

Report of the President
1980

HUSSON COLLEGE
BANGOR, MAINE

. . . The Challenges of the 1980s

ANNUAL REPORT
of the
PRESIDENT



1980

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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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 1979 to October 1980.

Corporate Officers

President:	Delmont N. Merrill, 1978-
Vice-President and Dean for Academic Affairs:	Jay L. Fennell, 1978-
Vice-President for Financial Affairs and Treasurer:	James F. Jaffray, 1977-
Controller:	Norman M. Lydick, 1974-

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

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.

Aims And Purposes

On July 1, 1980, the following Aims and Purposes for the College were ratified as a part of the Long-range Plan, 1980-1985:

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

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 lifelong process
3. To manage the affairs of Husson College using modern, yet sound, management techniques
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
5. To serve actively the State of Maine.

This report presents the record of the efforts of all segments of the institution in developing these goals.

Management For this period, the administration has operated using a Management by Objectives plan. During the previous year, the **Husson College Handbook**, 1979, was revised, incorporating job descriptions, areas of responsibilities, and policies and procedures for all employees. In June each administrative officer completed a self-evaluation of performance, based upon suggested objectives in the Handbook. Each administrator, in turn, evaluated those who are associated with his (or her) area of responsibility.

A comprehensive marketing program is in the initial stage of development. College publications have been given first priority. The College catalog, special editions for Continuing Education, Graduate Program, and selected information for admissions have been revised to reflect current trends and new marketing strategies.

The Long-range Plan has been updated to cover the period 1980-1985.

Annually a banquet is held for all employees to recognize those who have contributed both in years of service and commitment beyond the call of duty. The faculty tea in the fall and the Christmas party bring together all personnel for a goodly fellowship.

The College appreciates the cooperation and support of all who have contributed to its progress.

Faculty And Staff

Since his appointment in 1978 as Vice-President and Dean for Academic Affairs, Dr. Fennell has brought about a greater cohesiveness in all academic areas. The Heads of the several departments are coordinating and correlating the courses of the programs of study to eliminate duplication. New programs—media communications, data processing, word processing, and liberal studies minors programs—have been introduced. A concerted effort to provide for a more equitable distribution of teaching responsibilities has been made. Curriculum Advisory Committees, made up of prominent citizens having specific expertise in business and members of the departmental faculty, have been appointed to encourage the input of the business world to the ongoing development of programs. There are thirty-five full-time members of the faculty.

Below is an academic profile of the current faculty:

Doctorates	37.1%
Certificates of Advanced Standing (C.A.S.)	14.3%
Certified Public Accountants (C.P.A.)	5.7%
Masters	34.3%
Bachelors	5.7%
Associate	2.9%

HUSSON COLLEGE FACULTY

1980-1981

Day Division

(Undergraduate)

Accounting Department

*John Bubar, B.A., M.B.A., M.S., C.P.A.
Thomas Largay, B.S., M.A.R.E.
Dewey Martin, B.S., M.S., C.P.A.
Margaret Zoldi, B.A., M.S.

Business Administration Department

Russell Eustice, B.A., M.B.A.
Robert Goodwin, B.S., C.D.E., M.Ed.
*Philip Grant, B.S., M.B.A., Ph.D.
Pamala Hennessey, B.S., M.Ed., C.A.S.
Edmond Lebrun, B.S., M.S.
Bruce MacGregor, B.S., M.Ed., C.A.S.

Curtis Morse, B.S., M.S., Ph.D.
William Read, B.S., M.A.
Richard Saunders, B.S., M.S., Ph.D.
John Slomback, B.S., M.Ed.
Charles Sullivan, B.A., M.A., Ph.D., J.D.

Business Teacher Education Department

Kenneth Hallgren, B.A., M.S., Ed.D.
*Dolores Renaud, B.S., M.Ed., C.A.S.

Office Administration Department

Bonnie Bunch, B.S., M.Ed.
Jane Goodwin, B.S.
Madalyn Jordan, B.S., M.Ed., C.A.S.
*Janet Kinney, B.S., M.Ed., C.A.S., Ph.D.
Marlene Lloyd, B.S., M.A.
Karl McGaw, B.S., M.Ed., C.A.S.
Thelma Vining, B.S.
Cynthia Wisser, A.A.S. (Court Reporting)

Liberal Studies Division

David Andrews, B.A., M.Ed., Ed.D.
*Robert Diebold, B.S., M.A., Ph.D.
Kenneth Johnson, B.A., M.A., Ph.D.
Lambros Karris, B.A., M.A., Ed.D.
Diane May, B.Sc., M.A., Ph.D.
Sylvia Noyes, B.A., M.A.
James Parker, B.S., M.A., Ph.D.
Sally Webster, B.A., M.A.
Wayne Westbrook, B.A., M.A., Ph.D.
Albert Weymouth, B.A., M.Ed.

Cooperative Education Division

**Robert Thomas, B.S., M.Ed.

Part-time Faculty

William Curran, B.S., M.Ed., C.L.U.
Virginia Littlefield, B.A., M.A.
Robert Smith, A.B., A.M., Ph.D.
Billy Thornton, B.A., M.A.

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

Towle Tompkins, Roger Choquet, Barry Darling,
Hal Wheeler, Eddie Owen.

*Department Head
**Director

Continuing Education and Extension Division (CEED)

(Undergraduate)

The seven CEED sites are located in Bangor, East Millinocket, Ellsworth, Lewiston, Loring, Rumford, South Portland. The staff is made up of seven coordinators and seventy local, part-time instructors, eight of whom are members of the regular Day Division Faculty. There are three instructors who are specialists—two certified in data processing and one by the Maine Real Estate Commission—who teach classes only in their respective disciplines. (See p. 10.)

Graduate Division

****David O'Gorman, B.S.C., M.B.A., Ph.D.**

***Kenneth Hallgren, B.A., M.S., Ed.D.**

Ruth Hopkins, B.S., M.B.A., C.P.A.

***Lambros Karris, B.A., M.A., Ed.D.**

***Curtis Morse, B.S., M.S., Ph.D.**

Michael Pagnozzi, B.A. J.D.

***James Parker, B.S., M.S., Ph.D.**

***Richard Saunders, B.S., M.S., Ph.D.**

***Wayne Westbrook, B.A., M.A., Ph.D.**

Library

Amy Averre, B.S., M.L.S.

Anne Brooks, B.A., M.L.S.

Berneice Thompson, B.S., M.Ed., M.L.S., Head Librarian

***Regular Faculty, Day Division**

****Dean**

State of Maine CEED Sites
1980-1981



HUSSON COLLEGE FACULTY

Promotions 1980

David Andrews, B.A., M.Ed., Ed.D.
From Assistant Professor to Associate Professor

Kenneth Johnson, B.A., M.A., Ph.D.
From Associate Professor to Professor

David O'Gorman, B.S.C., M.B.A., Ph.D.
From Associate Professor to Professor

RESIGNATIONS AND APPOINTMENTS 1979-1980

(Fall 1980 included)

RESIGNATIONS

APPOINTMENTS

Accounting Department

Charles Veeder, B.A., M.S., C.P.A.
Acting Head of Department

John Bubar, B.A., M.B.A., M.S.,
C.P.A.
Department Head

Young Kim, B.A., M.A., M.B.A.

Dewey Martin, B.S., M.S., C.P.A.

Business Administration Department

Millard E. Foss, B.S., M.Ed.
(Retired)

Russell C. Eustice, B.A., M.B.A.
Curtis Morse, B.A., M.S., Ph.D.

Office Administration Department

Martha Rohl, Certified Court
Reporting Instructor
(New York State)

Cynthia Wisser, A.A.S.

Business Teacher Education Department

Kenneth Hallgren, B.A., M.S., Ed.D.

Liberal Studies Division

Mary S. Zink, B.A., M.A., Ph.D.
(Retired)

Robert K. Diebold, B.S., M.A., Ph.D.
Head, Liberal Studies Division
(Replacing Dr. Bean—deceased)

Library

Carol Eisele, B.S., M.L.S.

Amy Averre, B.S., M.L.S.

Continuing Education and Extension Division

Jack Quirk, B.A.

Lindon E. Christie, Jr., A.B., M.Ed.,
C.A.S., Co-Director
Harold L. Mailman, B.S., M.Ed.
Co-Director

All members of the faculty are affiliated with one or more professional organizations, each relevant to the respective member's major discipline and professional status.

Many were able to attend conferences, seminars, and workshops sponsored by professional organizations through funds received from Title III, supplemented by the College.

Five faculty members have had articles published during the past year. *Wall Street in the American Novel*, by Dr. Wayne Westbrook, was recently released by the New York University Press.

Curricula

All departments and divisions of the undergraduate Day Division have examined the programs of study and contents of courses to meet better the needs of the students and their prospective employers. Each has brought about innovations that should enrich all programs of study.

The Accounting Department has developed a two-track curriculum:

- Public Concentration—for students interested in sitting for the C.P.A.
- Management Concentration—for students interested in a career in private industry.

The Business Administration Department which has the largest enrollment has introduced the following:

- English requirement to be 15 hours and to include Advanced Business Communications
- An economic minor, open also to students majoring in accounting
- Two programs built around data processing: Data Processing and Data Processing/Marketing
- An Advanced Manpower Management course.

The Business Teacher Education Department implemented a Coaching Concentration for prospective business teachers enrolled in any of its four programs of study.

On September 1, 1980, the Department was granted a five-year full approval by the State Board of Education.

The Department of Office Administration developed an associate degree program with a Word Processing Concentration. A CPT (Computer Powered Typewriter) 8000, 15 correcting typewriters and 10 selectric typewriters were added to the equipment of the Department.

- The Department also introduced seven new courses designed for Court and Conference Reporting programs.
- Gregg Series 90 system for manual shorthand.

The Division of Liberal Studies has made the most significant innovations in course content and the introduction of new courses.

- A new program of study—Media Communications—within the Division of Liberal Studies
- A minors program in English, history, psychology, behavioral sciences—available to all bachelor-degree candidates
- Advanced Business Communications I, II
- Abnormal Psychology
- Horticulture
- A restructuring of literature courses.

The Division of Cooperative Education has expanded to include CEED (Continuing Education and Extension Division) students.

The Graduate Division, begun in 1978, has introduced three new courses:

- Systems Analysis
- Current Issues in Business
- New Venture Planning and Management.

Library

The Husson library acquired 1,462 volumes during 1979-1980, bringing the total to 30,367. It receives regularly 407 periodicals which

include some gift subscriptions and free publications. There have also been gifts from other libraries of volumes of reference and literary works.

Admissions

A staff of three field representatives and Director Husson has developed an effective recruitment system that presents Husson College throughout the New England and New York State areas.

Registrar's Office

All records of all students enrolled in all divisions are kept in the Registrar's Office. Permanent records up to 1976 have been put on microfilm. A new photocopier replaced one that had been in service for some years.

Students

The peak year for fall enrollment at Husson was in 1968 with 1,237 students matriculating. With the winding down of the Vietnam War and the easing of the pressure of the draft, the College began to experience a decrease in enrollment that reached its lowest point in the fall of 1975.

Table I reflects the size of the student body—1969-1980—including the growth of the Continuing Education and Extension Division (CEED), Undergraduate Division, and the Graduate Division.

Several factors must be considered in setting up and interpreting compilation of any data. Here at Husson the following factors are relevant:

Time of academic year that the total is cited

Part-time, full-time, F.T.E. (Full-time Equivalency), special, and in-service participants.

There were twelve states and three foreign countries represented by the entering students, September 1980.

TABLE I

STUDENT ENROLLMENT AND GRADUATES 1969 - 1980

Year	Enrollment			Graduates ^a		
	Day Division	CEED Division	Graduate Division	ABS Degree	BS Degree	MSB Degree
1969-1970	1,237 ^b	—	—	—	—	—
1970-1971	999	—	—	24	362	—
1971-1972	1,045	—	—	38	254	—
1972-1973	902	109 ^b	—	44	225	—
1973-1974	741	141 ^b	—	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	738	262	18	103	123	—
1979-1980 ^c	811 ^b	427 ^b	54 ^b	111	105	9
1980-1981 ^c	743 ^b	570 ^b	87 ^b			

^a Twenty, one-year diplomas were awarded during 1970-1980.

^b Total enrollment; other data are based on FTE (Full-time equivalency) enrollment.

^c Enrollment beginning of the fall semester; these data vary for the spring semester. In-service employees are not included.

At the 1980 Commencement Exercises, May 17, Husson College conferred Master's degrees upon its first recipients in the program. There were nine who received the Master of Science in Business Degrees.

Student Affairs

The Student Affairs Division of Husson College continued its operations during 1979-1980 with two major changes: the appointment of Dr. S. Bruce O'Donnell as Dean for Student Affairs in January and the actual inauguration of the Penobscot Consortium's Job Corps Training Center in March. The major concerns of the Dean and the directors of the departments have included the following:

Job Corps Employment Training Center. Although the early months passed relatively easily, the summer brought numerous complications. Most of those were internal within the Job Corps itself but, by virtue of the colocation, involved the College and more specifically various Student Affairs staff. At this writing, most of those problems appear to have been resolved or at least addressed to the extent that they are no longer a daily concern.

WHSN. The operating problems within the campus radio station reached a peak in the late spring and summer. The advent of the College's media program focused new attention on the station which, in turn, eventually led to (1) the hiring of a professional broadcast consultant to work with both the station and the College and (2) a reorganization of the station structure to report to a newly organized Board of Overseers.

Residence Halls. The College was able, during 1979-1980, to continue renovation and redecorating work within the residence units, to select a group of well-qualified staff for 1980-1981, and to reorganize the custodial staff in such a way as to make them more responsive to the unique situation of **residential** buildings.

Alcohol. The decision was made over the summer to begin actively enforcing the College's dormant regulations regarding possession and consumption of alcoholic beverages. The basic posture was that students who choose to consume alcoholic beverages must do so within the limits prescribed by state law and College policy, the latter of which is based on principles of consideration for individual and group rights within an educational context. This is conceived as the first step in a more ambitious effort to address the question of "substance abuse".

Campus Security. A major joint effort between the Dean and the Office of Student Life resulted in the decision to replace the prior security contractor with LaBree Associates. This decision was based on the ability of the LaBree organization to provide the

College with not only "night watchman" type services but also investigative, follow-through, and law-enforcement-agency liaison services appropriate to its needs as an educational community.

Following are a series of very brief summaries of the activities and concerns of the six operating departments within the Student Affairs Division:

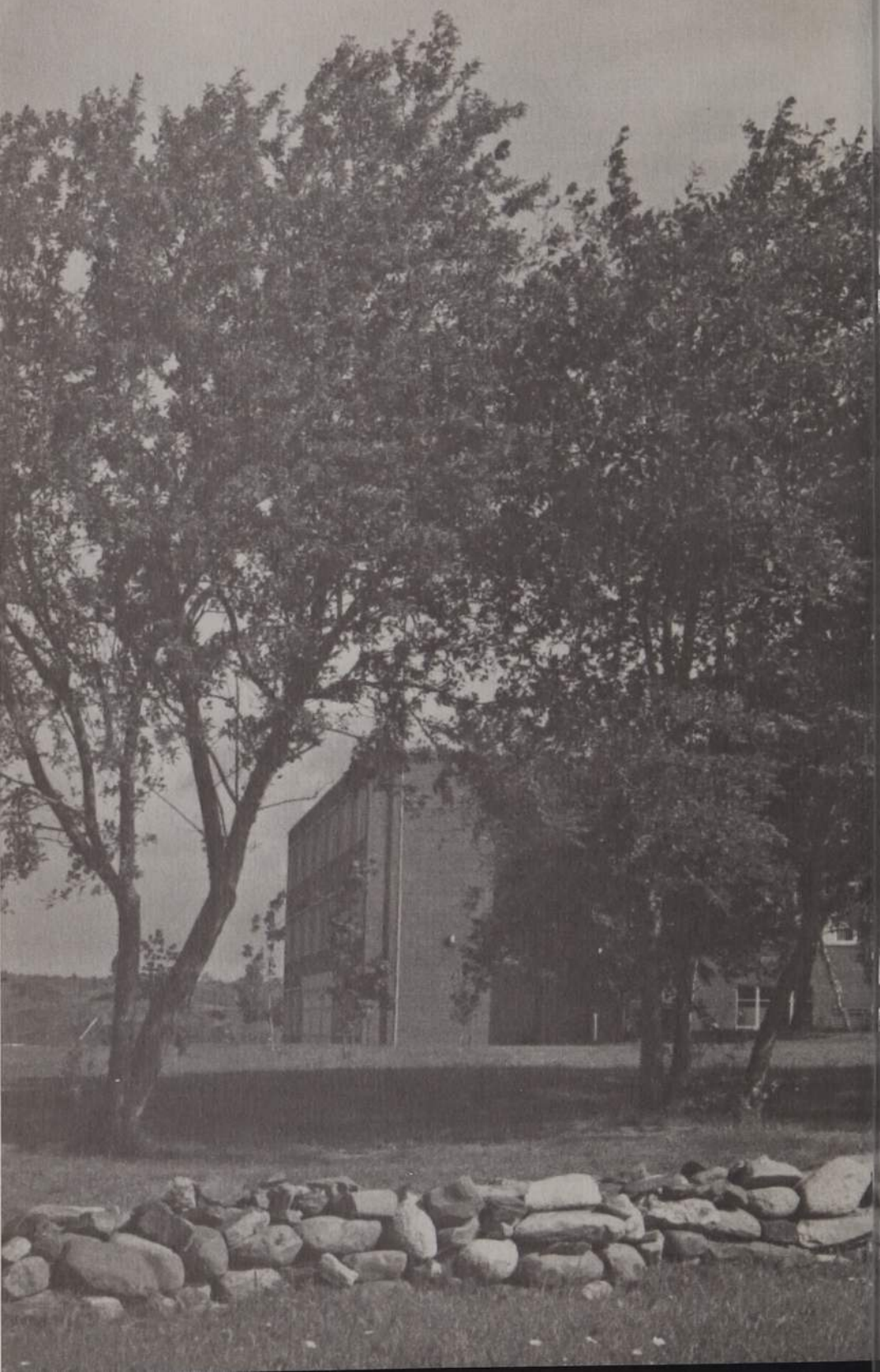
Career Counseling. During 1979-1980, the Office of Career Counseling continued to emphasize direct services to students and alumni and feedback on its graduates to the College itself. These were accomplished through workshops, placement and credential activities, and research.

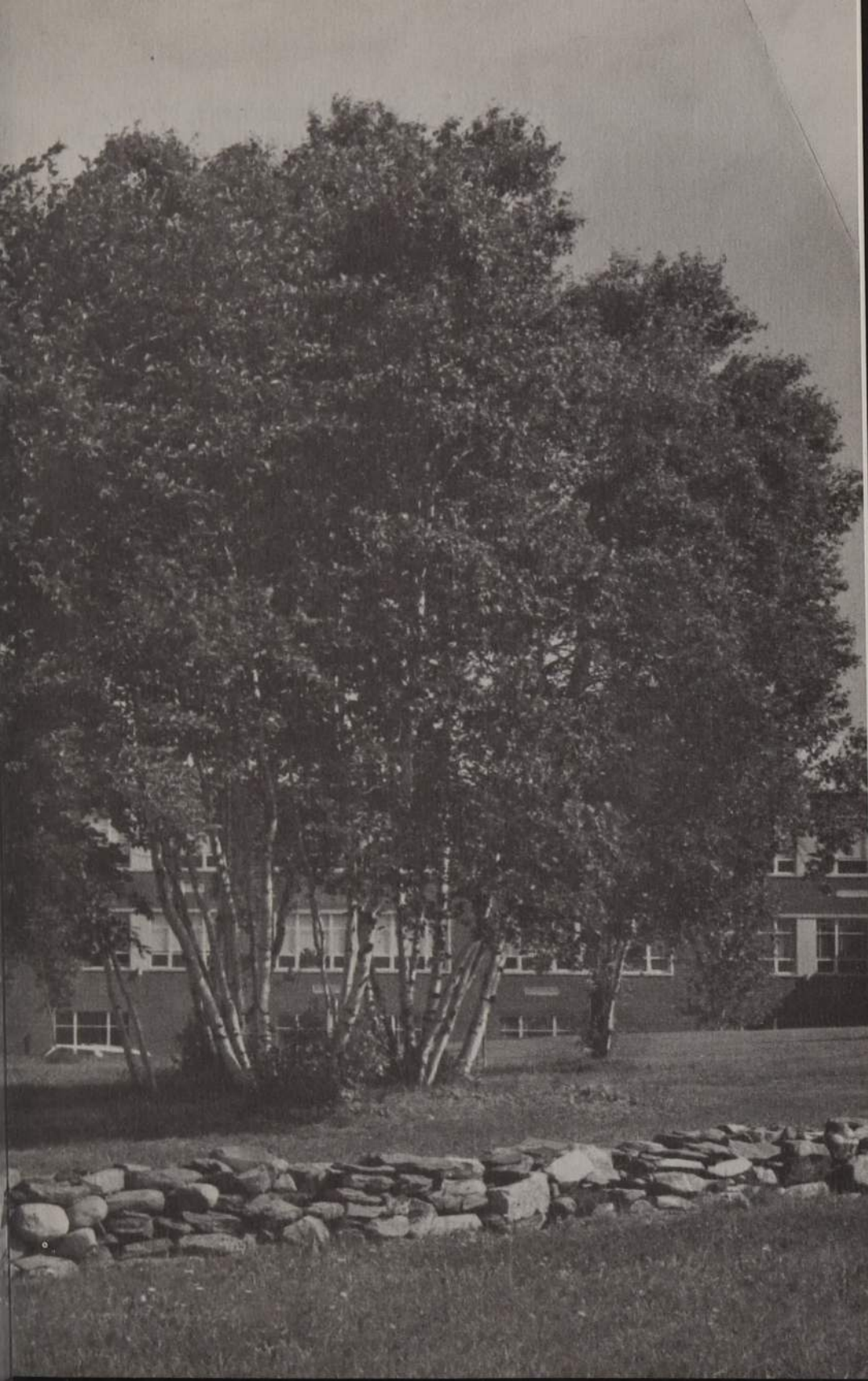
The Career Counseling office developed and offered 23 workshops during 1979-1980 (October—April) which were attended by 203 students. The topics included job search techniques, interview techniques, career awareness, career planning, resumé preparation, job search procedures and cover letter preparation.

Fifty companies recruited on-campus involving 71 students in 525 interviews. A preliminary survey of the class of 1979 indicated that of those responding to the survey, 83% were employed as of January 1, 1980. The five-year survey done for the class of 1975 indicated that 97.6% of those responding to the survey were employed and, of that number, 92.5% were employed in their major or a closely related field. The placement rate continues at a very high level.

Once each semester during the academic year, a dinner hosted by the President and sponsored by the Office of Career Counseling is given. The dinner is a cooperative effort between the Office of the President and the Office of Career Counseling to provide opportunities for the Husson Faculty, the Administration, and honor students to meet socially and informally with members of the business community. Not intended for recruitment purposes, the dinner affords the opportunity for all to discuss broad issues in business.

Among the most recent guests have been Ms. Jean Deighan, Trust Officer, Northeast Banks, Bangor; Ms.





Beth Warren, Equal Employment Opportunity Officer, University of Southern Maine, Portland; and Mr. George LeCours, Husson '72, Vice-President, Craig Peters Associates, Epping, New Hampshire.

Financial Aid. During the 1979-1980 academic year, 643 Husson students received a total of \$1,467,880.00 from one or more student aid programs.

The detail by aid program is as follows:

Program	Number of Students	Amount
Federal and State Grant Programs:		
Basic Educational Opportunity Grants	538	\$617,158
Supplemental Educational Opportunity Grants		
Initial Year	144	\$105,394
Continuing Year	222	\$209,053
State Student Incentive Grants	265	\$135,130
Husson College Grants:		
Institutional Grants (Unrestricted)	109	\$ 36,955
Athletic Grants	62	\$ 30,350 ^a
Academic Grants		
3.4 (cumulative point average)	35	\$ 7,140
3.6 (cumulative point average)	34	\$ 13,287
Freshmen Scholarships	10	\$ 11,630 ^b
Administrative Grants	7	\$ 7,976
Loans:		
National Direct Student Loans	181	\$ 89,445
Employment:		
College Work-Study Program	319	\$213,362 ^c

^aIncludes the Saul G. Harris and the Clara L. Swan Scholarships.

^bIncludes the Fred V. Hart, the Dorothy B. Husson, the Leslie G. Dickerman, the Chesley H. Husson, the Roy George Husson Scholarships.

^cApproximately twenty percent funded by the College.

NOTE: Scholarships of varying amounts—the Altrusa Club, the William H. Donahue, the Insurance, the Bridge Construction Corporation Minority, the Walker, the William P. Newman, and the Fred R. Dingley—funded by friends of the College are not included in the above.

Increased availability of Guaranteed Insured Student Loans has helped Husson students cope with increased costs. The unmet need factor continues to hover in the \$500,000 range.

Intramurals, Recreation, and Sports. The former Athletic Department was reorganized during 1979-1980 into the new Department of Intramurals, Recreation, and Sports. The position of Associate Director was reactivated with the intention of placing a full-time individual within the intramural and recreation area. Although there is still much to be done, considerable maintenance work was accomplished in the gymnasium and pool areas.

A total of 1,601 students participated in intramural activities—1,026 men and 575 women (note: a student who participated in more than one activity is counted more than once). Eleven men's activities were offered and attracted participants ranging from 20 in table tennis doubles to 280 in softball. Thirteen women's activities were offered with participation ranging from 12 in racquetball singles, racquetball doubles, and table tennis singles to 110 in volleyball.

Recreational activities offered during 1979-1980 included a 10-kilometer run, bowling, floor hockey, informal gymnastics, judo, tennis, and the availability of the gymnasium and pool facilities on an informal basis.

Husson College was represented in the men's intercollegiate sports area by four teams playing 84 games with a 61-22-1 win/loss record. The golf team was undefeated in New England, won the Maine Intercollegiate Golf Championship for the second straight year, and won the N.A.I.A. District #5 Championship for the sixth straight year. The basketball team (22-7) won the Paul Bunyan Tournament and was the N.A.I.A. District #5 (New England) Champion runner-up. Despite their inexperience, both the soccer (7-5-1) and baseball (8-10) teams compiled respectable records.

Husson women competed on an intercollegiate level in three areas: volleyball, basketball, and softball. The volleyball team compiled an 8-15 record and qualified for the Maine State Tournament. The basketball team experienced a 12-7 season, qualified for the state tournament, and eventually lost to the state champion

team in the semifinals. The softball team had a combined record of 3 wins and 13 losses.

More important than win-loss records, of course, is the spirit of sportsmanship and fair play which pervades Husson sports. The College is justifiably proud that its people have not been tainted by the scandals and cynicism characteristic of some other institutions.

New operating procedures for the Athletic Association were implemented during 1979-1980 which proved to be administratively effective. This concept appears to be effective both as a service to the community and as contributing to the revenue line of the College.

Special Services/Supplemental Education (SS/SE). During 1979-1980 the SS/SE programs served 410 students with a total of 12,335 group and individual contacts. The majority of those contacts were with freshmen with most of the remainder going to sophomores and very few to juniors and seniors.

A Special Services for Disadvantaged Students (SSDS) grant has been received for the 1980-1981 academic year.

The redesigned new student testing effort resulted in 12 test administrations (8 at Husson; 4 at other sites throughout the State) and covered 302 new students.

The Peer Tutoring program completed its second year with 25 tutors providing 2,024 contacts for 476 students.

SS/SE personnel were requested by the President to develop some ideas for a College-wide "retention plan". Discussions were held and a committee has been appointed to formulate a plan for student retention.

Student Health Service. The Student Health Service provided "first line" medical attention to 425 students on 1,941 occasions.

The resignation of Dr. Angela Gilladoga was accepted and arrangements made with Dr. Joan MacCracken as her replacement. Dr. Gilladoga's resignation stimulated an inquiry into the nature and

extent of the health service which resulted in a reaffirmation of current practices. The present philosophy and procedure are to offer quality on-campus services limited to routine medico-nursing procedures, preliminary physician consultations, and referral to other medical facilities in the city for extended or specialized diagnosis/treatment.

The optional student health insurance policy was renegotiated to provide a broader base of coverage at no increase in cost to the student.

Student Life. The Office of Student Life continued its role as a central "nerve center" for student and campus concerns. The following is a brief summary of the many activities of this office:

- Acting as a major liaison between the College and the Job Corps Training Center for student and institutional concerns
- Reorganizing the office to reflect the loss of one staff position (the CETA-funded Assistant Director)
- Participation in the creation of and implementation of the College's plan to address directly the question of substance (alcohol) abuse
- Participation in and support for Cultural Committee activities
- Continued supervision of the College's security contractor
- Spearheading physical improvements to the residence halls
- Reorganization of the residence hall custodial service
- Renegotiation of the College's linen service contract
- Employing of two new Resident Directors
- Development of an improved "single room" policy and procedure

- Implementation of the security card system in the residence halls
- Assistance in coordinating summer conferences
- Creation of an advisory board to hear requests for off-campus housing which do not meet established guidelines.

Student Activities

Student activities exist to enhance the social, professional, scholastic, cultural, and religious life of students. The Student Senate, composed of delegates representing resident and commuter students, endeavors to promote student education and welfare while serving in a student advocacy role within the general College community. The president of the Senate is a voting member of the College Board of Trustees.

Computer Equipment

The Husson College computer facility includes the following hardware configuration:

- 1 - PDP 11/40 with 256 KB of working memory
- 1 - CR11 punched card reader
- 1 - LP11 line printer
- 2 - RK07 28 megabyte disk drives
- 4 - LA 36 printing terminals
- 2 - VT50 cathode ray tube terminals
- 2 - VT100 cathode ray tube terminals
- 2 - DT 80/1 cathode ray tube terminals
- 4 - DL11 hardwired terminal interfaces
- 1 - DH11 16-line programmable multiplexor

The following software has been implemented:

RSTS/E operating system (Version 7.0)

RPGII compiler

WATBOL compiler

RT11 run-time system

RSX run-time system

RMS11 run-time system

BASIC-Plus run-time system

TECO run-time system

BASIC-Plus 2 run-time system MASS-11 DBMS

The system is used by students in the various data processing course offerings, as well as students enrolled in mathematics and financial management courses.

The system is also used in the administrative area of the college. The following list contains those applications that are currently in use:

Admissions

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

Accounts receivable

Accounts payable

N.D.S.L. billing

General ledger reporting

Actual versus budget reporting

Payroll

Financial aid reporting

Alumni

Name and address system for mass mailings

Bookstore inventory (in process)

MASS-11 DBMS (in process)

Management Information System

The active development of a college-wide Management Information System (MIS) has been in progress for just over four months. During that time, there have been a number of notable accomplishments. Also during this period the goals, objectives, and overall direction for the project have begun to become clear.

The previous efforts in developing an MIS at Husson have established the clear need for such a program. As at any educational institution the need for timely, accurate information in the decision-making process is clear. Administrators and supervisors must have access to the facts and figures relevant to their planning and management decisions.

The ultimate goal of the MIS project at Husson College is to develop a network of data and information which will be easily available to key people both for long-range planning and day-to-day operations. This system will be computer-based, making optional use of the advantage provided by computer technology. Easy use and fast access to accurate data are the elements which will ultimately make this system essential to operations throughout the college.

The accomplishment of this goal must occur in many small steps, several of which have already been taken. Each of these steps must be taken in order to provide for complete fulfillment of the goal of this project.

The first accomplishment has been the production of a major report, identifying in broad terms the needs for information throughout the college. This report identifies the informational needs for each area and department throughout the college. The framework and foundation for a comprehensive Management Information System are presented in this report.

The second crucial achievement was the selection and purchase of a commercial software package to aid in the development of the MIS. With a wide variety of such packages from which to choose, selection based on the exact needs of Husson College was critical. After much analysis, a package called MASS-11 was purchased from Microsystems Engineering Corporation.

The MASS-11 Package provides total word processing capabilities, along with complete data base management functions. The integration of the processes provides for easy report generation by the end user.

In addition to this package, two terminals were leased. The purpose of leasing these terminals is to provide computer access to administrators. These terminals are for administrative use only.

The third significant achievement was the appointment of an MIS Advisory Committee. User involvement is critical to the development of a successful MIS.

One of the functions of this committee is to provide such involvement. The other functions of this group will be to evaluate the existing systems; to determine barriers for easy communication and to suggest solutions to such barriers; to define the scope of the information resource management function; to establish priorities for system development; to develop a long-range plan for the management information system and electronic data processing function at Husson College.

Development is now under way on the MIS. The current project is involved with the Admissions Office Sub-System. This sub-system is to facilitate lead follow-up and to provide the groundwork for the entire student profile system. When completed, this system will provide increasing amounts of information as the student progresses from lead to applicant to enrolled student.

This MIS, when completed, will provide a complete data base for all aspects of college life and operation. Comprehensive statistical analysis will be aided. Institutional research will be made easier as a result of the MIS. All aspects of institutional management at Husson College will be facilitated through the successful development of an integrated MIS.

Development Office

The Development Office coordinates the activities of development, alumni, and public information. It conducted the annual fund drive. Primary fund-raising contacts were the President and the Vice-President for Financial Affairs. Reports on the annual fund drive are submitted periodically.

The Development Office participated in the preparation of three proposals for federal funding, all of which were successful. The College obtained its first cooperative education grant since 1977. The Title III proposal resulted in a two-year grant; Special Services for Disadvantaged Students (SSDS) grant will be non-competitive over the next five years. Essentially, this means that unless Congress fails to fund the SSDS program, grants are guaranteed through 1985. It is note-

worthy that the College continues to get excellent reports on its federal programs from external evaluators. The Supplemental Education Program (SEP), for example, is now receiving recognition as a national model.

After a very long search process, the College employed a Project Director for the Management Information System (MIS), and the study is now under way. The Faculty Development program continues to be a most positive morale factor. During the title year, faculty members attended some thirty-eight seminars, conferences, or workshops away from the College. A proposal for Title III funding for the 1981-1982 period will be submitted in December.

During the year, the Development Office has been involved in a number of publications, including a 1980-1981 catalog. One publication deserves mention: "Fact File . . . Husson College in the 1980's" has proved to be a most valuable public relations piece.

This office continues to be heavily involved with designing, writing copy for, and placing advertising. This year it tried a new approach with CEED advertising which appears to be successful.

During the last year, this office scheduled eight business breakfasts. Generally, attendance at them is increasing and press coverage of them is invariably good. The co-managers of the dining commons deserve credit for their cooperation despite the difficulties they experienced. All annual fund donors are now included on the mailing list for the breakfasts.

The Alumni Office, under the direction of Mrs. Edna Edes and with the cooperation of President Laurence E. Richard, '56, is exercising great efforts to revitalize the greater Bangor Chapter and all organized alumni chapters throughout the State. The issues of the **Ledger** during the past year have been well received. A listing of all annual fund donors is planned for the next issue. Likewise, the possibility of publishing a Husson Alumni Directory is being explored.

Husson's public relations efforts seem to be working out quite well. Certainly media coverage of positive events at the college has increased. At one point the College was very concerned about the effect of the Job Corps on the College image. Consequently, it has given some public relations assistance to the Job Corps to improve its image.

Financial Position

In the recent past Husson College has made steady progress in improving its financial situation.

After several years of successive deficits, the College is now operating solidly in the black. The cash flow resulting from this has been used to increase working capital, pay off debt, strengthen academic programs, improve salaries and fringe benefits, and upgrade the condition of the physical plant.

For the first time since the early 1970s, the College's accounts payable to suppliers of goods and services are now on a reasonably current basis. Private long-term indebtedness has been reduced by 40% in just the past five years. Moreover, in 1980 the College began paying the full annual interest due on its long term indebtedness to the Federal Government (HUD and HEW), the first time this has been achieved since 1971. In addition, Husson hopes to begin making some payments of principal on the HUD and HEW bonds during the present fiscal year.

Plans for two financing projects are under way. One is a prospective bank term loan to augment Husson's working capital, which it is hoped will be consummated this fall. The other is a drive for an endowment fund of perhaps \$1,500,000, to be launched next spring and raised over a five-year period. With the marked improvement in the College's financial position, it is felt that this is now an appropriate time to undertake these two important steps. If successfully concluded, these moves will strengthen the institution and enhance its progress.

Husson College is presently operating under a budget of nearly \$7,000,000 a year, making a significant impact upon the economy of the Bangor area and State of Maine as a whole.

The Campus

Beautification of the campus continues to enhance the aesthetic appearance of the College. New pavement, curbing, lawn and shrub manicuring, and extensive painting have given a pleasing new look to the physical plant.

During the period of September 1979 to September 1980, 51 separate outside organizations and personal users of Husson College facilities had 271 meetings. Twenty of these users totaled 159 meetings for which no fee was charged. They may have incurred some type of fee for other services.

Employment Training Center

The culmination of two years' work developing the Employment Training Center has become a reality. It could well become a national model for other regions to adopt. The College has an opportunity to ensure the success of this cooperative venture by lending its expertise in academic and student-service planning for those enrolled.

Challenges of the 1980s

It has been a year of significant progress in all areas. Financial stability has been achieved; academic integrity is evident in all programs of study; and student services are meeting the needs of the students by providing the many avenues for social, emotional, and physical fulfillment. The College continues to emphasize the principle of free enterprise and seeks to instill in the students a belief in ethical business behavior and respect for the dignity of others.

What then, is the direction of the College in the 1980s? Certainly its mission which has proved itself over eighty-two years will not change. The quality education offered at Husson has served in good stead the many avenues of professional business. The well-established philosophy of educating the "whole person" has contributed to the success of all its students in making for a better way of life.

The challenge of the '80s, however, is for the

College to continue the present level of instructional expertise in all aspects of business, and, at the same time, to formulate guidelines to ensure continued viability.

These guidelines have been in the process of development since 1974. They have been revised, updated, and presently have been projected to extend to the mid '80s. The entire College community has been involved with reexamining the goals of the College, the environmental assumptions, and departmental priorities. It has been an opportunity for all College constituencies to play a role in charting the course that Husson will follow during the next decade, to which leading educators refer as a critical period in private higher education.

According to U.S. Secretary of Education, Shirley Hufstедler, the most severe challenges facing schools and colleges will be how they can provide quality education, adequate facilities, and enough personnel while facing budget restraints.

However, there are many positive trends in education during the '80s that should assist Husson in offsetting the predicted decline in enrollments:

- Students will continue to choose a career-oriented curriculum
- Academic excellence will continue to be a major concern
- Students and their parents will continue to search for the college that encourages both academic and social personal development
- The small college atmosphere where individual attention is a primary concern will be sought after by potential students

- The quality of student life and student services, consistent with current thinking, will enhance the college selection process to an even greater degree than at present.

During this era of declining enrollments, the College will renew its efforts in marketing techniques, academic advising, goals clarification, cooperative education, adult education, graduate education, and an intensified admissions effort. Remedial and tutorial services will be strengthened to help those students who are having problems in adjusting to college-level work. Relevant curricula that reflect current business trends and foreign economic policy will be available. Student services consistent with the needs of modern-day youth will be administered by a highly-skilled and professional staff. Husson's commitment to the principle stated in the long-range goals; namely, to

establish a learning environment which encourages both academic and social personal development through programs designed to help students identify their personal goals, develop a sense of self-worth, and establish a personal value system

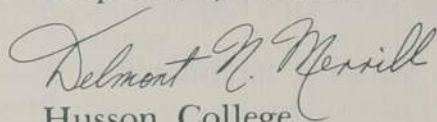
will be honored.

As private education enters the '80s, many serious economic issues threaten its very existence. Because of inflation, institutional costs will escalate more rapidly than revenues. Tuition and room and board costs will increase dramatically to keep pace with the predicted double-figure inflation. Energy costs will continue to accelerate as world demands increase and Middle East problems continue. Government regulations will continue to make ever-increasing demands of educational institutions involved with federal funding.

The resolution of many of these problems will depend heavily on public attitudes toward higher education and its support. Cost-effective management will play a major role in meeting the challenges of the '80s. To this end the College has modified its organizational structure, thus establishing lines of communication to bring about a consensus in all matters.

It is evident, therefore, that the challenges of the '80s make demands of all individuals associated with the College. They need to define the role that each may assume in ensuring the viability of the College. The challenge for Husson is not only survival, but to be and to remain the quality educational community it professes to be.

Respectfully submitted,

A handwritten signature in cursive script, reading "Delmont N. Merrill". The signature is written in dark ink and is positioned above the printed name and title.

Husson College
President

October 1, 1980

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