

REPORT
of the
PRESIDENT OF THE COLLEGE
to the
BOARD OF DIRECTORS
of
LINDENWOOD COLLEGE

February 25, 1957

It is a pleasure to make this report to the Board of Directors of Lindenwood College.

STUDENT BODY

The academic record of the first semester indicates an increased percentage of students on the Honor Roll and an increased percentage of students on probation. Two students were dropped at the end of the first semester because of failure.

The students who were in Washington, D.C., on the Washington Semester Program made very superior records in their work in Washington. Two worked as assistants to the Director of Religious Education in the National Presbyterian Church. We have received letters of high commendation of their work from Dr. Edwards, the Director of Religious Education, and the pastor of this church.

The religious education major is attracting an increasing number of students and has brought inquiries from all over the country as a result of a story in PRESBYTERIAN LIFE. This story was accompanied by a picture of Dr. Robert L. McLeod with members of the Freshman class who have elected this major. Dr. McLeod has been doing an extraordinarily fine piece of work both in the classroom and in the community as Dean of the Chapel.

Our leader for Religious Emphasis Week was Dr. Raymond Kearns, Jr., of the Broad Street Presbyterian Church, of Columbus, Ohio. Few visitors have made so deep an impression upon the college community.

FACULTY SERVICE OFF-CAMPUS

Dr. C. Eugene Conover was invited as one of several Professors of Philosophy to appear before the Senate Committee studying the moral problems involved in disarmament. He was also one of the panel who discussed the problems of disarmament and international relations at a public meeting sponsored by the League of Women Voters.

Miss Alston, Chairman of the Home Economics Department, has been made Chairman of the Advisory Committee on the Teaching of Home Economics which is set up by the State Department of Education.

Dean Nickell addressed a state teachers' meeting in the State of Louisiana on the subject of home management.

Mr. Van Bibber, Dr. Moore, Dr. Clevenger, and Dr. Parker are members of the faculty who have had assignments in professional meetings within their fields. Dr. McLeod has supplied at West Presbyterian Church and at several other churches in St. Louis for a limited time, but is declining to take lengthy interim appointments feeling that he should become thoroughly acquainted in the local church and in the local community especially in view of the joint use of our new chapel and church building by the College and the St. Charles Presbyterian Church. Dr. Conover has been supplying at First Presbyterian Church in St. Louis.

MISSOURI COLLEGE JOINT FUND COMMITTEE, INC.

Complete report of the Missouri College Joint Fund Committee, Inc. has been mailed to each member of the Board. We feel that Dr. Page, the Executive Secretary of the corporation, has done a good job. The percentage increase in gifts in 1956 over the previous calendar year was the highest of any reported at the annual meeting of the Association of American Colleges in Philadelphia. In 1955 the organization received \$32,000, and in the calendar year of 1956 just over \$90,000. We believe that this support from corporate business will grow.

MEETING OF THE PRESBYTERIAN COLLEGE UNION

Chief matters discussed at the annual meeting of the Presbyterian College Union were finances and faculty salaries. The Treasurer of the Presbyterian Board of Christian Education reported the following summary of the financial picture with reference to support of the colleges:

Monies Available

	<u>1956</u>	<u>1957</u>
Basic Benevolence Budget	\$291,500	\$291,500
Advance Program		
First step	250,000	250,000
Second step	250,000	250,000
Third step (\$250,000 for WFdn)		
Further Advance Program		250,000
Special additional appropriation, 1956	<u>27,949</u>	<u> </u>
	819,449	1,041,500
		<u>819,449</u>
Increase, 1957 over 1956		222,051

Effort is being made through conferences and cooperation of the Boards to lead the churches to recognize the oneness of its benevolence program and to adopt preliminary budgeting of benevolences that will enable the church to move forward in a systematic manner.

The General Assembly budget for 1956, and again for 1957, had been built in layers.

	<u>1956</u>	<u>1957</u>
Basic	14,650,000	15,000,000
Advance Program	5,000,000	5,000,000
Further Adv. "	<u> </u>	<u>5,000,000</u>
	19,650,000	25,000,000

The allocation for colleges includes the basic appropriation of \$291,000 plus the first and second steps of the Advance program, of \$250,000 each. It was noted that the advance program includes three steps: the first two for colleges. When receipts total \$18,000,000, the second advance step will be realized; when

receipts total \$19,100,000, the third advance step -- \$250,000 for Westminster Foundations will be realized.

For 1957, after receipts from churches reach the basic budget of \$15,000,000 and then go to the second layer (\$20,000,000) monies will be distributed on a pro rata basis to the Boards according to their share in the further advance program. The Board of Christian Education's share is \$1,375,000 or about 27¢ of each dollar.

The 1957 budget was approved in November, 1956, on the basis of an estimated \$21,000,000 receipts in 1957. The Board has appropriated \$400,000 from General Funds toward the \$1,000,000 advance program, \$250,000 for colleges and \$150,000 for Westminster Foundation.

In allocating the college appropriations for 1957, there was preliminary consultation with the Nexus Committee and with the Advisory Committee's sub-committee on appropriations. The recommendations of these groups were sent to the Board's Counseling Committee on Higher Education and thence to the Board. The suggested allocation is as follows:

	<u>1956</u>	<u>1957</u>	<u>(Decrease)</u> <u>Increase</u>
Faculty Salary Challenge			
completing 1955	48,484	24,242	(24,242)
new - 1957	---	90,000	90,000
National Pres. Scholarships			
1956 winners	25,000	30,000	5,000
1957 winners	---	30,000	30,000
Administration, ETS	---	7,000	7,000
Public Relations	58,705	24,000	(34,705)
Special Colleges, etc.	26,135	36,517	10,382
Emergency Fund	---	<u>36,000</u>	<u>36,000</u>
	158,324	277,759	119,435
Formula Fund	661,125	763,741	102,616

The average appropriation under the Formula Fund in 1956 was \$16,952; in 1957, it is \$19,583.

The faculty salary challenge offer will be based on salary deficits as compared with figures in a survey made by the American Association of University Professors. Suggested levels are: Professors, \$7,800; Associates, \$6,000; Assistants,

\$5,400; Instructors, \$1,000.

The total increase in direct appropriations for 1957 is \$192,516 -- \$90,000 for faculty salaries and \$102,516 for the formula fund.

The Board of Christian Education at its meeting in April, 1956, had approved the following recommendations:

"That the annual financial responsibility or share of the Presbyterian Church in the U.S.A. in the program of Christian higher education operated by the Presbyterian-related colleges be as follows:

- "a. Ten percent of the adjusted cost of the educational program of the Presbyterian-related colleges, plus
- "b. A fixed sum of \$1,000,000 to be used as noted hereunder:
- | | |
|---|---------------|
| (1) For challenge appropriation purposes to assist colleges in raising monies for endowment and plant | \$ 500,000 |
| (2) For scholarship purposes, including National Presbyterian Scholarships | 250,000 |
| (3) For special projects | 100,000 |
| (4) For emergencies | 100,000 |
| (5) For a public relations program | <u>50,000</u> |
| | \$1,000,000 |

This action was taken following a meeting of the sub-committee on finances of the Advisory Committee, at which the college presidents were represented by Dr. Turck and Dr. McCluer. The recommendation was approved by the Nexus Committee before it was presented to the Board for action.

This action was based on the estimate that 65% of educational costs would come from student fees; 15% from endowment; 10% from the Presbyterian Church in the U.S.A.; 10% from other gifts. Note that this is the educational costs as adjusted.

The General Assembly budget is \$35,000,000, an increase of \$10,000,000 over 1957. The \$10,000,000 increase includes \$2,000,000 for Christian Education, of which \$1,226,000 is earmarked for colleges. This figure was arrived at by using the policy stated above. \$3,166,000 is the Church's total responsibility for

colleges. \$400,000 is being received direct; \$2,766,000 should come from benevolence budgets. The 1957 budget, including advance steps, is for \$1,541,500.

We do not expect to receive \$35,000,000 in full. \$25,000,000 is not beyond reasonable expectation. If \$26,000,000 were reached, the churches would be underwriting the \$1,541,500. If the \$35,000 budget is approved, it means the Church is recognizing its responsibility for Presbyterian colleges.

The President of Lindenwood College presented the statement he was asked to prepare on faculty salaries. The statement of principles had the general approval of the Union and is being sent back to each of the colleges and to the Board of Christian Education. The statement follows:

"The salaries paid the faculty of an academic institution reveal the respect the institution holds for its task and the esteem it holds for its faculty. In general, the percentage of its total expenditures paid out in faculty salaries is one measure of this respect and esteem.

"It should be the purpose of the institution to establish salaries:

- "(1) That will give teachers comfort and freedom from constant financial worry.
- "(2) That will provide incentive through predictable increases in salary.
- "(3) That will make possible additional rewards for unusual achievement in the classroom.

"For the accomplishment of these ends, the following principles are recommended:

- "(1) Salary policy should be determined in the light of consultation with representatives of the teaching faculty.
- "(2) This policy should be understood by all those affected by it.
- "(3) The scheduled range of salaries for each rank in the faculty should be published with assurance that all salaries will conform to this schedule.
- "(4) A definite annual increase from the time of initial appointment at minimum salary in a rank to the time when tenure may be given should be announced for each rank.

- "(5) Minimum increases to a fixed point within the ranges for each rank should be assured those on tenure with the understanding that greater increases may be made at any time on the basis of unusual merit.
- "(6) Merit increases beyond the range of the salaries scheduled should not be made unless announced.
- "(7) The above principles should not be interpreted to prevent the appointment of a distinguished visiting professor on a temporary basis at an unusual salary."

PUBLIC RELATIONS

A number of our alumnae clubs have held enthusiastic meetings this fall. Mrs. McCluer and the President of the College attended meetings in Kansas City and Washington, D.C., and the moving picture, "The Linden Leaf", has been shown at a number of places. The alumnae are increasingly active in helping us with the enrollment of students.

The Council for Financial Aid to Education has been directing the matter of public relations with the Advertising Council of America. Beginning in 1957, in mid-April, a huge effort will be made by the Advertising Council of America to bring home to the American public the case for higher education in this country. National advertising to the tune of \$24,000,000 worth over the next two years will flood the nation's television screens, air waves, newspaper and magazine pages, to point up the fact that our future as a country depends on the quality of our colleges' and universities' teaching.

This campaign will be aimed first at the minds and, secondly, at the pocket-books of Americans everywhere -- in particular at the 7,000,000 college and university alumni and, in the case of church-related colleges, at the 70,000,000 members of churches.

Expecting the college enrollments will double their present figures by 1970, the American people must invest substantially increased sums of dollars in the higher education which has made possible our tremendous financial and industrial growth.

The national advertising program must, to be effective, be supplemented by strenuous efforts at the local level, for it is the responsibility of each college and of each church denomination, where one may be concerned, to make sure that this national message reaches its own constituency in terms readily understood.

CHAPEL

The architect and the contractor have indicated that they will be able to turn the chapel building over to the Lindenwood College and St. Charles Presbyterian Church Corporation about April 20. Plans for dedication of the building are being completed. The date set for the dedication is May 5, which, we believe, to be an especially good day since it is the day when we shall have a great many of the parents of our students on campus. It is hoped that every member of our Board will be present.

Dr. Harry Scherer, President of the Board, will be here to take part in the program, and Dr. Eugene Carson Blake, Stated Clerk of the General Assembly of the Presbyterian Church, U.S.A., will deliver the sermon.

The service will be held at 10:30 A.M., Sunday, May 5. Members of the Board and parents of our students are invited to remain for dinner with us at the college.

Following is the report indicating the source of funds for the construction of this building:

1. Lindenwood Female College

From capital surplus	\$155,378.02	
From Bank of St. Louis - loan	23,019.83	
From First National Bank - loan	<u>50,000.00</u>	\$228,397.85

2. Lindenwood College

From gifts		82,200.15
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3. St. Charles Presbyterian Church

From contributions and sale of real estate		81,944.77
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4. Lindenwood College and St. Charles Presbyterian Church Corporation

From Bank of St. Louis - loan

65,700.00

Total

\$458,242.77

It is clear that the College has invested in this project \$310,598.00. The amount due on pledges held by the college, and now placed with the Bank of St. Louis as security on the loan, is \$46,000.00. By action of the Board of Directors at the meeting held October 19, 1956 the College pledged \$369,000 to the project.

The building contractor has been paid \$397,000.00, and the architect has been paid \$28,000.00.

CURRICULUM POLICY

Lindenwood is a liberal arts college. We believe in an education that deals primarily with ideas rather than with techniques, with values rather than skills, with the eternal rather than the temporary. The hope that our spiritual and humane insights may keep pace with our technological power rests upon education of this character. Some knowledge of the languages and literatures of the human race, some understanding of psychology and philosophy and religion, of the natural and social sciences, of mathematics and history, bring an appreciation of the nature and destiny of man not to be acquired in any other way.

But such an education is not unrelated to competency at significant tasks within the community. The recent Westinghouse study of its most effective employees provides new evidence of the great value of this education as a background for vocational competence. It is the obligation of the liberal arts college to understand the relationship of this curriculum to the achievement of professional skill and to be alert to the responsibility to relate liberal arts to current needs.

We have been seeking to do this at Lindenwood both through the Placement Office under the direction of Miss Lichliter, and in the classroom as we have included vocational courses. The apprenticeships with KSD-TV and KMOX for students who are interested in television and radio; the arrangement with Deaconess Hospital by which Lindenwood students are able to receive a certificate in nursing and a bachelor's degree at the conclusion of five years of work; the affiliation with Washington University which enables a student to do three years at Lindenwood and twelve months' study at Washington University School of Medical Technology, receiving her Bachelor of Science degree from Lindenwood; and the cooperation with the St. Charles Public Schools enabling students who wish to teach to get their practice in a normal school situation are significant illustrations of this policy.

The completion of the chapel building including space in which we may operate a nursery school or kindergarten gives us another opportunity in this area.

FACULTY SALARIES

As we look to the future of the college the matter which must be given primary consideration is that of faculty salaries. The faculty is the college. The character and competence of the faculty will determine the future strength and service of the college.

The special appropriation of our Board of Christian Education of the Presbyterian Church for faculty salaries is an indication that the church is becoming aware of this fact. Though the additional sum to be made available to each college will be small, it will be helpful.

The average salary at Lindenwood for the entire faculty is \$4,720. We have no choice but to raise these salaries substantially if we are to hold our faculty.

It would be well to hold the operating budget which we prepare this spring to approximately the same figure which we had last year except for salaries.

The general account budget may be substantially reduced. Last year it included a special appropriation for the rehabilitation of the plant. We have almost completed the rehabilitation and refurnishing of the dormitories and offices.

Anticipated additional income for the coming year is as follows:

Tuition - Resident students - 450 @ \$75 increase	\$33,750.00	
Day students - 40 @ \$50 increase	2,000.00	
Missouri College Joint Fund Committee, Inc.	3,000.00*	
Ford Fund for faculty salaries	7,000.00**	
Board of Christian Education for faculty salaries	<u>2,400.00</u>	\$48,150.00
Housing and meals - 450 students @ \$55 increase	24,750.00	
Board of Christian Education	<u>4,500.00***</u>	29,250.00
Endowment Income - M. L. Butler, Nellie Pease Trust		28,000.00

* - The total income is expected to be \$7,500.00

** - The total income is expected to be \$12,000.00

*** - The total income is expected to be \$20,000.00

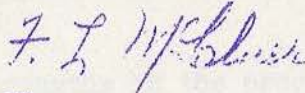
RECOMMENDATIONS

It is recommended that the additional officer of the Board of Christian Education of \$2,400.00 to be applied on faculty salaries be accepted with the understanding that the increase in salaries will be at least three times of the amount of the Board's appropriation for this and that the special contributions from the Board of Christian Education will be decreased by one-third in each of the next two years.

It is recommended that the administration be authorized to seek the salary of a teacher for the nursery or kindergarten in the new church building from a foundation.

It is recommended that the Board express appropriate appreciation to Dr. John Thomas, who is retiring at the end of the year and who for thirty-seven years has been Chairman of the Music Department.

Respectfully submitted,



F. L. McCluer
President

A. Interpretation of Philosophy and Objectives

The Committee was particularly interested in testing the thoroughness with which the stated purposes of the college and of individual departments are being carried out. The philosophy and objectives of the college and of the Department of Education, respectively.

B. Quality of Instruction

The Committee felt that the quality of the general student body and of those interested in teaching is well high.

C. Student Body

The general morale is good. A major factor in this is due in large part to the friendly personalities exhibited by the administration and the faculty, to the friendly relationship between faculty and students, and to the honor system, which is highly successful. The best way to judge the quality of the instruction at the college is to look at the general atmosphere in the classroom.

D. Faculty Effort

Faculty effort seems to be quite high as indicated by the high quality of work in the classroom, the initiative they exhibit for the improvement of their own and for the college in general, and the special support they give to the other departments of the college. The Committee was pleased to have evidence of an excellent report on the quality of work done by the faculty in the past year and the high quality of the work done in the present year.