

Report of the President 1981

**HUSSON COLLEGE
BANGOR, MAINE**

. . . The Quest for Excellence

ANNUAL REPORT
of the
PRESIDENT



1981

Husson College Bulletin

Bangor, Maine

Issue: *Report of the President*

This edition of the *Report of the President* is being sent to members of the Board of Trustees and the Board of Advisers, the Faculty, and Friends of the College.

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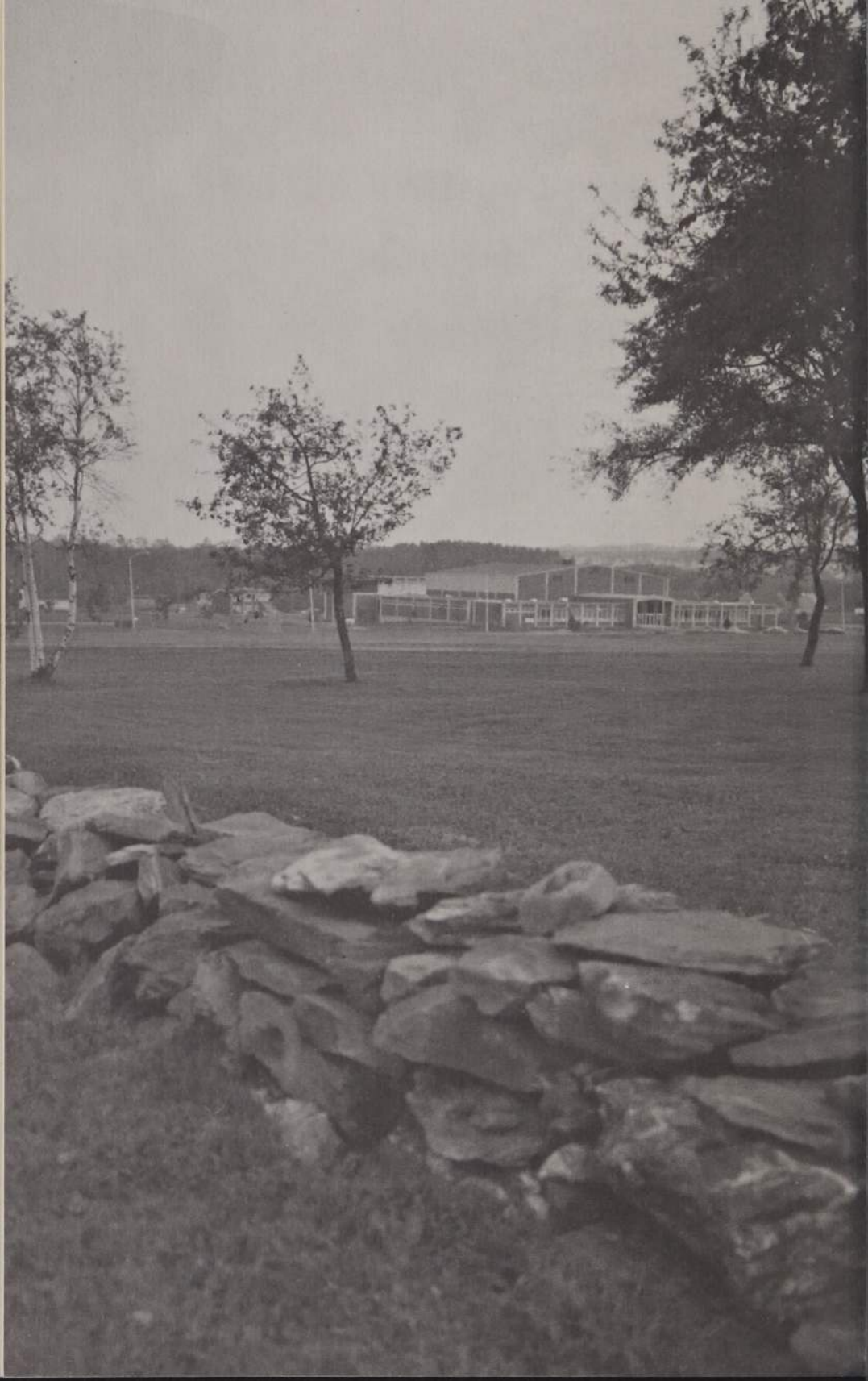
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. . . *The Quest for Excellence*



REPORT OF THE PRESIDENT

To the Members of the Corporation, the Board of Trustees, and Friends:

The following is a report of events of the College as they occurred from September 1980 to November 1981.

Corporate Officers

Chairman, Board of Trustees	Malcolm S. Stevenson, 1979-
President	Delmont N. Merrill, 1978-
Vice-President and Dean for Academic Affairs	Jay F. Fennell, 1978-
Vice-President for Financial Affairs and Treasurer	James F. Jaffray, 1977-
Controller	Norman M. Lydick, 1974-
Clerk of the Corporation	John E. Hess, 1967-

The College has institutional affiliations in seventeen professional associations each relevant to a particular segment of administrative responsibility.

Introduction The period beginning August 1, 1980, to the present has been one of challenge, growth, and progress. There have been many issues that have tested our mettle during the past year; yet, each issue has involved an integral aspect of Husson's determination to maintain academic excellence, financial integrity, and managerial accountability.

Our mission to prepare our students for productive careers in business has not changed. We believe in the value of a strong component of liberal studies in our baccalaureate programs, and the development of the "whole person" to be a generalist rather than a narrow specialist.

We make no apology for the free enterprise system and seek to instill in our students a belief in ethical business behavior. Likewise, we believe that our graduates should be literate, socially responsible, and dedicated to the concept of lifelong learning.

It is encouraging to discover that the business way of life is viewed with respect among educational leaders. Former Bowdoin College President, Dr. James Stacy Coles, observed that:

College faculties and college officers must recognize that college education has a vocational base, even when its goal is to become a college professor, a philosopher, or a classicist. We must recognize that for many students—and fortunately this is the case—business and commerce can be as exciting and as intellectually demanding as can Byron, Keats, or Shelley. We must recognize that business and commerce, or law and medicine, or politics and government, are as honorable and as needed as the purest and most esoteric of human pursuits. No single profession can claim for itself the highest virtue or the greatest altruism.

Dr. Coles has framed succinctly the thinking that has governed the activity and interest of Husson College for many years.

The goals of the Institution reflect clearly the direction of our efforts in developing businessmen and businesswomen who can think. Husson is a progressive College attuned to the computer age and the needs of a new generation.

Goals

On July 1, 1981, the following goals for the College were ratified as a part of the Long-range Plan, 1981-1986:

1. To develop and maintain high-quality, career-oriented programs of study which will best meet the needs of students and the businesses which they will eventually serve.

COMMENT: Inherent in this goal is a commitment to continue business programs at a collegiate level. And, since the needs of both students and potential employers constantly change, the goal should be understood as mandating a continuous review of all programs to ensure that they are timely and relevant to those needs.

2. To develop in students an ethical sense, a generalist's approach to the world of work, a commitment to societal responsibility, and an awareness that learning is a life-long process.

COMMENT: This goal recognizes that a professional practitioner should have skills, knowledge, and attitudes which go beyond mere specialized training. It also recognizes that the development of Husson College students is not limited to the classroom. Rather, values and attitudes are shaped wherever human interaction occurs.

3. To manage the affairs of Husson College using modern, yet sound, management techniques.

COMMENT: A college which presumes to teach the management of business should set the very highest example for its students. The resources of the College should, as well, be carefully conserved to the end that students receive the best possible education at a reasonable cost.

4. To develop among all constituencies—including trustees, administration, staff, faculty, alumni, and students—an attitude of mutual respect, a sensitivity toward the views of others, and a loyalty to the institution.

COMMENT: This goal is based upon the premise that open and candid communication is essential to the success of an institutional mission. Good communications should pervade every aspect of the College. No one should fear the consequence of expression nor should he or she fail to listen to the ideas or views of others. Loyalty should be to the institution and not subdivisions of it.

5. To serve actively the State of Maine.

COMMENT: A college exists by legislative grace and should, therefore, be a resource to the state-wide community. It should educate where education is needed. At the same time, it should strongly advocate the coordination of programs among all institutions to avoid a costly duplication of effort.

Academic Affairs

Accreditation by the New England Association of Schools and Colleges, Inc., was granted to Husson in 1974 and renewed in 1978 for a five-year period.

Curricula and Programs. The 1980-1981 academic year was one of considerable curricula and program development. A Media Communications minor was first offered in the fall of 1980 in which thirty-three students were enrolled. The media program was largely planned and has been taught by local media professionals. It has also had the unexpected effect of improving the programming quality of WHSN-FM, the College radio station.

Other minor courses, as well, have been developed by the Liberal Studies Division. Minors now offered are in English, economics, behavioral sciences, history, and psychology. The minor program has been well accepted by students and has provided participants with an added dimension to their business studies.

A third track, in addition to the business and education ones originally developed, has been implemented in the graduate program. In cooperation with the Eastern Maine Medical Center, Husson College now has a program leading to the Master of Science in Business degree for persons in the health care field.

In order to keep pace with technological developments in the business world, Husson College has implemented a new curriculum in word processing through the Department of Office Administration. The College has purchased two CPT-8000 (Computer Powered Typing) units for this purpose.

Husson College has under contract with the Penobscot Consortium of the Comprehensive Employment and Training Administration developed a program to provide twenty students with secretarial skills. Two additional groups of twenty students will matriculate into the program during the 1981-1982 academic year.

In addition to those new programs which have been implemented, several others are in the planning stage. At present, a joint task force, consisting of Husson and Eastern Maine Medical Center personnel, is devising a curriculum for a Bachelor of Science in Nursing degree. It is hoped that it will be accepted by the governing boards of the two institutions. Other possible new programs under development are those in medical assisting and hospitality management.

Enrollments in the Continuing Education and Extension Division (CEED) increased dramatically from 567 students in the fall of 1980 to 750 in the fall of this year. The graduate program has shown a modest increase from 87 to 90 students despite the loss of twenty students to graduation. Nearly 100 students are in the Cooperative Education program. This program has recently received notification of the renewal of federal funding. Summer school enrollments remain level. Day Division enrollments are at 746.

In addition to 242 degrees awarded at the 1981 commencement, three honorary degrees were awarded to the late Halsey Smith, Mr. Charles Bragg, and Congresswoman Olympia Snowe.

There were a number of developments during the year that involved the New England Association of Schools and Colleges, Inc., the regional accrediting agency under which Husson now enjoys accreditation. The graduate program was approved for full inclusion in the accreditation of the College. A required progress report on the Graduate program, CEED, and the library was submitted to the New England Association of Schools and Colleges, Inc., which approved it, along with congratulations on the progress which has been made.

Finally, preparation for the reaccreditation in 1983 was begun. A plan for conducting the required self-study is complete and a steering committee has been appointed. That committee has attended a workshop on self-study development conducted by the New England Association of Schools and Colleges, Inc.

Continuing Education and Extension Division (CEED). Seven CEED sites are located in Bangor, East Millinocket, Ellsworth, Lewiston, Loring, Rumford, and South Portland. The staff is made up of seven coordinators and 101 local, part-time instructors, 14 of whom are members of the regular Day Division Faculty. There are two instructors who are specialists — one certified in data processing and one by the Maine Real Estate Commission — who teach classes only in their respective disciplines.

Below is an academic profile of the full-time faculty, 1981-1982:

Doctoral degrees	37.1%
Master degrees	57.1%
Bachelor degree	2.9%
Associate degree	2.9%

In addition, there are five members holding Certificates of Advanced Study (CAS); and three, Certified Public Accountants (CPA).

HUSSON COLLEGE FACULTY

1981-1982

Day Division

(Undergraduate)

Accounting Department

*Ruth Hopkins, BS, MBA, CPA
Thomas Largay, BS, MARE
Dewey Martin, BS, MS, CPA
Margaret Zoldi, BA, MS, CPA

*Department Head

Business Administration Department

Russell Eustice, BA, MBA
Robert Goodwin, BS, CDE, MEd
*Philip Grant, BS, MBA, PhD
Pamala Hennessey, BS, MEd, CAS
Edmond Lebrun, BS, MS
Bruce MacGregor, BS, MEd, CAS
Curtis Morse, BS, MS, PhD
William Read, BS, MA
+Richard Saunders, BS, MS, PhD
John Slomback, BS, MEd
Charles Sullivan, BA, MA, PhD, JD

Business Teacher Education Department

Kenneth Hallgren, BA, MS, EdD
*Dolores Renaud, BS, MEd, CAS

Office Administration Department

Bonnie Bunch, BS, MEd
Jane Goodwin, BS
Madalyn Jordan, BS, MEd, CAS
*Janet Kinney, BS, MEd, CAS, PhD
Marlene Lloyd, BS, MA
Karl McGaw, BS, MEd, CAS
Thelma Vining, BS, MSB
Cynthia Wisser, AAS (Court Reporting)

Liberal Studies Division

*Robert Diebold, BS, MA, PhD
Kenneth Johnson, BA, MA, PhD
Lambros Karris, BA, MA, EdD
Diane May, BSc, MA, PhD
Sylvia Noyes, BA, MA
James Parker, BS, MA, PhD
Kathleen Wall, BS, MA, PhD
Sally Webster, BA, MA
Wayne Westbrook, BA, MA, PhD
Albert Weymouth, BA, MEd

Cooperative Education Division

**Robert Thomas, BS, MEd, CAS

Part-time Faculty

Roberta Chester, BA, MA
William Cook, BA, MA, JD
William Curran, BS, MEd, CLU

*Department Head

+Leave of Absence 1981-1983

**Director

John Erickson, BS, MA
Robert Fortier, BA, MA
Paul Goss, BS, MEd, EdD
Ernest J. Parkin, Jr., BS, MA, PhD

Two media communications professionals are teaching part-time
this fall in the Liberal Studies Division:

Barry Darling
Eddie Owen

Graduate Division

William Eisenhardt, BS, MEd, PhD
Frederick Gautschi, BS, MBA, PhD
*Kenneth Hallgren, BA, MS, EdD
*Ruth Hopkins, BS, MBA, CPA
*Lambros Karris, BA, MA, EdD
*Curtis Morse, BS, MS, PhD
Michael Pagnozzi, BA, JD
*James Parker, BS, MS, PhD
+Richard Saunders, BS, MS, PhD
**Robert M. Smith, AB, AM, PhD
Thomas O. Stanley, BS, MS, EdD
*Wayne Westbrook, BA, MA, PhD

Library. Attendance statistics have shown a definite increase in the use of the Library for the past year. The circulation figures parallel that growth. The number of books was increased by 1,360 volumes last year. There are now 31,730 books in the collection. The number of journals was increased by 36 bringing the total received at present to 407. An additional 15 have been ordered to start in January, 1982. These materials were necessary, in part, to support demands of the new Word Processing major in Office Administration and the Master's program. Besides serving the immediate college community, the Library filled 110 requests from other libraries to borrow materials. Most of these requests came through the Ohio College Library Network of which the College is a member.

*Regular Faculty, Day Division
+Leave of Absence 1981-1983
**Acting Dean

Librarians

Amy Averre, BS, MLS

Vicky Erker, BA

Berneice Thompson, BS, MEd, MLS, Head Librarian

HUSSON COLLEGE FACULTY Promotions 1981

Robert Goodwin, BS, CDE, MEd
From Assistant Professor to Associate Professor

Lambros Karris, BA, MA, EdD
From Associate Professor to Professor

Marlene Lloyd, BS, MA
From Instructor to Assistant Professor

D. Bruce MacGregor, BS, MEd, CAS
From Associate Professor to Professor

Diane May, BSc, MA, PhD
From Assistant Professor to Associate Professor

Sally Webster, BA, MA
From Assistant Professor to Associate Professor

Wayne Westbrook, BA, MA, PhD
From Assistant Professor to Associate Professor

RESIGNATIONS AND APPOINTMENTS 1981-1982

RESIGNATIONS

APPOINTMENTS

Accounting Department

John Bubar, BA, MBA, MS,
CPA

Ruth Hopkins, BS, MBA, CPA

Liberal Studies Division

David Andrews, BA, MEd, EdD

Kathleen Wall, BS, MS, PhD

Graduate Division

David O'Gorman, BSC, MBA,
PhD

Robert M. Smith, AB, AM, PhD
William Eisenhardt, BS, MEd, PhD
Thomas O. Stanley, BS, MS, EdD
Frederick Gautschi, BS, MBA, PhD

Library

Anne Brooks, BA, MLS

Vicky Erker, BA

Admissions

During the past year, the Admissions Office experienced increased enrollments. Students from thirteen states and eleven foreign nations were in the entering class of 1980. Those foreign nations represented were Belgium, the Cameroons, Canada, Cyprus, Germany, Greece, Grenada, Iran, the Netherlands, Nigeria, Turkey, and Yemen.

In the summer of 1980, a College-wide Admissions Symposium was conducted. The purpose of it was to allow admissions representatives more exposure to the people in the College community and the opportunity to consult with program directors.

One additional Admissions representative was added to the staff in order to provide better coverage of new programs in the seven states where the College is represented. The staff made over 600 high school visitations and participated in over 100 special events such as college fairs. The Admissions Office was also host to the annual conference of the Maine Personnel and Guidance Association, as well as several regional meetings of that organization.

Also during the year, a comprehensive set of publications was developed in support of the admissions effort.

TABLE I

STUDENT ENROLLMENT AND GRADUATES
1971-1982

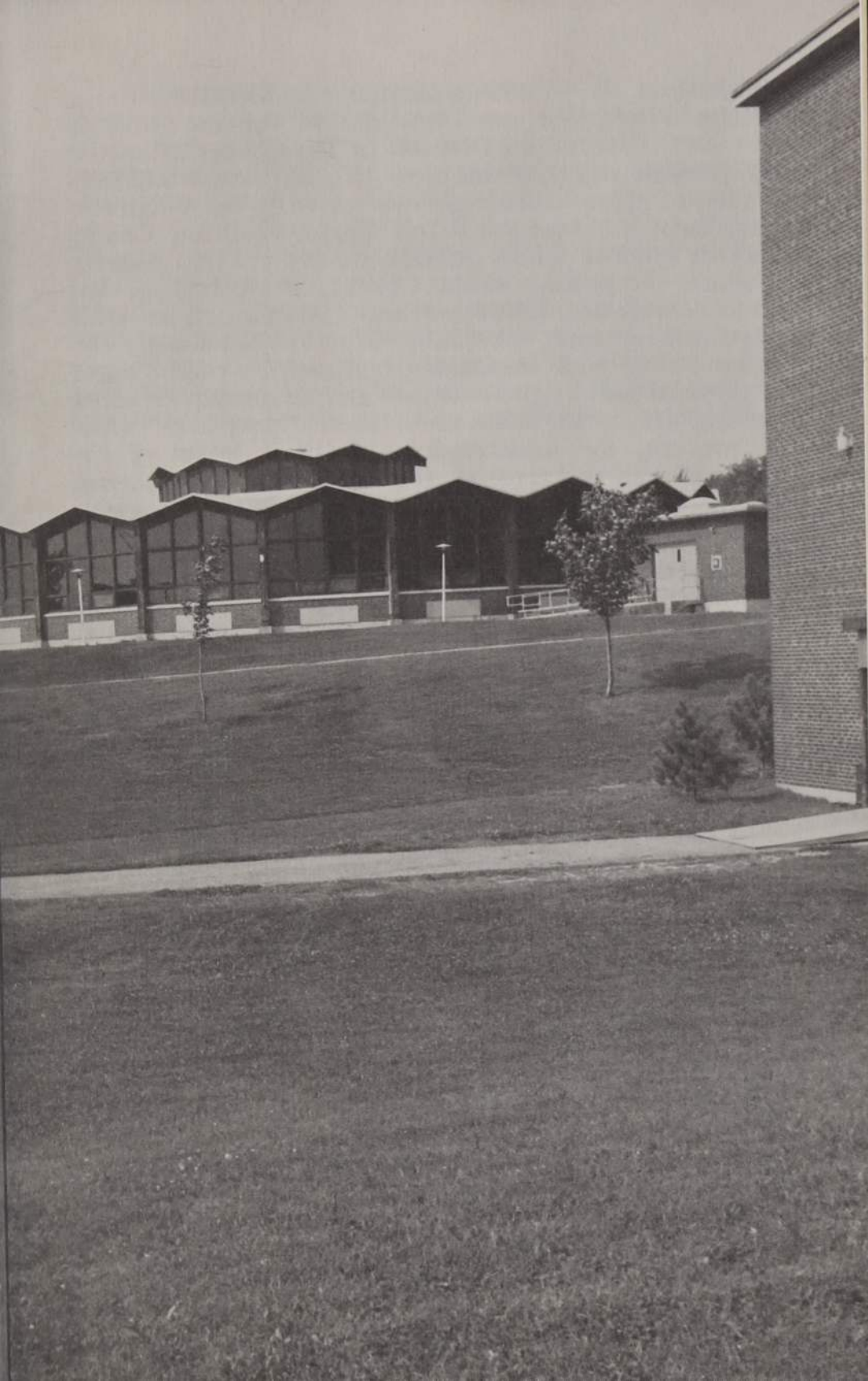
Year	Enrollment				Graduates ^a	
	Day Division ^b	CEED Division ^b	Graduate Division ^b	ABS Degree	BS Degree	MSB Degree
1971-1972	1,045	—	—	38	254	—
1972-1973	902	109	—	44	225	—
1973-1974	741	141	—	51	141	—
1974-1975	708	203	—	66	160	—
1975-1976	665	357	—	66	139	—
1976-1977	719	269	—	92	61	—
1977-1978	756	269	—	136	90	—
1978-1979	538	262	18	103	123	—
1979-1980	811	427	54	111	105	9
1980-1981	743	570	88	145	81	20
1981-1982 ^c	746	750	90			

a. Twenty, one-year diplomas were awarded during 1972-1980.
Seventeen, one-year diplomas were awarded during 1980-1981.

b. Total student enrollment.

c. Enrollment as of October 1, 1981, student count.





Student Affairs

The academic year, 1980-1981, was a year of consolidation for the Student Affairs Division of the College. Many of the projects initiated the previous year were brought to fruition. The working relationship between the Penobscot Consortium's Job Corps Training Center and the Student Affairs departments evolved in a positive manner; the posture of the College on alcohol use and abuse continued unaltered and eventually met with general acceptance; the quality of residential student life continued its slow improvement through a combination of physical building renovations and an intensive student staffing effort. In addition to these "carry-over" areas of concern, the undergraduate Judicial Board of the College was reactivated, the cultural programming efforts were expanded approximately fourfold, and a student employment program was conceived.

Career Counseling. The Office of Career Counseling continued, for 1980-1981, its multifaceted approach to preparing Husson students for entry into the job market. The placement rate for Husson graduates continued at a very high level as did the level of satisfaction reported by employers of recent graduates. A new program providing on-campus jobs and off-campus job opportunities for students to help finance their education was implemented in the fall of 1981.

Financial Aid. For 1980-1981, 616 Husson College students received \$1,485,192 in direct aid distributed as follows:

Grants:

Basic Educational Opportunity Grant (BEOG)	\$ 589,639
Supplemental Education Opportunity Grant (SEOG)	302,395
State Scholarships	112,137
Institutional Grants	197,993

Self-Help:

National Direct Student Loans	85,810
College Work-Study Employment	197,218
TOTAL	\$1,485,192

Awards ranged from \$175 to \$5,600 with the average at \$2,411. In addition to these amounts, Husson students received between \$500,000 and \$750,000 in Guaranteed Insured Student Loans.

Although these figures continue to be substantial, they also point to several alarming trends. During a time when costs continued to increase substantially, total aid increased only slightly leaving the aggregate unmet need at approximately \$1,000,000 or double its previous figure. The Maine State Student Incentive Grant Program is only half its former size. Recipients of Pell Grants have lost approximately \$130 each over a two-year period. The Guaranteed Loan Program has been further restricted. It remains to be seen what type of long-range impact the current cost-cutting and inflation-reducing initiatives of the Federal Government will have on the economic level from which our aid recipient population comes.

Intramurals, Recreation and Sports. A total of 1,650 students participated in twelve intramural activities for 1980-1981. Sixteen recreational programs were offered ranging from organized roller-skating to racquetball tournaments. Husson College became a full member of the National Collegiate Athletic Association, Division III, and retained its membership in the National Association of Intercollegiate Athletics. Four intercollegiate teams participated in post-season tournaments. The men's basketball team completed a fifteen-day, ten-game tour in England and Scotland.

Special Services/Supplemental Education (SS/SE). During 1980-1981, the SS/SE programs served 412 students through group and individual contacts in the areas of accounting, mathematics, English, reading, writing, counseling and services for the handicapped. Testing of September 1980 and January 1981 entrants reached 338 students in 14 test administrations. The Peer Tutoring Program completed its third year with 25 tutors providing 1,019 contacts for 266 students in the fall and 933 contacts for 237 students in the spring. Other activities included coordination with the Maine Vocational Rehabilitation Service to assist handicapped students, a field-trip to Quebec for Franco-American students and provision of 84 hours of instructional time to the College in both lectures and laboratories. The Special Services (SS) program received a grant award of \$73,622 for academic year 1981-1982; the Supplemental Education (SE) program was funded at \$80,000 for 1981-1982.

Student Health Services. There were 407 Husson and 44 International Center for Language Studies (ICLS) students who used the health services of the College on 1,902 occasions during 1980-1981. The majority of these contracts were routine except for a flu-like outbreak and a salmonellosis outbreak in early spring.

Student Life. The Office of Student Life maintained its central role as a focal point for student and campus concerns. Student Life personnel focused their efforts largely in residence hall management and programming, alcohol regulation interpretation and enforcement, revival of the dormant campus judicial system, and in the general area of campus organizations and student activities. Late in the year, the College was notified that it would not receive continued funding for the Student Development program under Title III. This necessitated some reorganization of functions eventually resulting in the absorption of the Office of Student Life by Student Affairs.

The primary task of the Development Office is to build a strong base of private financial support by providing an opportunity for alumni, businesses, foundations, and friends to contribute to Husson College. All alumni activities including reunions, meetings, publications, and mailings are coordinated by this office.

During the 1980-1981 fiscal year some 88 donors, including businesses, private foundations, and individuals recognized the needs of this growing educational institution by generously contributing to Husson College. Grants were received by the College for various projects, including donations from a Massachusetts charitable foundation and a major Maine business to purchase much needed computer equipment. Other private donations were received in support of the Library and the Athletic Department, as well as funds for student scholarships.

A major step forward was taken by the College administration in July of 1981 with the appointment of a new Director of Development. Administrative responsibilities, exclusive of fund raising and alumni relations, previously coordinated by this office will now be

performed by other departments, thus providing an excellent opportunity for this office to direct its total energy and expertise toward securing financial support from the private sector.

This office looks to the challenges of the eighties with great optimism and determination. Husson College has the needs of any healthy institution, needs that will impose upon all an obligation not only to the present of Husson College, but even more to its future. A case statement outlining those elements that will greatly strengthen all aspects of academic and student life is now in the process of being defined by the Development Office and the Executive Committee of the College for presidential and board approval.

Simultaneously with the development of the case statement, plans to secure private support both in the long and short term are now underway. The establishment of an endowment fund is definitely the long-term goal for improving the annual working capital position of the College. The short-term goal, now in the planning process, calls for a new development campaign to make Husson College measurably stronger and financially healthier.

Specifically, the new development campaign would endow chairs in three academic areas: accounting, small business administration, and economics. It would also provide funds for scholarships, the Library, student activities, energy conservation, new technology acquisitions, capital improvements, and a new nursing school. Unrestricted monies will be raised to lessen the burden of student tuition. The Development Office, in conjunction with a working commitment from the entire College community, will be responsible for the coordination of this new campaign.

The business community and individuals will be given an opportunity to assist Husson College in this endeavor which will be the largest campaign for private funds ever undertaken by Husson College and its first campaign since the successful Building Fund in 1966.

In the months ahead, the development staff, along with selected administrators, trustees, alumni and advisory board members will be personally presenting the

worthy case of the College for support to potential donors.

It is believed that the new development campaign will be successful and its completion will allow the College to improve the entire fabric of the institution by strengthening the College academically, brightening its colors, and more importantly conveying a new spirit of confidence as it looks to the future.

Alumni Affairs

During the year, the Office for Alumni Affairs has continued to identify "lost" alumni and has nearly completed that project although updating of the alumni file will continue indefinitely. The Alumni Association has increased both its activities and membership. The fall Homecoming honored several outstanding alumni and prominent business people in the community.

College Relations and Grants

Because of a variety of factors, the principal of which was the need for a full-time fund-raising effort, the former functions of the Development Office were divided between a newly created Office for College Relations and Grants and a restructured Development Office. Under this reorganization, the Development Office now has responsibility for fund-raising and alumni affairs while College Relations has responsibility for public relations, publications, and federal grant procurement and management.

During the year, Husson College was awarded four federal grants which were exclusive of student financial aid awards. Under the Title III program, funding has been continued at \$193,000. This is nearly \$30,000 more than any previous Title III grant. The Special Services for Disadvantaged Students (SSDS) grant was funded at \$73,622, a four percent increase over that of last year. The Cooperative Education program was funded at \$27,000, and the Library Resources grant was funded at \$1,200. The total of federal funding is, therefore, \$294,822.

The Husson College Business Breakfast enjoyed its sixth year with eight prominent speakers being hosted by the College.

Publicity, both good and bad, for the College has been at a relatively high level. The adverse publicity which was associated with the Job Corps in the summer of 1980 has virtually ceased and a markedly positive image is evolving.

Financial Affairs On June 30, 1981, Husson College completed another highly successful year from a financial standpoint.

Since the mid-1970s the College has made steady progress in improving its financial situation. After several years of successive deficits, Husson moved into the black in 1978-1979 and then turned in the best performances in its history in 1979-1980 and 1980-1981.

The favorable operating results of recent years have materially strengthened the balance sheet of the College. Both the net worth and working capital of the institution have risen significantly. Its private long term debt has been reduced by 53% in just the past six years. Full annual debt service on its long-term loans from the Federal Government have commenced in the present fiscal year, marking the first time since 1971 that Husson has been able to meet its current obligations to the Government. Plans have been worked out with the Department of Education for the orderly retirement, over a period of years, of the arrearages of principal and interest on these loans. A similar plan is presently being negotiated with the Department of Housing and Urban Development.

The improved financial condition of the College has permitted a strengthening and broadening of academic programs. At the same time, salaries and fringe benefits for academic and administrative personnel have been increased and the condition of the physical plant has been upgraded.

A new bank term loan is now being arranged to augment the working capital of the College. A campaign for endowment and other funds is also in the process of being organized. These moves are made possible by the financial progress of the College in the past few years and will further strengthen the institution.

Husson College is operating with a budget of \$7,300,000 during 1981-1982 and anticipates another

good year.

During the year, Husson College underwent an energy audit and is now implementing some of the recommendations of it in an attempt to reduce energy consumption.

The consensus-based budget process instituted several years ago is working quite well. Budget overages are the exception rather than the rule, and on those rare occasions where this has occurred, departments have experienced exigencies which could not have been anticipated. It is a tribute to each department that they have respected the budgetary process.

Management Information System. The acquisition of the new IBM System 34 and subsequent conversion of the software has provided a solid base for the development of an automated management information system. While the conversion process has caused some disruption of the information flow, there have been a number of notable accomplishments. As the conversion continues and is completed this year the primary goal of the Management Information System (MIS) project, to provide necessary and timely management information to the key College administrators, will begin to be achieved.

A uniform, standard student numbering system has been implemented and makes it possible to identify and track a student from the initial contact through that individual's years as an alumnus of the College. This makes record keeping on students easier and more accurate in all offices of the College. This "cradle to grave" approach to record keeping was one of the early goals of the project.

The Business Office will certainly benefit from the increased accuracy of the student records as it maintains the Accounts Receivable. In addition, work is in progress to provide automated monthly statements along with the standard Accounts Payable and General Ledger reports. Through the MIS project, there will soon be increased detail on budget versus actual expenditure reporting and, in the early part of 1982, a statistical system to aid in budgeting and financial projection.

In more general terms, the placement of terminals in key administrative offices has made access to timely

information a very simple matter. Through the use of IBM-provided software tools, virtually any administrator can access needed information immediately with only minimal training (within the constraints of security and internal control).

Once the conversion to the IBM system has been completed and the data base is built, the MIS project will begin a phase of documentation and training. All new systems and capabilities must be fully documented so that any authorized individual can use the system without difficulty. Training will provide the key administrators with the tools and knowledge necessary to take maximum advantage of the available technology. An excellent first step in this training process is being made as the key administrators attend the IBM Executive Training Program.

The MIS project moved from planning into implementation during this past year. The coming year will see the initial stages of the MIS project nearing completion as College management and administration is facilitated through an automated, integrated and accessible MIS.

Data Processing. During the past year, 1980-1981, the entire computer system, which had been acquired over a period of sixteen years, has been replaced. The Husson College data processing installation now includes the following hardware components:

- 1 - IBM System 34 with 128 KB of memory and 64 MB of disk storage
- 1 - 5211 300 line per minute line printer
- 1 - 5225 120 character per minute printer (to be replaced upon delivery of 5224 240 line per minute printer)
- 14 - 5211 Workstations with cable through feature
- 1 - Qume Sprint 5/45 letter quality printer
- 1 - Black Box Protocol Converter PQ

The following system software has been installed:

- SSP system support and operating system
- RPG II compiler
- COBOL compiler
- BASIC interpretive compiler
- UT 1 complete utility package
- PARATEXT word processing system

The computer is used both administratively and academically. Students enrolled in various data pro-

cessing course offerings, mathematics, and financial management use the system. A new student terminal room has recently been completed providing an excellent environment for student use of system.

Terminals have been placed in key administrative areas throughout the college. Software designed specifically for educational administration has been acquired and used to aid in the conversion to the new IBM computer system. Once conversion is completed later this year, the following administrative systems will be in use:

- Admissions (including a complete lead response system)

- Student information (including scheduling, grade reporting, and various informational needs of the Registrar)

- Business office systems (including Accounts Payable, Accounts Receivable, N.D.S.L. Billing, Student Billing, General Ledger reporting, Actual versus Budget Reporting, Monthly Statement Preparation, and Payroll)

- Financial Aid (including award letter production)

- Alumni (including donation recordkeeping)

- College lists and labels.

**Husson
Today**

Husson has always attempted to accept positively the challenges that have appeared. During the eighteen-year period (1963-1981) that the College has been a nonprofit one, it has made greater progress in its specialized areas of post-secondary education than, perhaps, has any other higher institution of learning in New England. The College should be proud of its accomplishments.

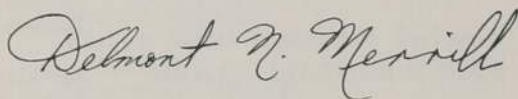
However, there are even greater challenges for us individually and collectively which leads me to recall the words of a Chinese philosopher:

A leader is best
When people barely know that he exists,
Not so good when people acclaim him,
Worst when they despise him.
But of a good leader, who talks little
When his work is done, his aim fulfilled,
They will all say, "We did this work ourselves".

Partnerships in governance, programs, staffing, and among faculty and student affairs staffs—putting the quality of student life at the forefront—will ensure the continued positive progress that we have made during the past few years.

The future of Husson College is in our hands. Together, we can and will achieve our ultimate goals. Truly, ours is the quest for excellence!

Respectfully submitted,



Husson College
President

November 1981

BOARD OF TRUSTEES

MALCOLM S. STEVENSON	Chairman Attorney, Blaisdell and Blaisdell Ellsworth, Maine
JOHN E. HESS	Clerk of the College Corporation Partner Eaton, Peabody, Bradford & Veague Bangor, Maine
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