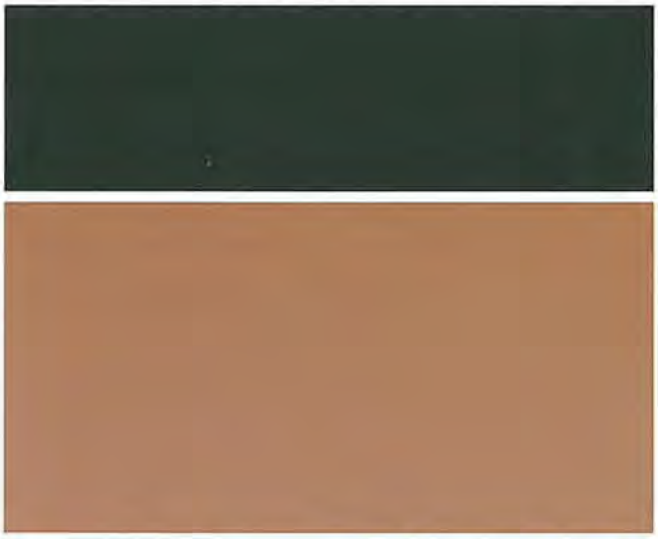
# HUSSON COLLEGE



Annual Report 1999-2000

# *Our reasons for being...*



LEFT TO RIGHT:

Greg Tribou, Senior, Hampden, ME, B.S. Accounting
Miranda Beaumont, Sophomore, East Millinocket, ME, B.S. Accounting/MSB
Robert Pillsbury, Freshman, Cumberland, ME, B.S.B.A. Sports Management
Rashida Thornton, Freshman, East Hartford, CT, M.S. Occupational Therapy
Julie Lowe, Senior, Middleboro, MA, B.S. Nursing



Rachel Henderson, Senior, Corrinna, ME, A.S. Medical Assisting
Amadou Thiam, Senior, Dakar, Senagal, B.S.B.A. International Business
Rebecca York, Senior, Medway, ME, M.S. Physical Therapy
Jim Tribou, Freshman, Hampden, ME, B.S. Business Administration
Sarah Peters, Sophomore, Orono, ME, B.S. Psychology



Jamel Brown-Jones, Sophomore, New York, N.Y., B.S. Physical Education
Tracy Smith, Senior, Wilton, ME, B.S. Accounting
Ryan Thomas, Senior, Hampden, ME, B.S. Nursing
Ling Chen, Sophomore, East Waterford, CT, B.S. Computer Information Systems
Meghan Gaddis, Senior, East Machias, ME, B.S. Business Administration



Dawn Doucette, Senior, Oakland, ME, B.S. Business Administration
Doug Wilson, Senior, Greenville, ME, B.S.B.A. Sports Management
Adrain Hodges, Sophomore, Ewing, N.J., B.S. Accounting/M.S.B.
John P. McGlinn II, Junior, Presque Isle, ME, B.S.B.A. Sports Management
Samantha Hibbard, Senior, Camden, ME, B.S. Business Administration

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Dear Colleagues, Alumni, and Friends:

We have just entered a new century. This annual report wraps up the old and ushers in the new. The world around us is in transformation and, certainly, there are no comfortable pews in the temples of higher education. Husson College is no exception. We live in interesting academic times.

This report for the 1999/2000 academic and fiscal year presents an institution that is anchored strongly to a century-old tradition of preparing graduates for professional careers. That we keep evolving is a reflection of changes in the work place and society around us. As always, we remain a Maine institution, as evidenced by a presence in ever more communities; yet, we have taken small steps towards becoming a virtual institution through interactive video and the Internet. We remain a small residential undergraduate college; yet, we now have a well-established graduate presence with masters degree programs in four professional areas and a small but growing research capability.

A few achievements of recent months capture the vitality of the institution. We formed a partnership with Putnam Investments and graduated our first cohort of baccalaureate nursing students from Korea. We introduced an extraordinary classical piano concert series and an economic and free enterprise lecture series. We completed a beautiful new home for our New England School of Communications and experienced growth in student participation in everything from intercollegiate sports to Greek life to an a capella choir. We hired doctorally prepared faculty and added new academic programs. New sports fields and laboratories are under construction. We won a new graduate level professional accreditation in physical therapy and entered new graduate business school relationships with industry. As tangible evidence of peer recognition this past summer the Carnegie Foundation placed Husson in its higher education classification Masters (Comprehensive) Colleges and University II. It was a good year.

*"There are no comfortable pews in the temples of higher education."*



President William H. Beardsley

We are pleased to report that we closed out the 20th century on a sound financial footing with a positive operating statement and an increase in total net assets of well over $1 million. Our day enrollment crept ahead at both Husson and at our subsidiary, the New England School of Communications. The number of donors to our annual giving campaign increased to over 1,100, while pledges to the quiet phase of our capital campaign already exceed the final giving level for our previous campaign. A summary of our audit, college activities over the part year, and recognition of donors to the college are included in this report.

There were changes in the board over the past year. Having served three times on the board of trustees over the past 40 years, including two terms as chairman, Richard Dyke '58, resigned from the board in the Spring of 2000. In the 1950's, as a student, he was active in Husson's campaign to gain degree granting authority from the Maine Legislature. In the 1960's, he was instrumental in assembling the acreage that now comprises the campus. In the 1970's, he lent his helping hand when the college was in financial duress. In the 1980's, he played a lead role in paying off the federal debt. In the 1990's, he initiated a capital campaign while leaving his legacy in the form of the Richard E. Dyke Center for Family Business. A second Husson leader is Douglas Brown. Doug served on the board, including a term as chairman, from 1970 until his resignation this past fall. Doug was instrumental in bringing the Training and Development Corporation to the campus in 1979. He was the leader in creating the Husson/Eastern Maine Medical Center Baccalaureate Nursing Program and he created scholarship endowments that provide need-based scholarships for Maine students attending Husson. For the past 20 years Doug Brown has played a lead role on every front in making Husson what it is today. Dick and Doug remain friends of the College and are sorely missed on the board.

This fall, Husson was very fortunate to have James Doughty, class of 1961, join the institution as Dean of Education. Jim joins Husson after a career as teacher, principal, professor, administrator and superintendent. He is highly regarded as a Maine educator and was selected as Maine Superintendent of the Year in 1995. At the same time, we were sorry to lose our Dean of Business, Dr. Paul Young, who left his mark on the institution in the Center for Family Business, as Information Resource Officer and as Dean. Finally, we are pleased to have five new trustees join the board. Susan Carlisle of Bangor is a community leader in education and the fine arts. Elaine Dahl is a civic leader and long-time friend of the college in the area of institutional advancement. Deborah Jordan '87, is executive vice president and chief financial officer of Merrill Merchants Bank of Bangor. Philip Harriman '77, is owner of Lebel and Harriman in Portland and a past state senator. James Milligan '75, is president of Carrabassett Water Company of Gorham, Maine and an activist in health related philanthropies. Dawn Doucette '01, is our new student trustee and is president of the student government. With their leadership abilities in business, health, education, the liberal and fine arts, and public service, we are very excited about our new freshman team of trustees.

And, just as our trustees provide leadership and counsel, the Husson faculty and staff provide an exceptional team of individuals who have committed their lives to educating students. Among the colleagues honored during the 1999-2000 academic year were Mary Muldune of our dining services staff and Dr. Kenneth Johnson, professor of humanities and ethics, each on the Husson team for 35 years. Twenty-year recognitions went to Doug Parent of dining services and professor Dewey Martin, revered head of our prestigious accounting department. It is the talent, dedication and long-term commitment of such faculty and staff as Mary, Ken, Doug and Dewey that make Husson the fine institution that it is.

*"...Husson faculty and staff provide an exceptional team of individuals who have committed their lives to educating students."*



Chairman Leo M. Loiselle '63

Over 2,000 college students currently entrust their higher education to our 160 faculty and staff during the year 2000. These students come from over 100 Maine towns, just as they come from 25 countries around the world. Most are the first generation in their families to go to college; most receive financial assistance and hold down jobs on the side. Virtually all seek to prepare for a career, to better their lot in life and to serve others. They are our reason for being. They give Husson its unique quality. They make us proud.

Finally, we recognize you, friends of Husson and members of the Husson family. Your creative ideas, counsel, and the numerous ways you have contributed to the success of the college have made our achievements possible. The resources of time, talent, and treasure that you share with us are invaluable. You represent over 1,100 helping hands. This annual report is our tribute to your generosity. Thank you.

Sincerely,

Leo M. Loiselle

Leo M. Loiselle '63
Chairman, Board of Trustees

William H. Beardsley

William H. Beardsley
President and Chief Executive Officer

# 1999-2000: *The Year in* Brief

## Academic Affairs

During the 1999/2000 year the College approved and introduced new academic programs including a Masters of Science in Occupational Therapy and the Bachelors of Science in Criminal Justice and Elementary Education. The M.S in Physical Therapy program graduated its first class and the Commission on Accreditation in Physical Therapy Education accredited the program. The New England School of Communications, a Husson subsidiary, received baccalaureate degree granting authority and established its first B.S. degree in Communications. In Business, a small day school, the first to be located off the core Bangor campus, was established at the South Portland site with the first students enrolled in business, accounting and computer information systems in September of 1999.

The graduate business program established new corporate masters programs at St. Mary's Regional Hospital in Lewiston, Maine, and at Otis Paper Company, in Jay, Maine. In the undergraduate business program courses were offered by the same faculty member simultaneously in Bangor and Portland using the technology of interactive video.

New full-time faculty have joined Husson since the beginning of 1999/2000. The School of Science and Humanities has been joined by Dr. Richard Davis in Psychology, Dr. Heidar Kashkooli in Physics, Dr. Marek Sitarski in Chemistry and Dr. Terry Tang in Education. Jim Doughty '61, former Superintendent of the Bangor School Department and Assistant Dean of Education at the University of Maine has joined us as Dean of Education. New members of the School of Health include Dr. Gail Dechman and Dr. Arthur Schwarcz in Physical Therapy, Dr. Kathleen Flecky and Dr. Lynn Gitlow in Occupational Therapy and Dr. Patrick McArthur in P.T. and Education. Joining the School of Business are Dr. Roger Ignatius in Finance, Bruce Jordan in Accounting and Daniel Gallant '85 in Business. These recent hires personify the academic strengths Husson College is bringing to both the classroom and the community.

## Administrative Affairs

On the financial front Husson has started the new millennium on a sound financial footing. The change in "unrestricted" net assets for the year ending June 30, 2000, was a positive $286,000 while total net assets rose to $17,875,000 in 1999/2000, an increase of $1,280,000 over 1998/1999. Included in these figures was a record net contribution from the New England School of Communications. The fair value of investments and pooled assets at $4,151,000, on June 30, 2000, exceeded $4,000,000 for the first time while long-term debt fell to $1,137,000.

Capital investments were focused on three projects. During 1999/2000 Husson approved and commenced construction on a 14,000 square foot communications building to house the New England School of Communications, its offices, classrooms, multimedia lab, and radio stations, recording studio and television production studio. The College also replaced all the windows in its three residence hall complexes. These two projects were combined with the refinancing of existing debt resulting in a $3.8 million financial package financed through a 30-year tax-exempt bond issued by the Maine Health and Higher Education Financing Authority. The 5.8% interest rate was well below the 8.5% rate on the old debt. Other capital outlays included the construction of an elevator and renovation of 5,000 square feet of the Bell Hall health building for the occupational therapy program and the Husson Science Research Institute's genetics research lab. Putnam Investments also made a significant investment in the creation of a high tech training and education center in Peabody Hall. More recently there have been investments in power supply facilities that resulted from a major campus-wide power outage. Also, construction was initiated on two athletic investments, a baseball/field hockey complex and a soccer/lacrosse field.

Organizationally, the College is expanding its analysis of unitized costs to better understand its profit and loss centers. A search for a new administrative computer system is underway. The academic deans are also taking steps to eliminate course redundancies and to phase out non viable programs. The window project is expected to reduce energy costs. As with other institutions, health insurance is a continuing challenge and new approaches are under consideration.

Enrollments in the Husson College and New England School of Communications undergraduate day schools continues to grow at a slow rate. In September, 2000, Husson day enrollments rose by 9 students to 999 while NESCom day enrollments increased by 9 students to 139, for a total day enrollment of 1,138. When overall enrollments are combined, a significant decline in graduate enrollments roughly offset a continuing education increase resulting in an overall decline of 9 students in the Fall of 2000, to 2,081 compared to 2,090 in the Fall of 1999. The decline in graduate enrollments was the result of an unusually large graduating class and is not reflected in the numbers of new entries, which were slightly higher in 2000 than in 1999. Residence hall occupancy also rose in September, 2000.

Internally there were programmatic shifts in enrollments with declines in numbers of students matriculating in such programs as physical therapy offset by growth in such programs as criminal justice and elementary education. Other trends in the Fall of 2000 included a record number of student athletes and an increase in numbers of Greek fraternities and sororities after a decade of gradual declines.

New student activities include investment, free enterprise and computer clubs plus an a capella choir and evangelical bible study and prayer groups. A restructuring of how work-study monies are allocated has also led to not-for-profit community work-study jobs off campus. On campus job opportunities have also increased with 40 new premier part-time jobs/internships made available by Putnam Investments. With the vast majority of traditional undergraduates working their way through college, work-study, job bank, student teaching, and internships remain an integral and critical part of Husson College life. This also speaks to the need for scholarship endowments.

**Enrollment Overview**

| | 2000 | 1999 |
|---|---|---|
| Business | 527 | 525 |
| Health | 321 | 346 |
| Science and Humanities | 151 | 119 |
| Husson Day School | 999 | 990 |
| NESCom Day School | 139 | 130 |
| Total Day School | 1138 | 1120 |
| Graduate and Undergraduate Continuing Education | 943 | 970 |
| Total Student Count | 2081 | 2090 |

## Institutional Advancement

The College is pleased that over 1,100 donors contributed to the Annual Giving Campaign that raised $368,000. Not only was the number of donors at record levels, 1,105 in 1999-2000 compared to 848 in 1998-1999, but 305 participants were first-time donors.

The College continues to expand the quiet preliminary phase of a new capital campaign that will be called the Legacy of Leadership Campaign. As of December, 2000, over 185 individuals, foundations and corporations have pledged more than the total of $2.5 million raised in the previous campaign. The College intends to enter the public phase of the campaign in 2001.

A few gifts have already generated tangible changes to the campus. The Kilgore Piano Recital Endowment led to an outstanding new classical piano recital series this past fall. A gift from Eastern Maine Charities has enabled the college to start construction on its genetic research lab. Through the generosity of Dr. John Winkin a beautiful baseball/field hockey complex is taking shape. Trustees John Boucher and Joseph Cyr have enabled the College to complete phase one of a new soccer/lacrosse field. These examples illustrate how the campaign is already having an impact.

The arrival of Putnam Investments and the reclassification of Husson by the Carnegie Classifications also illustrate how the institution continues to evolve. Putnam Investments is now partnering with Husson in an innovative work-at-home program that trains individuals from across Maine at Husson for investment administration jobs with Putnam, working out of their homes. The training lab, located in Peabody Hall, also provides an extraordinary on-campus work/internship opportunity for students.

This past summer, the Carnegie Foundation reclassified Husson College into the institutional class of Masters (Comprehensive) Colleges and Universities II. This reclassification reflects Husson's academic diversification, size and expansion of its graduate school program. It also opens new government and foundation doors for grantsmanship and contracts. Husson is very pleased to have received this national peer recognition.

Finally, the College has been engaged in a year-long discussion of whether to remain a college or to become a university. At this time the institution recognizes that it has many university attributes, but has chosen to retain its "college" tradition. More importantly, the discussion has helped to frame many strategic planning issues. It is a positive debate. ■

**Overview of Annual Giving**

| | 1999-2000 |
|---|---|
| Alumni | $66,356 |
| Trustees | 55,105 |
| Businesses | 50,057 |
| Foundations/Trusts | 179,300 |
| Friends | 11,118 |
| Employees | 5,913 |
| Students | 320 |
| | $368,169 |
| Total Donors | 1,105 |

# CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

## ASSETS

*note:*

This financial statement is abbreviated. For a copy of the complete Consolidated Audited Financial Statements With Independent Auditors' Report, please call 207-941-7129.

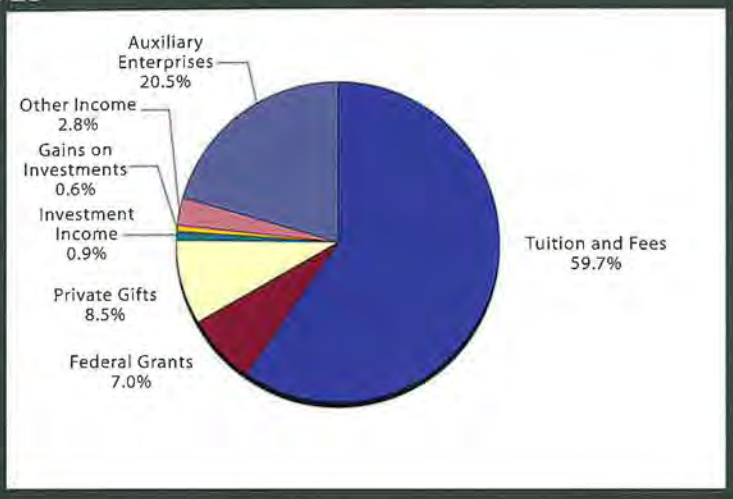
| June 30, | 2000 | 1999 |
|---|---|---|
| Current assets: | | |
| Cash and cash equivalents | $ 1,351,036 | $ 973,570 |
| Accounts receivable, less allowance for doubtful accounts of $583,962 in 2000 and $591,495 in 1999 | 693,040 | 737,420 |
| Current portion of loans to students | 75,435 | 90,394 |
| Current portion of pledges receivable | 247,765 | 85,435 |
| Grants receivable | 168,873 | 87,782 |
| Inventories | 28,458 | 23,594 |
| Prepaid expenses | 264,395 | 117,561 |
| Total current assets | 2,829,002 | 2,115,756 |
| Long-term receivables: | | |
| Loans to students, net | 564,787 | 492,450 |
| Pledges receivable, net | 415,022 | 158,585 |
| Total long-term receivables | 979,809 | 651,035 |
| Long-term investments | 4,151,318 | 3,779,105 |
| Land held for investment | 208,000 | 258,325 |
| Property, plant and equipment: | | |
| Land | 329,327 | 329,327 |
| Land improvements | 1,529,395 | 1,372,649 |
| Buildings | 13,943,277 | 13,725,662 |
| Machinery and equipment | 4,649,980 | 4,376,719 |
| Library books | 1,280,622 | 1,168,506 |
| Construction in progress | 315,760 | - |
| | 22,048,361 | 20,972,863 |
| Less accumulated depreciation | (8,703,512) | (7,966,167) |
| | 13,344,849 | 13,006,696 |
| Other assets: | | |
| Intangible asset, net | 58,545 | 87,818 |
| | $21,571,523 | $ 19,898,735 |

# LIABILITIES AND NET ASSETS

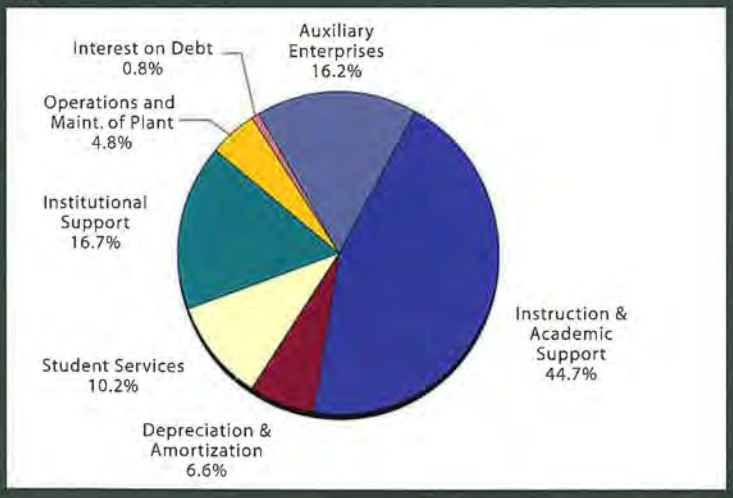
| June 30, | 2000 | 1999 |
|---|---|---|
| Current liabilities: | | |
| Note payable | $ 473,697 | $ - |
| Accounts payable | 267,628 | 293,613 |
| Current portion of long-term debt | 141,812 | 129,533 |
| Student deposits | 230,542 | 166,104 |
| Accrued liabilities | 587,756 | 586,113 |
| Unearned revenue | 280,389 | 281,248 |
| Total current liabilities | 1,981,824 | 1,456,611 |
| Other liabilities: | | |
| Due to federal government | 570,520 | 566,677 |
| Long-term debt, net of current portion | 1,137,197 | 1,272,944 |
| Charitable trust liability | 7,285 | 7,883 |
| Total other liabilities | 1,715,002 | 1,847,504 |
| Total liabilities | 3,696,826 | 3,304,115 |
| Commitments and contingent liabilities | | |
| Net assets: | | |
| Unrestricted: | | |
| Designated by board for future use | 1,836,321 | 1,884,899 |
| Undesignated | 12,318,995 | 11,984,120 |
| Temporarily restricted | 1,401,537 | 1,050,179 |
| Permanently restricted | 2,317,844 | 1,675,422 |
| Total net assets | 17,874,697 | 16,594,620 |
| | $21,571,523 | $19,898,735 |

# CONSOLIDATED STATEMENTS OF ACTIVITIES

## REVENUES




## EXPENSES




## Years Ended June 30,

| |
|---|
| Revenues and other support: |
| Tuition and fees |
| Less: Scholarships |
| Federal grants |
| Private gifts |
| Investment income |
| Net gains (losses) on long-term investments |
| Interest on loans receivable |
| Other income |
| Sales and services of auxiliary enterprises |
| Total revenues and other support |
| Net assets released from restrictions: |
| Satisfaction of time restrictions on fixed assets |
| Satisfaction of donor restrictions |
| Total net assets released from restrictions |
| Expenses: |
| Instruction |
| Academic support |
| Student services |
| Institutional support |
| Operation and maintenance of plant |
| Interest |
| Auxiliary enterprise expenses |
| Bad debt expense |
| Loan cancellations and write-offs |
| Loss on sale of land held for sale |
| Depreciation and amortization |
| Total expenses |
| Change in net assets |
| Net assets at beginning of year |
| Net assets at end of year |

| 2000 | | | | 1999 | | | |
|---|---|---|---|---|---|---|---|
| Unrestricted | Temporarily Restricted | Permanently Restricted | Total | Unrestricted | Temporarily Restricted | Permanently Restricted | Total |
| $11,220,748 | $ – | $ – | $ 11,220,748 | $ 10,598,870 | $ – | $ – | $ 10,598,870 |
| (1,985,483) | – | – | (1,985,483) | (2,030,656) | – | – | (2,030,656) |
| 9,235,265 | – | – | 9,235,265 | 8,568,214 | – | – | 8,568,214 |
| 1,089,866 | – | – | 1,089,866 | 1,138,576 | – | – | 1,138,576 |
| 91,938 | 594,601 | 624,095 | 1,310,634 | 91,464 | 276,498 | 224,623 | 592,585 |
| 73,955 | 46,487 | 19,212 | 139,654 | 73,044 | 57,703 | 15,665 | 146,412 |
| 80,598 | 16,912 | (885) | 96,625 | 63,077 | 57,864 | 16,880 | 137,821 |
| 1,672 | – | – | 1,672 | 2,008 | – | – | 2,008 |
| 431,468 | – | – | 431,468 | 386,416 | – | – | 386,416 |
| 3,170,542 | – | – | 3,170,542 | 3,072,556 | – | – | 3,072,556 |
| 14,175,304 | 658,000 | 642,422 | 15,475,726 | 13,395,355 | 392,065 | 257,168 | 14,044,588 |
| 3,313 | (3,313) | – | – | 65,541 | (65,541) | – | – |
| 303,329 | (303,329) | – | – | 145,241 | (145,241) | – | – |
| 306,642 | (306,642) | – | – | 210,782 | (210,782) | – | – |
| 4,137,944 | – | – | 4,137,944 | 3,698,938 | – | – | 3,698,938 |
| 2,210,636 | – | – | 2,210,636 | 2,183,223 | – | – | 2,183,223 |
| 1,452,002 | – | – | 1,452,002 | 1,424,864 | – | – | 1,424,864 |
| 2,345,277 | – | – | 2,345,277 | 2,374,603 | – | – | 2,374,603 |
| 677,652 | – | – | 677,652 | 751,669 | – | – | 751,669 |
| 114,856 | – | – | 114,856 | 127,153 | – | – | 127,153 |
| 2,301,126 | – | – | 2,301,126 | 2,280,278 | – | – | 2,280,278 |
| 14,377 | – | – | 14,377 | – | – | – | – |
| 1,822 | – | – | 1,822 | 2,709 | – | – | 2,709 |
| 6,104 | – | – | 6,104 | – | – | – | – |
| 933,853 | – | – | 933,853 | 874,629 | – | – | 874,629 |
| 14,195,649 | – | – | 14,195,649 | 13,718,066 | – | – | 13,718,066 |
| $ 286,297 | $ 351,358 | $ 642,422 | $ 1,280,077 | $ (111,929) | $ 181,283 | $ 257,168 | $ 326,522 |
| 13,869,019 | 1,050,179 | 1,675,422 | 16,594,620 | 13,980,948 | 868,896 | 1,418,254 | 16,268,098 |
| **$14,155,316** | **$ 1,401,537** | **$ 2,317,844** | **$ 17,874,697** | **$ 13,869,019** | **$ 1,050,179** | **$ 1,675,422** | **$ 16,594,620** |



**Sarah Peters**
Orono, ME
B.S. Psychology
'03

# THE HONOR ROLL

## ANNUAL FUND FISCAL YEAR 1999-2000

The following donors contributed $368,169 to Husson College during the fiscal year ending June 30, 2000. Subsequent gifts and capital campaign pledges will be recorded in the 2000-2001 Honor Roll Report.

### PRESIDENT'S COUNCIL

**TRUSTEES CLUB**
**$5,000 or more**
BFI/Quality Parts Company
Lloyd G. Balfour Foundation
John P. Boucher '66
Davis Educational Foundation
Richard E. Dyke '58
Eaton, Peabody, Bradford & Veague, P.A.
Mr. & Mrs. John E. Kilgore, Jr.
The Estate of George F. Peabody
Robert E. White '65

**BELL TOWER CLUB**
**$3,000 - $4,999**
Norma James '43
Arthur E. McKenzie '48
Wal-Mart Stores, Inc.

**PRESIDENT'S CLUB**
**$1,000 - $2,999**
William & Elizabeth Beardsley
Diana B. Beaudoin
Robert L. Bishop '71
Ronald E. Bishop '60
Dr. & Mrs. Robert Clough
Roger W. Dow '52
The Lois Gauthier Charitable Trust
Virginia S. Glidden '42
Gopher Hill Communications
The Robert N. Haskell Trust
Julian F. Haynes
Peter N. Higgins '58
Maine Higher Education Assistance Foundation
James K. Hunt '67
Thomas & Patti Johnston
Norman & Susan Kominsky
George J. Lambert '66
Lemforder Corporation
Sumner H. Lipman, Esq.
Leo & Emily Loiselle '63/'63
Joseph A. Lovejoy '69
Evelyn Lutz '84 & Gerald Palmer, Sr.
Hilda Hutchins McCollum
Mr. & Mrs. Delmont N. Merrill '48/'54
Raymond L. Page '63
Frank & Delores Parillo '67/'67
Robert J. Plourde '72
Marc A. Quinlan '72
John E. Quirk, Sr.
Robert J. Ronan '79
Herbert E. Sargent
G. Peirce Webber
Mary Bennett Williams

### CENTURY COUNCIL

**HUSSON CLUB**
**$500 - $999**
Robert & Kathryn Anderson '64/'64
Robert J. Apprich '68
Robin & Bruce Augustadt '76
Banknorth Group, Inc.
Bass Pro Shops
Merrill & Wilma Bradford
Merle & Joan Bragdon '70, '85/'69
Thomas C. Campbell '71
Stanley W. Cole, Jr. '66
Samuel W. Collins
Roland W. Cyr '69
Betsy A. DiCapua '81
Eileen G. Donahue
William T. Fitzgerald, Jr.
Stephen H. Flanagan '67
Ronald L. Giroux '63
Earl J. Goodyear '69
Governor's Restaurant
Maine Course Hospitality Group
Inez M. Morgrage '40
Mu Sigma Chi Alumni Association
Mr. & Mrs. Frederic S. Newman
Robert E. O'Keefe '67
Jethro D. Pease '70
William Peters '75
Laurence E. Richard '56
Shirley K. Richard '48/'55
Stephen P. Ruel '74
Samoset Resort
Carl W. Smith Foods
Robert M. Smith
Lawrence D. Stanchfield, Jr. '56
Thomas E. Thornton, Jr. '72
Decker A. Todd '83
Randal L. Wadleigh '87

**PENOBSCOT CLUB**
**$250 - $499**
Catherine & Robert Barrett
Thomas V. Barrows '66
Ralph Bearce, Jr.
Michael & Betty Biggins '75/'75
Earl C. Black
John & Theresa Bragg
Richard L. Breton '68
Kathleen E. Byrnes
Joseph D. Centore '74
George P. Christakos '63/'90
Susan M. Collins
Marcia D. Connolly
Moira Creaser
Creative Design & Marketing
Conrad K. Cyr
G. Clifton Eames
Ecolab, Inc.
Frank & Deborah Fletcher
Ross Y. Furman, Jr. '72
Julia M. Green
Gregory W. Hatfield '72
Alan Hess
Kenneth A. Hews '70
Harold S. Higgins '30
Robert B. Kuhn
Josephine Lebrun
Marilyn M. MacLeod
Edgar G. Mace '51
Mainely Girls
Dennis J. McLellan '66
Mr. & Mrs. Leonard E. Minsky
NorthCenter Foodservice
Michael F. Papera '75
Richard G. Peer '94
Rudman & Winchell
Stephen B. Saliba '71
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