

THE LINDENWOOD COLLEGES

PRESIDENT'S REPORT

To The

BOARD OF DIRECTORS

February 15, 1983

I do not want my first report to this Board to be too long. However, I would rather error by sharing too much than to deprive you who hold final responsibility for the fate of this college of information you need to provide Lindenwood wise direction.

When I agreed to come to Lindenwood, you and I mutually agreed upon a beginning agenda which we formalized in a "Memorandum of Understanding." In the first part of my report I want to share with you how I have sought to translate that agenda into deeds.

As a beginning point in reaffirming the institution's commitment to the values of the Judaeo-Christian faith, I have moved quickly to strengthen Lindenwood's historical ties to the Presbyterian Church. Through the kindness of Board Secretary, John Hannegan, a luncheon with the pastor of the St. Charles Presbyterian Church, Rev. Robert McGruther, was held. Since that time, I have met with Rev. McGruther on two other occasions and our Academic Dean has invited him to teach a course in religion next Fall. We have also appointed Rev. McGruther to our Long-Range Planning Committee. Last Sunday, at Rev. McGruther's invitation, I delivered the sermon at the morning worship service of the St. Charles Presbyterian Church. In addition, we have agreed that once this Board makes its appointments, we will immediately call a meeting of the Board of Trustees of the Lindenwood College-St. Charles Presbyterian Church Corporation to assist in the continuation of constructive relations between the college and the local Presbyterian Church.

On February 4 we had Rev. Evelyn Fulton, chief executive of the Elijah Parish Lovejoy Presbytery as the guest speaker for our first monthly "Lindenwood Lunch and Learn." Rev. Fulton has also agreed to be our baccalaureate speaker on May 6th.

I have been in correspondence with the offices of the Missouri Synod of the Presbyterian Church and will visit their offices when I am in Kansas City on February 24 to meet with our Kansas City Alums. One of their executives, Rev. E.I. Abendroth, visited my office recently and with his cooperation, we are in the process of finalizing a proposal to receive a \$30,000 grant from the Missouri Synod. The money is already earmarked for Lindenwood once the Synod and the college agree on its use.

On campus, convocations have been held with day students, evening college students, LCIE students, and off-campus students at Mansion House and West Port. In each instance, I have made it a point to emphasize the reaffirmation of values the college is making. A student religious discussion group is being formed at the initiative of some of our students. Dorm rules and standards of acceptable conduct are being tightened and enforced and next Fall we anticipate a vast improvement in our campus community life. My wife and I eat at the cafeteria with the students as often as we can and attend as many of the basketball games as our schedule permits.

In pursuit of a quality academic program, Dean Miller and his associates are constantly reviewing faculty performance. The academic requirements for admission have been raised and we are weeding out those who are not serious about being good students.

After a month and a-half on the job, I am impressed by the many capable persons in administrative positions. The downside is that there are too many of them and we must and will cut positions. Three have already received notice they will not be retained after July 1 and probably a total of 10 positions will be eliminated. We plan to reduce faculty by two or three but will have no net reduction as we will be adding two professors in business and one in computer science. Business students continue to constitute our largest group of majors and a computer science major will be offered beginning this Fall.

The status of the School of Nursing is undecided. Accreditation has been denied and we are now in the appeal process. If the appeal fails, I will recommend at our May meeting the School's elimination unless \$100,000 can be raised specifically for the Nursing program between now and May '24.

A search is currently underway for a permanent Dean of Students to take office July 1, 1983. Ginny Grady is to be commended for stepping in and helping out as our Acting Dean of Students.

The Berlitz School of Language, which has been located on our campus for a number of years has been terminated effective on or before March 31, 1983. This will result in a loss of \$176,000 in annual gross income, but I believe this move is necessary to the success of our efforts to increase our residential population and to develop a close campus community fellowship.

Enrollment for the semester which began in January was slightly over the same period last year and slightly down from Fall. The statistics:

	<u>Spring 1982</u>	<u>Fall 1982</u>	<u>Spring 1983</u>
Total Enrollment (headcount)	1,789	1,974	1810
Full-time Resident	125	151	141
Full-time Day	302	311	245
All Off-Campus Under- graduate except LCIE	202	317	290
LCIE: Graduate and Undergraduate	291	329	289
Evening College	362	313	312
Part-time Day and Evening Combination	115	101	98
Graduate All Programs			
MBA	347	411	398
MFA	7	9	8
M. Ed	38	32	29

We have a capable and energetic Director of Admissions, Ms. Sharon Stites, who began here last October. I consider admissions, along with getting our finances in order, to be the most critical matters confronting the college. We are pleased that thus far we have doubled the number of applicants over the same period last year. Of the 273 applicants on file, approximately 190 are for residential work. My goal is to have 300 students in the dorms next fall. Ms. Stites feels 225 is a more reasonable expectation. Enrollments in other divisions of the college are doing well and we anticipate a steady and manageable growth in those areas.

Of some surprise to me as your new President is the massive amount of repair and rehab work that so many of our buildings require. The work already completed on Cobbs, Niccolls, and Sibley was very needed. Ayres Dining Hall has been tuck-pointed and the interior is in the process of being painted. Roofing work is needed immediately on McCluer and Cobbs but the

bids came in too high and the work will have to be delayed. Mr. Elam and I were given an extensive tour of all our buildings early in January. We concur that the college must determine its objectives, allocate space to meet those objectives, and develop plans to secure engineering feasibility studies for Ayres, Butler, the old gymnasium, Roemer and our heating, air-conditioning, and utility systems. Then we must have dynamic leadership from this Board, and an expanded and revitalized Board of Overseers, to raise funds for a systematic program of continuing rehab and repair. This program will take a number of years to plan, secure the funds, and implement, but it must be begun and continued until all our facilities are in sound and attractive condition. One of Lindenwood's most valuable assets is the beauty of her buildings. But these buildings must be maintained or the campus will soon develop a shoddy and run-down appearance.

A second valuable physical asset is the beauty of the grounds. These are well kept and that commendable work will continue.

I look forward to the Board's appointment of a Facilities Committee to guide our efforts to improve our buildings and to continue our excellent grounds maintenance.

The Long-Range Planning Committee authorized in our Memorandum has been appointed and is at work. Copies of materials furnished the Committee are attached to this report for your information. The Committee will present its final report at your May 24th meeting.

Conscious efforts are underway to strengthen Lindenwood's ties with the St. Charles area. Relations with area citizens have been strained during the past several years. There are fences to mend and it will take time. We must win back some friends who have been offended and we must gain a host of new ones.

To assist in achieving these ends, our St. Charles Board members, Mrs. Crider, Mr. Hannegan, and Mr. Elmendorf have been extremely helpful in introducing me to people, providing valuable insights on the civic, cultural, and business life of the area, and helping to secure speaking engagements. Since January 1, I have addressed the following groups: Rotary Clubs at St. Peters and O'Fallon, Kiwanis and Optimist Clubs of St. Charles, swearing-in ceremony for officials of St. Charles County, "Talk It Over" Group W Cable TV show, St. Charles Jaycee Annual Awards Banquet, a memorial service for our former Dean, Doris Crozier, and a joint meeting of the St. Louis and St. Charles alumni. Future speaking engagements include the local chapter of Phi Delta Kappa, an area honorary education fraternity, Creve Coeur Chamber of Commerce, the college's first "Sleeping Bag" Weekend Convocation, and the St. Charles City Council.

We have had, or have scheduled, a number of groups to be guests of the college including luncheons for the superintendents and principals of school districts in St. Charles County, another for the St. Charles Ministerial Association, and a breakfast for high school counselors. As a preliminary to our St. Charles Annual Funds Drive, we are hosting five different breakfasts with 25 at each one for area civic and business leaders.

In the Greater St. Louis Area, Mr. Hyland, Mr. Babcock, and Mr. Metcalfe have been helpful in arranging for me to meet with a number of persons. Chancellor Arnold Grobman of the University of Missouri at St. Louis gave a dinner for my wife and me with area college presidents and their spouses and area members of our Board and their spouses as guests. I have met privately with Father Fitzgerald of St. Louis University and have scheduled Gene Schwilck of the Danforth Foundation for lunch on our campus tomorrow. Mr. Hyland hosted an interesting and productive session with Mr. William Symes, President of the Monsanto Foundation. Thursday of this week, courtesy of the Monsanto Foundation, consultant Dennis Spellman is coming to the campus for a four-hour session with our Directors of Development and Admissions and myself.

Other area events in which I have been or will be involved include an Executive Planning Session of United Van Lines, birthday party for Alfred Jaffe, owner of St. Louis Forest Park Hotel, speaker at St. Mark's Presbyterian Church in West St. Louis County, Education Commission of the States luncheon with Gov. James B. Hunt of North Carolina, and an area luncheon of the Missouri Housing Development Commission. In addition, I attended a St. Charles luncheon for Senator Danforth, a meeting of the St. Charles Rotary Club, the St. Charles Chamber of Commerce Annual Dinner, Christian Business Men's Prayer Breakfast, and two luncheons of the St. Louis Higher Education Center. My wife and I have joined the St. Charles Historical Society and the St. Charles Christian Church.

A word of explanation about the above paragraphs. In the future, I will not provide such a listing in my reports to the Board unless you specifically request that I do so. In my first report I felt it important to provide a

glimpse of the type of off-campus involvement that will be mine because of my conviction that such participation is necessary if I am to be an effective leader for Lindenwood.

To coordinate our public relations efforts with our development labors, I have taken a number of actions. Mr. Edward Watkins has been retained as our Director of Development, and the Director of Alumni Affairs and the Director of Public Relations now report to him. The office of Public Relations has been moved to this building so that all our development affairs can be housed in one place.

We agreed in our Memorandum that the continuing interest and support of the college's alumni is vital. Much of my time and effort has been, and more will be spent visiting and corresponding with alumnus. Trips are planned this Spring to visit with alums in Kansas City, Springfield, St. Joseph, Fayetteville, and Ft. Smith, Arkansas, and Chicago. The Alumni Quarterly, Linden Woods, will be combined after its next issue with a tabloid newspaper-type publication to be mailed to the college's friends and potential donors, as well as alums. Preparation of the new publication will be made under the direction of Randy Wallick, our Director of Public Relations. The Admissions Office is making plans to reduce its expenses and improve its effectiveness by utilizing alums in recruiting students.

Our initiatives to cope with the college's precarious financial position are outlined in my paper entitled "A Five-Year Plan" which is attached.

I am anxious that the Board take these actions at this meeting to assist in fund-raising:

One, sizeable pledges of financial support are needed from Board members for our Annual Funds Drive. From the Faculty and Staff we have already received pledges for a total of \$16,219 from 86 out of 400 employees.

Two, the appointment and consequent active involvement of the Board's Fund Raising and Development Committee is absolutely essential. I will be asking this committee to meet with me and Mr. Watkins very soon.

Third, the expansion of the Board of Overseers to its permitted membership of 20 plus Life Members will enable us to utilize that Board as a sort of "President's Development Council."

Let me conclude by affirming the great optimism I have for the present and future of Lindenwood. Frankly, things here are not as bad as many suggest. However, the college is sick but the ailment, though serious, is not "unto death." The patient will live and as she gains more strength, her labors will amaze those who thought her near death's door. I covet your support, your cooperation, and your prayers that we might together be used of God to make The Lindenwood Colleges an increasingly effective instrument in His efforts to mold better people building a better world.

Respectfully submitted,

James I. Spainhower