

Institutional Advancement at Linderwood College

A HISTORICAL ANALYSIS

by
Ed Watkins, Vice President for Development
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The Sibley Years: 1827-1856

In 1827, Linderwood College was founded by one of America's great pioneer families. Major George Sibley blazed and charted the Santa Fe Trail and is generally recognized as one of the great inland explorers in American history. His wife, Mary Easton Sibley, was the guiding force in the founding of the college. Her father, Rufus Easton, was sent to St. Louis to investigate the Aaron Burr conspiracy and later became the first postmaster of St. Louis. His holdings included land on which he developed a city named after his eldest son, Alton (Alton, Illinois) Easton.

Mrs. Sibley's school was named Linden Wood, as it was located in groves of sheltering linden trees. The school was founded for the purpose of providing for the "Christian education of young women." Many of St. Louis' most prominent families were patrons of the school. Young women traveled from around the frontier, most by stage coach, to attend Mrs. Sibley's Linden Wood. In 1853, the college was incorporated and three years later Major Sibley deeded the land to a board of directors representing the Presbyterian Church.

From Major Sibley's will:

"The establishment of a School of Linden Wood on a sound and lasting foundation and on a large and liberal plan, wherein female youth may be properly educated has long been with me and not less so with my wife, a fondly cherished object."

The key benefactor, besides Sibley during this time, was Judge John Watson who provided board leadership until 1878.

Summary of 1827-1856

1856

- | | |
|---------------------------|--|
| * Enrollment: | 20-30 associate students
plus an academy for K-12 |
| * Endowment: | 120 acres of land |
| * Buildings: | Several log cabins |
| * Financial
condition: | Struggling for survival |
| * Key Leaders: | Mary Sibley, George Sibley, Judge Watson |
| * Key Benefactors: | George Sibley, Judge John Watson |

The Impact of the Civil War Years: 1856-1898

The period of 1856 to 1898 was a very difficult time for Linderwood primarily because of the Civil War. The war caused a split in the Presbyterian Church. It is said that before and during the war "parents were reluctant to send their daughters and the College was reluctant to receive them." The College even suspended operations in 1865 and 1866. Linderwood was led in 1867 by President French Strother. He left in 1870 because of a suit that ruled in favor of the Northern Presbyterian Church.

The key leaders in this period were Judge John Watson and a new board member, Reverend Jack Niccolls. The key presidents during this time were J.H. Nixon and Robert Irwin. From 1871-1876, Nixon began to build the college's reputation as "equal to any and superior to many of the western female institutions." In 1876, Linderwood had its largest graduating class, 12 students, since its beginning. The College was heavily in debt when Nixon came and unencumbered when he left. From 1876-1880, Dr. Nixon's progress was continued under the leadership of Mary Jewell.

From 1880-1893, Dr. Robert Irwin built the North and South wing of Sibley at an approximate cost of \$55,000. Irwin also built on Nixon's work to build Linderwood's prestige in the Southwest area.

Summary of 1856-1898

	<u>1898</u>
* Enrollment:	30-40 associate degree students and a K-12 prep school
* Endowment:	\$26,000 (\$13,000 from Watson, \$10,000 from Ridgeley)
* Buildings:	Sibley Hall and several frame houses
* Financial condition:	Struggling, and in 1898 the College was again in debt perhaps because of Sibley addition
* Key Leaders:	Nixon, Irwin (presidents) Niccolls, Watson (board)
* Key Benefactors:	Judge John Watson, Mr. Ridgeley

The impact of the Civil War almost closed Linderwood. It divided its primary leaders - its church constituents.

The Roemer and Butler Years: 1898-1940 - "The Wellesley of the West"

During the next 42-year period, Linderwood went from a struggling two-year women's finishing school to a four-year accredited college. Linderwood became one of the best endowed colleges in the Southwest, and the College was referred to by many as the 'Wellesley of the West.'

The first president of this era was Dr. Matthew Howell Reaser. Under his leadership the enrollment grew to capacity, the indebtedness was reduced, and money was raised for improvements. He was followed by George Ayres who provided leadership that resulted in increased enrollment and the need for a new building in 1907. The new building cost \$40,000 and was named Jubilee Hall. Andrew Carnegie presented a challenge grant of \$10,000 and the College received other large gifts from Mrs. McMillan (\$10,000), Colonel Butler (\$10,000), John Holmes (\$5,000) and Mrs. Williams (\$1,000). The rest came from some key alumni and St. Charles residents.

Dr. Ayres died in 1913 and Reverend John Henley served as interim president for five months. In the early 1900's, Reverend S.J. Niccolls convinced Colonel James Butler to join the Board. Together they convinced Dr. John Roemer to become the Linderwood College president in 1914.

Colonel Butler told Dr. Roemer that if he became President he would build him a building. If he filled that building, he would build him another. Butler said if Roemer took the job "he would stand by him to the last button on his vest." Roemer became president, and Butler built what became known as Butler Hall in 1915. When that was filled, he built what became Niccolls Hall in 1917. The cost for these two buildings was in excess of \$200,000.

In 1914, Dr. Roemer envisioned that the Southwest should have a four-year, liberal arts "college for young women that would be equal to the best in the country." In 1919, Lindenwood College became an accredited four-year college, and in 1921 graduated its first four-year student. Roemer decided to recruit in the Southwest area and sent out a young Mr. Guy Motley to bring girls by stage and train. The College enrollment grew rapidly from 117 in 1907 to 429 in 1925. In 1922 and 1923 Roemer Hall was built at a cost of \$500,000 and in 1924 and 1925 Irwin was built to house 80 students and, therefore, increase residential capacity. From 1915 to 1925 over \$1 million was spent on the following buildings: Butler, Niccolls, Roemer, Irwin, Eastlick, Gables and Watson Lodge. Butler paid over \$200,000 for Butler and Niccolls while living, and the other \$800,000 came primarily from interest from the Butler estate.

Colonel Butler was one of the area's leading philanthropists. At his death, he had an estate of approximately \$3.1 million dollars. He left half his estate to charity and half to his wife. Lindenwood received nearly \$250,000 at his death and he recommended that his wife leave a similar amount at her death. After Colonel Butler died in 1916, his wife changed her will to give Lindenwood College over \$1.45 million dollars. Lindenwood was sued by one of Colonel Butler's heirs and the College settled the claim with \$200,000 and kept the rest. In 1916 the market value of the Butler legacy to the College was \$1.7 million. The market value of this estate was \$3.7 million in 1958.

The primary role of Dr. Roemer and of his wife, the dean of students, was to build a first class college by recruiting good students and by providing them with rigorous instruction. The enrollment grew from 117 students in 1907 to 489 students in 1936. When Roemer left, there were 464 students. The depression resulted in a loss of nearly 100 students from 1931-33. The lowest point was 1933 when the College dropped to 364. But by 1936, the College had nearly 30 students more than their best previous enrollment in history.

Roemer's dream was to build the best women's college in the Southwest. At that time Roemer saw the Southwest territory as including: Missouri, Illinois, Kansas, Arkansas, Oklahoma, Nebraska, Iowa, Texas, Tennessee, Kentucky and Indiana. During his tenure, over 90% of Linderwood's students came from these states:

<u>Year</u>	<u>Total #'s</u>	<u># of States</u>	<u>MO.</u>	<u>ILL.</u>	<u>KS.</u>	<u>ARK.</u>	<u>OK.</u>	<u>NEB.</u>	<u>IA.</u>	<u>TX.</u>	<u>KY.</u>	<u>IND.</u>
1928	460	25	146	67	64	39	37	24	19	13	--	--
1940	464	28	106	92	23	23	28	30	35	33	11	23

In 1940, less than 25% of Linderwood students came from Missouri.

Summary of 1898-1940

	<u>1898</u>	<u>1940</u>
* Enrollment:	approx. 40 students	464 students
* Endowment:	\$26,000	\$4,000,000
* Buildings & Grounds:	Sibley Hall	Ayres, Niccolls, Butler, Roemer, Irwin, Butler Library, Memorial Arts Building, Eastlick, Gables, Watson Lodge
* Financial Condition:	In Serious debt	Excellent. No debt.

* Key Leaders:

Presidents:	Dr. Reaser, George Ayres, John Roemer
Board:	Butler, Niccolls, Cobbs, MacIvor
Key Benefactors:	Colonel Butler, Mrs. Butler (Carnegie, McMillan, and others gave to build Jubilee)

Dr. Reaser and Dr. Ayres stabilized Linderwood and prepared the way for John Roemer. Because of Niccolls' involvement with the College and community, both Colonel Butler and John Roemer developed a unique partnership that resulted in Linderwood being referred to as the 'Wellesley of the West.'

There is no sign of an annual appeal to alums or friends. However, there was an invitation in each catalogue, beginning in the 1920's, for people to give to the endowment. The College received a \$50,000 bequest for a Bible Chair but no record of any substantial gift other than the Butler estate was recorded. Apparently, interest off the endowment and tuition was paying for all operations and building expenses.

When John Roemer died in 1940, he left a college that was well known for its rich endowment, its unparalleled buildings and grounds, excellent academic programming, and stable enrollments.

The McCluer Years: 1940-1966

In 1941, Dr. Harry Moorhouse Gage succeeded John Roemer and inherited a stable and reputable college. Dr. Gage and Mr. Motley were very effective in taking the College through the difficult World War II period. In fact, the College added a curriculum to help prepare women to be of assistance in the war effort.

A look at the year 1941 audit report gives us an idea of the College's excellent financial status:

* Endowment:	\$ 3,839,626.82	
	Endowment Income:	\$ 122,452.36
	Student Tuition:	355,929.23
		<u>\$ 478,381.59</u>
* Expenses:		
	Administrative:	\$ 224,518.62
		<u>200,976.72</u>
		\$ 425,495.34
* Balance:		\$ 52,886.25 surplus

The 1941 enrollment report: Total students - 488
Student expenses - \$ 900

25% from Missouri
20% from Illinois
20% from Texas, Oklahoma, Arkansas
20% from Kansas, Nebraska, Indiana, Iowa
15% Other

100%

Dr. Gage and his chief assistant were able to maintain and even build on the Roemer legacy. Enrollment was at capacity. The financial picture remained very sound and the endowment continued to grow.

In 1947, the College's board of directors summoned the well-known president of Westminster, Franc L. McCluer to the presidency. When Dr. McCluer became president of Lindenwood College, he inherited a \$4 million dollar endowment, nearly 500 students, no operating deficit, and a college that was recognized for its outstanding academic quality.

When Dr. McCluer left, the endowment had risen to nearly \$9 million, the enrollment to over 800, and new dorms had been completed. However, for the first time since the Sibley construction, the College began to borrow heavily for new buildings. The College used the endowment as collateral.

Enrollment

Dr. McCluer saw a strong enrollment picture change dramatically from a high of nearly 500 when he took office in 1947 to a low of 303 just three years later. McCluer blamed the decline on a number of factors:

1. Women were getting married and starting families after World War II.
2. The drought effected the Southwestern states where Lindenwood was drawing most of its students.
3. The demographics for entering high school students were not helpful. The baby boom did not start to impact colleges until the late 1950's and early 1960's. McCluer predicted that the future enrollment would change positively around the time of the next decade. It did.

McCluer's enrollment plan was to recruit in what Dr. Roemer referred to as the great Southwest. The enrollment position began to change under the new director of Admissions, Mr. McMurry. By 1956, Lindenwood was back to where it was when McCluer became president. By 1959, the College grew to 505 and in McCluer's last two years the College experienced two years of enrollment that exceeded 800 students.

Remarkably, the College enrollment by states did not change a great deal over a period of a quarter of a century. For example, consider the comparison between 1940, 1944, 1948, and 1959.

<u>Year</u>	<u>Total</u>	<u>MO.</u>	<u>ILL.</u>	<u>KS.</u>	<u>ARK.</u>	<u>OKLA.</u>	<u>NEB.</u>	<u>IA.</u>	<u>TX.</u>
1940-41	464	106	92	22	18	41	31	35	33
1944-45	482	127	56	36	26	36	15	61	29
1948-49	434	109	78	19	26	19	15	38	24
1958-59	505	114	67	16	38	38	13	23	47

In 1965, the majority of students were still coming from these areas with Missouri, Illinois, Arkansas, and Texas leading the way.

McCluer followed Roemer's lead by asking the alumni to put a priority on sending students to Lindenwood. Lindenwood's success in enrollment under McCluer probably occurred for the following reasons:

1. Admissions was the number one priority. This was the case under Roemer and it continued under McCluer. There were as many as seven enrollment counselors during the McCluer days and they worked the entire country, particularly the lower Midwest and the Southwest. This was a pattern that began when Roemer announced that Lindenwood would become the number one women's college in the Southwest.
2. Excellent administration of admissions. Mr. Guy Motley was the key to Dr. Roemer's enrollment success and Mr. McMurry and later Mr. Thomas had similar success under McCluer.
3. Demographics changed. All schools were effected positively in the early 1960's by the baby boom and the Kennedy-Johnson impact on educational growth.
4. The College was not successful in establishing an annual giving program and thus they relied almost totally on enrollment income.

When McCluer left, the College had a capacity in residential enrollment of nearly 700 residents. The profile of the Lindenwood freshman in 1965 was an eighteen-year old, middle class woman who had average scholastic aptitude, and who would probably not finish at Lindenwood. In 1965, for example, there were 345 new students out of a total enrollment of 800. This tendency for people to go to Lindenwood for a short term was something that puzzled both Roemer and McCluer throughout their administrations.

Annual Giving

Until Dr. McCluer, there is no evidence that Lindenwood ever had an annual solicitation drive. The alumni initiated the first appeal to the alumni in July of 1948. The amount total was \$10,000 and the alumni ended the drive with \$4,800. In 1951, McCluer appealed to the alumni to give on an annual basis because the endowment was not sufficient to cover expenses. He said student income only accounted for 70% of the budget.

In 1955, McCluer was very discouraged by annual alumni giving and compared Lindenwood College support to that of Wellesley, a college that was used in comparison with Lindenwood during the Roemer years:

<u>1955</u>	<u>Lindenwood College</u>	<u>Wellesley</u>
% of alumni givers	9%	46%
Total dollars	\$ 3,262	\$ 756,000

The College hired alumni coordinators throughout the McCluer years, but there is no indication that he was ever pleased with the results of the appeals:

<u>Year</u>	<u>Amount</u>	<u># of Contributors</u>
1956	\$ 3,262	678
1957	4,086	700
1958	6,338	500
1959	12,900 *	625
1960	15,282 *	N/A
1961	18,295 *	1,379
1962	20,529 *	2,323
1964	29,849 *	882

* includes alumni contributions to the building campaigns.

Dr. McCluer was continually concerned about the lack of unrestricted giving to help subsidize the College because he sought to use the endowment income for other purposes. In 1956, he hired a public relations firm to analyze Lindenwood's potential for an annual campaign. The firm said that the College's major detriments in attracting dollars were the following:

1. Poor record of alumni giving. The alumni were never asked during the Roemer years. They were asked by McCluer but they weren't responding.
2. There was no long range plan for a development campaign.
3. There was still an attitude that Lindenwood's endowment was so rich that the College didn't need the money.
4. The Board was not, and had not, been expected to give to the College on an annual basis.

The firm concluded the following:

1. The College should share budget problems to negate "rich college" image.
2. The College should launch a \$550,000 campaign.
3. The College should find a development officer.
4. The Board should pledge \$220,000 from themselves or their contacts.

From 1955 to 1960, the College raised only \$245,000 or \$49,000 per year from annual giving sources. It was not until 1961 that the College developed a major fund raising campaign strategy. The College hired their first development officer, Fred Donneges, and the next year announced an \$8 million dollar campaign:

\$ 3,700,000	addition to endowment
300,000	improvements
2,750,000	new buildings (Science, Parker, finish McCluer, gym
<u>250,000</u>	language lab
\$ 8,000,000	estimated

The plan was to raise \$4 million in five years, to build Science Hall, pay off McCluer, and begin construction of a new residence hall. The results are highlighted by the following examples:

1. McCluer Hall was completed in 1961 with a \$250,000 loan from the endowment and the sale of an additional \$350,000 worth of stocks and bonds.
2. In November of 1962, McCluer gave a 17-month report on the progress of the \$4 million dollar five-year drive. McCluer expressed great disappointment that the drive had only netted \$90,000 in cash and pledges.
3. Young Science Hall - The College raised over \$400,000 in four years for the Science Building. They took out loans and sold endowment to cover the remaining \$1.5 million dollars.
4. Parker Hall - Parker Hall was paid for almost completely by loans and sale of endowment with a total cost of over \$700,000.

Throughout the McCluer administration, capital and annual campaigns were initiated. None were deemed successful and, unfortunately, the trend of borrowing from the endowment to pay for expenditures began during the early 1960's when McCluer projects began. Roemer had taken the income to build buildings, but had not borrowed or sold endowment funds.

The alumni giving never exceeded \$30,000 annually and St. Charles did not exceed \$15,000. The only significant board giving, \$50,000, went to the Science Building.

It must be noted, however, that bequests from estates improved the restricted endowment total during that time.

<u>Year</u>	<u>Building</u>	<u>Cost</u>
1949	Cobbs	\$ 370,417.89
1961	McCluer	700,000.00
1965	Parker	650,000.00
1965	Young Science	1,250,000.00

By 1965, the College had eight residence halls and a new student capacity of 700 which was reached in that year.

<u>Year</u>	<u>Cost of Operations</u>	<u>Revenues</u>	<u>Surplus/Deficit</u>
1939-40	\$ 357,000	N/A	N/A
1942-43	425,495	N/A	N/A
1944-45	454,000	N/A	N/A
1952-53	660,000	N/A	N/A
1953-54	N/A	N/A	\$ (30,000)
1954-55	743,000	\$ 731,000	(12,000)
1959-60	1,199,757	1,208,653	(8,896)
1960-61	1,293,526	1,302,282	8,756
1961-62	1,455,711	1,451,523	(4,188)
1962-63	1,451,338	1,482,525	31,187
1963-64	1,482,886	1,497,382	14,496
1964-65	1,771,974	1,912,627	140,653
1965-66	2,026,700	2,175,915	149,215
1966-67	2,382,058	2,416,751	9,693

Approximately \$ 315,000 accumulated surpluses in 13 years.

Income from Endowment

<u>Year</u>	<u>Amount</u>
1939-40	\$ 87,000
1944-45	124,000
1952-53	195,000
1954-55	204,000
1962-63	294,640 (25% of annual budget)

Endowment

The market value of the endowment was nearly \$4 million dollars when McCluer became president in 1947. In 1956, the College added one million to the endowment. This is the only evidence of any substantial additions to the Butler-Roemer endowment: \$300,000 - Ford Foundation; \$100,000 - John Garnet estate; \$600,000 - Eastlick Trust (Butler's niece). There is no indication that the College made a conscious effort to build the endowment during President McCluer's presidency. The market value increased over the years until it reached nearly \$9 million in McCluer's last year. The increase came primarily from appreciation of the portfolio holdings.

<u>Year</u>	<u>Endowment</u>
1942	\$ 3,839,626
1950	3,898,000
1953	4,400,000
1954	4,700,000
1955	5,200,000
1956	6,000,000
1964	8,765,542
1965	8,950,645
1966	8,302,286

Cost to Students

1941	\$ 900.00
1959	1,540.00
1961	1,800.00
1965	2,485.00

Summary of McCluer's Administration

	<u>1946</u>	<u>1966</u>
Endowment	\$ 3.8 million	\$ 8.3 million
Enrollment	480 students	832 students
Budget	\$ 450,000	\$ 2,026,700
Total student cost	\$ 900.00	\$ 2,485.00
Endowment used for budget	\$ 120,000	\$ 300,000
Annual giving	---	\$ 88,000
Buildings	MAB, Library, Irwin, Niccolls, Ayres, Sibley, Roemer	McCluer, Parker, Cobbs, Young

Dr. Franc McCluer was a good steward of the Sibley and Roemer legacy. During his administration Linderwood doubled the endowment, almost doubled enrollment, and expanded its facilities by adding three residential halls and a science building.

Under McCluer, the College was never able to mount a successful fund drive. In November, 1960, the College took out a bank loan of \$250,000 and had to sell \$350,000 worth of stocks and bonds to pay for McCluer Hall. McCluer was completed in 1961 and almost all of it was paid for from endowment.

The additions to the endowment came in 1956 when gifts, bequests and grants amounted to \$500,000.

From 1955-60, only \$245,000 or \$49,000 per year was raised for annual giving sources. In 1961, the College announced an \$8 million dollar fund drive, but the drive was not successful and annual giving never exceeded \$100,000 per year. Most of the buildings were paid for by endowment and/or loans.

But McCluer's greatest strength was that he truly believed in the direction John Roemer had established in the 1920's and 1930's. He never strayed from his fervent belief and conviction that Linderwood should be a strong liberal arts college for women.

"The curriculum in a college for women will emphasize some studies of peculiar interest to its particular students, but the presence of women in the market place and in the professions, and their responsibilities as citizens, to our nation as well as to our homes, lead to the recognition of the fact that basic liberal education arts is for women, as for men, of incredible value.

It is with no diminution of regard for technical work that I emphasize the peculiar value of what we have called the liberal arts. To overcome the confusion, inhumanity and destruction of our day we must rely on clear thinking, humane feeling, and exercise good will. Here is the responsibility of a liberal college, a responsibility that must be accepted with 'delight of battle,' for varied attacks on the liberal tradition persist."

The Brown Years: 1967-1973

President John Anthony Brown came in August, 1967, and inherited Lindenwood's largest enrollment of 824 students. By 1968, the total enrollment had dropped to 577 for a loss of 247 students. The resident student population had declined from 656 in 1966 to 417 in 1968 for a loss of 239 students.

Despite the College's strong enrollment picture in 1967, President Brown felt that the traditional women's college was in decline nationally and that the attitudes of the 1960's were not supportive of a women's population.

Enrollment

President McCluer had talked about a coordinated men's college during the last year of his administration. McCluer's idea was to invite a men's college to use the back acreage of the campus. Brown also discussed this, but in the end the separation between the men and women was not as pronounced as was originally conceived. This was due primarily to financial considerations.

The new men's population began with 18 residential students in 1968 and grew to 116 by 1970. But the growth stopped there and by the time of Brown's departure there were only 72 men in the resident halls.

Unfortunately, the women residential numbers fell dramatically during this time from a high in 1966 of 656 students to 496 the following year and fell all the way to 171 in 1973.

In 1972, Lindenwood had reached its lowest residential figure in over 50 years. By 1973, the residential enrollment had declined by over 400 in just a matter of seven years. By 1971, Brown seemed to realize that the men's college was not going to be the bonanza he once dreamed. In 1972, the College officially introduced the Evening College and a strengthened business program. The primary reason for this move seemed to be one of economics and, in fact, the part-time day and evening population helped offset the dramatic declines in the full time residential programs. The part-time population went from 39 in 1966 to a high of 397 by 1973. The full time day commuter population grew from 127 in 1966 to a high of 256 by 1973.

John Brown wanted to improve quality and anticipate what he predicted would be a decline in future women's enrollment. Brown pointed out that in 1957-58 over 82% of Lindenwood's entering freshmen were in the upper half of their class. In McCluer's last year there were only 67% in the upper half.

In 1966, 80% of the Lindenwood College population was residential. Just seven years later only 26% of the student population was residential. There were some reductions in the full time work force, but nothing that even remotely corresponded with the drastic drop in students.

Brown Enrollment Overview

<u>Year</u>	<u>F.T. Res.</u>	<u>F.T. Day</u>	<u>F.T. Total</u>	<u>P.T.</u>	<u>Total Enr.</u>
1967-68	496	145	641	34	675
1968-69	417 (18 men)	129	546	31	577
1969-70	426 (80 men)	141	567	93	670
1970-71	408 (116 men)	147	555	138	693
1971-72	320 (91 men)	130	450	151	601
1972-73	272 (73 men)	229	501	296	797
1973-74	243 (72 men)	256	499	397	896

Endowment Deficits

For the first time in its modern history, Lindenwood began to accumulate substantial annual deficits. A sizeable portion of the endowment was used to finance buildings constructed during McCluer's time, and also the multi-million dollar Fine Arts Building. Consequently, income from endowment was needed to pay for capital expenses and was restricted in use for operating funds. The endowment declined from a high of \$9.4 million to a low of \$6.8 in Brown's last year. There was still a good deal of money tied up for use as collateral. From 1967 to 1974 the College accumulated a \$3 million dollar cumulative deficit.

Annual Giving

The College continued to have difficulty establishing an annual giving program. From 1968 to 1974, the College raised \$988,000 or an average of only \$141,142.00 annually. The transition to a co-ed college further complicated prospects for improving an already unsatisfactory level of alumni giving.

Brown had several development officers who started with enthusiasm and left in frustration.

Summary Analysis

<u>Year</u>	<u>Annual Giving*</u>	<u>Market Value**</u>	<u>Expendi- tures***</u>	<u>Income****</u>	<u>Deficit</u>
1967-68	\$ 105,000	\$ 8,338,884	\$2,319,409	\$2,026,043	\$ (293,366)
1968-69	119,000	8,945,779	2,341,380	2,100,154	(241,226)
1969-70	171,000	9,423,404	2,510,337	1,886,672	(623,665)
(alums)	(46,925)				
1970-71	169,000	7,433,618	2,693,104	2,193,510	(499,594)
(alums)	(29,000)				
1971-72	146,000	7,882,960	2,544,528	2,200,242	(344,286)
1972-73	160,000	7,306,596	2,698,961	2,173,020	(525,941)
1973-74	118,000	6,805,611	2,696,536	2,142,966	(553,570)
	<u>\$ 988,000</u>				<u>\$3,701,153</u>
	av. \$141,142				

* \$1,533,273 drop in endowment

** It is very difficult to determine the precise amounts of gifts that were counted as unrestricted. It is possible that capital funds were mixed into these figures.

*** In 1974, expenses were up nearly \$400,000 from 1967.

**** In 1974, income was only up over \$100,000 from 1967

In 1975-76, student costs were \$3,675.

When Dr. McCluer returned to serve as interim president in 1974, Linderwood had changed dramatically from the College he had inherited from Dr. Roemer in the 1940's. When McCluer went through his enrollment problems in the early 1950's, he chose to stay with the Sibley-Roemer plan of serving the whole needs of a residential women's population. When President Brown found similar, if not more severe problems, he chose to lead the college in new directions that were consistent with the trends of the time. He was successful in reaching out to new populations in new ways. The following questions will remain about the Brown administration:

1. Would the residential women's college have been able to survive on its own if Linderwood had stayed the course?
2. Did Brown respond to the inevitable and build alternatives that maintained minimal enrollment at the College.

During the Roemer and McCluer era, the residential enrollment and the endowment income accounted for the strong advancements. The Brown enrollment decline, coupled with the building projects in the mid and late 1960's, resulted in the first substantial deficits since the turn of the century. Brown was no more successful than his predecessors in attacking capital and/or annual giving constituents.

Regardless of one's viewpoint, it seems certain that Brown led Lindenwood College through the most fundamental changes since it became a four-year college in 1916.

McCluer - Interim President: 1973-74

Dr. McCluer assumed the Presidency on an interim basis in 1973-74. When McCluer left in 1966, the College was obviously different from the college he served as interim president.

<u>Year</u>	<u>Full-Time Enrollment</u>	<u>Residential</u>	<u>P.T.</u>	<u>Endow.</u>	<u>Surplus/ Deficit</u>
1966-67	804	654	150	\$8.3	\$ 149,000
1973-74	561	255	255	\$5.8	(622,000)

The Spencer Years: 1974-79

In 1974, William Spencer became Lindenwood's 16th president. Dr. Spencer inherited a college in serious trouble. The Brown and interim administration had accumulated over \$3 million in debts, the residential college was rapidly deteriorating, and the College did not seem clear about its mission. Spencer tried to counterbalance our prior position by instituting new programs and services.

Prior to Dr. Spencer, the College used budget problems as a rationale for offering evening courses for adults. Spencer was responsible for the following programmatic advances:

1. expansion of evening college
2. introduction of Lindenwood College for Individualized Education (LCIE)
3. introduction of MBA
4. nursing program
5. teacher education programs
6. theatre arts programs

The College also initiated a number of new projects during Spencer's administration:

1. the building of 1.5 million stadium
2. a covered riding arena
3. conference programming
4. summer theatre
5. summer institute and workshops

Only three of these programs and projects did not produce revenues in their first year: LCIE, Stadium, Summer Theatre.

Dr. Spencer had a vision of Lindenwood College as a strong, small residential population supported by innovative, extensive adult programs. Spencer caused great concern among some of the faculty when he threatened some structural changes relative to full-time faculty. Spencer said, "Lindenwood College has 50 professors whose primary job is to serve full-time resident and non-resident students." Spencer said that the College needed 750 to 850 full-time students to provide a \$14,000 salary for a professor. He added, "this is further complicated by a hotel that is at 25-30% capacity (200 beds out of 750 possible) with people who want amenities."

Enrollment

Dr. Spencer's major contribution was the introduction of the LCIE program. By 1978, this innovative program had grown to 245 full-time students. This primarily accounted for the overall 300 student increase during his administration.

<u>Year</u>	<u>Full-Time</u>	<u>Residential</u>	<u>P.T /Evening</u>	<u>Total</u>
1975-76	472	223	692	1,348
1976-77	671	266	941	1,612
1977-78	495	221	N/A	N/A
1978-79	500	209	967	1,676 (LCIE-245)

Endowment and Deficits

Under Spencer, the endowment continued to be used to pay for buildings and operating expenses. The College's endowment went from \$5.3 million in 1975 to \$3.6 in 1979. The deficit accumulation continued with a total of \$2.3 million accumulated during Spencer's administration.

Annual Giving

Annual giving averaged \$165,000 during the Spencer years. Spencer, like all of his predecessors, was frustrated by the college's inability to raise sufficient funds to balance the budget.

Summary Analysis

<u>Year</u>	<u>Annual Giving</u>	<u>Endowment</u>	<u>Expendi- tures</u>	<u>Income</u>	<u>Deficit/ Surplus</u>
1975-76	\$ 174,000	\$5,312,230	\$3,456,789	\$3,104,550	(\$352,239)
1976-77	149,000	4,988,867	4,153,860	3,575,937	(577,923)
1977-78	151,000	3,975,079	4,392,258	3,855,258	(537,044)
1978-79	136,000	3,655,743	4,641,000	4,152,552	(488,455)
1979-80	212,000*	3,655,143**	5,212,078***	4,866,461	(345,617)****

* does not include Babcock Center gift

** Endowment dropped \$1.7 million

*** Expenditures increased \$1.8 million

**** \$2,301,268 deficit

Student Costs:	1974-75	\$3,380
	1975-76	3,675
	1976-77	4,100
	1977-78	4,400
	1978-79	5,050

Dr. Spencer was responsible for a planned comprehensive and coordinated adult program. He will be remembered for his innovative approaches to adult education.

The Johns' Years: 1979-82

Robert Johns was selected as President in August of 1979. The 1979-80 expenditures were \$5,212,078. By 1981-82, the expenditures had increased by \$1.5 million dollars. The projection for expenditures for 1982-83, his last year, was over \$8 million dollars.

It should be noted that income raised under Johns' administration increased from \$4.8 million in 1979 to \$7.4 million in 1981-82. One way income was increased was by raising day and resident student tuition and fees. This revenue was coming from fewer and fewer people.

The full time resident population went from 204 to 144 even though there were eight recruiters and the highest proportional amount of funds spent on recruiting in our history. The problem may have been directly related to costs and scholarships.

In 1975-76, Linderwood's total costs to residential students were \$3,675 up from \$900 in the Roemer years. By 1982 Linderwood's total cost to residential students was \$7,400. Under President Johns, tuition, room and board went from \$5,050 in 1979 to \$7,400 in 1982. Also, the college eliminated a program, horsemanship, that was most likely to attract students who could afford to pay. During this time scholarships were reduced, and in 1982, the average student was receiving less than an average of \$200. The increase in total numbers went from 1,650 in 1979 to approximately 1,850 in 1982. This can be directly attributed to the creation and success of the Mansion House/Westport operation under Phil Edwards.

The recurring problem was that Linderwood was again experiencing the problems associated with a full-time liberal arts faculty of over 40 who were serving less and less of the student population. In fact, in 1982 Linderwood had the lowest total full-time day and residential population in 60 years and the lowest residential population since 1912.

Annual Giving

When Dr. Johns arrived he said that he planned to raise \$1 million from alumni and big givers by May, 1981. Johns announced a Decade of Growth Campaign that would run from 1980-1990. He wanted to raise \$10 million in ten years. Johns said Linderwood College had never had a successful fund drive in its history and that the last announced major drive was in 1960.

The Development staff for June of 1980 consisted of the following people: Rick Scott, Terri Rollins, Pat Silversmith, Bob Chase. In 1980 the College received a 40-year million dollar government loan to rehabilitate Ayres, Irwin, Niccolls, and Sibley.

On December 8, Johns told the Board that they needed to help raise money. This was a message that was repeated throughout the Johns administration. In July, 1981, the President presented the Board with a capital improvement "must list" of \$416,771. He also presented a "want list" of \$1,694,750.

In March, 1982, board member David Babcock asked Johns what were the President's responsibilities for coordinating fund raising? Johns said he should coordinate fund raising and make 30% of the calls. Babcock said, "Is the board waiting for management to implement fund raising or is management waiting for the board to implement"?

In April, 1982, board member Walter Metcalfe wrote a letter to Johns and asked him about campaign strategies. Metcalfe said the Board needed a clearer definition of the mission. He also asked if Johns had the right people in place.

Johns responded by saying the following:

1. Fund raising should be jointly planned by all parties.
2. Income has improved from tuition.
3. Alumni giving is a disappointment. Need \$250,000 by 1985.

4. Should get \$50,000 a year from St. Charles.
5. Johns said the Board should be responsible for St. Louis, but that he would help.
6. Admitted the right people were not in place for fund raising but soon would be.

In May, 1982, Johns hired Walter Hundley to direct the development efforts. At the same time, the College contracted with a development fund raising group, Ketchum, at the cost of \$10,000. They asked Ketchum to do an analysis of Linderwood's needs. Ketchum concluded the following from talking with people in the St. Louis area:

1. Linderwood cannot raise \$8 million dollars by the end of the decade unless it first addresses some current problems:
 - a. Linderwood has low recognition in the St. Louis area.
 - b. There was general indifference toward campaign plans.
 - c. There was little confidence in prospects for success.
 - d. No one seemed anxious about providing leadership for this campaign.
 - e. There was considerable amount of prospecting and lead development to be done before starting this campaign.

Enrollment

In 1979, Linderwood had approximately 1,650 students. By 1983, Johns last year, there were 1,850 students. The major categories of enrollment were:

<u>Year</u>	<u>Residential</u>	<u>F.T. Day</u>	<u>LCIE</u>	<u>Grad</u>	<u>Evening</u>
1979-80	204	477	203	248	476
1980-81	176	500	287	265	524
1981-82	176	516	368	255	413
1982-83	144 (-60)	446	329 (+126)	191 (-53)	313 (-163)

What accounted for the 200 net increase during the John's administration? Under Johns, LCIE grew from a population of 203 in 1979 to 329 in 1983. This program was introduced by Spencer in 1975, and has been identified by some outside observers as Linderwood's strongest programmatic feature.

In 1980, President Johns contracted with Phil Edwards to offer Lindenwood graduate and undergraduate courses at Mansion House and Westport facilities. This program grew from 30 in the fall of 1980 to 300 students in 1982. This was the major innovation of the Johns' administration and accounted for nearly \$1,000,000 in net income through June of 1984.

Without the extensions and the growth in LCIE, the college deficits would have exceeded college resources by a far greater amount.

Summary Analysis

<u>Year</u>	<u>Annual Giving</u>	<u>Endowment</u>	<u>Expendi- tures</u>	<u>Income</u>	<u>Surplus/ Deficit</u>
1980-81	\$ 211,989.12	\$ 3,712,038	\$ 6,850,608	\$6,614,980	(\$ 268,702)
1981-82	177,381.18	3,456,820	\$ 7,622,109	\$7,443,319	(214,565)

The Johns' administration can best be summarized by the following facts:

1. Residential College - Money was put into counselors and material to rebuild the campus population. It didn't work partly because of the high tuition increases (over \$3,000 in four years) and low scholarship commitment. The residential population sank to its lowest point in 70 years and the full time day to its lowest in 60 years.
2. Development - In 1980 the College announced a ten-year \$10 million dollar campaign. The campaign never materialized. President Johns blamed the Board for lack of leadership in fund raising but never presented a detailed plan to the Board which included where the money would come from and what their responsibilities would be.
3. The horsemanship program and the Football Cardinal arrangements were discontinued during the Johns' administration.
4. The financial success of LCIE and Mansion House/ Westport offset declining numbers in the day school and the evening graduate and undergraduate program.

5. Since the time of McCluer, it was never clear whether the total college community had a plan for the future or was simply reacting to immediate financial and marketing demands.

LINDENWOOD COLLEGE: 1827-1982

A REVIEW

Lindenwood College was founded in 1827 by Mary and Major George Sibley. Lindenwood was the first women's college and the second oldest liberal arts school west of the Mississippi. Today, Lindenwood is listed as the third oldest business in the St. Louis metropolitan area.*

Lindenwood was founded for the purpose of providing a strong Christian education for young women. Until 1919, the school consisted of an academy for K-12 students and a two-year associates program.

In 1898, Lindenwood College was a school with the following characteristics: small enrollment of 20 to 40 college level students, 120 acres of land, few frame buildings, the majestic Sibley Hall, \$26,000 worth of endowment, and some serious debt problems.

From 1898 to 1940, Lindenwood experienced one of the most remarkable growth periods in the Mid and Southwest territory. The College began this period of growth under the leadership of Dr. Matthew Reaser and Dr. George Ayres. These two, with the board leadership of Jack Niccolls, brought the school out of debt, increased enrollment to current capacity, and added Jubilee (Ayres) Hall. This second major building on the campus was built through the generosity of Dr. Ayres acquaintance, Andrew Carnegie. Mr. Carnegie challenged the College with a \$10,000 gift which was matched by new board member, Colonel James G. Butler, Mrs. McMillan, and several others.

Colonel and Mrs. Butler's gift was the first in a series of contributions that resulted in over \$3 million dollars of support for the College. When Dr. Ayres died in 1913, he left a strong college and an active board under the leadership of Rev. Jack Niccolls.

Jack Niccolls was responsible for bringing both Colonel Butler and Rev. John Roemer on the Lindenwood board. When Dr. Ayres died in 1913, these three board members were faced with the responsibility of finding a new president who could provide Lindenwood with a leader who would bring the dream of a "new Lindenwood" to reality. These people felt that Lindenwood College could and should be the strongest women's four-year college in what was then referred to as the

* St. Louis Business Journal

"Southwest." Colonel Butler and Rev. Niccolls pleaded with John Roemer to take the Linderwood presidency and Butler, a 'respected philanthropist' said that he would stand behind Roemer 'to the last button on his vest.' He promised that if Dr. Roemer took the job he would build him a resident hall (Butler) and that if he filled that hall, he would build him another (Niccolls).

John Roemer accepted the presidency in 1914 and set out to make Linderwood the 'Wellesley of the West.' The following facts speak to Roemer's successful era:

1. Reputation - The College became a four-year accredited liberal arts college in 1919 and by 1940 was well established with a national reputation as one of the finest women's colleges in the nation.
2. Additions to the Plant - Ayres, Butler, Niccolls, Irwin, Eastlick, Gables, Roemer, Memorial Arts Building, Watson Lodge and 60 acres.
3. Endowment - \$4,000,000
4. Financial Status - Excellent, no debt
5. Enrollment - approximately 500 students (95% residential)

In 1947, Franc McCluer assumed the role of President of Linderwood College. Dr. McCluer was a good steward of the Roemer legacy. After nearly 20 years as President, McCluer left Linderwood with over 800 students, over \$8 million dollars in the endowment and no operating deficit. Linderwood's reputation as the finest women's college in the region was maintained during McCluer's era.

From 1967 to 1983, Linderwood was led by three presidents who initiated some fundamental changes in the institution. In 1968, under John Brown, the College began a coordinated men's college. In 1974, the College began a formalized, comprehensive adult program under Dr. William Spencer. Spencer followed this with the introduction of several graduate programs (including the M.B.A.).

From 1967 to 1983, Linderwood accumulated over \$6½ million dollars in deficit, reduced the endowment to less than \$4 million, reduced the residential population from 700 to 144 and increased the total student population from 800 to over 1,700.

Summary

From the mid-1920's to the mid-1960's, Linderwood College's profile remained basically the same. The College drew the majority of its students mainly from ten states in what was called the "great Southwest" in the Roemer years: Texas, Oklahoma, Illinois, Iowa, Missouri, Arkansas, Kentucky, Indiana, Nebraska and Kansas. The Butler funds were the major source in the endowment for over forty years, the college operated in surpluses, and there were no significant operating deficits throughout this period. During this forty year period Linderwood was recognized as one of the finest colleges in the country.

1827-1982 Conclusions

1. When Linderwood has advanced institutionally, it has been the result of strong presidential and board leadership. The common characteristics of Sibley, Watson, Niccolls, Butler, Roemer, Cobbs, McCluer and Young among others, is that these leaders articulated a vision of greatness for Linderwood. They clearly wanted to see Linderwood as the best women's college in the "old Southwest." These leaders were able to ignite a consensus of support.
2. Sibley, Roemer and McCluer attracted deeply committed people to implement their dreams. The Sibley's had the Watson's (board), Roemer had Guy Motley, and McCluer had McMurry, Thomas (admissions) and Colson (vice president). These committed individuals carried out much of the dream for their leaders.
3. When Linderwood became a four-year college in 1919, it determined its recruitment territory (the old Southwest) and utilized alumni clubs to maintain this enrollment pattern for over 40 years. Until 1967, almost three quarters of Linderwood student population had come from nine states outside of Missouri.
4. From the 1920's to the mid-1960's, Linderwood developed a reputation as one of the strongest women's colleges in the United States. During the Roemer days, Linderwood was identified as the "Wellesley of the West." Dr. McCluer took full advantage of this reputation to build enrollment. During the mid-1960's, students were applying to Linderwood during their junior year in high school.
5. Linderwood College attracted two major benefactors who gave gifts that totalled over \$3 million in the early 1920's. These funds were used to build the "Wellesley of the West."

Colonel James G. Butler and his wife, Mrs. Margaret Legget Butler, gave gifts worth over \$20 million dollars in today's market. Almost every building on campus was either completely or partially subsidized by the Butler estate.

6. From 1898 to 1967, the College's financial status was excellent. There were very few deficit years during this period and in most years, the College operated with a healthy surplus.
7. From 1898 to 1967, the enrollment grew at a steady pace and helped account for the excellent financial status. The enrollment grew from 40 in 1898 to 500 in 1940 and again to 800 in 1967.
8. The Butler bequests were a double-edged sword for the College. The gifts allowed the school to develop into the "Wellesley of the West" but, unfortunately, lulled the College into a false sense of security. Other schools effectively used gifts of this nature to attract other major benefactors or to initiate successful endowment and annual fund campaigns. Lindenwood was not successful in either respect.
9. No Lindenwood College president ever mounted and few ever even attempted a major fund raising campaign. Both McCluer and Roemer saw themselves as effective administrators whose primary advancement priority was to increase enrollment. One of the two major campaigns was launched in the early 1960's and the other was launched in 1980. Neither campaign succeeded.
10. Lindenwood's best successes as an institution occurred when the College was clear about what it wanted to be. Dr. McCluer and Roemer had a vision of a small women's liberal arts college that recruited heavily in the small towns of the "old Southwest." Later, Dr. Spencer had a vision of a residential college supported by a comprehensive (full and part-time) individualized network of adult programs.

For nearly 40 years, Lindenwood's liberal arts excellence matched McCluer and Roemer's dream.

The LCIE program, initiated under Spencer, was identified as a national model by a North Central Accreditation Team. These examples demonstrate the important value of a focused plan which is targeted toward specific constituents.

11. Lindenwood has made the greatest strides toward institutional advancement when there has been a unity of purpose among the Board, the administration, the faculty, students, and alumni.

The unity of purpose was quite evident during Lindenwood's early years. The unity of purpose began to dissolve under the Brown administration and continued on through the Spencer and Johns' years.

THE RENAISSANCE: 1983

The word "Renaissance" means "rebirth." The term suggests a return to more traditional ideals. The Linderwood Renaissance began in January of 1983 under the direction of the school's new president, James I. Spainhower. Dr. Spainhower immediately commissioned a Long-Range Planning Commission to develop certain themes to guide Linderwood's future. These themes were traditional in the sense that they had been largely responsible for Linderwood's success during the Roemer and McCluer years.

Renaissance Mission:

The Planning Commission developed a mission statement which emphasized (1) Academic Excellence - World of Learning, (2) Traditional Values - World of Lifestyles/Values, (3) Work Experience - World of Work. The College implemented this plan with the following specific courses of action:

1. 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. (These scores returned Linderwood to above the national average for entering freshmen college scores.)
2. Traditional Values: The College re-established ties with the Mid-America Synod of the Presbyterian Church by entering into a covenantal agreement. Furthermore, the College received a grant from the Presbyterian Church to help fund a religious life emphasis on campus. In 1983, almost 25% of the residential students were members of the Student Religious Life Organization.
3. 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 Linderwood. In 1983 and 1984, over two-thirds of the traditional student population participated in work service assignments.

The Work Service program consists of the following individual components: Cooperative Education Interns, Leadership Departmental Interns, Practicum Interns, Work Study Students, Part-time and Summer employees.

In a further effort to introduce work to more students, the Leadership Scholarship program was implemented in 1983. These students were given a leadership scholarship in return for a specified amount of service to the community.

The College's mission served as the Rebirth or Renaissance of what John Roemer referred to in the 1920's as the "new Linderwood."

Renaissance: Institutional Foundation:

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

1. Residential College: In 1983, the College had its largest residential student population since 1976 and the largest total numbers since the early 1960's.
2. Financial Status: Since Dr. Spainhower's arrival the College has operated with a balanced budget for two successful fiscal years. These were the first balanced budgets in over 15 years.
3. Academic Preparation: In 1984, Linderwood received a follow-up visit from the North Central Accreditation Team to study the school's financial status. The team gave Linderwood unconditional and indefinite accreditation and applauded the College for its new directions.
4. In the past two years, Linderwood decreased the size of its budget by over \$1 million and reduced its short term indebtedness by \$2 million dollars.

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. In the past, almost all the buildings on campus had been built with the interest and loans from the endowment. From 1973 to 1983, the College averaged only \$163,000 per year in annual fund raising and never exceeded \$60,000 in unrestricted giving from the alumni.

To establish initial credibility for a major funds campaign, it was essential to complete the first successful fund drive in Linderwood's history. In 1983, President Spainhower and Vice President, Ed Watkins, announced an 18-month, \$700,000 campaign.

The strategy for the 18-month campaign was to first 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:

In February, 1983 the faculty and staff were solicited after they were told that they would have no salary increase and that \$1 million dollars would be cut from the budget. They were also told that their giving was essential in communicating to others that Linderwood believed in itself. The faculty and staff kicked off the 18-month campaign with a pledge of \$20,000.

18-Month Faculty and Staff Giving

	<u>January 1, 1983-June 30, 1984</u> (18-Month Record)	<u>July 1, 1981-December 31, 1982</u> (18-Month Record)
Amount Received:	\$ 27, 582.69	\$ 2,300.00

The Board:

The Board followed the lead of the faculty and staff and directed John Hannegan to solicit each member.

18-Month Board Giving

	<u>January 1, 1983-June 30, 1984</u> (18-Month Record)	<u>July 1, 1981-December 31, 1982</u> (18-Month Record)
Amount Received:	\$ 75,501.08	\$ 5,800.00

St. Charles:

In March, 1983, the St. Charles County Community was challenged to follow the lead of the campus constituents by demonstrating that the local community supported the College. The community had not had a drive since 1979, and had never raised over \$30,000 in any year.

18-Month St. Charles Giving

	<u>January 1, 1983-June 30, 1984</u> (18-Month Record)	<u>July 1, 1981-December 31, 1982</u> (18-Month Record)
Amount Received:	\$ 103,915.00	No Campaign

The initial reaction from the internal constituents encouraged the College to announce a \$10 million dollar Renaissance Campaign fund drive in January of 1984. Robert Hyland and Lee Kling agreed to serve as co-chairmen and the drive was divided into three components.

1. Operating Funds: \$2.4 million dollars - The drive will raise \$800,000 per year in operating funds over a three-year period from 1984-1987.
2. Plant Restoration: \$3 million dollars - In 1984-85, the College will begin a Plant Restoration Drive which should result in over \$3 million dollars in pledges to restore this beautiful campus by December of 1987.
3. The Renaissance Center: \$5 million dollars - Once the College has fully restored its financial credibility and its current plant, it will embark on a campaign to build a cultural and athletic Renaissance Center.

The Board and staff agreed that the success of the new Renaissance Campaign would largely depend on the successful conclusion of the \$700,000 eighteen-month goal established in January of 1983. The first twelve months (January-December, 1983) had resulted in over \$330,000 which was double the average amount that had been raised over the past ten years (\$162,000). This was an impressive start but still was less than half of what was needed by July 1, 1984.

The goal of raising nearly \$400,000 in a six-month period of time was essential to complete one drive and successfully kick off another. To accomplish these goals, in February, 1984 the staff planned major strategies to solicit the alumni and the area corporate foundations.

The Alumni:

For over 100 years, Lindenwood never mounted an alumni giving campaign. During the Roemer years (1914-40), the alumni were active in recruiting but were not solicited for annual giving funds. In 1947, Franc McCluer began to encourage alumni to give to the College. McCluer was never satisfied with the response from the alumni, and at one point went so far as to publish the following comparison between Lindenwood College and Wellesley:

	<u>Lindenwood College</u>	<u>Wellesley</u>
<u>1955:</u>		
% of alumni givers	9%	46%
Total dollars	\$ 3,262	\$ 756,000

From January to December, 1983, the College raised \$60,000 from the alumni. This was the largest unrestricted twelve-month total in Lindenwood College history. Unfortunately, less than 5% of the alumni were giving to the College.

In February of 1984, the staff announced a phonathon designed to reach over 5,000 alumni by June 30. The goal for this drive was to raise over \$100,000 in cash and, most importantly, to raise the percentage of givers above the national average of 18%.

18-Month Alumni Giving

	<u>January 1, 1983-June 30, 1984</u>	<u>July 1, 1981-December 31, 1982</u>
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	(18-Month Record)	(18-Month Record)
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Amount Received:	\$ 213,326.81 *	\$ 86,713.39
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The percentage of givers exceeded 25% in a six-month period.

Area Corporations and Foundations

The first step was to receive a major St. Louis corporate grant for the first time in Lindenwood history. This would create the climate of credibility necessary to raise significant corporate support.

The natural place to start was with Lindenwood's oldest and most consistent corporate friend, Monsanto. The Monsanto Fund pledged \$250,000 to Lindenwood over a five-year period. The College then received major gifts from the May Foundation (\$100,000 over five years), and Southwestern Bell (\$100,000 over four years). These contributions were due in large part to the good efforts of board members David Babcock, Joe Hunt, Robert Hyland, and Tom Gossage. Thanks to the fine efforts of Lindenwood's board, the following organizations already have contributed to the new drive:

\$10,000 - 20,000 -----	A.P. Green Landmark Banks McDonnell Douglas
\$ 5,000 - 9,999 -----	Clifford Willard Gaylord Foundation Jordan Charitable Universal Sewing Union Electric
\$ 1,000 - 4,999 -----	A.C.F. Industries Commerce Bank, St. Charles Continental Telephone Jefferson Smurfit Morton J. May Foundation Sears & Roebuck Southwestern Bell, St. Charles

* includes gift
of \$50,000

\$ 500 - 999 ----- Centerre Bank, St. Peters
 The Lummus Company
 Mercantile, St. Charles
 Thompson and Mitchell

18-Month Area Corporations/Foundations Giving

<u>January 1, 1983-June 30, 1984</u>	<u>July 1, 1981-December 31, 1982</u>
(18-Month Record)	(18-Month Record)
Amount Received: \$ 215,020.50	\$ 107,559.49

The College raised another \$300,000 in multi-year pledges during this period toward the Renaissance Drive.

Friends/Churches/Other

The College has recently renewed its efforts to restore its historical ties with the Presbyterian Church. The Mid-America Synod has responded to these overtures by providing funding to the College and restoring a covenantal relationship. The increased church support accounts for most of the income in this category.

18-Month Friends/Churches/Other Giving

<u>January 1, 1983-June 30, 1984</u>	<u>July 1, 1981-December 31, 1982</u>
(18-Month Record)	(18-Month Record)
Amount Received: \$ 82,033.65	\$ 40,824.65

Summary of 18-Month Campaign

Goal: \$700,000 Operating money
 Result: \$717,419.73

* See chart attached

Lindenwood began its history as the first women's college west of the Mississippi. It was the pioneering effort of the daughter of the first postmaster in St. Louis and the wife of the man who charted the Santa Fe Trail. It is clear from Lindenwood's history that at one time the College was recognized as one of the finest liberal arts colleges of its kind in the United States. This recognition began in the mid-1920's and continued for over 40 years.

In the 1970's, Lindenwood expanded its mission embarking on new pioneering frontiers in the area of adult education. In fact, the College's comprehensive

VISUAL RESEARCH ATTACHMENTS

The following pages visually describe Lindenwood's history and are divided as follows:

1. Institutional Advancement Summary

This page compares the following periods:

- a. The Sibley Years: 1827 - 1856
- b. The Civil War Years: 1856 - 1898
- c. The Roemer Years: 1898 - 1940
- d. The McCluer Years: 1940 - 1966
- e. Lindenwood Colleges: 1966 - 1983
- f. The Renaissance: 1983 - Present

2. Annual Income

Annual College Income is generated through annual giving, college enrollment, and income off the endowment. These pages focus on annual giving and enrollment.

- a. Annual Giving
- b. Enrollment - Full Time Day: 1907 - 1949
- c. Enrollment - Full Time Day: 1950 - 1984
- d. Enrollment - Residential Population: 1907 - 1984
- e. Enrollment - Adult Population 1967 - 1983
- f. Student Costs: 1940 - 1984

3. Assets

- a. Endowment: 1900 - 1984
- b. Plant: 1869 - 1979

4. Financial Status

- a. Budget
- b. Deficit History

INSTITUTIONAL ADVANCEMENT SUMMARY

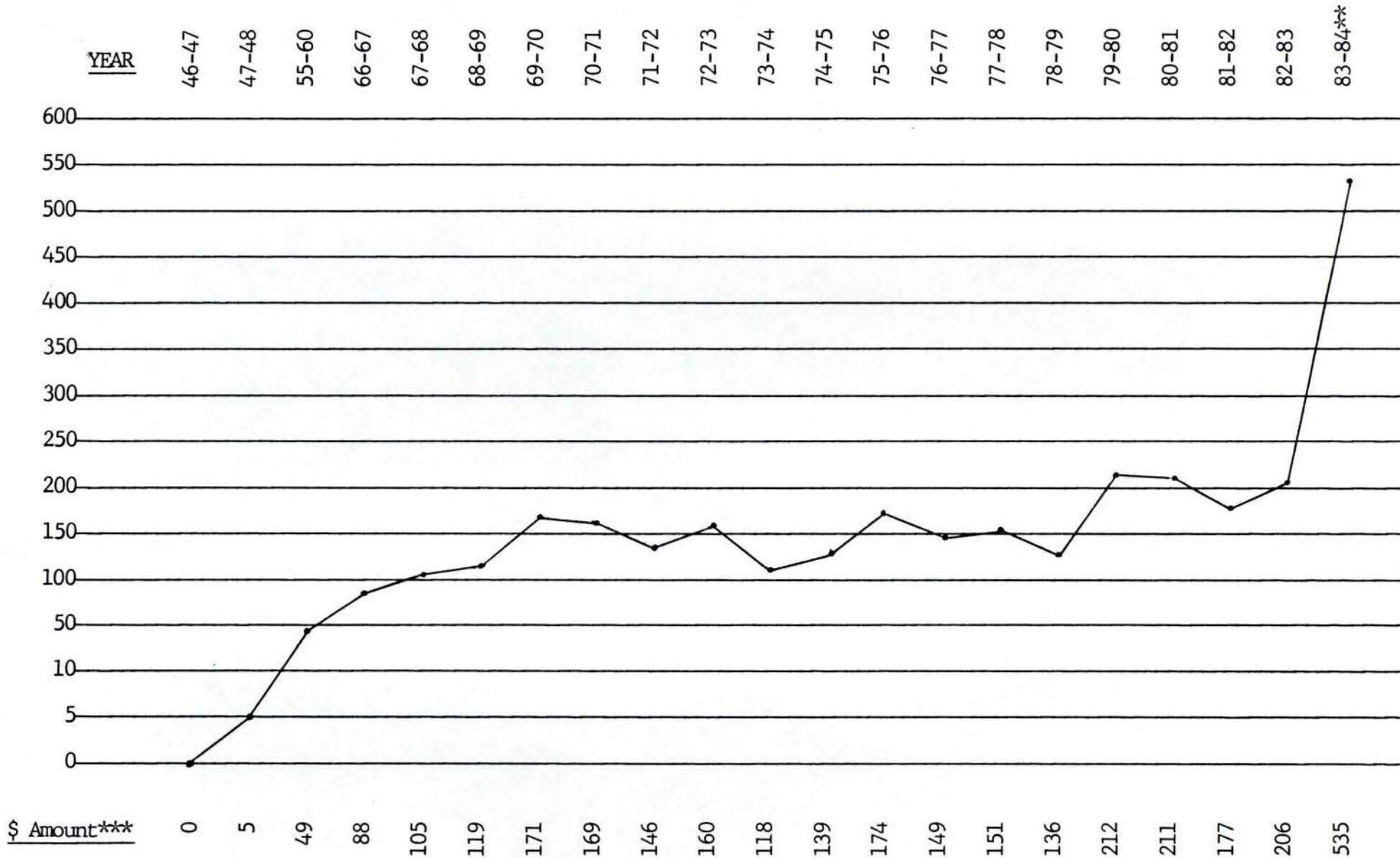
1827 - 1984

Attachment 1(a-f)

	<u>1827 - 1856</u> <u>1856 Figures</u>	<u>1856 - 1898</u> <u>1898 Figures</u>	<u>1898 - 1940</u> <u>1940 Figures</u>	<u>1940 - 1966</u> <u>1966 Figures</u>	<u>1966 - 1983</u> <u>1982 Figures</u>	<u>1/83 - 1984</u> <u>1984 Figures</u>
Fund Raising Results	Miniscule	Built Sibley and two additions.	Money for buildings came primarily from endowment, principal primarily from the Butler estate.	Efforts expanded but minimal success. \$40,000 annual giving averaged between 1955 - 1960.	Efforts expanded Little success. \$150,000 annual giving average.	\$535,000 in fiscal year 83-84. \$717,000 from 1/83 to June 30, 1984. 1st Major Successful Fund Drive in History.
Enrollment	20 Associate Degree Candidates	40 Associate Degree Candidates	464 Students (4-year College)	832 Students (692 Residential)	1850 Students (144 Residential)	1800 Students (250 Residential)
Students Costs	N/A	N/A	\$900	\$2,485	\$7,400	\$7,400
Endowment	120 acres of land	\$26,000	\$4,000,000	\$8,300,000	\$3,400,000	\$2.2 million
Plant	Log Cabins	Sibley Hall	Ayres, Niccolls, Butler, Roemer, Irwin, Memorial Arts Building, Eastlick, Gables, Watson Lodge	Cobbs, McCluer, Young Science, Parker, Chapel, Library addition	Fine Arts Stables, Student Center, Stadium	No major additions
Budget	N/A	N/A	\$450,000	\$2,026,700	\$7,600,000	\$7,000,000
Financial Status	Sold some land to meet expenses.	Debt ridden.	No Debt.	No operating debt, but building deficits accumulated.	\$6.5 million accumulated debt. 15 consecutive years of debt.	Two years of balanced budget. \$2.2 million deficit.

GIVING
ANNUAL HISTORY*
1946 - 1984

Attachment 2(a)



*Does not include gifts for capital campaigns.

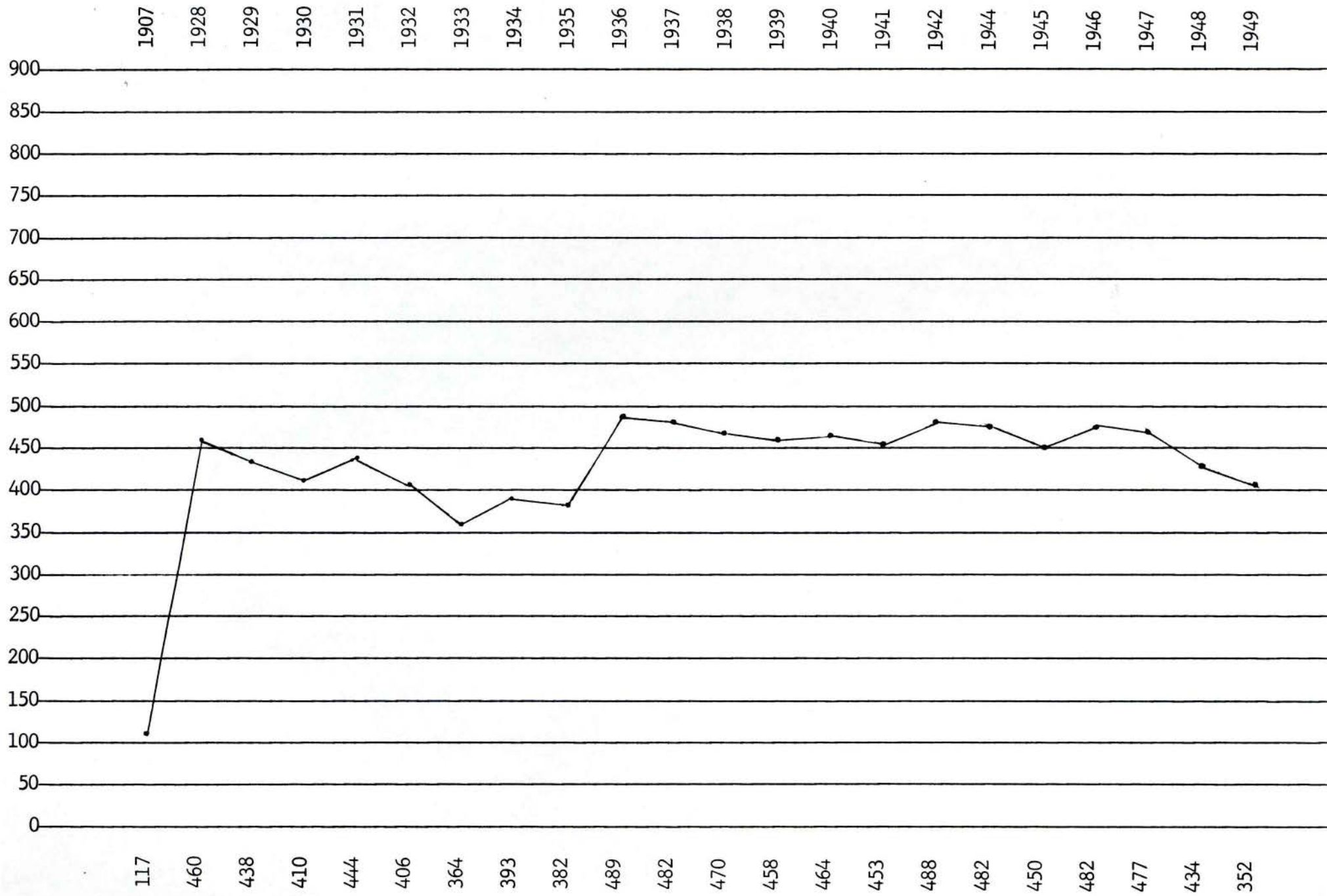
**During an 18-month period from January 1983 to July 1984 records show \$717,000 received.

***\$000 omitted.

ENROLLMENT
FULL TIME DAY POPULATION

1907 - 1949

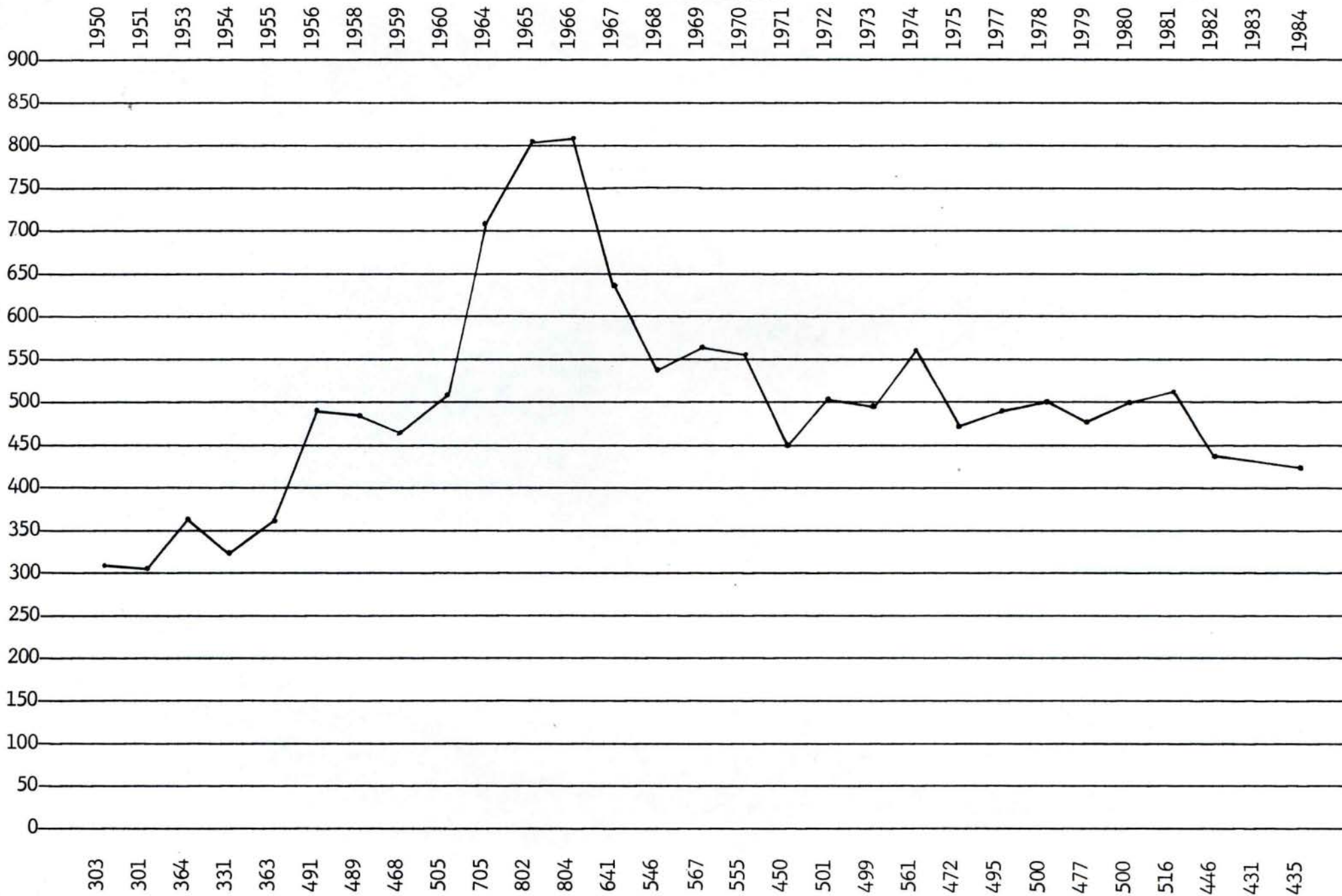
Attachment 2(b)



ENROLLMENT
FULL TIME DAY POPULATION

1950 - 1984

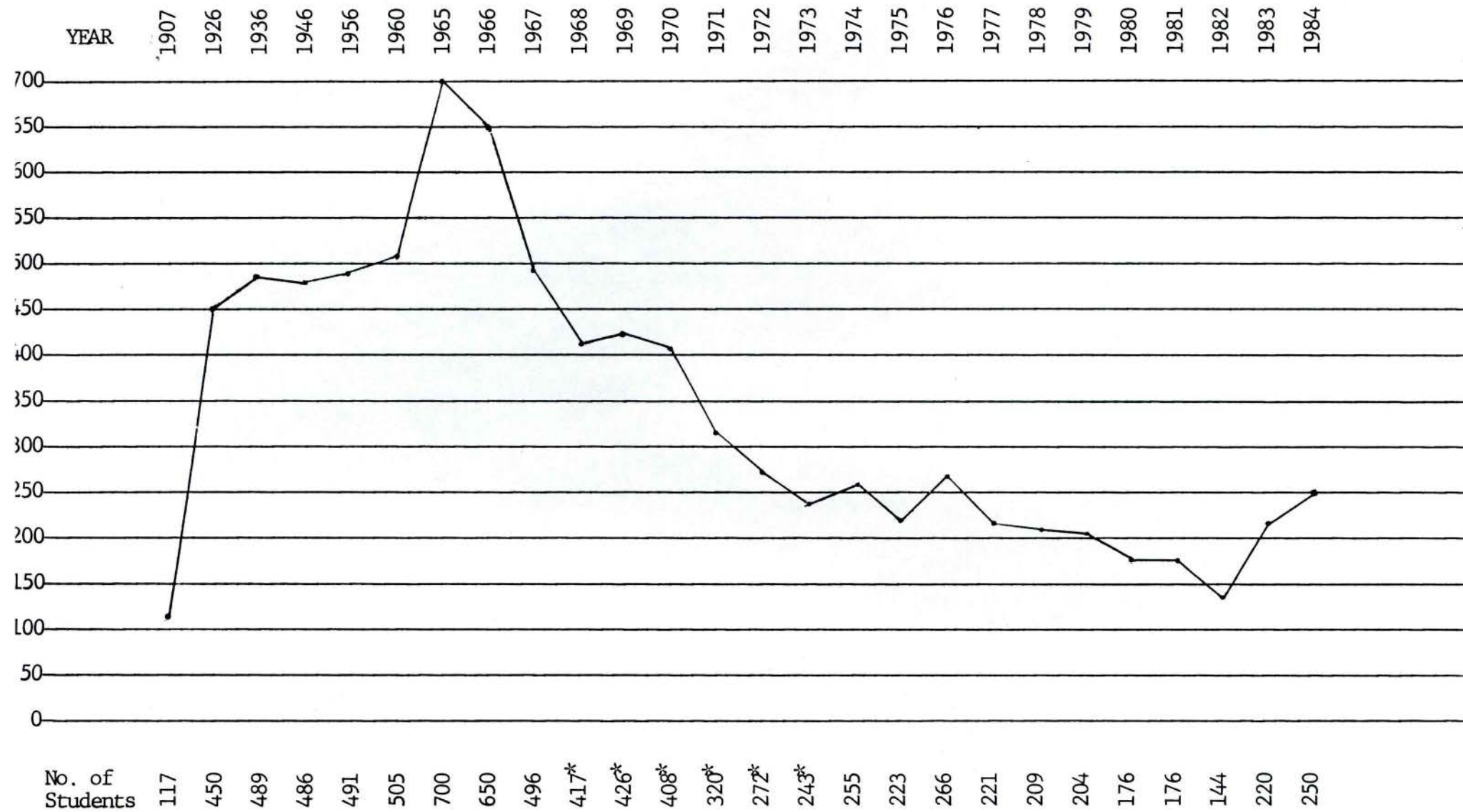
Attachment 2(c)



*Designates male student enrollment as follows: 1968 - 18 and 1969 - 93.

INDIVIDUAL ENROLLMENT HISTORY
RESIDENT POPULATION
1907 - 1984

Attachment 2(d)



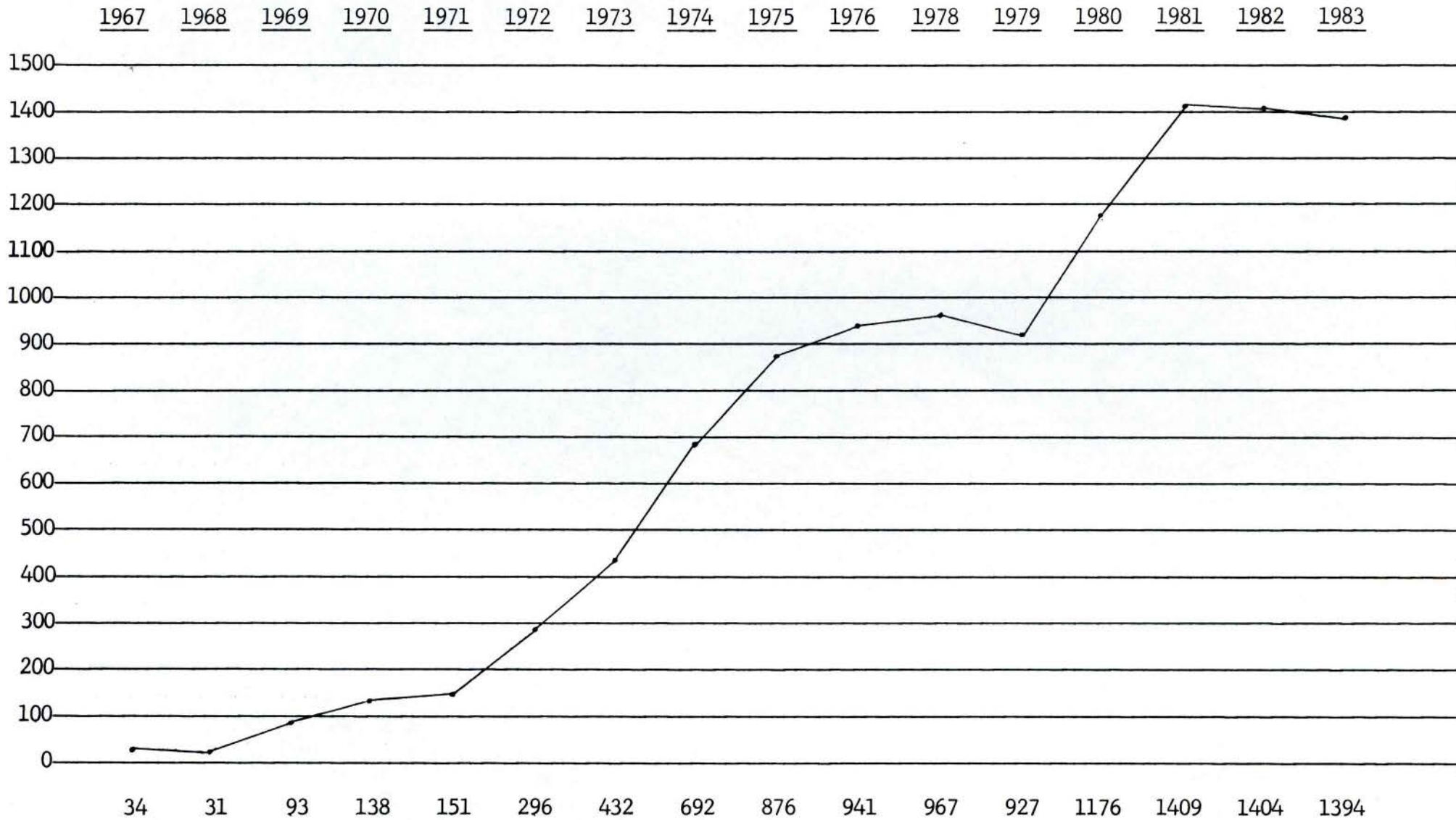
* Designates male student enrollment as follows: 1968 - 18, 1969 - 80, 1970 - 116, 1971 - 91, 1972 - 73, 1973 - 72

ENROLLMENT
ADULT POPULATION*

(EVENING, L.C.I.E., & GRADUATES)

1967-1983

Attachment 2(e)

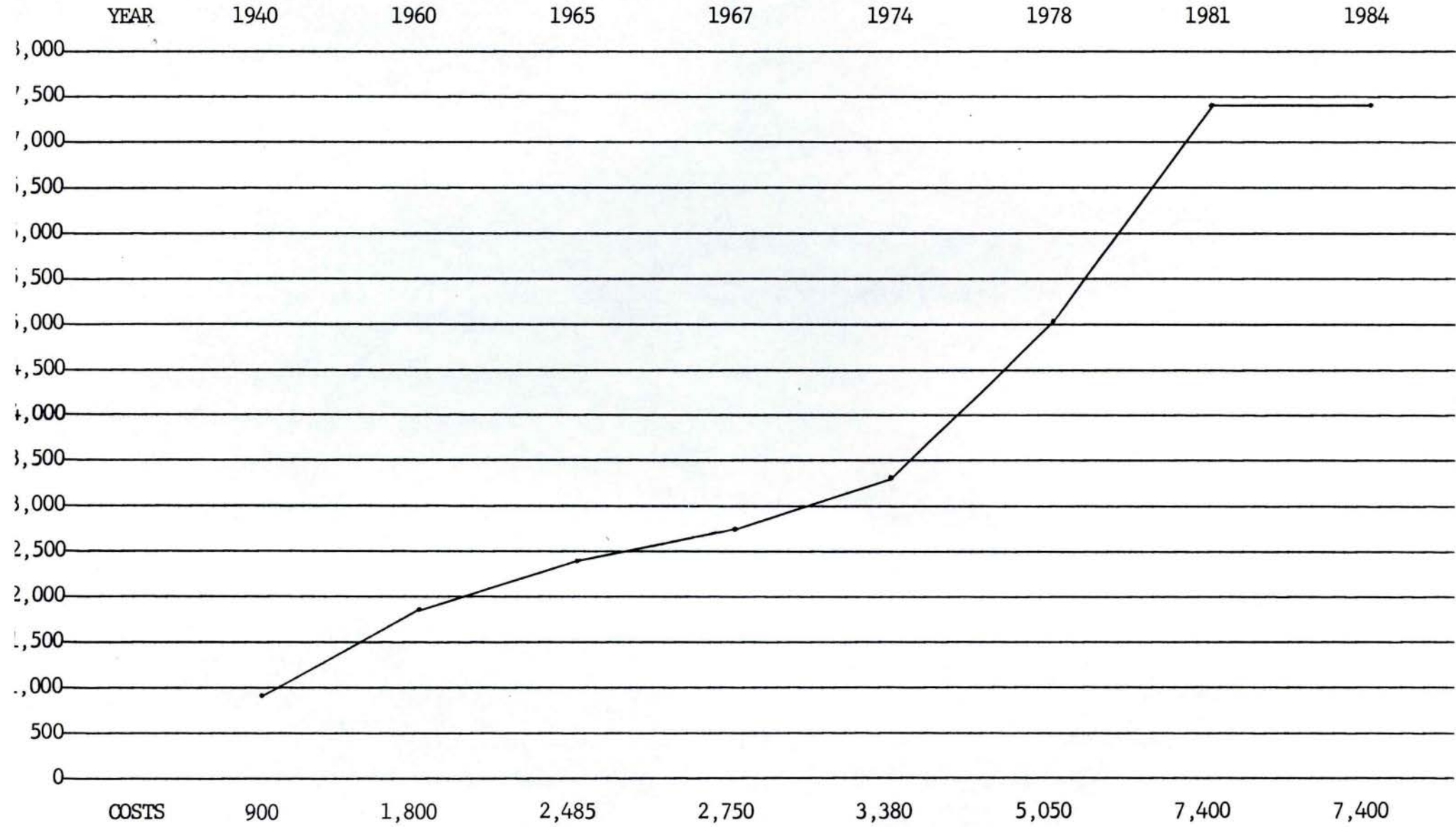


*There are conflicts in the enrollment reports. This reflects our closest estimations.

STUDENT COSTS

1940 - 1984

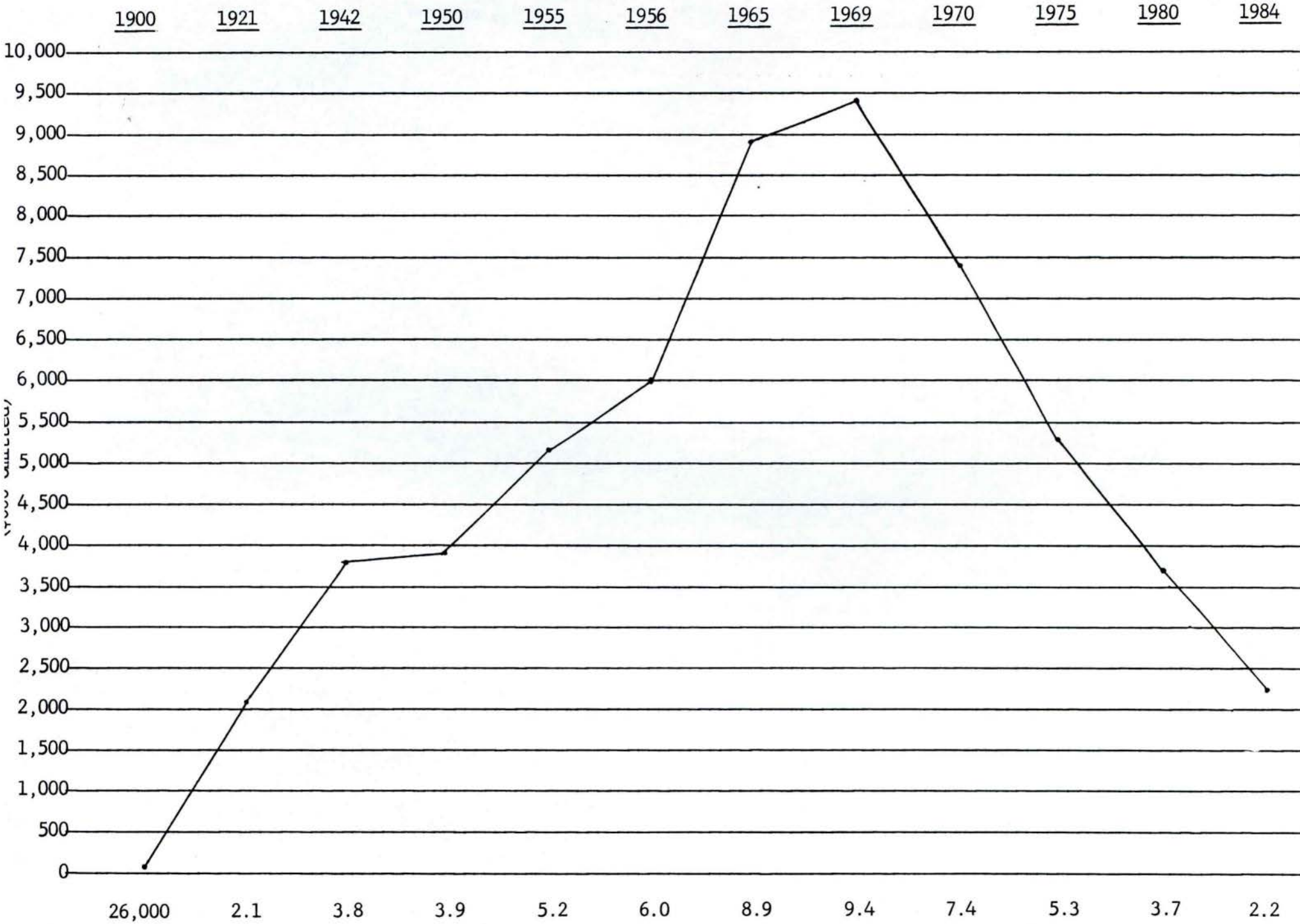
Attachment 2(f)



ENDOWMENT HISTORY

1900 - 1984

Attachment 3(a)



BUILDINGS & CONSTRUCTION

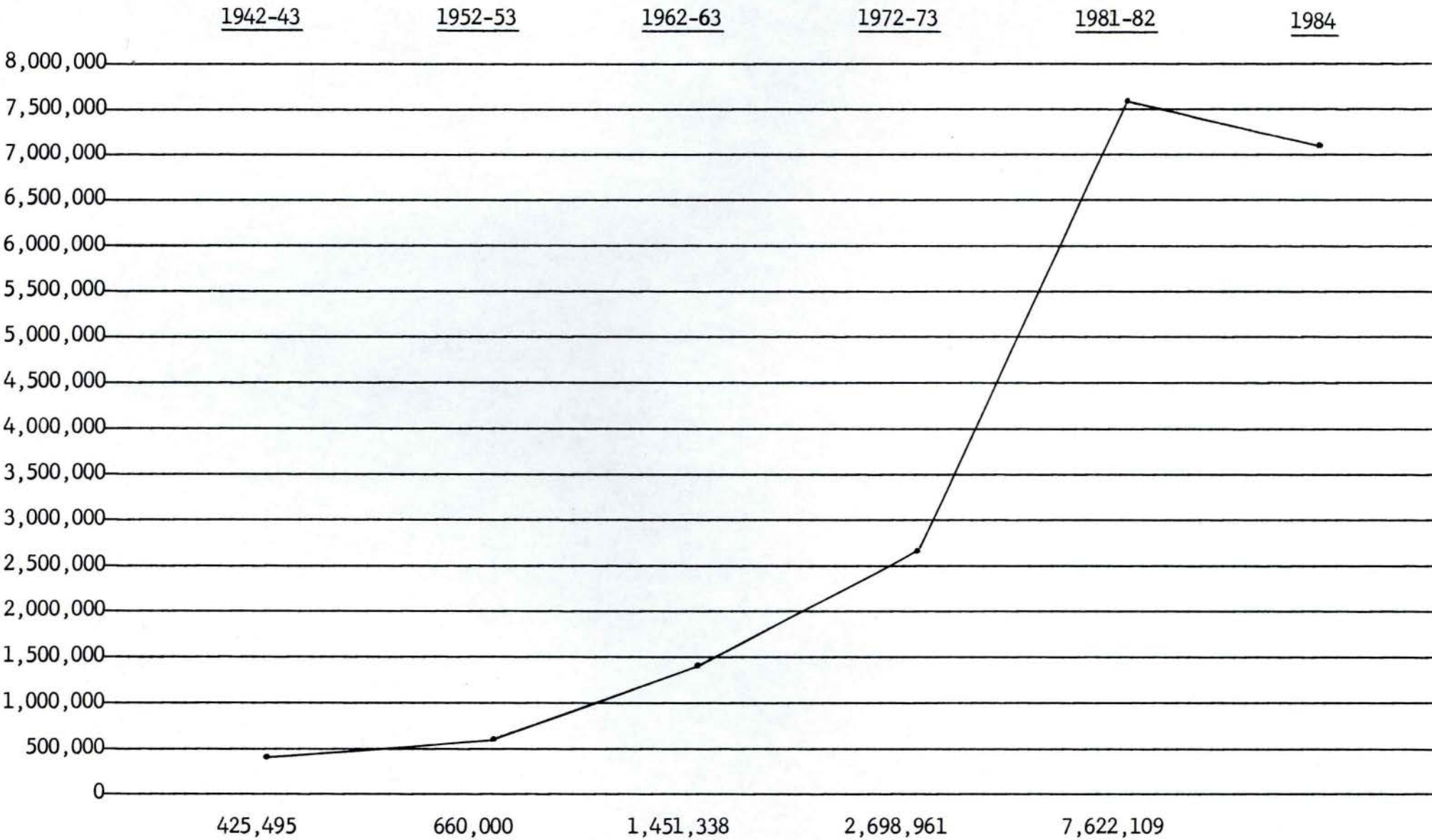
1869 - 1979

Attachment 3(b)

<u>BUILDING</u>	<u>DATE BUILT</u>	<u>ESTIMATED COST</u>	<u>BENEFACTORS</u>
Sibley	1869	\$ 14,000	\$5,000 from Watson
Sibley (So. Addition)	1881	55,000	Irwin Administration
Sibley (No. Addition)	1886		
Ayres	1907	40,000	\$10,000 - Andrew Carnegie, \$10,000 - Col. Butler \$11,000 - Mrs. MacMillan, \$5,000 - John Holmes
Butler	1915	91,000	Col. Butler
Niccolls	1917	125,000	Col. Butler
Roemer	1920	500,000	Interest from Endowment, Principal of Butler Fur
Irwin	1924	155,000	Interest from Endowment
Butler Library	1927	153,000	Interest from Endowment
Memorial Arts Building	1940	99,000	Lillian Roemer's Estate and Endowment Income
Cobbs	1949	370,000	Interest from Endowment
Chapel	1956	338,000	Endowment Income & Borrowing, Memorial Fundraise
McCluer	1961	573,000	Borrowing on Endowment
Parker	1965	655,000	Borrowing on Endowment
Young	1965	1,470,000	\$0.5 million in fund raised, Government grant - 33%, Government loan - 42%
Stables	1967	89,000	Fathers' Club and Endowment
Library Addition	1968	554,000	Government grant - 33%, Government loan and borrowing - 67%
Fine Arts Building	1969	948,000	Government grant - 33%, Government loan and Endowment borrowing - 67%
Stadium	1977	1,500,000	Endowment Borrowing and \$200,000 in Gifts
Student Center	1979	140,000	Paid for by Fundraising Effort and by John Hannegan and Student Funds

BUDGET HISTORY
10-Year Intervals

Attachment 4(a)

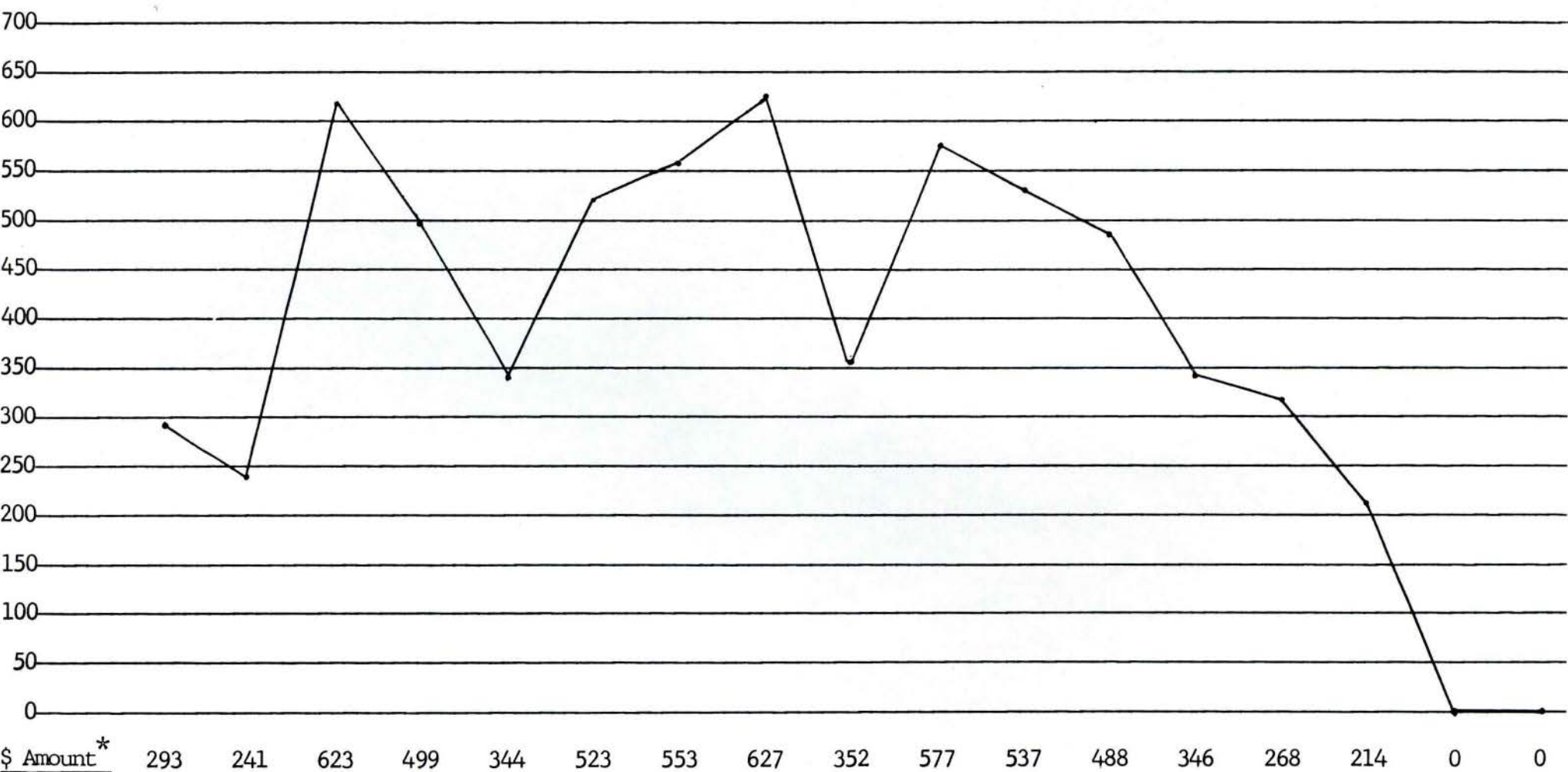


DEFICIT STORY

1967 - 1984

Attachment 4(b)

YEAR 67-68 68-69 69-70 70-71 71-72 72-73 73-74 74-75 75-76 76-77 77-78 78-79 79-80 80-81 81-82 82-83 83-84



*\$000 omitted.