The Spectator

Husson College — Bangor, Maine

STUDENT GOVERNMENT NEWS
ELECTION RESULTS:

PRESIDENT/VICE PRESIDENT
Jeff Wheelden/Cindy Dow

RESIDENT PRESIDENT
James Economou (Belushi)

COMMUTER PRESIDENT
Robyn Roope

TEACHER OF THE YEAR
Dr. Katherine Wall

Senators also elected Karen Clough as Secretary of the Student Government, and Jay Durfee as Treasurer.



SEE STORY PAGE 7

EVERYDAY IS EARTHDAY!

CHIEF WEEK

- Wednesday, April 21 - Friday, April 23. Theme for this year's celebrations will be "This Week at the Movies." Anyone interested in forming a group and portraying the charcters of your favorite movie should sign up at the Student Government Office. Activities planned are:

FREE CHIEF WEEK T-SHIRTS

Wednesday, April 21
9:00 - Midnight Bowling at Heritage Bowling Lanes

Thursday, April 22
3:00 p.m.- Win, Lose and Draw - Kominsky
8:00 p.m.- Kevin Nealon - Gym

Friday, April 23
9:00 a.m. - 12, 4:30 - 6:00 p.m. Voting in the DDC for favorite Movie Teams
10 a.m. - 2:00 p.m. - Tatoo Artist - Wigwam
3:00 p.m.- Parade around the Circle with all Movie Teams participating
7:30 p.m. - Air Band Contest - Arrowhead

Saturday, April 24 - SPRING FLING!!! Beginning with a softball game in the morning. Sign up with Rick Foss, Rm. 907H. Beginning at Noon, the Bicycle Thieves will play during a bar-b-que. A comedian will also be performing. Jenny Woodman will be featured at the DDC from 8-Midnight.



Delta Sigma Delta's fourth annual alumni banquet was held March 27, 1993 at Jeff's Catering in Bangor. Twenty alumni were present at this event. The night started off with a social hour. Then they moved on to speeches by the current President of Delta Sigma Delta, Saundra Pelletier. Next they ate a delicious meal. Then two slide shows were presented after the meal. One of the slide shows was snapshots of the current Delta sisters and the other consisted of alumni sisters. The alumni thoroughly enjoyed the old pictures of themelves and other alumni from back when they were students at Husson College. Following the slide shows, a D.J. played until 1:00 a.m. Everyone seemed to have a great time ! The banquet was well attended.

See Early Draft of Long Range Plan for Husson College on page 4

Kevin Nealon Biography

A "Saturday Night Live" cast member since the 1986-1987 season, Kevin Nealon has been making people laugh since 1978 when he began performing stand-up in comedy clubs in Los Angeles.

He is the co-creator of the immensely popular "Hans and Franz" bodybuilding team (he portrays Franz). Nealon's comedic characters on "Saturday Night Live" also include The Subliminal Man, Bob Waltman, Sam Donaldson, Tarzan and correspondent on the "Weekend Update" segment, among others. Nealon also contributes as a writer on the show, writing many of his own sketches and characters, and was nominated for an Emmy in 1988.

A favored guest on both "Late Night with David Letterman" and "The Tonight Show starring Johnny Carson," Nealon is a native of Bridgeport, Connecticut. As a child he devoted himself to art and sports, and as a teenager he began playing guitar and joined several garage bands, getting his first taste for performing.

After graduating from Sacred Heart University with a degree in marketing, he spent some time traveling throughout Europe and the United States, eventually settling in Los Angeles to pursue, ... in what he refers to as "a career in part-time jobs." A short stint as a department store Santa Claus, a car leasing company, and a moving company to name a few. While bartending at the Improvisation, he started breaking into comedy clubs. Soon thereafter, he was appearing in television commercials, talk shows and guest-starring in numerous primetime series.

Nealon sites Andy Kaufman, Albert Brooks and Steve Martin as his biggest influences.

An easy-going, yet highly disciplined performer, Nealon can also be seen in the film, "Roxanne," starring Steve Martin and continues to perform stand up comedy at the nation's biggest comedy clubs and concert venues. Nealon was recently married and currently lives in New York City and Los Angeles with his wife.

Saturday Night Live's

KEVIN NEALON

Thursday, April 22- 8:00pm
Newman Gym
Sponsored by the
Husson College
Student Government

Husson Business Breakfast

"Cracking The Glass Ceiling: Increased Opportunities for Women in the 90's
Susan Collins
Deputy Treasurer for the State of Massachusetts

In honor of National Secretaries' Week, Husson College is pleased to present Susan Collins as the guest speaker at the next Business Breakfast.

A Maine native, Collins served as the head of Maine's Department of Professional and Financial Regulation from 1987 to 1992 before being named regional administrator for the U.S. Small Business Administration in Boston. She also worked in Washington, D.C. as a legislative assistant to Senator William Cohen and served as the staff director for the U.S. Senate Subcommittee on Oversight of Government Management. Collins assumed her duties as Massachusetts' deputy treasurer in February.

Collins recieved her bachelor's degree from St. Lawrence University in New York.

Collins will speak on "Cracking the Glass Ceiling: Increased Opportunities for Women in the 90s."

Thursday, April 22, 1993
Time: 7:30 A.M.
Place: Dining Commons
Husson College
One College Circle
Bangor, ME

Cost: $6.00
Reservations Required
Call Today: 947-1121
ext.212

Blood Drive

On Tuesday April 20, 1993, the brothers of Tau Epsilon Phi, the sisters of Gamma Sigma Sigma and the Residential Life staff will be sponsoring Husson College's biannual blood drive. The blood drive will be dedicated to Arian Haghkerdar, Husson College Professor Bonnie Haghkerdar's daughter.

The blood drive will be held in the Arrowhead Lounge, Hart Hall between the hours of 1 and 7 p.m. The local Domino's is donating pizzas for the drive. See a brother, sister or an RA to make an appointment to donate your much needed and appreciated blood. Walk -ins are welcomed. Show your support for Arian and the local American Red Cross.



: 1993/94 Scholarship Applications

ATTENTION: ALL MAINE STUDENTS ATTENDING MAINE COLLEGES

Key Bank has established a Maine Scholarship Program for 1993 specifically geared to Maine students attending colleges, universities and technical schools within our state. The scholarships granted will be up to the amount of $2,000.

Eligibility requirements for applicants are:

*** Maine resident demonstrating financial need

*** Graduate of a Maine high school or Maine GED graduate

*** High school grade point average of C or better or present college cumulative grade point average of 2.5 or better.

*** Full time student pursuing a two or four year degree program at a Maine college, university or technical school

*** Students meeting the above criteria must be recommended by their college, university or technical school financial aid office.

The Key Bank scholarship committee will award scholarships based on the following criteria:

*** Student extracurricular activities

*** Student volunteer or work experiences

*** Student essay (500 words or less)

Anyone wishing to apply may pick up a "student information" form in the Financial Aid Office (Room 216). Students must return their completed material to the Financial Aid Office before May 1, 1993 to be considered.

The Financial Aid Office will select three applicants from all freshman through senior grade levels and information will then be submitted to the Key Bank of Maine Scholarship Committee for further consideration and approval.

The monthly meeting of the Bangor Art Society will be held on April 27, 1993 at 7:00 p.m. at the Bangor Community College, Belfast Hall, Room 1A, Texas Ave., Bangor.

Our guest speaker will be Melita Brechner, noted Maine sculptor. Public welcome!

by Jean Oliver, Publicity

The Eyes of The Spectator

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Student Life Page

TKE

Hope everyone had a great Easter! The brothers of *Tau Kappa Epsilon* would like to welcome the new brothers into our fraternity:

Dave Butterfield - Monmouth, ME
Chris Gillessen - Orrington, ME
Curtis Haynes - Machias, ME
Tony Mitri - Holbrook, MA
Adam Robertson - Monmouth, ME
Ted Towne - Kennebunk, ME

This semester *TKE* has collected food for the local food shelter, *The Manna* , and portered for the *Bangor YWCA Spring Fair.*

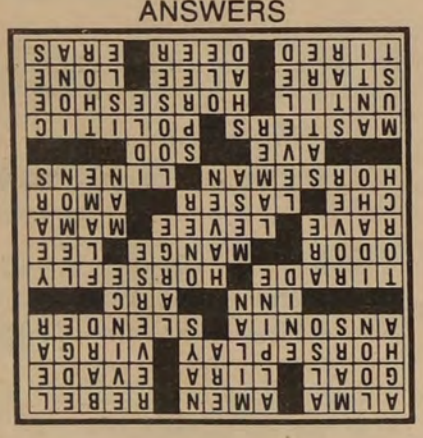
There's always something going on up on the floor ; come on up and find out!

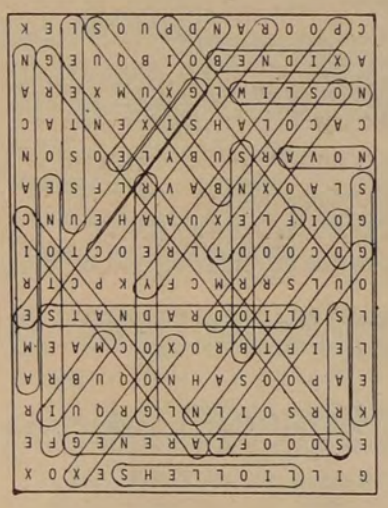


Diane Keene, Senior nursing student, calls Alumni at the Phonothon. Monday and Wednesday
April 19 & 21 will be the final days of conducting the annual event. Volunteers still needed.

Photo by Linda Eaton

ANSWERS





The sisters of Kappa Lambda want to congratulate seven very special women into the bonds of sisterhood shared by Kappa Lambda.

Tomi Cookson
Renee Dominique
Nicole Durkee
Jennifer Elkins
Karen Hebert
Joanne Jaquish
Heather Rivers

You've done a great job! The sisters of Kappa Lambda are busy raising money for the Clara Barton Diabetes Camp for Children by selling candy bars. We have a variety-peanut butter, caramel, almond and crunch chocolate bars. The bars are selling for $1.00.

We have two very special sisters graduating this year from the nursing program.

Dawn Campbell
Kathy Dunham

Good luck with your future. We'll miss you.

Thank you,
Secretaries !

Honoring the dedication of Professional Secretaries.
Wednesday, April 21

Downeast
Big Brothers/ Big Sisters
Volunteer Information Meeting

Downeast Big Brother/ Big Sisters
will be holding an informational meeting in Bangor for persons inte rested in becoming a Big Brother,
Big Sister, or Big Couple on :

Thursday, April 29, 5:30pm,
Bangor Daily News
491 Main Street

For more information contact Downeast Big Brothe/Big Sister at 947-2862.

Congratulations to Sally Brown who won the Colony of Gamma Sigma Sigma Easter Basket Raffle. The pledges would like to thank everyone who contributed to our fundraiser.

The pledges of
the Colony of Gamma Sigma Sigma

CLASSIFIED

*** EXTRA INCOME "93" ***

Earn $200-$500 weekly mailing 1993 UWTI travel brochures. For more information send self addressed stamped envelope to: Travel INC., P.O. Box 2530, Miami, FL 33161

SOCCER TEAM MEETING



There will be a soccer team meeting for all students interested in playing next fall. The meeting will be held on May 4, 1993 at 4:30 in the gym lobby overlooking the baseball field. If you cannot attend the meeting but are interested, please leave your name and campus address in my mailbox located in the athletic office.

Carol Weeks

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How You Like Pizza At Home.

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only $7.97
Get a Large Cheese Pizza and Two Cans of Coca-Cola Classic or Diet Coke for only $7.97 plus tax and deposit.
Expires: 4-26-93

Valid at participating stores only. Not valid with any other offer. Prices may vary. Customer pays sales tax where applicable. Delivery area limited to ensure safe driving. Our drivers carry less than $20.00. Cash value 1/20¢. Our drivers are not penalized for late deliveries. © 992 Domino's Pizza, Inc.

$2.00 OFF
Buy Any Size Three Item or more Pizza and receive $2.00 off.
Expires: 4-26-93

Valid at participating stores only. Not valid with any other offer. Prices may vary. Customer pays sales tax where applicable. Delivery area limited to ensure safe driving. Our drivers carry less than $20.00. Cash value 1/20¢. Our drivers are not penalized for late deliveries. © 992 Domino's Pizza, Inc.

Early Draft of Long Range Plan

Husson Community , What Do You Think ?

The Planning Committee has completed the following draft update of the Husson College Plan adopted by the Trustees in 1991. In order to complete a final version, input from all members of the Husson Community is vital. Any member of the Committee is ready to discuss the draft with you or to accept written comments. An open meeting for discussion of the plan will be held at 2:30 Friday, April 23 in the Faculty Dining Room.

Remember-this is a draft, we need your ideas, opinions, criticisms and help to make this represent a consensus of the entire Husson Community.

FACILITY GOAL I
Improve the appearance and function of the campus environment.

A. Establish and implement a professional landscape plan.

1. Create a formal landscape environment for the developed portion of the campus.
   a. Develop a master plan for the developed portion of the campus
   b. Designate an individual responsible for landscape and exterior building maintenance
   c. Bring existing landscaping up to its full potential
      *improve maintenance of existing plantings
      *rebuild fieldstone wall
   d. Increase numbers of decorative plant beds (e.g. beds of early flowering bulbs).
   e. Install curbs and sidewalks along the circle
   f. Pave parking lot adjacent to Hart Hall
   g. Pave parking lot on south side of Peabody Hall and plant screening vegetation to block view of service entrance from road
   h. Install adequate, quality signs conforming to standard design:
      *direct visitors to parking
      *identify major offices
      *prominent signs identifying buildings
   i. Redesign the main entrance and main drive leading to the circle:
      *replace the marqee at entrance
      *replace/improve plantings on median of entry drive
   j. Close the circle drive and develop an open campus between Peabody and the Residences; provide additional parking south of Bell Hall

2. Create a pastoral landscape environment for the front campus.
   a. Develop a master plan for the front campus
   b. Plant screening vegetation around periphery of the campus
   c. Establish clusters of vegetation at strategic points
   d. Pave and expand parking
   e. Improve and expand walkways
   f. Improve lighting
   g. Improve intramural playing fields
   h. Build a small pond

FACILITY GOAL II
Improve the appearance, comfort and function of all campus buildings.

A. Renovate and upgrade Peabody Hall.

1. Improve appearance and initial impression created by Peabody Hall
   a. Create formal entrance(s) for Peabody hall
   b. Develop and implement a maintenance program for the entryways (including cleaning, lighting, painting, steps, carpeting and other flooring)
   c. Install interior directional signage at all entrances
   d. Improve the quality and maintenance of restrooms near main entrances
   e. Use additive architecture to give Peabody Hall a distinct character

2. Renovate the north wing of the first floor to house Academic Development, other academic support areas and ICLS.
   a. Build writing laboratory, math laboratory and peer tutors' rooms
   b. Build a "learning resource center"

3. Renovate the south wing as a student support wing.
   a. Relocate data processing and the radio station
   b. Renovate south wing to house:
      *student services offices
      *career development
      *student government
      *meeting facilities

4. Convert the west (connecting) wing into a student/campus center and CED offices.
   a. Extend the WigWam towards the gym and provide a direct entrance from the outside into the WigWam
   b. Renovate the WigWam and the faculty/staff dining area:
      *relocate the kitchen to serve both the WigWam and the dining room
      *enlarge to faculty/staff dining area to a seating capacity of 100 with partitioning for smaller groups
      *include separate dining and lounge facilities in the WigWam
      *install a doorway and formal entrance at the north end of the WigWam

5. Renovate the north wing of the second floor for cultural and information resources.
   a. Relocate the occupants of the rooms on the south side of the central hall
   b. Incorporate the central hall and rooms on south side into the library to create an expanded information resources facility
   c. Create a learning resources center
   d. Install a library security system
   e. Create a formal lounge or foyer and reception area outside of Kominsky Auditorium
   f. Establish a College Archive

6. Renovate offices and classrooms.
   a. Establish a schedule for remodeling all classrooms:
      *include multiple models for classroom utilization and seating arrangements
      *soundproof all classrooms
      *equip some classrooms fully for audio/visual applications
   b. Redesign classroom lighting to facilitate use of visual teaching aids
   c. Establish a management practice laboratory
   d. Establish a model office environment
   e. Replace the black boards in Kominsky Auditorium
   f. Provide 2-4 conference rooms conveniently located to faculty offices

7. Improve environmental control.
   a. Install air and water tight windows
   b. Provide screens
   c. Install individual electronic thermostats on heating units
   d. Air condition classes and offices used during the summer

8. Establish Computer Network throughout the building.
   a. Extend wiring for the DEC computer to all rooms in Peabody Hall

B. Renovate and upgrade Dickerman Dining Commons.

1. Remodel/Replace kitchen.
   a. Establish an 8 year cycle for the replacement of kitchen equipment

2. Renovate the dining area.
   a. Redesign the dining area for a scatter food service system
   b. Repair the clerestory

3. Improve Climate Control.
   a. Replace windows with standard or argon filled thermopane windows
   b. Install air conditioning in kitchen and air conditioning or improved ventilation in the dining area
   c. Install blinds/shades

4. Provide adequate storage and office space.
   a. Construct an addition to the rear of DDC to provide offices and accessible storage for supplies, equipment and furniture

5. Improve amenities.
   a. Install a new sound system
   b. Provide an attractive interior lobby area
   c. Replace the bathrooms used by the public

C. Provide High Quality Student Housing.

1. Establish a multi-year rolling plan to upgrade and improve accommodations in Hart and Carlisle Halls.
   a. Improve heating and lighting systems
   b. Rewire and increase electrical service to individual rooms
   c. Complete upgrading of the bathrooms and showers
   d. Upgrade lounges
   e. Upgrade study areas
   f. Wire rooms for contemporary communications systems
   g. Establish security
   h. Provide new furniture
   i. Improve entrances

2. Provide "new options" for housing in Bell Dorms.
   a. Increase the number of single room accommodations
   b. Provide motel/hotel accommodations for weekend college and other uses
   c. Establish or create alternative student housing arrangements
      *married student housing
      *suite accommodations

D. Renovate Athletic Complex.

1. Repair and expand playing fields.
   a. Provide adequate drainage for the athletic fields
   b. Level and improve the existing soccer field
   c. Build new softball and baseball fields
   d. Build a practice soccer field
   e. Establish a regular maintenance program for the athletic fields

2. Improve Newman Gym.
   a. Maintain exterior brickwork
   b. Pave and light parking lot adjacent to gym
   c. Repair steps at side entrance
   d. Landscape gym surroundings
   e. Establish and equip a weight and fitness room
   f. Provide access for disabled to all areas of the gym from the main floor
   g. Repair/replace seating in pool area
   h. Maintain tile in pool area
   i. Install an automatic chemical dispenser for pool
   j. Replace or upgrade the ventilation system
   k. Replace the locker cabinets
   l. Renovate bathrooms
   m. Heat the mat room
   n. Panel walls of basketball court
   o. Replace side railing on bleachers
   p. Install secure exterior doors

FACILITY GOAL III
Plan and develop major focus assets for the campus.

A. Build a campus center
B. Establish a Family business institute

FACILITY GOAL IV
Formalize plans for management of capital assets.

A. Plan for improvements to the physical plant, replacement of capital assets, and preventive maintenance of capital assets.

1. Identify items needing improvement, replacement of regular maintenance.
   a. Establish one-year, five-year and ten-year rolling plans for improving the physical plant, replacing capital assets and maintaining capital assets
   b. Provide adequate funding in the budget for all items included in the multi-year plans
   c. Implement multi-year plans

FACULTY: GOAL I
Increase the number of full-time ranked faculty to a level which ensures that the mission's commitments, stated and implied, to small college attributes and a personalized collegiate experience are consistently met.

A. Develop a master plan the allocation of full-time ranked faculty based on a "staffing philosophy" and projected enrollments.

1. Use a "staffing philosophy" as a guide for allocating faculty positions.
   a. Write a "staffing philosophy"
   b. Use the college's "staffing philoso-

phy" in developing the master plan for full-time faculty allocation

c. Also A.2.b,c & d below

2. Include enrollment projections in program review and utilize program review as a guide for allocating faculty positions (See Curriculum, Goal I for details of program review).

a. Utilize enrollment projections in developing the master plan for full-time faculty allocation

b. Review and update the master plan on an annual basis

c. Implement a formal mechanism for incorporating the master plan into annual budget development

d. Prepare an annual report on the status of implementing the master plan

B. Use services of part-time faculty in ways that support the desired faculty to student ratio and strengthen instruction in a department of division.

1. Utilize the program review process to identify areas where part-time faculty can strengthen instruction.

a. Develop a planning document to govern the selection and use of part-time faculty

b. Implement plan for use of part-time faculty on division by division basis

2. Develop ways to integrate part-time faculty into life of the College.

a. Implement an orientation program for part-time faculty

b. Where possible, provide annual contracts to part-time faculty with compensation and benefits proportionate to loads carried

c. Create opportunities for part-time faculty participation in advising, committee work, etc.

FACULTY: GOAL II

Promote diversity within the faculty.

A. Ensure that faculty searches are governed by written guidelines that include criteria related to diversity.

1. Develop and disseminate appropriate philosophy and guidelines regarding diversity to inform faculty searches.

a. Adopt a definition/description of diversity appropriate to the Husson College Mission

b. Write and publish guidelines for achieving diversity

c. Provide supporting material to search chairs

d. See Campus Life I.A.1.a,b

2. Use part-time faculty slots to support diversity and balance within teaching staff.

a. Provide guidelines to Division Chairs and departmental coordinators responsible for recommending part-time faculty for hiring

CURRICULUM: GOAL I

Enhance Husson's identity as a college of business, health, education, and related professional studies.

A. Ensure that degree programs are current, relevant to the College's market, and supported by sufficient resources.

1. Establish and implement a process of program review.

a. Assign responsibility for implementing program review

b. Develop guidelines, format and procedures for program review and reporting the results of program review

c. Budget resources to conduct the program review process

d. Conduct program review at the divisional level on a rotating basis

2. Make significant use of input from the employers of the College's alumni.

a. Survey employers about graduates preparation and performance

b. Utilize information from employers in curriculum planning and program review

c. See Finance and Management Goal VII.A.2.a.

3. Develop the institutional capacity for systematic identification and consideration of new programs in areas which support the College's mission and complement existing program commitments

a. Assign responsibility for identifying new programs

b. Develop guidelines, format and procedures for identifying new programs and for reporting to the faculty

c. Develop policies to govern the establishment of new programs

4. Develop combined BS/MS programs.

a. Assess student demand for combined programs in each of our undergraduate degree areas

b. Assess the job market for graduates with combined BS/MS degrees in each of our degree areas. Prepare model curriculum, faculty needs and pro forma financial statements for a model combined program

B. Seek accreditation for all programs where accreditation vehicles exist.

a. Identify programs for which accreditation is available and appropriate

b. Assess the requirements for accreditation and establish a plan and timetable for meeting these requirements

c. Consider the costs of accreditation in budget planning

CURRICULUM: GOAL II

Establish Distinguishing Features.

A. Identify qualities which will characterize the graduates of all Husson baccalaureate programs.

1. Establish a set of competencies within the curriculum.

a. The Vice President for Academic Affairs and the Division Chairs -- working in tandem with the Undergraduate Academic Affairs Committee will identify competencies and ensure their reflection in those common areas of the curriculum which serve all students

2. Establish a process for assessing student achievement in the identified competency areas.

a. Funds be allocated and budgeted to support research into assessment processes

b. Establish an institutional research capability in the Office of the Vice President for Academic Affairs to oversee the assessment process, collect data on student achievement, and make recommendations for improvement

B. Introduce (or expand) opportunities for experiential learning in all Husson degree programs.

1. Support opportunities for faculty to develop, test, and implement experiential learning options across the curriculum.

a. Earmark some faculty development funds to support experiential learning projects

b. Focus additional resources on strengthening and expanding COOP

c. Establish the MPL, Office of the Future, etc.

d. Equip a learning resource center to support experiential learning activities

GRADUATE: GOAL I

Selectively expand programs at the graduate level.

A. Explore opportunities for master's degrees in areas where the college has undergraduate strength.

1. Develop a M.S. in Nursing.

a. Prepare model curriculum, faculty needs and pro forma financial statements for an M.S.N. program

b. Complete a feasibility study of a generic M.S. in nursing

2. Examine entry level Master of Science programs in the health professions other than nursing.

a. Complete a feasibility study of an entry level M.S. in Physical Therapy

b. Complete a feasibility study of an entry level M.S. in Occupational Therapy

3. Develop at least one additional Master of Science Program in the business/management area.

a. Assess student demand for graduate education in business and management

b. Assess the job market for graduate degrees in each business and management

c. Prepare model curriculum, faculty needs and pro forma financial statements for a model program

B. Explore opportunities for doctoral level programs.

1. Lay the groundwork for the development of one doctoral program by the end of the decade.

a. Complete a feasibility study of doctoral education: considering issues such as legal requirements, Financial requirements, and impact on the College

b. Complete feasibility studies of selected specific areas such as Nursing, Clinical Psychology, and Business

GRADUATE: GOAL II

Reform the graduate business curriculum in light of national trends in management education.

A. Graduate Academic Affairs Committee will complete work on curriculum changes already underway.

B. The Graduate Division will seek opportunities to collaborate with one or more organizations in delivering "tailored" versions of the MS in Business program.

GRADUATE: GOAL III

Increase the share of full time faculty resources allocated to graduate instruction.

A. Insure that whenever possible full time faculty teaching in the Graduate Division do so on load.

B. New or replacement faculty positions in areas of instruction related to graduate programming will be designed with some graduate teaching responsiblity built into the load and filled by individuals with academic credentials appropriate to graduate teaching.

CED GOAL I

CED will continue to be responsive across the State of Maine to the needs of individuals and industry for continuing education in business and related fields.

A. Each CED Center Director will have responsibility for responding to continuing education needs in a region of the state. The Center Directors, with support from CED Central, will seek out and respond to opportunities to deliver Husson courses, programs and training in their respective geographic areas.

CED GOAL II

CED will seek continuous improvement in the quality of its offering.

A. Expand the process of oversight of instruction, student progress, and educational outcomes in CED by the Chairs and the Faculty of the divisions which originate the academic programming delivered through CED. The job descriptions of the Division Chairs should reflect wider responsibility with respect to program delivery through CED.

B. Develop a process for comparing educational outcomes from both the Day Division and CED and use the data for the improvement of both. The Vice President for Academic Affairs, Executive Director of CED, and Division Chairs will jointly assume responsibility for monitoring and comparing outcomes.

CED GOAL III

CED will continue its efforts to assess media and technology - based alternatives to traditional classroom instruction.

A. Faculty will address and resolve academic policy issues regarding the use of new options in degree programs, credit limits and range of courses open to non-classroom delivery. Executive Director of CED will work with Chairs and Undergraduate Academic Affairs Committee to establish academic policy on these matters.

FACILITIES: GOAL I

Enhance the physical environment that supports the teaching objectives of the College.

The recommendations relating to the academic areas of Peabody Hall contained in the Facilities section of this plan are hereby incorporated into Academic Needs and Priorities. The following additions are recommended. Additional faculty office space should be developed to accommodate part-time instructors and those new faculty who are hired as enrollment expands. Continued growth in nursing enrollments will require an expansion of the space committed to science laboratories (or alternative arrangements for science labs).

FINANCE & MANAGEMENT GOAL I

Increase non-tuition revenue replacing Job Corps revenue with other revenue generating activities by 1994.

A. Plan non-tuition revenue growth based on projected college financial needs.

1. Plan alternative use for Bell Hall.

a. Increase the number of single room accommodations

b. Establish or create alternative student housing arrangements

*married student housing

*suite accommodations

c. Hotel/Motel type housing for weekend college and conferences and institutes

2. Plan for increasing revenue through auxiliary enterprises.

a. Identify further opportunities and joint ventures which would fully utilize facilities throughout the year

b. Establish policies and procedures for accommodating outside activities compatible with institutional philosophy

c. Develop a plan for the use of part time staffing

3. Increase endowment fund income.

a. Establish an investment policy in conjunction with the Board of Trustees,

which will consider higher yielding investment endowment funds

4. Increase Alumni Giving.
   a. Increase communications with alumni
   b. Encourage larger donations from alumni
   c. Offer benefits to alumni (e.g. credit cards, travel)
   d. Create opportunities for alumni participation in governance

5. Expand giving opportunities.
   a. Pursue planned giving options

6. Seek grant and contract funding for projects.
   a. Monitor federal/state programs
   b. Research foundations

FINANCE AND MANAGEMENT GOAL II
Demonstrate continued and substantive increase in endowment funds.

A. Plan a capital campaign.

1. Establish dollar level goal for the endowment fund component of the fund drive.
   a. Identify a pool of potential donors
   b. Implement a plan to cultivate potential donors

FINANCE & MANAGEMENT GOAL III
Formalize plans for management of capital assets.

A. Plan for improvements to the physical plant, for replacement of capital assets, and for preventive maintenance of capital assets.

1. Identify items needing improvement, replacement for regular maintenance.
   a. Devise a multi-year plan for improving the physical plant, replacing capital assets and maintaining capital assets
   b. Provide adequate funding in the budget for all items included in the multi-year plan
   c. Implement multi-year plan

FINANCE & MANAGEMENT GOAL IV
Expand Administrative Computer Network.

A. Establish a comprehensive computer network capable of satisfying administrative MIS needs.

1. Identify areas where present computer is not adequately meeting administrative needs.
   a. Use campus resources as well as outside services to develop software capable of meeting all administrative needs

B. Develop a plan for expanding computer network to remote sites and off-campus.

1. Identify administrative offices and off-campus sites needing to be linked to computer network.
   a. Purchase the hardware and software necessary to expand network to remote sites
   b. Obtain access to the Maine Academic Computer Network and NEARNET
   c. Bring on-line administrative offices not currently linked to computer network

FINANCE & MANAGEMENT GOAL V
Improve financial planning and reporting capabilities.

A. Incorporate into the college long-range planning process a financial plan for funding established needs and priorities.

1. Identify college needs and priorities.
   a. Evaluate needs and priorities in terms of costs
   b. Develop a rolling five-year budget
   c. Secure the necessary financial resources
   d. Conduct yearly review of financial plans to include newly identified needs

B. Develop financial reports capable of satisfying the needs of all college constituencies.

1. Identify college constituencies in need of financial reports.
   a. Format and formalize reports which meet the needs of the identified constituencies
   b. Prepare computer programs to automate financial reporting

FINANCE & MANAGEMENT GOAL VI
Improve the Effectiveness of Human Resource Management.

A. Adopt the processes of total quality management.

1. Enhance the work environment.
   a. Formulate and implement job descriptions, evaluation procedures, and compensation policies
   b. Develop clear procedures for the implementation of personnel policies (e.g. on harassment, Affirmative action, Title IX)
   c. Provide an employee assistance program
   d. Provide in-house staff development opportunities
   e. Provide opportunities for staff to attend conferences and workshops

2. Foster a campus climate that enhances community.
   a. Foster communication among all campus constituencies
   b. Promote faculty/staff participation in institutional governance and in sharing the responsibility for decisions

3. Diversify the faculty and staff.
   a. Formulate and implement recruitment policies/procedures that will target minority candidates
   b. Create a supportive environment for minority faculty and staff

B. Develop a master plan for the allocation of staff positions and a "staffing philosophy" based on projected needs.

1. Use the master plan and "staffing philosophy" as a guide for allocating staff positions.
   a. Prepare a master plan for staff needs
   b. Write a "staffing philosophy"

FINANCE & MANAGEMENT GOAL VII
Establish the Image of Husson as a Premier Institution of Higher Education in Maine.

A. Market Husson to Maine's business and professional communities.

1. Provide opportunities for individuals and groups to utilize the College as a resource.
   a. Offer seminars on health, education, technology and business
   b. Create more opportunities for community leaders to come the campus (e.g. the Business Breakfast, Taxation Workshop, SCORE, Classroom Presentations)

2. Expand and improve working relationships with the local community.
   a. Establish advisory/visiting committees for academic programs
   b. Create a speaker's bureau

3. Enhance public relations.
   a. Continue to update printed materials
   b. Advertise programs and services
   c. Expand marketing and public relations for campus events
   d. Expand dining services to senior citizens in the Bangor area
   e. Develop and maintain a campus crisis team

CAMPUS LIFE: GOAL I
Promote diversity within the student body.

A. Develop and maintain an environment favorable to a multi-cultural student body and which promotes pluralism.

1. Hire minorities for faculty and professional staff positions.
   a. Conduct an annual audit of the effectiveness of the Husson College Affirmative Action Policy
   b. Establish "opportunity" hires for minorities

2. Provide specialized targeted programming and services.
   a. Provide clubs, organizations and groups that support diversity and pluralism
   b. Provide opportunities for employment

3. Maintain a comfortable social environment that does not tolerate discrimination, harassment, or oppression.
   a. Conduct an annual audit of all problem situations and develop mechanisms for preventing their recurrence
   b. Integrate minority/international students in residence halls

4. Provide a supportive learning environment for minority students.
   a. Establish bridge programs
   b. Use intrusive advising

5. Recruit a student body that meets our aspirations for diversity.
   a. See Faculty Goal III.A.1.a
   b. See Campus Life Goal II.A.3

CAMPUS LIFE: GOAL II
Promote Student Success.

A. Provide support services that promote academic success and student retention.

1. Improve coordination and communication among faculty, advisors and academic development staff.
   a. Provide a seminar series through the academic development staff

2. Provide a comprehensive freshman experience.
   a. Strengthen the freshman advising services
   b. Assess and place entering students in an appropriate mathematics and English courses
   c. Incorporate the recommendations of the adhoc committee of the Freshman Year Experience

3. Increase access and availability of academic support services.
   a. Intrusive advising
   b. Use professional tutors
   c. Expand peer tutoring
   d. Expand and increase use of the writing center
   e. Develop learning laboratories (See learning resources in Facility Goal II)

4. Provide faculty, staff and students with up-to-date technology.
   a. Install a campus wide LAN with cables to all residence hall rooms, offices and classrooms
   b. Provide access to Internet
   c. Install modern telecommunications system
   d. Develop a campus-wide plan for the use voice, video and data communications to enhance teaching/learning

5. Foster an academic environment that holds studentS accountable.
   a. Attendance
   b. Academic integrity
   c. Performance
   d. Academic conditions

6. Make curriculum accessible to students with disabilities.
   a. Develop a plan for the use of adaptive technology

B. Create opportunities for student development.

1. Increase opportunities for students to participate in governance and leadership programs.

2. Expand career development and placement services.
   a. Expand the cooperative education program
   b. Hire a job developer for cooperative education
   c. Provide more career counseling through technology

3. Expand health and counseling services
   a. Develop more wellness programming
   b. Develop a campus substance abuse program
   c. Hire a mental health counselor

4. Utilize the residence halls as learning/development centers which support institutional values.
   a. Staff each residence hall with a full time residential life staff person
   b. Develop a plan for social, cultural, intellectual, recreational activities based in the residence halls
   c. Develop and enforce behavioral standards for students
   d. Expand the mentoring program

5. Provide campus facilities to support development.
   a. Construct a campus center with meeting rooms, lounges, art gallery, multipurpose rooms and a food court facility (See Facility Goal II)
   b. Construct a field house with facilities for tennis, basketball, track and other recreational activities (See Facility Goal II)
   c. Upgrade existing student recreational facilities and equipment (See Facility Goal II)
   d. Provide adequate maintenance and attractive facilities
   e. Provide high quality student housing (See Facility Goal II, Finance and Management Goal I)
   f. Establish policies and programs that contribute to a safe and secure campus

The Planning Committee Members are:

Constance Carlson
Bonnie Haghkerdar
Pan Hennessey
Paul Husson
Seddik Meziani
John Porter
Sarina Roche
John Rubino
Bob Smith
Ken Vogt
Kathy Wall
Julian Haynes, Chairman

Earth Day

Students Honor Mother Earth
April 22
By Karen Neustadt
College Press Service

It's Earth Day again on U.S. campuses.

On April 22, one month after spring begins, millions of college students are honoring the environment with a coast-to-coast celebration that includes festivals, concerts, parades and plays that pay homage to Mother Earth.

This year's theme,"Honoring Indigenous People," will celebrate all cultures, ancient and modern, said Dawn Matthews, communications manager of the New Hampshire-based Earth Day USA headquarters.

One of the most popular Earth Day events is the "All Species Parades,"
comprised of people dressed up as every species imaginable. They will also be garbed to represent threats to the species, Matthews said.

"The parades were originated in New Mexico, and now they are all over the country," said Matthews, noting that the celebrations attract not just college students, but parents, grandparents and little children.

The marching pageant tells a story, explained Matthews. The first section is called the "Disappearing Habitat," made up of people dressed as rain forest trees and plant life. The "Endangered Species" section includes people dressed as spotted owls and eagles. In the "Threats and Dangers" section, people dress like chainsaws, ozone holes or bulldozers.

"But it ends with a 'Hope' section," Matthews said. "That's made up of blue waters and healthy trees and stuff like that."

Solar-powered concerts will highlight this year's Earth Day festivities.

Ex-Beatle Paul McCartney, taking time out from his New World concert tour, scheduled his Earth Day Concert at the Hollyood Bowl in California on April 16. McCartney's last performance at the Hollywood Bowl took place 20 years ago.

Environmentalists from groups such as Greenpeace lectured or took part in panel discussions on campuses throughout the country.

Mark DuBois, co-founder of Earth Day, is a featured speaker in a week-long event at Occidental College in Los Angeles. One of the panel discussions is on "Environmental Discrimination," and focuses on how people in poverty often have toxic waste dumps near their residences.

The University of Massachusetts in Boston is sponsoring a "River Awareness Tour" that will take students down the Charles River to an Earth Day gathering on its banks on Àpril 24.

Organizers for Earth Day at various Boston-area colleges said they are hoping to encourage students to celebrate Earth Day all year long.

"April is iffy for weather in the Northeast, so we want to have events all year," said Mareba Jos, director of Earth Day activities in the boston area.

Earth Day had its beginnings in Wisconsin in 1970 when U.S. Sen. Gaylord Nelson, a Democrat, declared April 22 a day to honor the environment. Defending the environment became a cause picked up by many college-age anti-war demonstrators, Matthews said.

Special Menu
for
Thursday night
April 22, 1993

Husson College Dining Service
will be offering a



Sirlion Steak
and
Baked Boneless Chicken
Stuffed with Broccoli and Cheese



Faculty, Staff and Commuters are welcomed
$4.75 per person at the door

WHAT'S COOKING IN THE DDC?

DATE: MONDAY 19-Apr-93	DATE:TUESDAY 20-Apr-93	DATE:WEDNESDAY 21-Apr-93	DATE:THURSDAY 22-Apr-93	DATE:FRIDAY 23-Apr-93	DATE:SATURDAY 24-Apr-93	DATE:SUNDAY 25-Apr-93
BREAKFAST-----	**BREAKFAST-----**	**BREAKFAST-----**	**BREAKFAST-----**	**BREAKFAST-----**	**BREAKFAST-----**	******Brunch**
Pancakes	Blueberry Pancakes	Ham & Cheese Omelettes	Corn Beef Hash	Blueberry Pancakes	Sausage Biscuit	Vegetable Omelette
French Toast	Pancakes	Pancakes	Pancakes	French Toast	Pancakes	Pancakes
Eggs any style	French Toast	French Toast	French Toast	Pancakes	French Toast	French Toast
Home Fries	Eggs any style	Eggs any style	Eggs any style	Eggs any style	Eggs any style	Eggs any style
Hot Cereal	Home Fries	Home Fries	Home Fries	Home Fries	Home Fries	Home Fries
Apple Walnut Muffins	Hot Cereal	Hot Cereal	Hot Cereal	Hot Cereal	Hot Cereal	Hot Cereal
Honeydew Melons	Pineapple Coconut Cake	Danish	Oat Bran Muffins	Stressel Muffins	Bananas	
	Grapefruit Halves	Bananas	Pineapple Chunks	Canteloupe		
****Soup of the Day****	****Soup of the Day****	****Soup of the Day****	****Soup of the Day****	****Soup of the Day****	****Soup of the Day****	****Soup of the Day****
Cream of Broccoli	Vegetable Beef	Corn Chowder	Chicken Gumbo	Clam Chowder	French Onion Soup	Cream of Tomato
LUNCH-----	**LUNCH-----**	**LUNCH-----**	**LUNCH-----**	**LUNCH-----**	**LUNCH-----**	**LUNCH-----**
American Chop Suey	Tacos	Italian Sandwich Bar	Quiche Lorraine	Beef Stew w/ Biscuit	Chicken ala King	Bacon, Lettuce, Tomato
Sausage Subs w/ Peppers and Onions	Hearty Beef and Potato	Sloppy Joes	Tortellini w/ Sauce	Baked Stuffed Potato with Ham and Cheese	Toast Cups	Scandinavian Veg.
Broccoli Cuts	Mixed Vegs.	California Mix	Summer Squash	Broccoli Cuts	Peas	Choco Chip Cookies
Double Choc. Cookies	Brownies	Magic Bars	Cupcakes	Oatmeal Cookies	Brownies	
DINNER----	**DINNER-----**	**DINNER-----**	**DINNER-----**	**DINNER-----**	**DINNER----**	**DINNER-----**
New England Baked Shrod	Chicken Pot Pie	Broiled Beef	Special Night Steak	Spaghetti w/ Meat Sauce	Beef Enchaladas	Chicken Nuggets w/ Sauces
Beef Ravioli with Sauce	Roast Pork w/ Gravy	Mushroom Gravy	Baked Chicken	Hawaiian Ham Steak	BBQ Ribs	Veal Parmesan
Peas and Onions	Carrots	Chicken Chow Mein		Yellow Beans	Mexican Corn	California Mix
California Mix	Green Beans	Brussel Sprouts		Carrots	Squash	Broccoli Cuts
Parsley Boiled Potato	Mashed Potato	Cauliflower		Sweet Potatoes	Baked Potatoes	Mashed Potatoes
		Oven Brown Potatoes				
~~~~DESSERT	**~~~~DESSERT**	**~~~~DESSERT**	**~~~~DESSERT**	**~~~~DESSERT**	**~~~~DESSERT**	**~~~~DESSERT**
Carrot Cake	Dirt Cake	Marble Layer Cake	Ice Cream Bar	Blueberry Pie	Boston Creme	Lemon Meringue
Cream Cheese Icing		Chocolate Icing				
******DELI BAR**	******DELI BAR**	******DELI BAR**	******DELI BAR**	******DELI BAR**		
Shaved Ham	Shaved Turkey	Shaved Roast Beef	Shaved Ham	Shaved Turkey		
####LINE #2	**###LINE #2**	**####LINE#2**	**###LINE#2**	**####LINE#2**		
Chili Dogs	Hot Pastrami	Chicken Fillet	Grilled Reuben on Rye	Fishburgers w/ Cheese		

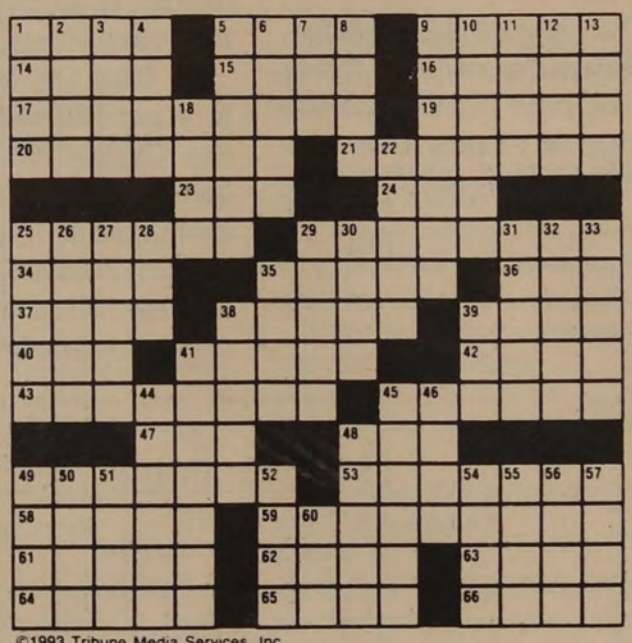
Menu subject to change due to fluctuation of supplies.



Comics Page

THE Crossword

by Reginald L. Johnson



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ACROSS

1 — mater
5 Word of approval
9 J.E.B. Stuart was one
14 Objective
15 Money in Venice
16 Dodge
17 Roughhouse
19 Wisps of precipitation
20 Conn. city
21 Svelte
23 Public house
24 Curve
25 Harangue
29 Tabanid
34 Reputation
35 Skin disease
36 CSA name
37 Rant's partner
38 Monarch's reception
39 Household lady
40 Guevara
41 Kind of beam
42 Love in Granada
43 Member of the cavalry
45 Sheets and towels
47 Mad. or Lex.
48 Turf
49 Leaders
53 Judicious
58 Up to
59 Pitching need
61 Fixed look
62 Helm position
63 — Ranger
64 Worn out
65 Kind of crossing
66 Memorable times

DOWN

1 Turk. title
2 Mad person
3 Counterpart of Ares
4 And
5 Of high peaks
6 City of Lombardy
7 Baseball stat.
8 Certain votes
9 Back up
10 Demonstrate
11 Singing poet of yore
12 Advantage
13 Limerick man
18 Okla. city
22 Gigantic
25 Flashlight
26 Potato country
27 Man on the move
28 Auxiliary verb
29 Sanctuary
30 Extraordinary person
31 Sweetheart
32 Sour thing
33 Age
35 Southwest sight
38 Debussy opus
39 Chess piece
41 Razed
44 Travesty
45 Not so tight
46 Unemployed
48 Hot time
49 Requirement
50 Not pro
51 Vega e.g.
52 Fish
54 Ait
55 Norse god
56 Hebrides member
57 Letters
60 Bullring sound

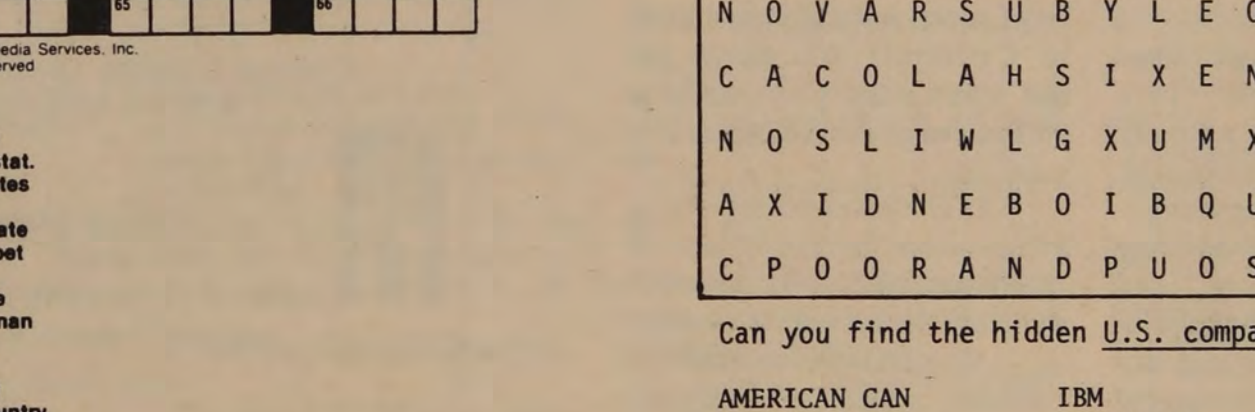
collegiate camouflage

G	I	L	L	I	O	L	L	E	H	S	E	X	O	X
E	S	D	O	O	F	L	A	R	E	N	E	G	F	E
K	R	R	S	O	I	L	N	L	G	R	Q	U	I	R
E	A	P	O	O	S	A	H	N	O	Q	U	B	R	A
L	E	I	F	T	B	R	O	X	O	C	M	A	E	M
L	S	L	L	I	O	D	R	A	D	N	A	T	S	E
O	U	L	S	R	R	M	C	F	Y	K	P	C	T	R
G	D	C	O	O	D	T	L	R	E	O	C	T	O	I
G	O	I	F	L	E	X	U	A	A	H	E	U	N	C
S	L	A	O	X	N	B	A	V	R	L	F	S	E	A
N	O	V	A	R	S	U	B	Y	L	E	O	S	O	N
C	A	C	O	L	A	H	S	I	X	E	N	T	A	C
N	O	S	L	I	W	L	G	X	U	M	X	E	R	A
A	X	I	D	N	E	B	O	I	B	Q	U	E	G	N
C	P	O	O	R	A	N	D	P	U	O	S	L	E	K

Can you find the hidden U.S. companies?

AMERICAN CAN
AVON
BENDIX
BORDEN'S
CHRYSLER
COCA COLA
EXXON
FIRESTONE
FORD
GENERAL FOODS
GENERAL MOTORS
GILLETTE
GOODYEAR
GULF OIL
IBM
KELLOGG'S
NABISCO
PILLSBURY
POLAROID
SEARS
SHELL OIL
SQUIBB
STANDARD OIL
TEXACO
U.S. STEEL
WILSON
XEROX

Spencer Green



Wolfbane

