

Fontbonne University's

tableaux

Spring 2005

**Setting the Course
Amidst a Flow of Change**
Special President's Report

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on the cover: Dr. Dennis C. Golden, Fontbonne University president



NUMBERS DON'T TELL WHOLE STORY

Alumni 14,200 strong. Eighty-two percent growth in annual fund. Enrollment up 68 percent. Students from more than two dozen foreign countries. More than 60 academic programs.

Numbers. You're going to see a lot of them in this special president's report that looks at the past decade and how it has set the stage for continued success.

It's important to quantify success in these terms. We need benchmarks, key indicators to help shape the actions and reactions that comprise our daily operation. Some people even find — dare I say — pleasure in reviewing numbers, analyzing numbers ... “crunching” numbers. Thank goodness for these people.

Unfortunately, I'm not one of them. I don't want to say numbers scare me, but — at the risk of setting myself up for ridicule — given a choice between computing a percentage increase or proofing copy for four hours straight ... by candlelight ... well, break out the eyeglasses and matches. Just ask Mary Abkermeier, long-time math professor here. She's the one I pestered with that very question about percentages for one of the stories we're presenting. Mary did her good deed for the day and helped our numerically challenged right-brain public relations director.

But Mary's presence in this issue can also be found as she shares her perspective on how improvements in technology have impacted teaching methods. See, behind the *number* of computers available to students on campus — roughly

150 — there's a story about how our information technology department is continually striving to keep Fontbonne relevant in a very fluid environment.

Behind the 10 years that represent Dr. Dennis Golden's tenure as president of this institution is a personal story of faith and commitment. And when you peel back the staggering statistics on enrollment growth, you find it's still the admissions representatives' hands-on approach that ultimately spells success or failure. Or look past a 50 percent decline in international enrollment due to the 9/11 terrorist attacks, SARS epidemic and other factors, and you see a program on the rebound, rebuilding relationships and enrollment.

Or take Sharilyn Franklin, for instance, an alumna whose advertising company boasts more than 80 local, national and international awards. Read her story and you'll soon find out this woman is motivated by much more than the number of plaques hanging on her wall. And Franklin can well attest to the success of the program that shares space on this page. OPTIONS numbers are through the roof, but program administrators aren't basking in the glow — they're rolling out new programs!

In this issue, you'll also hear from five of Fontbonne's more than 2,800 students as they tell us about their dreams and hopes once they leave the friendly confines of 6800 Wydown Boulevard.

Lastly, when you look at the number of donors listed on our honor roll, remember that each entry represents someone's personal commitment to the important educational mission that takes place here 365 (almost) days a year.

Mark E. Johnson
editor

Only OPTION is Up! by Kylie Shafferkoetter

Fontbonne's OPTIONS program was established for today's working adult. It's designed to fit even the most hectic schedules. OPTIONS graduates include presidents of companies, judges, business owners, teachers and other professionals.

The 14-year-old program is celebrating a 9.5 percent increase in enrollment over last year and the highest to date. Additionally, OPTIONS enrollment has increased 85 percent over the last decade with 850 students currently in the program. Jerry Bladdick, associate vice president for adult and continuing

education, says that number should top 900 in the next year.

“I think the OPTIONS program is responsive to corporate and community needs,” Bladdick explains. He attributes the increase largely to the university's decision to open a new campus last year in Florissant, a community in north St. Louis County, and to add a new bachelor of art in organizational studies program. Later this year, OPTIONS and the department of business will add three new degree programs that include a bachelor of arts in contemporary studies,

a bachelor of science in sports and entertainment management and a master of science in accounting.

Fontbonne offers the OPTIONS program to meet the unique needs of adult students whose personal or professional aspirations include higher education. Degree programs also include a master's and bachelor's degree in business administration; master of management; certificate programs in sales and sales management and project management; and the Gateway program for adults with little or no college credit.

FOCUSED, CENTERED AND COMMITTED

A DECADE OF LEADERSHIP

a Tableaux Q&A by Mark E. Johnson

Dr. Dennis C. Golden has served as president of Fontbonne University since January 1995 and during that tenure has overseen tremendous growth and change. In his own words he explores the challenges of leading a private Catholic university and shares personal insights into what keeps him motivated day in and day out.



How would you characterize the last 10 years from both a professional and a personal perspective?

Certainly, this has been a decade of change, beginning with my selection as the first male and married president of Fontbonne.

My wife, Monica, and I are privileged to be presidential partners at Fontbonne.

Institutions, like people, either get stronger or weaker, better or worse, but they don't stay the same. Thus, in my vocation as servant-leader president, I strive to get stronger and better for Fontbonne on a daily basis.

Is there a single accomplishment of the university community of which you're most proud?

The single accomplishment would be our collective "yes we can" attitude which permeates all aspects of campus life. This positive attitude has enabled us to operate in a fiscally responsible manner, develop and execute strategic plans, successfully complete the \$15 comprehensive capital campaign, strengthen and expand the curriculum, successfully complete accreditation processes, strengthen our brand name, emphasize international programs, increase campus morale and alumni support, enhance diversity, expand technology, maintain and improve the physical plant, secure an excellent faculty

and support staff, improve the quality of student life, field championship athletic teams and so much more.

I believe it's the power of unified positive thinking and the collective will to succeed that has enabled us to transform Fontbonne from college to university status while maintaining our mission, vision, values and commitments. Credit goes to the entire university family, as well as our belief in a philosophy of "Learn More Be More" that has inspired us to reach new heights of success during the past ten years.

You mentioned a collective effort. Can you expand on that notion?

Having the right people is the key to organizational success. I spend significant amounts of time reviewing credentials, interviewing prospective faculty members, as well as selecting vice presidents and staff because once the right people — competent, ethical, self-starters — are on board, we are bound to be successful.

How has Fontbonne continued steady growth in the past decade and what will need to be done to secure the future?

When people consider private institutions, they look at access, affordability, admission, retention, diversity, customer service, educational excellence, quality of campus life, sustainability, mentoring and co-curricular activities.

In addition, because of our Catholic identity, you can also add social responsibility, ethics, community service, campus ministry, outreach to the poor and less advantaged. These are the value-added components of the campus culture to which students, faculty and staff are committed. Because of these commitments, we have the highest enrollment and retention rates in the history of Fontbonne, and we intend to continue in that direction.

What prompted the university to create a Catholic "identity statement," and what do you see as the most important influence of Catholicism on your mission?

The board of trustees approved our Catholic identity statement (March 27, 2004) that clearly sets forth who we are and what we stand for as a Catholic institution of higher education. As the statement indicates, our Catholic identity is like leaven in bread permeating every aspect of our existence while maintaining an open and ecumenical spirit toward members of different faith convictions.

This process was initiated because of our desire to reaffirm our Catholic identity in an academic context. Thus, to the extent possible, we strive to be in concert with the magisterium while maintaining reasonable institutional autonomy and academic freedom.

I believe the most important influence of Catholicism on our mission is the freedom to speak about God in an academic environment. The freedom to proclaim Jesus Christ as Lord and Savior and the reminder that what is ultimately asked of us is to love the Lord God with one's whole heart and soul and our neighbor as one's self.

What is the most important aspect of the university's sponsorship by the Sisters of St. Joseph?

From the beginning, the Sisters of St. Joseph of Carondelet founded and staffed Fontbonne. They remain, as always, our founders and our inspiration. Their convictions and charism are alive and well at Fontbonne because we believe in the legacy of the Sisters, namely to serve the dear neighbor without distinction.

We have a formal sponsorship agreement that clarifies the relationship between the Sisters and the university and reinforces our mutual commitments on behalf of those we are privileged to educate and serve.

What keeps you motivated and energized to keep doing your job day in and day out, semester after semester?

I'm continually motivated because I believe in the transformative power of higher education. I am also committed

to both faith and reason as vital and compelling parts of the educational experience.

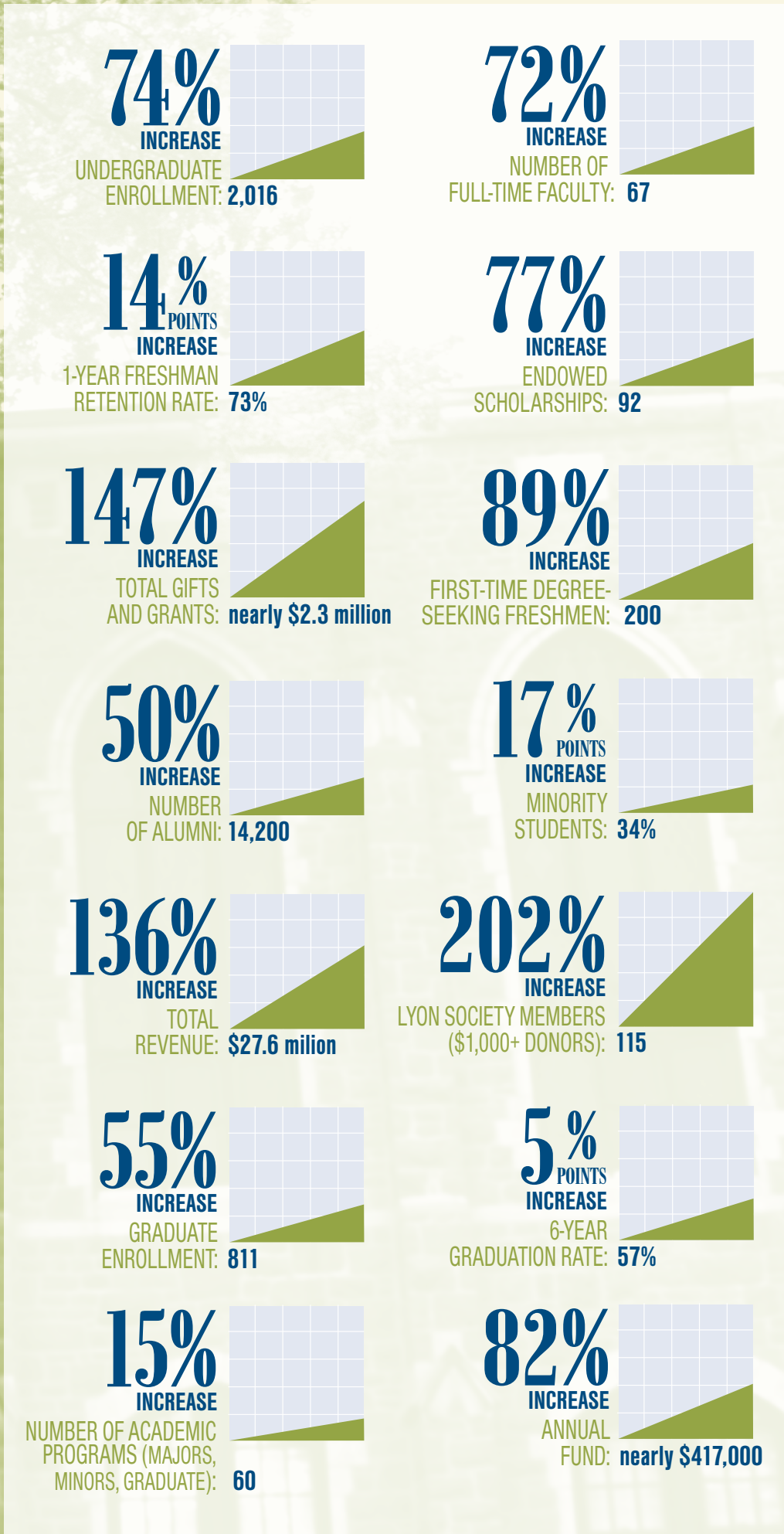
It's very rewarding working in an institution that encourages students to ask themselves hard questions, such as "Who am I?" or "Where am I going?" By answering these questions, they will learn not only how to make a living but how to live a life — which is ultimately more important.

I'm energized every day by the "five Ms" of Catholic higher education: mission, ministry, management, money and mystery (sacramentality). In order to concentrate on these areas, I try to start each day with a recitation of the Rosary and spiritual reading. By doing this, I get focused, centered and recommitted to my duties and responsibilities as servant-leader.

Finally, I'm motivated because I know our students are the *raison d'être* for the existence of Fontbonne. They are the epicenter of my concerns and the focus of my decision-making processes. Ultimately, whatever I do is done for the greater good of the students who, in turn, become loyal graduates dedicated to supporting Fontbonne's future generations.

A DECADE OF GROWTH

Fontbonne University has seen remarkable growth in a number of key areas – setting a strong foundation for another successful decade and more. Here’s a look at some critical benchmark statistics showing the university’s current status compared to 10 years ago.



FACULTY REFLECT ON ADVANCES

by Kylie Shafferkoetter

In the past decade, much has changed in how students learn and how faculty teach. These long-time professors and new faculty offered their perspectives on the university's growth.

Looking Back

It took Mary Abkemeier, professor of mathematics and computer science and director of the master's program in computer education, an entire summer to complete Fontbonne's first home page in the mid-1990s. She recalls sitting down with department chairs just to explain the concept of a Web site. Now Fontbonne has a completely revamped Web site and a fully functioning information technology department.

"Much has improved over the last decade," says Abkemeier, a 28-year Fontbonne veteran. "We now have high-tech classrooms and state-of-the art recording equipment in the new Center for Teacher and Therapist Education (CTTE)."

Cheryl Davis, a faculty member since 1993, says "People who enter our program now have much more hands-on experience with technology. And Fontbonne meets their needs by offering services and programs that are constantly upgraded." An adjunct instructor for the master's in computer education program, Davis is the 2004 recipient of Fontbonne's Joan Goostree Stevens Excellence in Teaching Award. She also received a Missouri Governor's Award for Teaching last year as well as the Emerson Excellence in Teaching Award.

"The campus has changed dramatically, though subtly, building by building. We now have a nice combination of old world charm with all the modern necessities," Davis explains. "Inside these beautiful stone buildings we have so many more computer labs available to students that computer access is not even the issue it was 10 years ago."

Abkemeier adds, "It's just more fun to learn in pleasant surroundings. Students come with a more positive attitude toward learning if the room is up-to-date, comfortable and welcoming."

Fontbonne boasts a student-centered environment, and faculty are always evaluating the best ways to teach students.

"I used to lecture a lot more. Now, there is more of an emphasis on group learning and problem solving approaches," Abkemeier says.

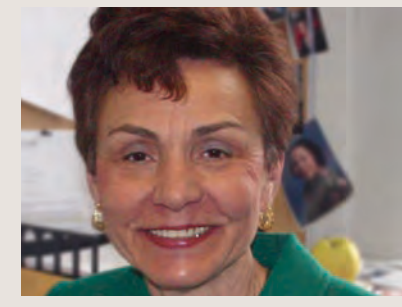
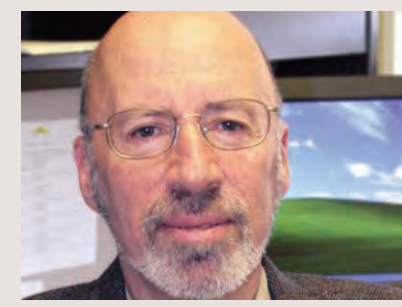
According to Davis, "The faculty has always changed to address the needs of teachers and students. We regularly meet to update and discuss our curriculum. I believe it sets us apart from other schools."

First Impressions

Laura Heft left the corporate world last year to teach business management at Fontbonne. She worked in the university's business office 20 years ago, and her husband, Bill, is an alumnus. "I knew teaching was the primary focus here and although I'm excited about research, I like the idea that teaching is the first priority," says Heft, an assistant professor. "I enjoy all the interaction with students, and because we're small, we can be more creative and try new things." Heft says she's also impressed with the number of opportunities that faculty and students have to learn outside the classroom through events, speakers and workshops. "I wish I had time to go to everything," she says.

Jack Luzkow, associate professor of history, was immediately struck by how friendly people are at Fontbonne when he started here last fall. "People take the extra time to ensure programs are going well. The faculty mentors one another as well as their students. It's a real community," Luzkow says.

As the campus and curriculum continue to change, it's clear that new faculty and Fontbonne veterans alike think the university's spirit of community is steadfast and constant.



top to bottom: Jack Luzkow, Laura Heft, Mary Abkemeier, Cheryl Davis,

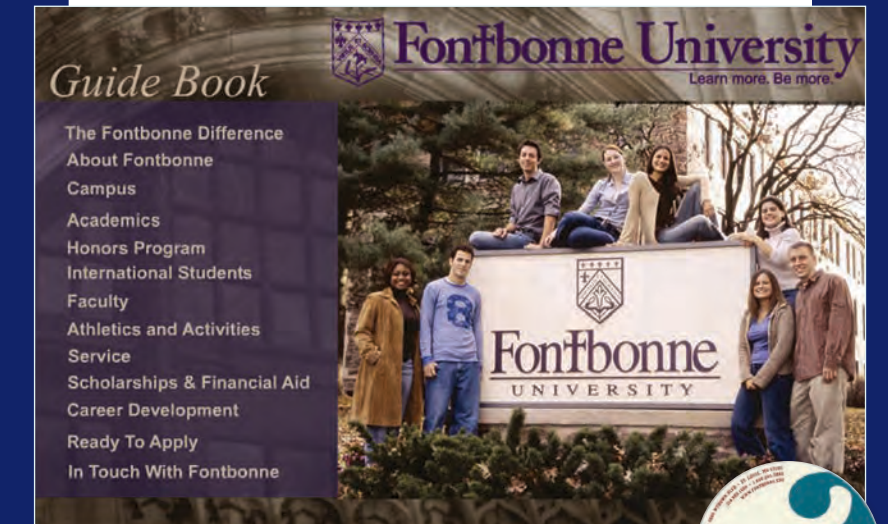
BREAKING THROUGH

Through creative, effective marketing, old-fashioned pavement pounding and a reputation for excellence, Fontbonne University can celebrate its highest enrollment ever. In the past 10 years, total enrollment has increased 68 percent to a fall '04 tally of 2,827 students. Peggy Musen, associate vice president of enrollment management, believes the success stems from a team effort. "Everyone takes a part in the admissions process, from the person answering phones in the information office to faculty taking time to answer questions," she says.

Musen says that evolving communication strategies, such as e-marketing, the Internet and Fontbonne's award-winning

"STUDENTS HAVE MORE RESOURCES THESE DAYS. THIS GENERATION IS USED TO GETTING INFORMATION IMMEDIATELY."

— Peggy Musen
Associate Vice President for Enrollment Management



The public relations department oversaw production of a new CD-rom viewbook used for recruiting traditional students. Special packaging was also created for the international program.



eMEDIA ATTRACTS GENERATION Y

by Kylie Shafferkoetter



grif, an electronic newsletter is e-mailed to prospective students and is filled with useful informational and fun links.

commercials, have definitely opened up ways of interacting with students that were not possible a decade ago.

"Students have more resources these days. They find information on their own and don't always rely on their guidance counselors," Musen says. "This generation is used to getting information immediately. The communication processes were definitely not as intense in the past." But Musen is quick to point out that personal relationships are still the key to helping students make their final decision and remain a big reason for the university's success.

Outlined in the university's current strategic plan, which is valid for one more year, the goal for admissions is to increase enrollment by 25 percent over three years.

"We have met our goals each year and plan to continue doing so," Musen explains. "For the next strategic plan, we will have to determine how to continue to meet the needs and support the strong student base we have built."

Michelle Palumbo '02, a business graduate, has worked in the admissions office since her junior year. Now an assistant director of admissions, Palumbo is on the front line of recruitment and is, many times, a student's first impression of Fontbonne.

"Being a former student is really helpful. I can talk personally about my experience here. Plus, I think a lot of high school students feel more comfortable asking me questions because I'm a recent graduate," Palumbo says.

She and the three other full-time recruiters visit approximately 270 high schools and college fairs during the year. They travel over the entire state of Missouri, parts

68% ENROLLMENT INCREASE IN PAST DECADE

of Illinois and Tennessee, often putting in 60-hour weeks during the peak fall recruiting season.

"I could never do this for another school," Palumbo assures, with a smile. "It's nice to know that our hard work is paying off. This year alone, our applications are up by 30 percent."

And thanks to direct marketing tactics using both printed pieces and e-mails, more students are visiting Fontbonne's campus. "At open houses, potential students get to see first-hand what makes Fontbonne great," Palumbo explains. "Our tour guides are current students who can make positive impressions on potential applicants." Musen adds that visits help students picture themselves on campus and provide a sense of the university they can't get any other way. If they can't make it to campus, the new virtual tour on Fontbonne's Web site provides them with the next best thing.

Palumbo says today's students are looking for the total college experience. "They are not only concerned with academics, but also campus involvement, student activities and being at a place they feel comfortable while getting a great education," she says, citing advertising campaigns as helping raise Fontbonne's visibility in St. Louis and beyond. "I would hear people say, 'I am not an ACT score,' at college fairs out of state," Palumbo says, referring to a line in one of the first series of commercials Fontbonne produced in 2002.

Prospective students are also targeted with *grif*, an online newsletter that includes student profiles, information about programs, activities, applications processes as well as

contact information. "We can track who's responding to what programs and send them more information at their highest point of interest," Musen explains. "Our innovation in web and e-mail marketing is exciting and proving to be very helpful, but we cannot forget what really helped get us here — the one-on-one approach."

Musen says the admissions office's main goal is to recruit and retain students who are in line with Fontbonne's academic standards, while remembering that numbers don't always tell the whole story.



Television spots and radio air time are giving Fontbonne a higher profile among prospective students.

INTERNATIONAL PROGRAM

by Kylie Shafferkoetter

NUMBERS BACK ON TRACK After a 50 percent dip in enrollment in 2003, the program is returning to form.

The new millennium has meant new hurdles for Fontbonne's international programs. In the wake of 9/11, the war in Iraq and the SARS epidemic, many students simply stayed away from the United States. And the ones who didn't, found it much more difficult to get here. But, after a 50 percent dip in international enrollment in 2003, the program is back on track and quickly regaining traditional numbers through several efforts to reassure students to once again cross the ocean.

"After SARS hit, people were understandably afraid of planes and hesitant to travel," explains Linda Maurer, dean of business, referencing the highly contagious respiratory illness. She and Bob Miller, director of international affairs, both visit countries like Taiwan and Thailand up to four times a year to recruit students and reassure their families.

A few Thai students expressed their frustrations with the war in Iraq in the months following September 11. "We listened to them and tried to let them see that we were not representing politics, but education and community," Maurer says.

Many parents had concerns about their children's safety in light of these world events. "Parents are glad we make these visits to their countries so that they see who we are, who they're sending their children to," says Maurer, who offers parents and students pictures of the campus and emphasizes the geographical safety of being centrally located within the country. "We let parents and students know that because we're a small school we'll always know who their children are and vice versa."

For Samir Rabah '04 MBA, health and safety concerns were never an issue. Gaining U.S. entry was his biggest obstacle. "(Since September 11, 2001) it's been harder for foreign people to get here," the native Brazilian says. "I

consider myself very lucky to have been here four years now."

New federal regulations passed down by the Department of Homeland Security directly affect the number of students who can enter the U.S., according to Miller. "It can be an impossible process for a lot of students," he explains.

People can spend hundreds of dollars getting to select cities just to get an interview for a visa. Long lines and travel can be discouraging. "Because of restrictions, many students are going to Australia instead of the United States," Miller says. Additionally, Fontbonne receives many applications that just end up getting denied at the student's local consulate. It's not just happening to Fontbonne. "Program directors from around the state say they are still recovering from the recent drop in numbers," Miller says.

Fontbonne's formal international program has existed since 1954. Currently attending Fontbonne are students from more than 17 different countries, including Kenya, Korea, Russia, Qatar and China.

Pongtrawach Thitachaiyarojn, an MBA student from Bangkok, Thailand, who arrived in July, says he has put his fears to rest. "Some people think about it (safety), but it's been a few years since September 11. So, now it's okay," he says.

Yen-Chun Lin (Jean), from Taiwan, has no fears about America now. "I think it's safe and I look forward to traveling around the country to New York and Florida."

She too had more difficulty getting into the U.S. than three years ago when she studied in San Diego. "People asked a lot more questions and fingerprinted me at the airport," she says. But Fontbonne has been very accommodating in light of tightened security, according to the MBA students. "They threw a party for us. I enjoy the activities with local students. I want to meet more people here," she says.

Though Rabah has graduated, he maintains good relationships with Miller and his professors. "They've always treated my wife and I very well. The teachers are great and really care about you," he says. The U.S. government has extended Rabah's visa for one year after graduation so he can find a professional job. If he does not find employment, he must return to Brazil. "I definitely want to stay here," he says emphatically.

Currently there are approximately 40 students in the program and Miller and Maurer expect the numbers to continue to grow. "Meeting with people in their own country has made a tremendous difference," Maurer says. "We will continue to build relationships one person at a time."



Hareta Smart-Ebinne of Nigeria, Mishi Khatib of Kenya and Suleimon Ali, a U.S. Citizen born in Jordan, make up a growing number of international students at Fontbonne.

Fontbonne University's wireless campus allows students like senior Anthony Robinson to access the world with ease from virtually anywhere on campus.

TEACHING WITH TECHNOLOGY ... AND THERE'S SOME LEARNING TOO

by Kylie Shafferkoetter

Technology has become an integral and essential part of higher education — especially in the last decade. And even with the constant advent of smaller, faster machines along with amazing new software, Fontbonne continues to stay competitive. “Wireless” is now the norm on campus and the goal is for technology to become so user friendly and efficient that it won’t be given a second thought.

“There is a certain mystique about technology, but it’s becoming commonplace. This is the media age,” says Michael Grissom, Fontbonne’s director of information technology (IT). “Technology is a necessary tool of education. It’s a way to keep any topic interesting.”

Some of the main tools used in today’s classrooms include ceiling mounted projectors and screens, DVD players, Internet access, laptop hook-ups, microphones and stereo systems, which — in many cases — are controlled by a one touch-screen. These technology-enhanced “Smart” rooms — named for the brand of equipment used — are quickly becoming standard on campuses across the country. Soon, audio-visual specialists will be free from hauling video equipment from building to building.

Fontbonne currently has five technology-enhanced classrooms in various stages of development, and the IT department is working to outfit more.

In addition, the new Center for Teacher and Therapist Education (CTTE) has more program-specific technology that wasn’t around 10 years ago. Closed-circuit TV is used so students can observe live therapy sessions from a different room.

These recorded sessions also can be played across a network at different times

for various classes and be downloaded for use in Power Point presentations — streamlining the learning process.

Many faculty members regularly use the “Smart” classrooms and welcome the recent strides in bringing more technology to campus. Professor of education, Sister Rita Schmitz, CSJ, uses the enhanced classrooms extensively to teach future educators who are required to be tech-savvy.

“These rooms make it easier for me to share current information with students and they help enhance class

discussion,” Sister Rita says. Her students can make Power Point presentations in class or look up resource sites on the Internet and project them on the screen for the entire class to see.

Fontbonne instructors also use a program called “Blackboard,” an online tool to post tests, handouts or a class syllabus. Chat rooms for class discussions are also an option.

Kelly Barger, assistant professor of education/special education and a reading specialist, sees technology as an asset that benefits everyone. “When I’m teaching I can go online and do research right there. We’re really moving forward,” she says.

Barger is responsible for electronic portfolios used by education majors. In the recent past, when students applied for Missouri teacher certification, they would have to send the agency bulky binders and get settled in for the wait. “Now, it’s all web-based and students can include a video or DVD of their teaching lessons and other examples of work. They can get immediate feedback,” Barger explains. “We’re one of only three schools in St. Louis using this e-portfolio exclusively.”

Barger says educators have to be up-to-date to ensure they are providing the best education possible for their students. “We are obligated to move with the times. Ethically, we have a responsibility to do that,” Barger says.

Senior Alex Tague, for one, welcomes all technology at the university. “Technology is my life,” says Tague, who thinks e-mail and “Blackboard” make it easier to communicate with instructors outside the classroom. “Teachers check their e-mail even when they’re not on campus. You can always get in touch

“Fontbonne is meeting the needs of the students, and especially with the new wireless campus, it feels like a large university.” —Alex Tague, Senior

with them and submit assignments,” he explains. “Fontbonne is meeting the needs of the students, and especially with the new wireless campus, it feels like a large university.”

Grissom says the IT department is in the midst of a three-year plan that has already yielded a wireless campus, updated classrooms and many new servers. And there are still more big ideas in the works — think paperless classroom. In the meantime, Fontbonne continues to make technology a more accessible tool for everyone. Stay tuned.

VIEW FROM THE TOP

by Kylie Shafferkoetter

Sharilyn Franklin always thinks big. When she was in high school, Franklin dreamed of being the first female African-American senator or an ambassador to a French speaking country. Now she is the owner of an award-winning ad agency that *Advertising Age* magazine rated the fifth largest African-American owned agency in the country.



“I HAD A WONDERFUL EXPERIENCE AT FONTBONNE. I LEARNED AND GREW A LOT ... RECEIVING MY MBA WAS TAKING THE NEXT STEP TOWARD A NEW BEGINNING.”

Franklin, a 1995 graduate of the OPTIONS MBA program, is the executive vice president and chief operations officer of FUSE, an advertising agency she co-founded with her husband, Clifford, in 1997. FUSE is now one of the strongest brand development shops in the nation and serves famous clients such as Gillette, Goldman Sachs, Sprite, Anheuser Busch, SBC Communications and IBM.

“It’s about outworking and outsmarting the competition,” Franklin explains, when asked how her company scored such high-profile national accounts. “We are very passionate, creative and focused on our work. And we employ good, solid business practices.”

Franklin says Fontbonne’s MBA program equipped her with the tools she needed to start her own business. “I had a wonderful experience at Fontbonne. I learned and grew a lot,” Franklin says. “Receiving my MBA was the next step toward a new beginning.”

Although she had already earned two bachelor’s degrees from Indiana University in political science and communications, Franklin saw an MBA as a necessity to further her career. “I had several years of direct work experience under my belt and was ready to climb the ladder. I was ready to excel and grow and the MBA was the avenue through which to achieve the next set of goals,” Franklin says. She is now pursuing her doctorate degree through Walden University’s School of Applied Management

and Decision Sciences with an emphasis in leadership and organizational change.

Right out of college — the first time — Franklin accepted a sales position with Automatic Data Processing in St. Louis. Gaining marketing skills there, she moved to SmithKline Beecham and expanded her experience. It was then that she and her husband decided to start Final Phase Marketing (FPM) in 1993. FPM handles strategic planning, public relations, promotions and community relations for clients primarily in the Midwest — most notable is the Lambert International Airport Expansion program. FUSE is an affiliate of FPM.

At this starting point, Franklin realized “that a really good salesperson can do just about anything. I assessed my skills and expertise and found that they were, in fact, in marketing and communications,” she says. “We were both very capable and effective high producers for other companies and we felt we could also do it for ourselves. We wanted to control our destiny, so we stepped out on faith.”

The early days of the start-up company were tough. The young couple had to start from scratch and grow their business steadily through long hours and hard work. Franklin says it was a challenge to enter the field of marketing communications since it hadn’t “traditionally been friendly to minorities or minorities in business.”

But both companies have survived and thrived, making headlines while quietly acquiring bigger and bigger clients. In 2003, FUSE earned more than \$24.5 million in billings and in just five years has received numerous national and international awards. Over 78 of the top local, regional and national awards dress the office space of Fuse’s two-story Washington Avenue headquarters and production space in downtown St. Louis.

But for Franklin, success is much more than money and awards. “We are making a difference. We are changing the way minorities are perceived in the media and in business. This isn’t just a profession for us; this is a calling. We are making history and that drives us to do and be better in all things,” she says.

Such commitment takes a lot of time and energy, and Franklin admits that she couldn’t do it without the love and support of her husband, whom she describes as the “most brilliant” person she’s ever met. Franklin also believes her strong Christian faith and the strength of her mother and her daughter serve as inspiration in her daily life.

Although success led her to Washington Avenue instead of Washington, D.C., Franklin says it all comes down to choosing something you love and working hard for it. And this Fontbonne alumna is a shining example of someone who’s done just that.

HORIZON on the

Editor's Note: Many of the features in this special issue of *Tableaux* focus on Fontbonne's successes of the past decade. All of the new academic programs and all the building and campus improvements, however, are geared toward one unwavering goal: enriching the lives of our students. *Tableaux* correspondent Kit Breshears set out to highlight a handful of these young adults who epitomize the Fontbonne student body. He found some very promising stories.



Erica
junior, biology major

Upon her arrival at Fontbonne in 2000 as the "new girl" on the softball team, Erica Jones found that she was one of five third base players. "It was every freshman's nightmare," she said. "It was funny, but there we all were, and I had no idea what I was going to do or how I would fit in."

Finding her niche on the team — and at Fontbonne — was easier than she thought. Jones quickly became involved in campus ministry and residence life, and also became a "utility player" on the softball team. "I learned to play every position. Overall, being

on Fontbonne's team really helped me become well rounded."

Broadening horizons is something Jones, who is also a residence hall assistant, feels Fontbonne has helped her achieve. "So many people have tunnel vision — they are only good at one thing. Because of Fontbonne's size, I've had so many opportunities to grow — academically through the fantastic biology program, spiritually through campus ministry, physically through softball, and emotionally through my experiences as a residence hall assistant."



Annie
senior, communication studies major

As Annie Gitto runs out onto the Busch Stadium field, the crowd goes wild. Following Fredbird, mascot of the St. Louis Cardinals with the rest of "Fredbird's Girls," she smiles as she uses a giant slingshot to propel T-shirts to the fans. Who would have thought studying communication at Fontbonne would prepare her for a job like this?

"I am a natural communicator. What I've learned in my communication classes at Fontbonne has helped build on that and sharpen my skills," she says.

Gitto, the granddaughter of local restaurateur Charlie Gitto, feels that Fontbonne was a perfect fit from the beginning.

"I come from a large family, and coming to campus was like

being part of a family," she says. "People remembered my face, teachers remembered my name."

Don Shifter, instructor in the business administration department, took an interest in Gitto her freshman year. "Mr. Shifter quickly became my favorite professor," she said. "He still is. He tells me all the time how much potential I have, and how proud he is of me. He's like my adopted grandfather."

Gitto loves the restaurant business, but admits she really can't cook so don't look for "Annie Gitto's on the Hill" any time soon. "Communication is my passion, and Fontbonne helped me discover that."



Bill
senior, education/special education major

Lucas smiles triumphantly as he reaches out and touches the flash card shaped like an orange moon. The 8-year-old shares his victory with Bill Casner, who works with Lucas and other children with autism in the Pattonville School District.

"I began working with Lucas when he was a kindergartner," Casner says. "He spent his entire school day in a self-contained classroom and only left it for physical education and art. He's made a great amount of progress over the past two years and is now fully integrated into his second-grade classroom. I'm extremely proud of him."

Casner, whose normal day is far from typical, spends more than 40 hours each week working with children with autism, a developmental disorder he explains as "having a light switch inside just simply turned off." Helping write curriculum, designing lesson plans and selecting textbooks specifically geared toward children with low language skills are merely a few of the tasks he performs — tasks he feels that Fontbonne helped him learn to perform.

"Children like Lucas just need guidance and patience to get that switch turned back on," he says. "Fontbonne provided me with all the tools necessary to face that challenge."



Lindsey
junior, business administration major

For Lindsey Smith, success in life is not just a goal; it's a passion. One of five Fontbonne student members of the Regional Business Council, a mentoring program for aspiring business students, she's getting a head start on her future.

"Through RBC, I'm getting real world opportunities," she says. "Currently, I'm shadowing James Berry, who is chief financial officer for Sachs Properties, and he is teaching me so much about the function and purpose of business in our society."

One of the most valuable lessons Smith has learned from Fontbonne is a personal one. "I had terrible time management skills

before I transferred here," she says. "Once I came to Fontbonne, I had time to sit down and figure out what I needed to do to better myself as an individual and prepare myself for life. Linda Maurer, one of my business professors, helped me discover the value of good time management. It's a lesson I apply practically every day."

Smith, who is a member of Students in Free Enterprise, helps tell others about her business interests and experiences. "We put on presentations at local high schools where we talk to students about business administration and marketing. It helps us learn by teaching them."



Joe
senior, psychology major

Sitting under the stage of Fontbonne's Black Box Theater during a performance of the musical "Godspell," Joe Seeley had reached the height of his musical career — so far. "We got to rock out and really play for that show — it was amazing to work with so much talent here at Fontbonne," the percussionist says.

Don't think that Seeley's mind is set only on music, however. As vice president and founder of the Psychology Club, he hopes to lay the groundwork for the organization to grow following his graduation in May.

"We are trying to get everything worked out so that after a year, the club can become Psi Chi, which is a national foundation for behavioral sciences majors that offers many great opportunities," he says.

A fan of the Fontbonne environment, Seeley will be assessing if others feel the same way when he launches his senior thesis — a study of morale and satisfaction among currently employed students.

a message from the
PRESIDENT



It is hard to believe it has been 10 years since I first came to Fontbonne University. It's been a true pleasure and honor to be able to serve an institution that I believe in and care so much about. Fontbonne is a family: this can be seen from the boardroom to the lunchroom. We are a community that works together to help this university be the best it can be. Our faculty, staff, alumni and friends as well as the Sisters of St. Joseph show tireless commitment year after year. I am fortunate to work with so many talented and dedicated people.

I've referenced the old African proverb, "It takes a village to raise a child," in the past. This saying can certainly be applied to the success of a small, private university. It does take the entire "village" or community to ensure that our students learn, grow and achieve in the world after graduation. Every person involved with Fontbonne, whether an employee or graduate or donor, is making a tremendous contribution to our students – the main reason we are all here.

Fontbonne has seen many changes over the last decade. We've made the transition to university, added new, dynamic academic programs, earned national and regional recognition for academic excellence and spearheaded an exciting and lively marketing campaign. And as we enter the final phase of our current strategic plan, we are hard at work on the next plan which will position us for even greater successes.

This year, Fontbonne's board of trustees approved the university's Catholic Identity Statement. This is something that is very dear to me personally. It has always been clear to me that Catholicism in its purest form is about inclusion and respect. In addition to the specific committee charged with the task of writing the statement, many from the campus community graciously provided their thoughts and opinions on how the statement should read. The Catholic Identity Statement speaks of how the foundation of Fontbonne is rooted in the Catholic faith while including and embracing people of all faiths. The sponsoring Sisters of St. Joseph of Carondelet live to help the "dear neighbor" and a world in need, and Fontbonne's mission echoes that. We work to achieve our goals within the framework of our founding values.

I want to extend my sincere gratitude to everyone involved with Fontbonne. You all continue to inspire me with your amazing spirit and commitment.

Sincerely,

A handwritten signature in black ink that reads "Dennis C. Golden". The signature is written in a cursive, flowing style.

Dennis C. Golden

a message from the
BOARD CHAIR



As the chairman for the board of trustees, I have had the privilege of being with Fontbonne during a banner year. I take great pride in the commitment, passion and talent exemplified by the people of Fontbonne University. This institution has come far since the first Sisters of St. Joseph settled here, determined to build a legacy of education and ministry to help serve a world in need.

Fontbonne's mission and ideals have been steadfast throughout its long and impressive history. And Fontbonne continues to grow and change with the times while never losing sight of its original spirit.

This year, Dr. Dennis Golden celebrates his tenth year as president of Fontbonne University. Dr. Golden's leadership has proven to be effective with this institution. He is a man of devout faith, who makes important and valuable decisions based on what is best for the students, faculty and staff. Dr. Golden's character and foresight have helped lead Fontbonne University into the 21st century with its founding values intact.

We have much to celebrate in this past year and, indeed, in the past decade. Achieving the largest enrollment numbers to date, making major facility improvements and earning academic recognition are reasons to be proud of this institution.

We are blessed to have such dedicated and talented leadership, faculty, staff, students, alumni and friends of the university. As we look to the next ten years and beyond, I foresee an exciting and vital future for Fontbonne.

Thank you for your continued support,

A handwritten signature in black ink that reads "Daniel J. Ferry". The signature is written in a cursive, flowing style.

Daniel J. Ferry

ACADEMIC HIGHLIGHTS FOR FISCAL YEAR 2003-04

Tableaux set out to document the breadth and quality of faculty achievements, academic endeavors and educational programming that took place during the 2003-2004 fiscal year. Here are a few of the highlights that comprise Fontbonne's diverse academic landscape:

Overall Academic Affairs Highlights:	<ul style="list-style-type: none"> • Revamped Academic Convocation • Worked with enrollment management on goals, processes and retention • Worked on vision for integrated learning • Increased efforts with Graduate Academic Committee 	<ul style="list-style-type: none"> • Worked collaboratively with department chairs to add faculty and increase diversity • Participated in accreditation visit for Deaconess College of Nursing • Worked on new methods for summer advising
Art/Fine Arts	<ul style="list-style-type: none"> • Held fall and spring "pit-firing" for ceramic students • Hosted numerous art and theater consultants • Held pottery and art sales; thesis show 	<ul style="list-style-type: none"> • Stayed numerous theatre productions and art exhibits • "Outreach" art exhibit sponsored in local high school
Biological and Physical Sciences	<ul style="list-style-type: none"> • Began accepting first students in new biotechnology program • Department restructuring • Addition of faculty members 	<ul style="list-style-type: none"> • Dave Thomasson continued research in studying the mechanisms of defense against cancer cells
Business Administration	<ul style="list-style-type: none"> • Linda Maurer appointed dean of business • Sports management program launched • Whitney and Anna Harris Speaker Series debuts 	<ul style="list-style-type: none"> • OPTIONS reorganization • Increased enrollment in programs • Expanded international recruitment • Took part in mentoring program with Regional Business Council
Communication Disorders and Deaf Education	<ul style="list-style-type: none"> • Master's in Speech-Language Pathology sees first graduates • \$300,000 awarded by Oberkotter Foundation • Re-accredited by the Council on Academic Accreditation of the American Speech-Language Hearing Association 	<ul style="list-style-type: none"> • Grad students win competition at Missouri Speech-Language-Hearing Association convention • National and international conference presentations made

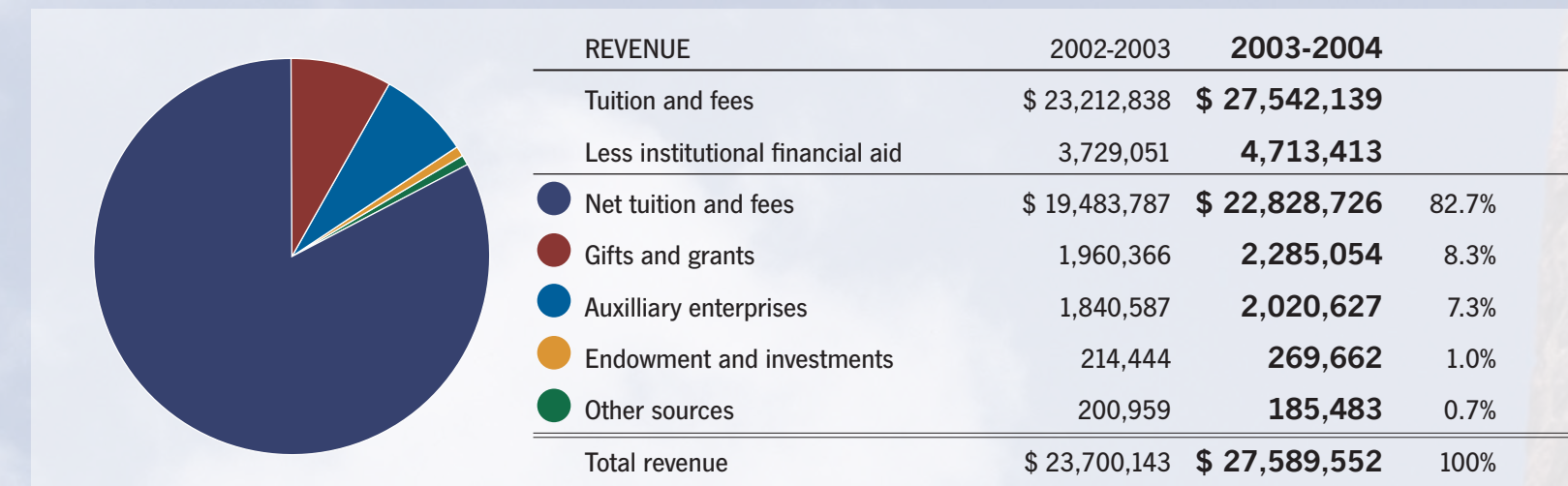
Education/Special Education	<ul style="list-style-type: none"> • Achieved accreditation from National Council for Accreditation of Teacher Education (NCATE) • Received grant funding for various programs • Expanded partnership with Brentwood School District • Began development of new master's degree: education of diverse learners 	<ul style="list-style-type: none"> • Initiated partnership with Christ Church University in Canterbury, England • Began implementation of "Foliotek" — a system to assist students in building electronic portfolios • Co-sponsored "Serving All Children" workshop
English and Communication	<ul style="list-style-type: none"> • Hosted Griffin Classroom Debate Invitational as well as key guest speakers • Students earned graduate assistantships, entry into graduate school and/or "honors" on senior thesis • Rose Shapiro completed translation project for Peruvian poet Carlos Germán Belli and gave a reading at Harvard University's Latin America Poetry Forum 	<ul style="list-style-type: none"> • Hosted poetry reading and book launch of <i>The Man Who Sleeps in My Office</i> by Jason Sommer • University's literary magazine, <i>Chiasma</i>, published • Communications senior authored paper selected for presentation at prestigious DePauw University's research conference. • <i>Fontbanner</i> (student newspaper) received several statewide awards
Human Environmental Sciences	<ul style="list-style-type: none"> • Achieved record enrollment of nearly 200 students in department majors • Addition of faculty members • Launched master's program in family and consumer sciences 	<ul style="list-style-type: none"> • Held May Merchandising Company student recruitment day on campus • Coordinated recruiting events and department newsletters
Mathematics and Computer Science	<ul style="list-style-type: none"> • Stepped up recruitment for dual degree engineering program (with Washington University) • Departmental curriculum review under taken 	<ul style="list-style-type: none"> • Helped high schools in staff development related to technology use in the classroom • Computer lab facilities improved
Philosophy, Religion and Social Sciences <i>note: Behavioral Sciences has since split off from PRSS, but was included in this reporting period.</i>	<ul style="list-style-type: none"> • New religious studies major developed • Jeanne Manley retired with 45 years of teaching service to Fontbonne • Addition of faculty members • Donald Burgo gave a series of three community talks: "Introduction to the Hebrew Bible" • Held psychology research symposium 	<ul style="list-style-type: none"> • Saw considerable enrollment growth in human services major • Psychology senior won first place at Illinois College Undergraduate Psychology Research Conference • Investigated a joint human services-ministry major with Aquinas Institute

STATEMENT OF ACTIVITIES 2003-2004

GOING BEHIND THE NUMBERS Fontbonne University's financial services department breaks down the numbers, providing analysis and forecasting.

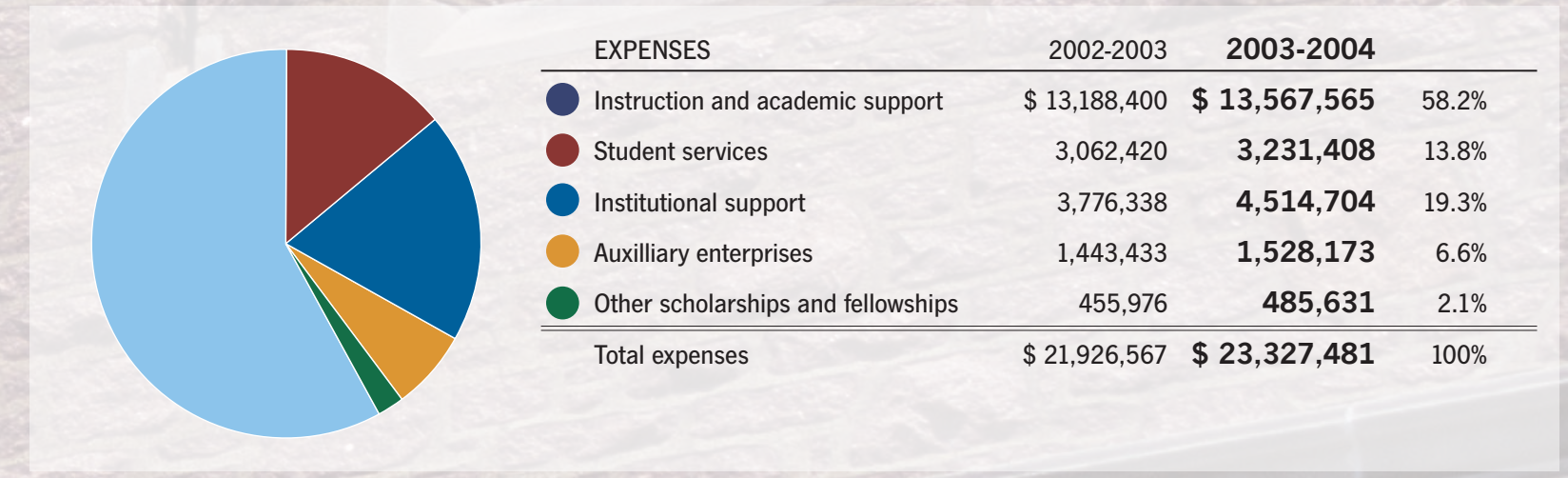
REVENUE

Total revenue and public support increased by \$3.9 million in fiscal year 2004. The majority of this growth was due to increased tuition revenue from record enrollments as well as the \$1 million federal grant in support of the Center for Teacher and Therapist Education.



EXPENSES

Total operating expenses grew by \$1.4 million during the past fiscal year, primarily due to increases in salaries and benefit costs.



OUTLOOK

Financial planning and accurate budgeting are key to fulfilling the institution's mission and operational goals. In establishing these frameworks, the university must look at: [program growth and development](#), [new initiatives and technology](#).

Fontbonne has experienced record growth in enrollment and tuition, the university's main source of revenue. Diversity in this revenue stream is represented by traditional programs, OPTIONS, the Daimler-Chrysler program, the international MBA program and Deaconess nursing program.

The financial outlook for fiscal year 2005 looks very positive. Continuous efforts are in place to proactively increase revenue and decrease costs. Additionally, the university continues to focus on process improvement, most notably in areas such as online student billing and payments, purchasing and benefit costs.

In fiscal year '04, Phase I of a financial reporting project was completed achieving, among other things, a schedule of quarterly financial statements and a risk assessment plan that will strengthen appropriate internal controls. Phase II of this project will enhance "reporting" in the areas of cash, accounts receivable and payable as well as the OPTIONS program. Budget software has been added that will provide managers with "real-time/online" access to financial data.

THANK YOU FOR YOUR GENEROSITY AND DEDICATION TO FONTBONNE UNIVERSITY. WHAT FOLLOWS IS A LISTING OF ALL DONORS WHO MADE GIFTS TO THE UNIVERSITY DURING THE 2003-2004 FISCAL YEAR (JULY 1, 2003, THROUGH JUNE 30, 2004). GREAT CARE WAS TAKEN WHEN PREPARING THIS YEAR'S HONOR ROLL OF DONORS. CONTACT THE DEVELOPMENT OFFICE, (314) 889-4505, IF THERE ARE CORRECTIONS TO BE MADE.

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Mary Ann Vatterott Holden '59
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\$1,000,000+

The Fontbonne Society is named for Mother St. John Fontbonne, who refounded the Sisters of St. Joseph in 1808 after the French Revolution. At the invitation of Bishop Rosati, she sent the first six Sisters of St. Joseph to the United States in 1836.

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Mike Drone
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