Aid, two secretaries, and three admissions counselors. I have expanded Ed Watkins' duties to include those of Dean of Admission and Financial Aid. He will continue as Vice President for Institutional Development and President of the National Career Productivity Institute. The offices of Alumni Affairs and Public Information will now report to me instead of to Mr. Watkins.

Another of the administrative actions I have taken is the combining of all admissions activity under the Admissions Office and putting the Financial Aid Office under the Admissions Office. The purpose is partially to save money but largely to prepare the way for an aggressive student recruitment program for all facets of the college's

varied academic program. The simple truth is that with an aggressive, well planned, and persistently executed recruitment program, Lindenwood College should have its dorms full with a waiting list and its evening college, LCIE, and off campus programs attracting all the students we can serve with quality. When this comes to pass, this college will have no difficulty in meeting current operational expenses from its income. Funding for the college's vast capital and delayed maintenance needs and short term debt retirement is another matter.

Later this week the full staff of the Admissions and Financial Aid Offices will meet with Mr. Watkins and me at my home for an all day planning meeting. From that session will come the aggressive, well planned student recruiting program we desperately need. Mr. Watkins will have full responsibility and authority for its implementation.

I am pleased with the attainment of full membership on the Board of Directors and with the excellent beginning made by our Board of Overseers in its first meeting yesterday. We need to maintain full membership on both Boards as the tasks confronting Lindenwood in the years ahead will require the time and efforts of all members of both Boards.

By way of report regarding facilities: New roofs were installed this summer on Cobbs Hall and over the parlor of McCluer Hall at a cost of \$27,982. These funds were borrowed internally and become a part of our total internal debt of \$450,000. Repairs have also been made to the roofs of Parker, Roemer and Irwin. The Roemer parking lot has been sealed. The interior of the old gym is being renovated, including removal of the asphalt tile floor, replacement of about 20 percent of the wood flooring beneath it, and resurfacing and refinishing of the entire floor. Butler Hall will be closed on order of the fire marshal before cold weather. The renovated space for the new computer center and computer classroom in the basement of Roemer is nearly completed and delivery of our new Digital Vax Computer is scheduled for September 15. Signs of a colonial style are being erected around the campus and soon interior signs will be in place marking all college offices. Our new Director of Physical Plant, Wayne Daughtery, is doing a topnotch job overseeing all this work.

Intercollegiate athletics, religious activities, residential life, student self-government and other aspects of college life are receiving renewed emphasis under the leadership of our new Dean of College Life, Dr. Allen Schwab. For Lindenwood to become what we all envision it can be, this emphasis is over-due and welcomed and is helping to lift the morale of the entire campus.

Finally, I want to make a number of recommendations for this Board and the college's administration to consider before our January meeting.

First, if the option on the farm land being negotiated with the Episcopal-Presbyterian Foundation does not consummate in a sale, I recommend that the newly appointed Farm Committee actively pursue other potential buyers. We urgently need funds from the sale of up to 30 acres of the land to aid in eliminating the burden of our short term indebtedness.

Second, authorization of and active leadership by this Board of a Major Funds Campaign is critical to the college's future. We must begin immediately to lay the groundwork, create the organization, and begin the process of securing cash and pledges over a five year period to meet both capital and operational needs of the college.

Third, by January, the Board's Facilities Committee and the Administration, in concert with the college's consulting architect, need to have a Master Plan for Campus Development ready for the Board's consideration.

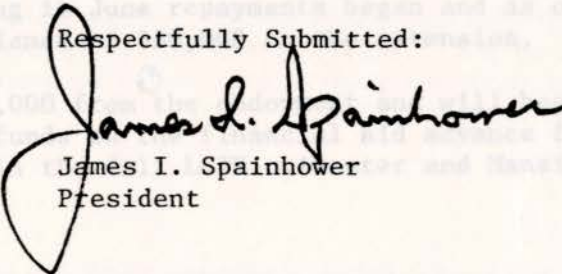
Fourth, the Board's Faculty-Liason Committee should meet with their counterparts from the Faculty to review the Faculty Constitution and By-Laws and present a recommended course of action at the January meeting of the Board.

Fifth, I recommend the Executive Committee of the Board consider the feasibility of Lindenwood entering into a covenantal relationship with the Presbyterian Church and have ready for the January meeting a recommendation.

Sixth, I recommend that the Board authorize the Administration to make application for a College Housing Loan to complete the renovation of Nicolls Hall and to renovate Butler and Ayers Hall for use as dormitories.

At the beginning of this report I suggested that though our problems are many their solutions are not all that complex. That I firmly believe. With the kind of positive cooperation this college receives from this Board, and with the continued willingness of our fine faculty and staff to work hard and cooperate in short term budgeting and personnel cuts to achieve long term stability, I am convinced Lindenwood will get around that corner - and soon!

Respectfully Submitted:



James I. Spainhower
President

National Direct Student Loan Fund

The report at the May Board meeting indicated an indebtedness of current funds to the NSDL loan program of \$120,776. This sizeable amount could have created a problem in the financial aid audit since the problem has existed for over ten years and there are NSDL Federal funds. On June 30, \$100,000 was restored to the fund by endowment loan and the year-end indebtedness dropped to \$14,551. NSDL loans for the fall semester totaled \$110,520 and the \$100,000 loan will be repaid from these funds.

Outstanding Debt

The schedule attached shows activity of our outside indebtedness from the last report on May 31 in date. The First National Bank of St. Charles loan due in 1983 remains. The Landmark line of credit that reached \$900,000 has been reduced to \$610,000.

Our long-term bonds for building construction were reduced by the semiannual principal payment of \$23,000 on August 1 and now total \$762,000.