HUSSON COLLEGE
An Environmental Analysis and Institutional Resource Assessment

Office of the President
June, 27 1996

CONTENTS

PART I THE HUSSON COLLEGE ENVIRONMENTS

NATIONAL LABOR MARKET TRENDS 1

MAINE EMPLOYMENT PROJECTIONS (1992-1995) 3

EASTERN MAINE "PLUS" AS A PRIMARY MARKET 4

Family Income in Eastern Maine 4
Bangor as Primary Market Area Hub 5
Husson's Impact on the Greater Bangor Area 6
Educational Characteristics of Eastern Maine 6
Collegiate/Postsecondary Institutions 10

THE PORTLAND AREA AS A SECONDARY MARKET 12

Husson's Portland Student Population 13
Postsecondary/Collegiate Institutions in the Portland Area 15
Husson Student Program Interest in the Portland Metropolitan Area 16

HUSSON'S TERTIARY MARKETS 17

The Caribou/Lewiston Outreach Sites 17
The Out-of-State Student 18
The International Student 19

PART II HUSSON COLLEGE INSTITUTIONAL CHARACTERISTICS

INSTRUCTIONAL RESOURCES 20

The School of Business 20
The School of Nursing and Health Professions 23
The School of Science and Humanities 25

ADMINISTRATIVE RESOURCES 26

Admissions 26
Financial Resources 28
Human Resources 29
Institutional Advancement/Alumni 31

Library....33
Campus Space Utilization....34
Student Services....38

PLANNING REVIEW AND APPROVAL....39

APPENDIX....41

TABLE# 1 Selected Occupational Specialties Corresponding to Husson Degrees
TABLE# 2 National Enrollment Trends
TABLE# 3 Business Enrollment Trends
TABLE# 4 Husson College Faculty Profile
TABLE# 5 Library Acquisition Budgets
TABLE# 6 Age Distribution of Library Holdings
TABLE# 7 Library Circulation History
TABLE# 8 Maine's K-12 Student Population
TABLE# 9 Tuition/Fees in Husson's Primary/Secondary Markets
TABLE# 10 Husson College Statistical Profile
TABLE# 11 1995 Degrees Awarded at Four-Year Maine Institutions
TABLE# 12 Primary Market Employment Opportunities
TABLE# 13 Placement of 1995 Husson College Graduates
TABLE# 14 Financial/Physical Resources of Competitor Institutions
TABLE# 16 Largest/Fastest-Growing Majors/Concentrations in U.S.
TABLE# 17 Enrollment of International Students in U.S.

PART I

THE HUSSON COLLEGE ENVIRONMENTS

Mission success in higher education often depends upon the willingness of those of us in campus leadership positions to assess both external and institutional environments. In this spirit, we should show a commensurate willingness to make warranted adjustments to changes in the learning marketplace and to predicate educational decisions upon our best possible understanding of the economic forces, social configurations and changing educational modalities that shape our institution and the society it seeks to serve.

As we look toward the development of a strategic plan for Husson College, we should make every effort to examine Husson's external climate including our state and nation's economy, occupational trends, employment projections and evolving student characteristics in our primary, secondary and tertiary markets. We may also make a disciplined attempt to assess Husson's internal resources. It is hoped that such detailed investigations will better enable us to develop a strategic plan and, correspondingly, to provide educational value to our students and demonstrable worth to the people of Maine and our region.

NATIONAL LABOR MARKET TRENDS

The national trend in economic growth and employment is toward a highly automated, specialized manufacturing and service economy. This mirrors tendencies toward corporate downsizing, the replacement of laborers with robotics and the reduction of middle management personnel.

Husson's graduates will find themselves in a world reflecting the increased democratization of political systems and economies, the triumph of competitive capitalism and greatly expanded foreign trade. These realities are forcing American manufacturing to become more effective and cost-efficient. This reinforces the movement toward automation and the expansion of the service sector. As manufacturing becomes more efficient, standards of living are expected to rise providing more discretionary income for the purchase of services.

The U.S. Bureau of Labor Statistics predicts long-term labor trends that are both positive and negative. Key structural projections are as follows:

- The slower growth of younger populations and faster growth of elderly populations; this will promote a shift into health-related industries, financial services, entertainment and recreation industries.

- The workforce is aging and a great challenge will be the educating and re-educating of this group. In 1975, 16% of the labor force had the BA/BS degree. In 1990, it rose to 26% and this trend toward greater educational attainment will continue.

- In terms of new jobs, transportation, communications, utilities, retail/wholesale trade,

services, government, financial services and real estate will comprise 90% of the 25 million new jobs created between 1990 and 2005. In the service division (health, business and education) one will find 16 of the 20 fastest growing industries.

- Health care, the fastest growing component of the economy, will grow by 2.9 million new jobs nationally by 2005.
- Business services will grow by 2.5 million by the year 2005 with information technology leading the way.
- Three of the four fastest growing occupational areas require a BA/BS degree, technical services, professional specialties and administrative/executive occupations.
- Education services will grow by 2.3 million jobs as both older and younger Americans strive to become or remain relevant to the job market.[1]

Additionally, the Bureau estimates the following changes/trends between 1994 and 2005 in tomorrow's employment market:

- A slowdown in employment growth from the 24% increase noted between 1983-94 to 14% between 1994 and 2005.
- The goods producing sector of the national economy will decline.
- The fastest growing occupations will reflect growth in computer technology and health services.
- Jobs requiring the most education and training will be the fastest growing and highest paying.
- The labor force will continue to grow faster than the population.
- Women will continue to comprise an increasing share of the labor force in the coming decade.[2]

---

[1] *The Adams Jobs Almanac 1995*, Adams Media Corporation, Holbrook, Massachusetts

[2] *Occupational Outlook Handbook, 1996-97*, U.S. Department of Labor, Bureau of Labor Statistics, pp 1-6. A synopsis of selected occupational specialties corresponding to Husson College degrees is presented in appended TABLE# 1.

MAINE EMPLOYMENT PROJECTIONS (1992-2005)

Maine's population and employment are expected to grow, but at a decelerated rate of growth through the year 2005. The median age of the population will increase as the large baby boom generation reaches middle age and the number of young adults declines. Labor force growth is expected to follow the slow growth trend of the population.

Maine employment opportunities will be concentrated in the service-producing sector of the economy. Health services, business services, social services and retail trade will create about two-thirds of all new jobs. The occupational structure of employment will shift along with changes in industrial structure and technology. Many of the fastest growing occupations will be health-care related largely due to the rapid growth in the number of middle age and elderly people.

Technology will continue to impact the structure of employment and how work is done. Hardware and software usage and enhanced data automation will increasingly be a part of a wide range of work processes.[3]

Among Maine's existing industries, significant percent increases in new jobs will be seen between 1990 and 2005. However, as noted below, most job growth will be in the service sector:

- Social Services (+88.5%)
- Holding and other Investment Offices (+68.2%)
- Business Services (+57.5%)
- Engineering, Accounting, Research & Management (+49.2%)
- Transportation Services (+49.1%)
- Insurance Services (+48.9%)
- Legal Services (+48.1%)
- Health Services (+47.1%)
- Nondepository Credit Institutions (+46.6%)
- Lodging (+40.5%)
- Amusement & Recreation (+39.1%)
- Air Transportation (+32.6%)
- Miscellaneous services (35.7%)[4]

The following education and training-intensive occupations are among those with showing the largest growth potential in Maine between 1992 and 2005:

- Nursing Aides/Orderlies (estimated 5,120 new jobs by 2005)

---

[3]*Industrial and Occupational Employment Projections in Maine, 1992 to 2005.* Maine Department of Labor, Division of Economic Analysis and Research (February, 1995).

[4]*Ibid.* p.38.

- Registered Nurses (est. 3,228 new jobs)
- Licensed Practical Nurses (est. 1,047 new jobs)
- Child Care Workers (est. 2,448 new jobs)
- Human Services Workers (est. 1.014 new jobs)
- Home Health Aides (est. 2,156 new jobs)
- Sales Supervisors and Managers (est. 1,543 new jobs)
- Food Service/Lodging Managers (est. 1,290 new jobs)
- Systems Analysts (est. 1,174 new jobs)
- Accountants and Auditors (est. 997 new jobs)
- Corrections Officers (est. 869 new jobs)
- General Managers & Top Executives (est. 835 new jobs)
- Teachers, Special Education (est. 784 new jobs)
- Physicians and Surgeons (est. 692 new jobs)[5]

EASTERN MAINE "PLUS" (Husson's Primary Recruitment Market)

To remain an effective and job-relevant provider of higher educational services, Husson must be aware of national and State of Maine employment trends and take proactive steps to configure its business, health and sciences/humanities education programs to prepare the state's population for effective participation in the job specialties that will contour the state's employment landscape by the year 2005.

Eastern Maine, exclusive of Knox County but including contiguous Kennebec and Aroostook Counties, comprise Husson's primary market area. This geographic region has been designated Eastern Maine "Plus."

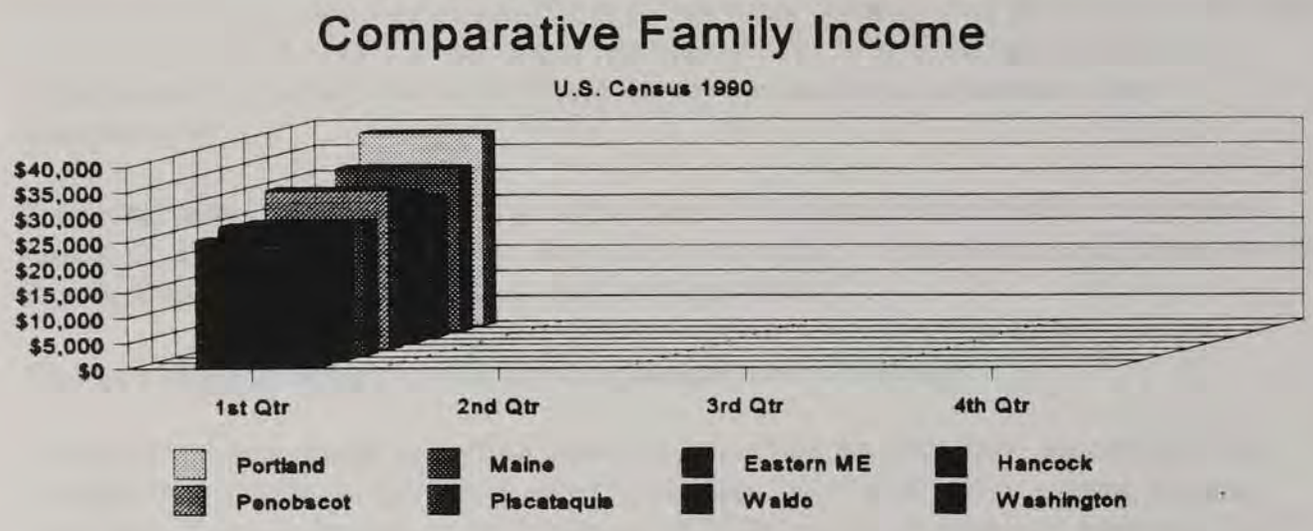
Family Income

Husson College serves some of Maine's poorest counties. The state median family income is $32,422. This is considerably below the Portland average of $38,198, yet higher than the Eastern Maine area which is reported as follows:

	median family income	**ten-year percentage change**
MAINE	**$32,422**	**100.5%**
HANCOCK	$29,939	110.2

[5]*Ibid.* p.15. Also see appended TABLE# 1 for a view of selected occupational specialties corresponding to Husson College degree programs including occupational numbers in both the U.S. and Maine, median salaries in U.S. and Maine, job growth in U.S. and Maine and the average annual new job openings in each field in Husson's primary market area (Eastern Maine "Plus") and its secondary market (The Portland Metropolitan Statistical Area).

PENOBSCOT	$31,584	89.0
PISCATAQUIS	$26,315	80.9
WALDO	$26,780	109.3
WASHINGTON	$25,108	95.1[6]
Eastern Maine	**$27,945**	**96.9**



Bangor as Primary Market Area Hub

The 21 communities comprising the Bangor Region represent the commercial, manufacturing and retail trade core of Eastern Maine and our extended primary recruitment area.

Most major employers are in the non-profit sector. Eastern Maine Medical Center and the University of Maine/including the UM System offices, each report the employment of over 2,000 area people. The United States Postal Service has in excess of 1,000 employees.

The James River Corporation, St Joseph Hospital, Community Health and Counseling Services, Shop N' Save Supermarkets, the City of Bangor and the Bangor Mental Health Institute each report between 500 and 1,000 employees. An additional 41 employers (Including Husson College) report between 100 and 499 employees.[7]

---

[6]*Diversity and Community*, Maine Department of Labor, Division of Economic Analysis and Research (1994).

[7]*Bangor Region Profile*, a draft document provided by the Bangor Region Chamber of Commerce (May, 1996).

During the 1990s, the Bangor service sector emerged as the area's most significant source of earnings, a trend consistent with long-term changes noted across the nation and the state. Significant changes were noted in health services, business services, social services and professional services. Each of these increased by more than 65% in the five-year period ending in 1992. However, the largest growth in the sector was found in miscellaneous repair services which posted a 154.07% increase.

In 1993 there were 240 manufacturing firms in Penobscot County, 84 of these were in the Bangor area. Forest-related manufactured output represented over 50% of the total value of manufactured output reported in Penobscot County and continues to dominate local manufacturing.

Total retail sales in the Bangor area grew by almost 30% during the first half of the present decade. This may be explained by the large size of the market the area serves including Aroostook County, Washington County, Quebec and New Brunswick.[8]

Husson College's Impact on the Greater Bangor Area Economy

In Husson' primary market area (Eastern Maine "Plus") during Fall, 1995, we enrolled 994 students (885.33 FTE) in day school and 272 students (116.9 FTE) in our evening program. Graduate school enrollment was 117 students (48 FTE) with an additional 31 students (14 FTE) enrolled in the Nurse Practitioner graduate program.

Husson, with a 1995 total E&G budget of $11,387,000, posted $10,900,883 in fee revenue for the same year. Gift revenue totaled $366,240. Husson' payroll was $4,543,812 while student spending for the year was $212,600.[9] Using a service sector multiplier of 2.5X our total $14,000,000 budget, we may concluded that Husson has a $35,000,000 overall impact on the Maine economy.

Educational Characteristics of Eastern Maine

Educational attainment levels are a barometer of economic and social well-being in a region or a community. At the same time, the attainment levels of non-traditional students, those over twenty-four years of age, reflect the increasing emphasis placed on education and skills in the workplace. In both Maine and Eastern Maine, one is likely to note a relatively high level of high school completion, but a lower-than-average rate of college completion.

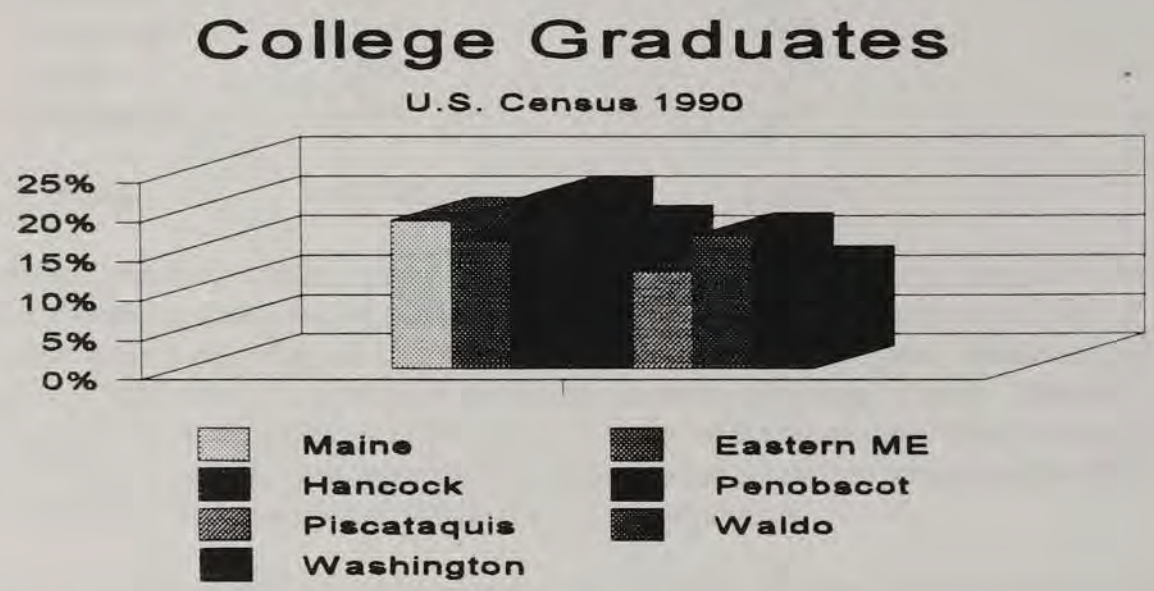
---

[8]*Ibid.*

[9]*College Financial Impact*, a grid prepared for MICA presidents by Enid Burrows, ACE Fellow, Bates College (March 15, 1996).

The tables below provide a profile of educational attainment in Eastern Maine which suggest that the total number of college/postsecondary graduates is low but growing:

	Population age 25+		%high school graduates		%graduated college	
	1990	1980	1990	1980	1990	1980
MAINE	**795,613**	**661,715**	**78.8**	**68.7**	**18.8**	**14.4**
HANCOCK	31,475	26,036	83.3	73.6	21.4	16.8
PENOBSCOT	91,410	75,831	79.1	71.9	17.7	14.2
PISCATAQUIS	12,248	10,572	75.4	65.3	12.3	8.3
WALDO	21,295	16,650	77.4	67.2	16.8	13.9
WASHINGTON	23,087	20,913	73.2	61.4	12.7	10.3[10]
Eastern Maine	**179,515**	**150,002**	**77.7**	**67.9**	**16.2**	**12.7**



Extrapolating from these data, Eastern Maine at the last census count had a high school graduate population of 139,483 and a college graduate population of 29,081. The disparity is 110,402, i e, Eastern Maine residents who had completed high school but not college. Currently, area institutions report enrollments of 17,402 and not all of these enrolled students are Eastern Maine residents. However, even adjusting for this latter reality, there still appears to be a substantial number of high school graduates (in both the traditional and non-traditional age categories) residing in the primary market area who are potentially recruitable for higher educational services

---

[10]*Diversity and Community*.

Primary Eastern Maine, including Penobscot, Piscataquis, Waldo, Hancock and Washington Counties, but exclusive of Aroostook and Kennebec, comprises our immediate educational service area. Of 263 in-state freshmen recruited by Husson for the Fall of 1994, 153 were from this area. In 1994, we drew 24 freshmen from Aroostook and 13 from Kennebec. Correspondingly, the enhanced Eastern Maine "Plus" market provided a total of 190 or 72% of new Husson-bound freshman in 1994.[11]

As a catchment area for high school seniors considering college, Eastern Maine "Plus"contains a modest number of potentially recruitable, traditional-age students. The tables below offer by-county totals:

	H. S. Population (1994)	**Seniors (1994)**
Aroostook	4,690	1,074
Hancock	2,431	460
Kennebec	5,331	1,146
Penobscot	7,481	1,771
Piscataquis	1,208	129
Waldo	1,533	289
Washington	2,094	384
TOTAL	**24,768**	**5,253**[12]

From the information provided, it may be seen that during 1994 Husson recruited 190 students from the available primary market pool of 5,253 seniors in the seven-county area. This represents 3.6% of the seniors attending school in the primary market during that year. However, not all high school seniors elect to pursue collegiate/postsecondary programs of study. State-wide, the percentage of those who did so in 1994 was 58.1%. In our Eastern Maine "Plus" market area, 3,060 1994 high school graduates enrolled in collegiate/postsecondary programs (59.6%) in that year.[13] Of these, Husson recruited 190 (6.2%) for fall admission.

Nationally, college enrollments are expected to rise. In fact, The New England Board of Higher Education recently reported that regionally freshman applications to-date are up by 4% over last

---

[11]*Graduate Report Overview*, Husson College Office of Admissions (1995). This reportage does not include re-entering students, out-of-state students or foreign students who might otherwise be included in entering class statistics.

[12]*Maine Educational Facts*, Division of Management Information, Maine Department of Education (1994).

[13]*Ibid.*

year's numbers.[14] Nationally, the ten-year trend (1985-95) has shown a growth in full-time enrollments of 14% while the increase in part-time enrollments has been 23%. In terms of age, the National Council on Educational Statistics projects that between 1990 and 1998 we will see a 6% increase in enrollments in students under 25 years-of-age and a 14% growth rate in enrollments of persons over 25.[15]

Unfortunately, as goes the nation does not necessarily go Maine. For a clearer understanding of the availability of in-state students for Husson's future recruitment efforts, we must look at the numbers of younger students in the college "pipeline," i.e., students currently in our state's primary and secondary schools.

Maine, contrary to the national student population growth trend, will see a 7% net decrease in school-age children between now and the year 2005.[16] While Maine itself may not loose demographic ground over the next decade, there is expected to be a significant number of young families, with children, leaving the state as part of an employment related out-migration. In Maine, elementary school enrollments peaked in 1995 and started declining during the 1996-97 school year. Grades 7-8 will grow slightly over the next two years and then decline. State-wide, high school enrollments will rise by 3,443 over the next three years and start to decrease by the turn of the century.[17]

In Husson's primary market area (Eastern Maine "Plus"), the three-year increase before the predicted decline will amount to approximately 1,300 additional high school students. In any of the three given years (1997-2000), there will be approximately an additional 260 seniors in area high schools. Since Husson can be expected to capture 3.6% of these (current rate of conversion of high school seniors to Husson freshmen in the primary market) we might, under current recruitment conditions, expect fewer than ten additional conversions per year between 1997 and 2000. After 2000, the numbers of high school students will decrease.

In view of this anticipated long-term decrease in the pool of traditional-age students, meeting the

---

[14] *37th Annual Student Vacancy Survey*, New England Board of Higher Education (May, 1996).

[15] *Mini-Digest of Education Statistics 1995*, National Center for Education Statistics, U.S. Department of Education. Also see TABLE# 2 appended to this document - Enrollment Trends, excerpted from *Briefing Materials Prepared for the AACSB "Hot Lines" Teleconference* (March 27, 1996) and TABLE# 16, *Largest/Fasting Growing Majors in U.S.*

[16] See TABLE# 8. Maine's K-12 Student Population, *Cohort Survival Enrollment Projection for State of Maine for April of Each Year*, a study prepared by Caffarella and Caffarella, Inc., for the Maine Department of Education and Cultural Services (September ,1995).

[17] *Ibid.*

educational needs of adult learners will become increasingly important in our primary market area.

In 1983, Dr. Vernon Linguist at the University of Maine at Presque Isle compiled a report on non-traditional rural learners indicating that *time*, *cost* and *distance* were the major obstacles to a rural, Maine population's participation in higher education. If we wish to expand our own educational services to learners over 24 years-of-age in the primary, rural market we must be cognizant of these impediments to fuller participation and strive to overcome them.

Collegiate/Postsecondary Institutions

Eastern Maine, in spite of its unremarkable college/postsecondary graduate levels, contains a sizeable number of collegiate and post secondary institutions some of which compete with Husson for students in our primary market.[18] Our competitor institutions are primarily public and low-cost. These are as follows:

Beal College
(tuition 1995-96 = $3,840)

With 455 enrolled students, Beal offers a two-year occupational program in business, recreation/leisure, wildlife/conservation law enforcement, leisure industry specialties, office management and secretarial, medical assisting, paralegal, and law enforcement/legal technology. Beal is accredited by ACICS and MAC.

Eastern Maine Technical College
(tuition 1995-96 = $1,830)

EMTC offers two-year occupational associate degree programs and diplomas in some specialties. With an enrollment of 1, 342 students, the technical institution offers associate degrees in general technology, trade and technical occupations, construction technology and electrical.

Kennebec Valley Technical College
(tuition 1995-96 = $1,830)

KVTC enrolls 1,192 students in two-year, occupationally-oriented, associate degree programs in electronics, line worker technology, health specialties, office management, education technician and business.

Maine Maritime Academy
(tuition 1995-96 = $4,000)

---

[18]See appended TABLE# 14 for an analysis of financial and physical resources of select Maine competitor institutions. Also see appended TABLE# 10 for a statistical profile of Husson College.

MMA offers technical and professional programs leading to associate, bachelors and masters degrees. Majors include marine engineering, nautical science, ocean studies, power engineering, small vessel operations and marine management. 700 students are currently enrolled.

Thomas College
(tuition 1995-96 = $9,720)

With a student enrollment of 898, Thomas offers a masters degree in technology education. The college also offers baccalaureate degree programs in business, economics, MIS, finance management, management accounting, marketing, retail trade, secretarial procedures education, secretarial science education, sports management, international studies and public policy. Associate degrees are offered in real estate, travel and tourism, paralegal and various office management specialties.

Unity College
(tuition 1995-96 = $9,430)

Unity offers four/five year baccalaureate degree programs in occupational, liberal arts and a general curriculum. The baccalaureate degree is offered in recreation/leisure, parks and recreation education, environment and natural resources specialties. There is also an associate degree option in this latter category. Unity has 502 currently enrolled students.

University of Maine
(tuition 1995-96 = $3,360)

The University is a comprehensive, land-grant institution which currently enrolls 11,001 undergraduate and graduate students. UM offers masters degrees in nursing and medical technology . It also offers associate degrees in some health-related specialties including children/ youth services, chemical addiction, dental hygiene and gerontology. In business, it offers a masters degree in business administration and MIS. Additionally, it provides bachelor's degrees in business management, finance management, management accounting, management, marketing and recreation management. Associate degrees are offered in merchandising, retail trade, business management and hospitality industry specialties.

Washington County Technical College
(tuition 1995-96 = $2,196)

With 360 students, the technical institution provides courses in program areas leading to postsecondary certificates, diplomas and associate degrees. Certificates are awarded in electrical specialties, food and nutrition, construction and marine occupational specialties. Associate

degrees are offered in secretarial science, general technology and trade/technical occupations.[19]

Husson College
(tuition 1995-96 = $8,400)

Husson, with a student population of 2,043, offers associate and bachelor-level majors/concentrations in business administration, marketing, information systems, finance, sports management accounting, business teacher education, nursing and physical therapy. A Master of Science in Business is offered as are Nurse Practitioner and Physical Therapy advanced degree programs.

In spite of ample collegiate and postsecondary educational resources in Husson's primary market area, Eastern Maine lags both Maine and the nation in terms of producing college and postsecondary graduates. This seems unfortunate at a time when there appears to be some growth potential and education-dependent employment possibilities among the 50 companies in the Bangor region reporting workforces in excess of 100.[20] Hopefully, Husson and other educational service providers will strive to prepare more fully our area's population for those new jobs that the Maine Department of Labor projects in health services, business services, social services and retail trade; jobs that will account for two-thirds of all new occupational specialties in Maine by 2005.[21]

THE GREATER PORTLAND AREA (Husson's secondary Market Area)

Husson's secondary market interests lie in the Portland Metropolitan Statistical Area (MSA) which encompasses the city of Portland along with Maine's populous southern and coastal communities. Here, in our leased classroom/office facilities at Westbrook College we enrolled and met the educational needs of 425 students during the Fall of 1995. These included 78 Saturday-attending undergraduates (58.75 FTE), 238 evening undergraduates (84 FTE) and 109 graduate students (36.5 FTE). Current classroom facilities at Westbrook consists of 12 rooms with capacity ranging from 15 to 25 students. These facilities are available during the evenings and on Saturdays.

The Portland area Husson serves reflects national economic trends and is an area of population

---

[19]*Facts 1996: The Directory of New England Colleges, Universities and Institutes*, Volume 10, Number 3, New England Board of Higher Education (1996). Also see appended TABLE# 9 for an analysis of comparative tuition/fees in Husson's primary/secondary markets.

[20]*Bangor Region Profile.* Also see appended TABLE# 12 for an analysis of current primary market employment opportunities and TABLE# 13 for a review of Husson's placement of 1995 graduates.

[21]*Industrial and Occupational Employment Projections in Maine, 1992-2005.*

and employment growth. It is a growing consumer market for products and services. At the same time, employers in the area are coming to see the value of postsecondary/collegiate educational services in developing a more competent and specialized workforce. Employees, are more slowly coming to see education as a mobility tool in the local job market. The Portland MSA with a population of 215,281 has increased in overall population by 12% since 1980 while the number of households has increased by 24%. A regional characteristic of the 1980s was the in-migration of young people, particularly professionals. Today, white collar occupations--managers, professionals, technicians, administrators and sales personnel comprise more than half of all jobs held by Portland MSA workers in 1980.[22] Members of this skilled group are more likely to seek extended educational opportunities than members of the unskilled workforce.

The average household income in the Portland MSA is $38,198. This is more than double the 1979 average for the area.[23] It is also $10,253 higher than the current average in Eastern Maine--a fact which may have some implications for our pricing of educational services in the area.

Households in the area spend nearly $4 billion per year creating a large market for retail and service. This might also come to include educational services.

The greater Portland area is an area of business diversity and strength. The list of employers includes national leaders in insurance (UNUM), in retail clothing (L. L. Bean), in electronics (National Semiconductor, GTE Products Corporation), in shipbuilding (Bath Iron Works), in paper (S.D. Warren) and in biomedical research (Ventrex Laboratories). It also includes strong regional organizations in food processing, wholesale foods, medical services, education, finance and law. The Chamber of Commerce has identified 125 companies with over 100 employees in the area. At the same time, the MSA is a strong regional player in America's export trade. In 1989, the Maine Department of Labor reported $672,132,480 in foreign exports for the region.[24]

Husson's Portland Student Population

Husson's Portland learner population is comprised, almost exclusively, of non-traditional (adult) learners. Correspondingly, 1990 U.S. Census data indicates that there is a substantial over-age-25 population in the Portland MSA. This group is the fastest growing segment of today's student population. The National Center for Education Statistics notes that the number of these relatively older students in college in America has been growing more than the number of younger students. Between 1980 and 1990, the enrollment of students under age 25 increased by 3%. During the same period, enrollment of persons 25 and over rose by 34%. Nationally, it is estimated that

---

[22]*Greater Portland Data Book*, Chamber of Commerce of the Greater Portland Region (1990).

[23]*Ibid.*

[24]*1989 Census of Maine Manufactures*, Maine Department of Labor (December, 1990).

between 1990 and 1998 there will be a 14% growth in enrollments of persons over 25 and an increase of only 6% in the number under 25.[25]

The number of people in the Portland MSA 25 years of age and older with high school but not bachelor's degrees is 54, 727. The number of these presently in college is 10,757. This leaves **a** potential market of 43,970 learners. *FACTS 1994* posits the enrollment of part-timers at Casco, SMTC, USM, Andover, and UNE at 5,896. When one adds to this Husson's 425 part-timers in Portland, the total becomes 6,321 enrolled part-time adult learners.[26]

Two facts emerge. First, in spite of the growing skill/education requirements of local businesses, only 14.5% of the potential market of adult learners in the MSA are presently availing themselves of post secondary/collegiate educational services. While the numbers are growing, more needs to be done to stimulate participation in educational activity. Secondly, Husson College is presently capturing less than 1% of this potential market and only a fractional share of the market of currently enrolled part-time adult students.

Husson course registrations in Portland for 1994-95 are reported as follows:

Graduate	140
Undergraduate Evening	1,271
Undergraduate Saturday	665
TOTAL	**2,076**

Total course registrations in Portland (graduate, undergraduate evening, undergraduate Saturday) have more than doubled over the last ten years.

Portland tuition revenue for 1994-95 is reported as follows:

Graduate	$68,600
Undergraduate Evening	$430,869
Undergraduate Saturday	$225,435
TOTAL	**$724,904**

Educationally-qualified employees are in demand in the Portland MSA reflecting the heightened requirements for the expertise, education and advanced technical skills identified in the Department of Labor occupational specialties cited above.

---

[25]*Mini-Digest of Education Statistics 1994*, U.S. Department of Education, National Center for Education Statistics.

[26]Data assembled by Stacy York of the Husson College School of Business (1995).

Postsecondary/Collegiate Educational Service Providers in the Portland Area

Currently, post secondary/collegiate educational services in our secondary market range from vocational technical programs to advanced degree offerings. In addition to our own programs, the region is served by eight post secondary/collegiate institutions. Husson's continuing education and graduate tuition rates are very competitive in this market:

Andover College
(tuition 1995-96 = $4,400)

Andover offers associate degree programs in business education. It also offers real estate licensing and paralegal certificate programs. The College offers full day and evening division schedules structured around the needs of working students. There are six opportunities yearly to begin classes. Facilities include computer and medical labs. Total enrollment is 613.

Casco Bay College
(tuition 1995-96 = $5,700)

The mission of Casco Bay is to prepare students for successful careers in business and to provide a balance of technical and general education. Casco offers two-year associate degree programs in business administration and certificates in several fields. It offers full day and evening programs. Total enrollment is 400.

The Maine College of Art
(tuition 1995-96 = $12,300)

The school is Maine's independent educational institution of art and design and is the only professional art college in northern New England. It offers a four-year bachelor of fine arts degree program, continuing studies and a Saturday program for junior and high school students. Current enrollment is 471.

Saint Joseph's College
(tuition 1995-96 = $10,630)

The College is Maine's only co-educational, liberal arts Catholic college. The College offers a four-year liberal arts degree program, international studies programs in Nova Scotia and at the Irish-American College in Galway Ireland, and an external degree program which includes a Masters in Health Services Administration. Total enrollment is 4,842 but this includes over 4,000 part-timers.

Southern Maine Technical College
(tuition 1995-96 = $1,830)

SMTC is a state-supported co-educational, postsecondary institution which offers a technical curriculum in a variety of occupational areas. Most programs offer a two-year associate of applied science degree or a two-year diploma. Full day and evening schedules are available. Current enrollment is 2,351.

The University of New England
(tuition 1995-96 = $11,450)

UNE offers a professional teacher education program and occupational programs leading to associate, bachelor's, master's and doctor of osteopathy degrees; continuing and cooperative education and summer session for degree credit. Current enrollment is 1,365.

The University of Southern Maine
(tuition 1995-96 = $3,180)

The University has main campuses in Portland and Gorham with four additional learning sites in Bath/Brunswick, Saco/Biddeford, Sanford and Lewiston/Auburn. USM offers degree programs at the associate, baccalaureate and graduate levels in liberal arts, education, business, nursing, law and recreation. The current enrollment is 9,628.

Westbrook College
(tuition 1995-96 = $11,650)

Westbrook offers a day program focusing on career-oriented liberal arts education. The campus is located in a lovely and traditional venue. Westbrook takes advantage of its location in Maine's leading health care region to offer internships and clinical experiences in health-related fields. Current enrollment is 228.

In addition, Massachusetts-based Lesley College appears to be moving into the Portland market offering health-related academic specialties.

Husson Student Program Interest in the Portland MSA

Beginning in August, 1995, the Husson College Portland staff initiated program interest analyses of undergraduate and graduate students in the Portland MSA. They were interested in what, in spite of market-demand, adult students sought in today's educational programs.

Our research in the Portland area, extending to the area's occupational base, student population and employers, suggested the need for an expanded Husson presence in Portland and the need for a Husson Information Systems degree program in that location.

In addition to the student-expressed interest in the IS major, students, both in course evaluations and in advising sessions, asked for an up-grading of Husson's hardware platform to meet their

growing appetites for state-of-the-art instruction. Some of these students work in the larger companies in the Portland area that are becoming increasingly data automated.

In step with these two realities, the School of Business has extended the IS major to the Portland site. The first courses are scheduled for delivery in Fall, 1996. There has also been an upgrade of instructional equipment at the site including pentium machines, a Windows 95 operating environment and full Internet access for students.

School of Business research confirmed our belief that most adult students hear about Husson from friends and in the workplace. As a result, CED staff in Portland began to identify cohorts of students in the larger companies and supplied these students with Husson promotional materials to share with friends and associates at their places of employment. We believe that this will have a beneficial effect on recruitment in this secondary market.

On-site surveys also revealed that the place-bound adults who comprise the majority of students in this secondary market, benefit from intensive student advisement. We now take a tailor-made approach to the individual student's advisement coupled with detailed lead-file and follow-up activity. As a result, we are seeing a high student retention rate at the Portland site.

HUSSON'S TERTIARY MARKETS

Tertiary markets have become increasingly important for Husson College as we seek to expand our program offerings within the state of Maine and attract students from other states and around the world.

The Caribou and Lewiston Outreach Sites

During Fall, 1995, our outreach site in Caribou enrolled 98 undergraduate students (47.25 FTE) and 24 graduate students (10.25 FTE). Our Lewiston site enrolled 73 undergraduate students (29.25 FTE) and 10 graduate students (3.5 FTE).

By definition, Husson's educational programs at the external sites are continuing education, for-credit, matriculation options for non-traditional students who live and work in these locations. This flexible arrangement makes it possible for a student to complete a Husson College master's, baccalaureate or associate degree in Business without traveling to Bangor. The Continuing Education Division (CED), as part of the School of Business, includes sites in Portland (see secondary market discussion), Caribou and Lewiston. Our Bangor evening program, providing the same degree-completion option, is also a part of CED.

The external sites are highly service-oriented, and perform well against the state-supported colleges that are our primary competition. CED faculty are, as a whole, very dedicated to their students and to the College, despite the fact that they are low paid and tend to lack a collegial support system. Many are experienced professionals who teach at night for the love of the task

We need to do more to create a sense of a faculty as opposed to a collection of lone-rangers, and in some cases we need to be more rigorous about actual qualifications. We emphasize our "experienced and practical" faculty in our advertising, but part-time faculty rarely are up-to-date on pedagogical advances and they also have a hard time integrating material across courses. We can deal with this through leadership development with our site directors.[27]

The CED sites in Lewiston and Caribou are seriously disadvantaged in terms of computer technology. We need to upgrade the Lewiston computers and provide both Centers with Internet capability. This will enable better instruction in some existing courses and will also open the door to new degree and non-degree offerings.

The size of the CED sites prevents us from offering a wide variety of majors, but we are cautiously expanding options. Because new concentrations are based on a core of courses used by all majors, we are able to limit an investment in specialized courses that may have low enrollment.

The Out-of-State Student

A growing market for Husson has been the recruitment of students who are non-Maine residents. The Husson College Admission Office commits one full-time staff member and a number of part-timers to our out-of-state student recruitment effort. To-date, this has been a New England market with some inroads into other states.

Enrolled U.S. citizens from outside the State of Maine tend to come from other New England states. During Spring, 1996, we enrolled students from the following:

Connecticut	10
Florida	3
Kentucky	2
Massachusetts	26
Maryland	2
Michigan	1
North Carolina	1
New Hampshire	11
New Jersey	7
New York	2
Ohio	1
Pennsylvania	1
Rhode Island	8
Virginia	1

---

[27]J. Jenner, *The School of Business Continuing Education Division*, a report, (May, 1996).

Vermont	8
West Virginia	1
TOTAL	**85**

Our recruitment effort in Massachusetts is headed up by a full-time recruiter while two part-timers assist in Rhode Island and Connecticut. Additionally, our Southern Maine recruiter assists in New Hampshire and Vermont.

Most high schools in Rhode Island are visited, approximately half the schools in Connecticut, all of the New Hampshire schools, two-thirds of the Vermont schools and 125 schools in Massachusetts. The remainder of the Massachusetts schools are covered through Husson's presence on the evening fair circuit.

In addition to the high school visits, the following programs are covered by Husson College recruitment staff:

- Fall and Spring NEACAC fairs in all New England states except Rhode Island which has a large fair at CCRI
- Spring national fairs in Boston, Hartford and Springfield
- NETA--which rotates from state-to-state
- NEBEA--which rotates from state-to-state
- NEACRAO Reverse College Day Fair--which rotates from state-to-state
- Downeast Consortium Breakfast which rotates among Massachusetts, Connecticut and Rhode Island
- South Shore Fair in New Jersey
- New York Career Counsel Fairs--2 college fairs, 1 college clinic and 1 college conference[28]

The International Student

International students represent a growing market for Husson's educational services. Presently, there are 28 students studying English at Husson's International Center for Language Studies (ICLS). However, our annual census of international students reveals that there are 48 undergraduates, 8 graduates and 25 others who report non-U.S. national status for a total **international student enrollment of 81**. Among these, there are 51 males and 30 females. 74 of these students report a single marital status while 7 report that they are married. Apart from those students who are studying intensive English, the vast majority are Business majors.[29]

---

[28]J. Goodwin to J. Kenny, *Out-of-State Data*, a memo (May 20, 1996).

[29]*Open Doors Data: Annual Census of Foreign Students, 1995/96*, International Education Data Collection Committee. Also see appended TABLE# 17, Enrollment of

In many instances, students who come to Husson to study English convert to full time undergraduate status when they have gained sufficient mastery of English language skills. ICLS serves as a conduit for international students and may be viewed as an important component of our overall recruitment effort.

An important part of our overall international recruitment effort is conducted by Paul Husson, Director of Alumni Affairs. Paul's numerous oversees contacts have enabled us to recruit students for our International Center for Language Studies and for our undergraduate and graduate programs. He has also developed articulation agreements with Bunsai Gakuen of Tokyo and Osaka, Tokyo Pacific Business College and is presently in discussion with Aomori University.

These agreements enable, and will enable, Japanese students to move into Husson programs with academic credit accepted from their home institution. We presently enroll 13 students from Korea. This market will be more fully developed and new initiatives are contemplated in Taiwan and Turkey.

In addition, all Husson professional staff involved in international student recruitment coordinate advertisement in international publications directed toward students wishing to study in the United States. International agencies are contacted on a regular basis and an active liaison is maintained.

PART II

HUSSON COLLEGE INSTITUTIONAL CHARACTERISTICS

In our primary, secondary and tertiary market areas, Husson offers a strong, if uneven, array of graduate and undergraduate programs in business and health. We also provide a growing number of courses in sciences/humanities, professional studies and language programs through our International Center for Language Study (ICLS). These offerings are supported by a growing mix of administrative and student support services.

INSTRUCTIONAL RESOURCES

The School of Business

Husson presently offers a comprehensive business program including an A.S. and B.S. in Accounting, Business Administration, Executive Administration, Paralegal Studies and Information Systems. The B.S. is offered in Business Teacher Education and the A.S. is also

---

International Students in U.S. Institutions (1993-94).

offered in Medical Assisting and Paralegal Studies. Within the B.S. degrees there are also a number of concentrations that students may select in customizing their courses of study.

A Master of Science in Business was established in 1978 reflecting Husson's long-standing commitment to education for leadership in business.

In examining the future of business education, it may be useful to look at national trends. The following observations were provided by Dr. Kenneth Green of the Claremont Business School in a spring teleconference offered at Husson under the auspices of the American Assembly of Colleges and Schools of Business:

> *Nationally, the numbers of students graduating from high schools has fallen for 15 years bottoming out in 1994 (1996 in Maine). However, during this time period, total higher education enrollment has continued to grow marginally as a higher percentage of high school graduates go on to college and the numbers of adult learners has increased by about 59% since 1979.*
>
> *The percentage of freshmen selecting business as a major has fallen from 25% in 1986 to less than 15% in 1996.*
>
> *One major problem for enrollments in undergraduate business programs is the ever-increasing perception that an entry-level professional degree in business is becoming the MBA. Resultingly, students and employers alike may question the value of an undergraduate business degree.* (This appears to be less of a problem in Maine which tends to lag the rest of the nation in advanced business education).
>
> *A major shift in business curriculum is underway across the nation. It is imperative that schools of business initiate a major review of curriculum every five years.*

Between 1972 and 1990, the New England Board of Higher Education reported a steady increase in the number of bachelor's degrees awarded in Business and Management in the region. Close to 19,000 such degrees were awarded in 1990. Since then, a discernable downturn in student enrollment has been noted and by 1993 the number had slipped to 16,000 awarded degrees in New England.[30]

As our School of Business faces this challenging environment, we must consider its strengths and weaknesses in both its Day and Continuing Education Divisions.

---

[30]T. Moore, "Reforming Management Education," *Connection: New England's Journal of Higher Education and Economic Development*, Volume X, Number 2, 28-30 (Summer/Fall, 1995).

Day Division

The broad array of degree offerings for day students--a total of 24 options counting all the concentrations--provides competitive strength in a market where traditional-age undergraduates are actively recruited by a variety of business schools all facing declining enrollments.

Nationally, the numbers of entering college freshman planning to major in Business and Accounting plunged from approximately 400,000 (25% of the major market share) in 1988 to approximately 220,000 (less than 15% of the major market share) in 1995. While Business continues to lead other fields in undergraduate degrees awarded, other academic specialties are evincing much faster rates of growth and appeal to undergraduates. In relation to other majors, business, though the largest major in absolute terms, barely held its own in degrees granted (4% growth) compared to such rapidly growing areas as biological sciences (80% growth) and psychology (35% growth) between 1989 and 1993.[31]

Other national trends among Business majors include a shift in that population to a demographic that is increasingly female, part-time and adult. In terms of the major's talent pool market segment, the percentage of Business majors showing above-average high school grade point averages trails the general freshmen population in public and private four-year colleges and public and private four-year universities.[32]

The CED Division

With four sites across the State, Husson's School of Business Continuing Education Division (CED) is in an excellent position to serve the market where availability of potential students is not an issue. Census data show that Greater Bangor has 38,148 adults who are age 15 or older and have a high school but not a bachelor's degree. The figure for Greater Caribou is 11, 241 and for Greater Lewiston 6,255. Because the "greater community" definition is rather conservative, each center in fact has a larger population to call upon than these figures suggest. Unfortunately, place-bound adult students often have limited means, and our ability to grow is dependent on employer financing, government retraining money, and the general economy. Only 28% of our CED students pay for school with loans--a phenomenon that reflects Yankee conservatism and a possible skepticism about the value of higher education in an environment with a shortage of jobs.[33]

---

[31]See appended TABLE# 3 - Business Enrollment Trends, excerpted from *Briefing Materials Prepared for the AACSB "Hot Lines" Teleconference, March 27, 1996* and TABLE# 3 *Business School Graduates in New England.*

[32]*Ibid.*

[33]*Ibid.*

The Graduate Program in Business

This program serves all our markets and is an important part of the School of Business. Established in 1978, the program reports Fall, 1995 enrollments of 117 students (48 FTE) in Bangor, 109 students (36.5 FTE) in Portland, 24 students (10.25 FTE) in Caribou and 10 students (3.5 FTE) in Lewiston.

The Master of Science consists of a thirty-six credit management curriculum designed to develop and strengthen skills in analysis, decision-making and decision implementation. The program balances strengths in the traditional areas of accounting, finance, operations and marketing with careful attention to the development of skills in communication, interpersonal relations and leadership essential to effective performance in organizations.

Classes are scheduled on evenings and weekends to accommodate participants' work schedules. The part-time student can complete the program in two years. The program is offered on the Husson campus in Bangor, at the College's Portland Center, at the Lewiston site and in Caribou.

The School of Nursing and Health Professions

Husson presently offers a Bachelor of Science degree in Nursing in affiliation with Eastern Maine Medical Center. The program prepares students for a wide variety of practice settings as beginning professional nurses. These settings include all areas of hospital nursing from critical care to newborn nursery as well as community health clinic, military and nursing home clinics. Baccalaureate degree graduates are also prepared to pursue specialized nursing study at the masters degree level. The Husson College Nursing Program is fully approved by the Maine State Board of Nursing and is accredited by the New England Association of Schools and Colleges and the National League for Nursing.

The undergraduate degree program provides a strong base in the arts and sciences, both as a theoretical foundation for nursing practice and as a component of a well-rounded education. Clinical experience in nursing is integrated throughout the four years of study. A minimum of 126 credit hours is needed to complete the degree. Students must earn an overall 2.0 grade point average as well as a 2.0 in their major area of concentration. Registered nurses may be admitted to the R.N. completion program.

Nurse Practitioner

A Master of Science is offered in Husson's Family and Community Nurse Practitioner Program. This advanced course of study reflects Husson's ongoing commitment to educate nurses to face the challenges of health care in the 21st Century. Graduates are eligible to sit for the ANCC Family Nurse Practitioner Certification Exam. In Fall, 1995, 31 students (14 FTE) were enrolled

in this program.

Physical Therapy

Husson's M.S. in Physical Therapy is a five-year, entry-level master's program. Students entering the program are offered two years of science and humanities preparation. The third year of study is designed to give the student a broad, comprehensive base in specific areas of health-related knowledge and concepts. During the fourth and fifth years, the student is encouraged to focus on professional studies, research and clinical practice.

The Physical Therapy Program will be seeking accreditation from the American Physical Therapy Association.

Both national and State of Maine projections suggest that health education will continue to be in demand in response to population growth, an aging population and other market forces. We earlier noted in our examination of Maine Department of Labor data that overall, health occupations in Maine will need to increase new jobs by +47% by the year 2005.[34]

The State of Maine is presently experiencing a shortage in most categories of health care service providers. Reduced access to care in Maine is a reality. We are presently seeing what has been characterized as a maldistribution of resources and services, financing and reimbursement problems and health professions supply and demand issues. Maine is the fifth most rural state in the nation and the added burden of geographic isolation creates serious problems in large areas of the state where health resources tend to be dispersed.

Many areas of Maine are medically underserved and four locations within Husson's primary market area have been designated as "health performance shortage areas" by the Bureau of Health, Division of Primary Care. In recent years, the Maine Hospital Association, the Maine Ambulatory Care Coalition, the Area Health Education Center, the State Office of Planning and Research and the Department of Labor have identified primary care physicians, nurses and nurse practitioners as professions with current and projected future shortages.

Our movement into a nurse practitioner degree program meets an important health professional training need. There are presently 15,000 registered nurses in Maine. Additionally, there are approximately 328 graduates from BSN and AD programs each year. Many of these qualify and want to become advanced nurse practitioners.[35]

At the same time, physical therapy education at Husson College provides us with a strong

---

[34]*Industrial and Occupational Employment Projections in Maine, 1992 to 2005.*

[35]E. Burns, B. Higgins and J. Haynes, *Family and Community Health Nurse Practitioner Education at Husson College* (1995).

additional thrust into health professions education. For many years, there have been far more applications for physical therapy education than spaces in existing programs. Nationally, programs average 250 applicants per year.[36] Of these applicants, approximately 50% already have completed baccalaureate degrees.

Discussions with representatives of the Maine Physical Therapy Association support a continued strong demand for trained professionals in this field. In fact, the employment of physical therapists is expected to grow much faster than the average for all occupations through the year 2005. Growth will occur as new medical technologies save and extend the lives of more people who then need rehabilitative services such as physical therapy, and as new technologies permit more disabling conditions to be treated and as the population grows and ages.[37]

In view of the fact that health services as a Maine industry will continue to grow between the present and the year 2005, Husson should maintain a strong leadership role in the field. However, we must also face some new realities. While the nurse practitioner and physical therapy specialties seem very promising, we must also be cognizant that managed health care may force the expansion of other, lower-level professional and semi-professional job specialties. For example, while the Department of Labor estimates a need for 3,228 new nurses in Maine by 2005, there will also be a need for 5,120 nursing aides/orderlies by that time and the state's population will also require 1,047 new licensed practical nurses and 2,156 home health aides. We will need to continue to scan the environment to assess the new demands a re-structured health care delivery system will impose on health professions education and training.

The School of Science and Humanities

With the October 1995 creation of Husson's newest School, Science and Humanities, plans were initiated for the development of two and four-year programs in science education, language arts education, psychology and individualized programs of study. It is anticipated that this current round of program development will be completed during the 1996-97 academic year and ready for implementation by fall, 1997.[38]

On the curricular front, Science and Humanities staff expect to complete the development of a number of new academic programs of study. As an undergraduate program, law enforcement/criminal justice is under consideration. On the graduate level, two promising feasibility studies are now underway. Acting Dean, James Parker expects to receive presently a

---

[36]*Professional Education in Physical Therapy: Developing an Academic Program*, American Physical Therapy Association (undated).

[37]W. Beardsley, E. Burns and J. Haynes, *Physical Therapy at Husson College*, a report to the Husson College Board of Trustees (April, 1994).

[38]J. Parker to J. Kenny *Science and Humanities Plans*, a memo (May 10, 1996).

formal proposal to begin a doctoral-level program in clinical psychology leading to the Psy. D. degree. To this end, a number of preliminary meetings have taken place and there has been a substantial dialog with area mental health services providers. It is anticipated that the program could be enrolling students for fall, 1997.

Parker also reports that plans for the development of a Master of Science in Special Education is proceeding on schedule. Preliminary interest and support for the project has been evinced by special education professionals in Maine and a questionnaire is being prepared for special education directors in the state. The School expects to be able to accept graduate students as early as May, 1997.[39]

HUSSON'S ADMINISTRATIVE RESOURCES

Admissions

The Admissions office is staffed with a director, an associate director, two assistant directors, contract staff in Southern New England, an administrative assistant, a statistician and a part-time secretary. The office's primary responsibility is in the recruitment of day students although it also assists in directing potential students, including non-traditional learners who are in need of CED services or ICLS programs. As mentioned earlier, Paul Husson is actively involved in international student recruitment.

According to an April 19, 1996 Admissions synopsis, total Husson College student applications have increased by 20% with the introduction of our Physical Therapy degree program (27% of all applications). However, since Physical Therapy enrollment is capped, these higher application numbers are not converting to increased tuition deposits but simply offsetting declines in School of Business admissions.[40]

Husson's admissions declines in Business and Accounting parallel national trends. The increase in Information Systems is the only offset in what appears to be a general pattern of admissions' downturns in this curricular area.

At the same time, there is a shift away from Husson's two-year programs. In April, 1994, 30% of all tuition deposits were for two-year programs. By April, 1996, two-year programs accounted for only 20% of total tuition deposits.

There is also a modest, yet perceptible, shift towards greater geographic diversity within our applicant pool. In April, 1994, 6% of all tuition deposits came from out-of-state students. By April, 1996, this had become 15%.

---

[39] *Ibid.*

[40] *Admissions Status Report*, Husson College, (April 19, 1996)

In October, 1995, incoming freshman average GPAs and high school rankings were assembled by the Admissions' staff. These were reported as follows:

Average High School GPAs

B.S.	3.07
A.S.	2.80
Overall	**2.99**

High School Rank:	Freshman	Transfer	Overall
Top 10%	13%	7%	12%
Top 20%	14%	19%	15%
Top 30%	13%	14%	13%
Top 40%	12%	5%	10%
Top 50%	12%	14%	13%
Below 50%	36%	41%	37%

SATs are only required in the four-year programs. Below is a three-year comparison of entering Husson freshmen scores

	Verbal	**Math**	**Overall**
1995	421	471	892
1994	391	449	840
1993	383	435	818[41]

Admissions enhancement strategies recently implemented or under consideration include the following:

- An articulation agreement with Tokyo Pacific Business School plus expanded recruitment in Korea, Japan, Taiwan and Puerto Rico. These efforts are bringing us increases in ICLS enrollments and in our day school. Traditionally, 1 in 4 ICLS students convert to the day program.

- Modest expansion of our coverage of college fairs in central and western Massachusetts, New York and New Jersey.

- Expansion of the Admissions' computer lead file.

---

[41]J. Goodwin, *Husson College Entering Enrollment Status* (October, 1995).

- The marketing of family business, an international business concentration, four-year paralegal and an enhanced IS program.
- The acceptance of students with an "undeclared major" in the freshman year.
- The augmentation of student services including chaplain services for students.
- The expansion of club sports, e.g., field hockey and lacrosse.[42]

Financial Resources

Husson College has made substantial progress in improving its financial health since the liquidation of its federal debt in 1987. Due in large part to new academic program offerings, overall enrollments increased steadily from 1987 to 1994, thus providing funds necessary to invest in human resources and make necessary physical plant renovations.

In 1995, coincident with the introduction of Husson's Physical Therapy program, enrollments in the business and nursing programs began to decline. With tuition revenues lower than expected, we have been faced with the challenge of continuing to provide quality academic and student life programs, while at the same time remaining fiscally responsible. Due in large part to placing on temporary hold a number of new faculty positions, in addition to implementing several staff consolidations, we have maintained a balanced operating budget through 1996-97.

The 1996-97 budget is slightly over $15 million - $4.4 million will be spent on academics and $3.4 million will be spent on student services. The budget assumes full funding of the nursing program with a $200,000 subsidy from The Eastern Maine Medical Center. The budget contains a $150,000 contingency fund and an operating surplus of $31 thousand.

Endowments

The market value of the endowment fund is about $1 million (compared to less that $300,000 in 1986) and consists of invested funds, the earnings of which are primarily used to provide student scholarships. The quasi-endowment fund is about $2 million, a portion of which will be used in 1996 to fund the laboratories necessary to support the Physical Therapy program.

Debt

The college's debt currently stands at $1,828,872 (compared to $8,644,452 in 1985) and consists primarily of a mortgage loan with Bangor Savings Bank. The loan originated in 1987 and the proceeds were used to fund the payoff of the federal debt. The original amount of the loan was $2.5 million, due to be liquidated by 2007, and is secured by all assets of the college. The

---

[42] *Admissions Status Report*.

installments are $15,922 per month, including interest, and the variable interest rate is .5 over prime with a ceiling of 12%.

Staffing and Other Resources

The Business Office consists of 5 staff members in addition to the Vice President for Administration/Controller. All accounting functions are performed within the Business Office, including payroll and benefits management and Perkins Loan administration.

The Financial Aid Office consists of 2 staff members and a director. The office is responsible for processing all financial aid and loan applications, making financial aid awards to students, and assuring compliance with all federal and state regulations.

The Mail Service Center is staffed with one manager and a number of work study students. The Center is responsible for processing all incoming and outgoing mail and merchandise shipments for students and administrative offices. The college holds a bulk mailing permit, and the Center prepares large mailings for bulk mailing whenever possible.

All financial offices rely heavily on the computers resources available to them, and due to technological advancements, additional staffing has not been necessary in recent years. There is an expectation that these offices will be required to "make due" with existing human resources as the college continues to expand.[43]

Human Resources

The vision of the Human Resources Department is to guide the College and all of its constituencies in the philosophy that employees are a valuable resource to Husson College and represent a significant investment in our organization's future.

The goal of the Department is to attract, develop, and retain employees that fit into the present environment and changing culture of Husson College.

Present environment

Husson College has approximately 180 employees 146 of whom are full-time. There are 50 full-time members of the faculty, although some of these are also classified as full-time administrators. We also employ approximately 200 adjuncts teachers. Husson educates the same number of students as Bowdoin College with half the numbers of faculty and staff.

Husson faculty are well-credentialed. Of our 51 full-time faculty members, 27 (53%) hold

---

[43]*Husson College Fiscal Resources*, a report prepared by John Porter, Vice President for Administration/Controller (May, 1996).

terminal degrees, e.g., Ed.D., Ph.D. Some hold double master's degrees or certificates of advanced study in their respective fields. The faculty's expertise spans the areas of business, management, organizational development, professional health care, the sciences and humanities.[44]

The percentage of payroll to total budget is approximately 47%. The cost of health insurance is approximately $150,000 and workers compensation is $100,000 per year. The cost of wages in FY 1995 was $4,332,062 and the cost of fringe benefits was $969,840. (22.3%). This does not include tuition waivers. As of September 1995, we had 52 employees taking advantage of this latter benefit. We have 121 employees enrolled in our pension plan and 115 who are contributing. Husson contributes 2% to all eligible employees and an additional 4% if the employee contributes 3%. Husson offers long term disability to salaried employees, a short-term disability plan to hourly employees and two life insurance plans which are paid for by the college.

Employment

The College has an employment process that is meeting its basic needs and keeping current with government regulations. However, compliance requires constant policy up-dating in an evolving regulatory environment. The entire employment process is presently being reviewed. Training of staff and faculty will be completed during 1996.

Compensation

The College has completed a study of compensation over the last five years. As a result of this, we have re-written and graded all positions. A market study was completed and all baseline wages and salaries were brought up to the suggested market value. A $50,000 lump sum was distributed to bring employees closer to the base wage for their particular position. Each year since 1990, the college has given an across-the-board increase which has amounted to approximately 19%. A college compensation committee has been developed to act in an advisory capacity to the Human Resources Officer. Despite progress made, there are several areas we need to address, i.e., bringing employees to the designated salary or wage base line and developing a process for movement within the pay system. We also need to look at executive compensation and develop some guidelines. Budgets for compensation would, of course, have to be more flexible for these changes to occur.

Benefits

Husson offers the same types of benefits offered by most colleges and universities. However, our research indicates that we are not necessarily competitive in this area. The Human Resources Department plans to make recommendations in the near future. The areas being looked at are holidays, paid time off (pto), health insurance, disability insurance, life insurance flexible spending

---

[44]See TABLE# 4, *Husson College Faculty Profile*, a tabular listing appearing in the appendix providing Husson College faculty names, degrees and areas of scholarly expertise.

accounts and our TSA offerings. Husson has a defined contribution plan that has been revamped and accepted by the Board of Trustees, but one of the offerings is outdated (UNUM). Workers Compensation is not a big problem, but we are lagging in safety training and general awareness. This area is presently being looked at and training will take place in 1996.

Policies and Procedures

The employee handbook has not been revised since 1989. Most of the changes required involve language that is reflective of today's culture and employment market. This process is on-going and will be completed by Spring of 1997. The faculty have their own handbook which a committee has been revising. The Human Resources Department has suggested a combined effort with one handbook for all employees with the faculty having a section that reflects only those issues that affect the faculty, i.e., promotion and tenure. This idea has been well received and will be pursued in the fall of 1996.[45]

Institutional Advancement

Husson's Office of Institutional Advancement staff reports to the Vice President for Institutional Advancement and consists of the Director, Alumni Affairs, the Director, Public Relations, the Assistant Director, Development and an Office Manager. A number of major campus events, including the business breakfast, health care forum and the outdoor summer concert are organized by Institutional Advancement.

The Vice President and his staff recently assisted the President and Trustees in the initiation and completion of a $2.5 million capital campaign. Working with a broad base of support among employees, alumni, trustees and the greater Bangor community, the campaign made possible the construction of a non-denominational chapel, an art gallery, a refurbished faculty/staff dining room and a renovated and greatly enlarged campus center.

Donors also supported a need-based student aid endowment, a first-phase library renovation, a freestanding center for family business and an upgrade of Kominsky Auditorium as a mini lecture/concert hall.

Proposed fund-raising objectives include a pedestrian mall, an arboretum and a one and a half acre pond. These projects were chosen because of their appeal to alumni, the fact that they will not necessitate a new major capital campaign and because their completion will enhance the appearance of the campus in advance of Husson's 100th anniversary celebration.[46]

---

[45]A. Bellerose, *The Husson College Human Resource Department*, a memo (May 30, 1996).

[46]*Development Plan*, Office of Institutional Advancement (February, 1996).

Alumni Affairs

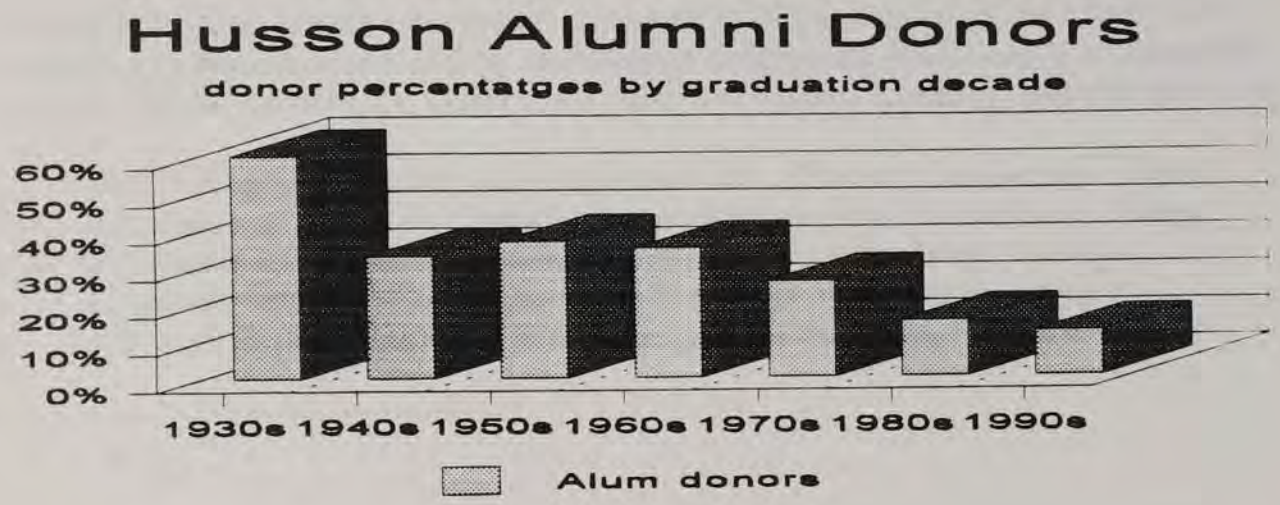
The Office of Alumni Affairs, staffed with a Director, is part of the functionally-integrated institutional advancement team. The sharing of office resources enables the Director to draw upon the expertise of Public Relations, the skills of the Assistant Director for Development and the Institutional Advancement's Office Manager as the need arises. The on-going alumni affairs program includes homecoming, the publication of our alumni magazine, *The Ledger*, the organization of regional alumni gatherings and a monthly alumni luncheon.

Additionally, the Director coordinates the efforts of the voluntary Husson College Alumni Association whose Board of Directors has a membership of 25 with 4 officers. The Association averages 20 members per quarterly meeting. Standing committees include a homecoming and an awards committee. Current projects include an alumni directory compilation and a degree-framing project.

A March, 1996 research study conducted by Spring Landry Consulting identified **8,123** Husson College alumni, i.e, former students who hold a degree or diploma from the College and have a mailing address on record. The same study revealed the following alumni characteristics:

- 9 out of 10 of our institution's graduates are proud to be alumni of Husson College, and 90% of those surveyed by the firm would recommend our College to a prospective student.

- The majority (62%) is very happy with the education that they received from Husson College and 48% say their education has been very helpful to their careers.[47]



[47]*Husson College Alumni Opinion Survey*, prepared by Spring Landry Consulting (March, 1996).

Among Husson alumni, the most common majors reported are: B.S. Business Administration, B.S. Accounting and B.S. Business Education. Just under one-third (30%) of the survey respondents reported an annual family income of $50,000 or more. Predictably, older alumni are more likely to be Husson donors. People who graduated in the 1930s through the 1970s are most likely to donate. 60% of the 1930s graduates donate; 33% of the 1940s graduates donate; 37% of the 1950s graduates donate; 35% of the 1960s graduates donate; 26% of the 1970s graduates donate; 15% of the 1980s graduates; and 12% of the 1990s graduates donate.

Younger graduates, as a group, tend to be more absorbed in employment-related problems. It now takes them longer than older graduates to find their first full-time job after graduation and at least some of these recent graduates are unemployed or underemployed.[48]

Library

> *The Husson College Library reflects and supports the College's commitment to teaching and learning as scholarship. Thus the objective of collection development is to provide materials that are current rather than retrospective, that range from introductory to more advanced, and that include practical and professional as well as theoretical materials. The library receives direction from the faculty as it actively acquires material in a variety of formats and functions as an intermediary, or gateway, between patrons and the information they seek.*[49]

The New England Association of Schools and Colleges (NEASC) Commission on Institutions of Higher Education met on September 28, 1995 and requested "that the College submit an institutional report in Fall, 1996 assessing the adequacy of and access to library holdings with special emphasis on its plan to support existing and emerging graduate programs."[50]

Husson's Dr. Julian Haynes subsequently conducted a 1996 assessment of the Library and prescribed an acquisition and holdings development strategy that would seen to be compatible with the NEASC directive. Dr. Haynes, in a report to President Beardsley, noted the following:

> *There are no absolute rules about the proper size of a library's collection. There is a formula endorsed by the College Libraries Section of the Association of College and Research Libraries. This formula suggests that a school with Husson's programs, faculty, and student body should have (or have quick access to) a collection of 130,000 volumes. Other data, from numerous sources, suggests that*

---

[48] *Ibid.*

[49] *Husson College Library Mission Statement,* a draft document, (February, 1996).

[50] *Jonathan Lawson, New England Association of Schools and Colleges to William H. Beardsley,* a letter (October 25, 1995).

eighty percent of a library's usage is usually provided by only twenty percent of its collection. Taking these two figures together, suggests that a collection including about 30,000 books plus 10,000 to 15,000 journal volumes and other material would be adequate, if it is actively and carefully managed. Collection management is the key factor. For an institution like Husson, a small carefully managed collection of current publications is a better collection (i.e. more useful) than a larger poorly managed collection.

Our ultimate goal is a highly utilized collection with a turnover of between four to five percent annually. Our purchasing power of our current book budget will support the acquisition of between twelve and fifteen hundred volumes per year. This is an appropriate level for a library with a static capacity of twenty five to thirty thousand volumes and a four to five percent annual turnover. It may be necessary over the next few years to purchase considerably more than one thousand volumes a year in order to reach the stable point of twenty five thousand volumes. This core collection of materials housed in the library will be a combination of print, microform, CD-ROM and other optical forms. The exact distribution among media is not predictable at the moment. But, over time, I expect that increasing amounts will be in the various non-print formats.

The information needs that cannot be served by our core collection - about ten to twenty percent of requests will be met using a combination of electronic document retrieval, interlibrary loans and resource sharing with other local libraries.[51]

Dr. Haynes' assessment reveals that the majority of our holdings-67.98%- were acquired before 1981. 26.48 % of the acquisitions were made after 1986. His report also provides summary information on library acquisition budgets since 1985. Additionally, it offers a comparison of expenditure budgets and those same expenditures expressed in 1985 dollars. The analysis also contains circulation data, by discipline, offered in whole figures and percentages.[52]

Campus Space Utilization

An analysis of classroom utilization was conducted during the Fall semester of 1991. While this study is now dated, some of its results continue to be valid. It was noted, for example, that existing classrooms are larger than required to accommodate the size of classes normally taught at Husson.

---

[51]*Julian Haynes to Bill Beardsley*, a memo regarding the Husson College Library Collection (April 16, 1996).

[52]See TABLES# 5-7 in appendix for tabular analyses of Husson College Library holdings, circulation and acquisition budgets.

Husson's Space Committee has also expressed some concern over future classroom availability in view of Physical Therapy's growth and anticipated needs. Classroom and residence hall occupancy is being analyzed by John Porter, Vice President for Administrative Affairs and the results of his study are expected to be available shortly.

In terms of administrative office space, there is an institutional plan for the renovation of rooms on the first floor of Peabody Hall. This is proceeding as well as can be expected in view of budgetary constraints. The Space Committee cites a need for Science and Humanities faculty space and for additional office space to enlarge the International Center for Language Studies (ICLS). An abiding concern expressed by Committee members is the lack of quality (and lack of parity) of faculty office space across campus.

There is presently a plan for the renovation of the Library which would involve the use of what is now a corridor as a student learning center.

Renovations continue to go forward in Bell Hall. Presently, Physical Therapy labs are being constructed in the basement. These are expected to be completed by July 1, 1996. It is anticipated that we will need the currently occupied rooms on level 4 for additional PT faculty office space. Level 5 may be leased to external organizations engaged in community and public service work in tandem with Husson College. Level 8 is envisioned as a housing section which may include suites and temporary accommodations for conference participants.

In late 1994, the Space Committee formulated recommendations which included a proposed process for space planning and allocation. The group provided the following recommendations:

> *Develop a Master Plan to Direct Space Allocation. There is no difficulty meeting the needs for the next year or two by simply putting people into empty spaces. However, we believe that this is short-sighted and will lead to significant problems over the next three to five years. We propose to defer allocating any space on a permanent basis until we have developed a rational long range plan (three to five years) for the use of all available space. The key to this plan is faculty office space. We need a master plan which will locate the arts and sciences faculty and the business faculty as distinct units. We have identified three alternatives: housing both units in Peabody Hall (arts & sciences on level three and business on level two); housing one or both units on levels five and eight of Bell Hall; or housing both units in Peabody with enlargement of Peabody Hall - e.g., adding a third level to the front wing). There may be other alternatives which should be considered. For each alternative a preliminary plan will be developed and the advantages and disadvantages of the options analyzed.* ***No permanent assignments of space should be made until one of the options has been selected as a master plan.***
>
> *Solicit Input from Faculty and Staff. Space allocation has been a divisive issue for the college. Many individuals feel that they have been moved around arbitrarily and*

without consultation. A major step in developing the master plan should be a structure process for input from all faculty and staff. We suggest that the senior staff schedule meetings for the space committee with groups of faculty and staff to discuss each group's needs/desires and to solicit suggestions. When the two or more optional plans are developed, there should be an opportunity for comment by all faculty and staff before one is selected.[53]

The Committee also made some rather specific recommendations on issues that needed further discussion. Some of these have since been resolved, but a number seem to remain agenda items. These are:

Standardize Faculty Offices. The allocation of offices is inequitable and we have never really had the option of rectifying it. We should look at three goals: (1) rationalizing the location of offices (grouping faculty based on academic units); (2) providing more uniform faculty office space; and (3) improving the quality of offices.

Other Offices. We should look at the location and type/quality of space allocated to all our other offices. Where is the best location for each office? Have we stuck functions into spaces that are not the best use of these spaces? Can the quality of offices be improved.

Image Issues. Can we plan space use to provide public areas that create a better image for the college?

Classrooms and Laboratories. We began to consider the impact of physical therapy on classroom space, but only considered the first two years of a five year program. We should get input about projected class needs from all programs - not only numbers of classrooms but what kinds of features do the faculty want in classrooms.

The following is a compilation of physical resources at Husson College:

Peabody Hall

Administrative Offices
Faculty Offices
Campus Center (Cafeteria, Art Gallery, Chapel, Faculty/Staff Dining Room, Radio Station)
Bookstore
Mailroom
Library
Auditorium
Classrooms (29)

---

[53]*Space Committee Preliminary Recommendations*, a report (December, 1994).

Microcomputer Labs (2)
AS 400 & S/36 Lab
Medical Assisting Lab
Nursing Learning Resource Center
Peer Tutoring/Writing Center
Science Labs (2)
Language Lab

Newman Athletic Complex

Multi-purpose Gymnasium
Olympic-size Swimming Pool
Exercise Room
Weight Room
Steam Room
Health & Fitness Center
Tennis Courts (2)
Athletic Fields (Baseball, Softball, Soccer, Intramural)
Racquetball Court
Administrative Offices
Sports Hall of Fame Room
Locker Rooms

Dickerman Dining Commons

Crescent shaped dining room seating 360 persons
Production Kitchen
Administrative Offices

Hart Hall

Double occupancy rooms on nine levels (147)
Lounges (Television & Study)
Recreation/Meeting Room

Carlisle Hall

Administrative Offices
Double occupancy rooms on nine levels (142)
Lounges (Television & Study)
Laundromat

Bell Hall

Administrative Offices
Faculty Offices
Physical Therapy/Nursing Labs
Single occupancy rooms on three levels (48)

Student Services

The Division of Student Affairs consists of several departments. The Dean of Student Affairs supervises the departments of residential life, student activities, student health, dining services, career development, safety and security, physical plant, and athletics.

Residential Life

The Residential Life Office oversees the operation of three residence halls: Hart, Carlisle, and Bell Halls. There are nine levels in Hart and Carlisle Halls with a total capacity of 578 students in double occupancy rooms. Bell Hall has three levels of housing with a capacity of 48 students in single occupancy rooms. The Residential Life Office is staffed by a Director of Residential Life & Recreational Facilities, a Residence Services Coordinator, a Resident Director, and 19 resident assistants.

Student Activities

The Student Activities Office is staffed by a Coordinator of Student Activities. The Coordinator is a resource for all campus clubs and organizations. The office sponsors or supports programs that promote student development and provides a variety of social, cultural, intellectual, recreational, leadership and community service activities.

Student Health

The Student Health Service located in Carlisle Hall provides outpatient services for resident students. Commuter students may also use this service for an additional fee. It is staffed by a full-time registered nurse throughout the academic year. A physician is present on campus three times a week. Providing quality health care and wellness education are the primary functions of this office. The Director of Student Health Services reviews and maintains the immunization records of undergraduate students. The Director is a liaison between the students and the student health insurance carrier.

Dining Services

Dining Services is staffed and operated by the College. The Dining Services serves resident students on five-day and seven-day unlimited meal plans in the Dickerman Dining Commons. A cafeteria in the Campus Center is a cash operation and it serves snacks to full meals to resident and commuter students as well as to faculty/staff. The Faculty/Staff Dining Room, open throughout the academic year, is a cash operation serving lunches Monday through Friday. The concession stand in the Newman Athletic Complex is open during major athletic events. Campus catering and summer camps' meal services are important functions of the Dining Service.

Career Development

The Career Development Office has three major service functions: career planning and placement, student employment through work study and job bank, and cooperative education. The office also conducts surveys of graduates and employers of graduates. There are two full-time employees, the Director and an Administrative Assistant. Approximately 300 students hold either a work study or job bank position on campus during the academic year.[54]

Safety and Security

The Department of Safety and Security performs a regular patrol of campus property and facilities, responds to emergencies, maintains registrations of vehicles on campus and enforces parking regulations. The department is staffed with three full-time employees and several part-time employees. The Safety and Security Office is open 4:00 p.m. through 8:00 a.m. weekdays and twenty-four hours on weekends and holidays. The uniformed security staff do not have law enforcement authority.

Physical Plant

Husson College is located on a 200 acre campus within the city limits of Bangor. The six main buildings, totaling approximately 350,000 square feet, are Peabody Hall, Dickerman Dining Commons, Hart Hall, Carlisle Hall, Bell Hall, and the Newman Athletic Complex. Other buildings include the President's House, the Maintenance Cottage and the Maintenance Barn.

The Department of Physical Plant is operated by the college. The Director of Physical Plant, a Custodial Supervisor, and a Maintenance Supervisor form the management team. The maintenance and custodial employees are members of the Teamsters Union.

Athletics

The Athletic Department offers intercollegiate and intramural programs. The college is a member of the National Association of Intercollegiate Athletics (NAIA), the Maine Association of Intercollegiate Athletics for Women (MAIAW), and the Maine Athletic Conference (MAC). Our intercollegiate athletic offerings include: men's soccer, women's soccer, volleyball, golf, men's basketball, women's basketball, softball, baseball, tennis, and cross country. The Athletic Department is staffed with a full-time Athletic Director and several part-time coaches.

PLANNING REVIEW AND APPROVAL

The formulation of tactical questions might next be undertaken by campus leadership to better assess Husson's ability to:

---

[54]See Table# 13, *Placement of 1995 Husson College Graduates*.

- make a consistent and sustained impact on the elevation of educational attainment levels in our primary market area, i.e., Eastern Maine "Plus"
- make enrollment and service gains in our secondary market area, i.e., the Portland Metropolitan Statistical Area
- make enrollment and service gains in our tertiary market areas, i.e., the foreign student market, the Lewiston and Caribou markets and out-of-state catchment areas
- expand and grow in our current academic specialties and degree programs at all of its sites
- develop and nourish new academic degree and professional degree programs
- develop contract courses, non-credit programs and amplify our public service programs

In developing these tactical questions we will want to clarify our thinking about, and develop consensual views on, the following:

- Our geographic parameters including our definitions of primary, secondary and tertiary markets. Are our present definitions leaky?
- Our market segments--are we seeking to recruit 18-23 year-olds, employees at the workplace, or both? Are we looking for students with higher or lower SAT's, and I.Q.'s?
- At what level is Husson going to compete, CEU's, A.S., B.S., M.S., doctorates, etc?

The following milestones are recommended to assess our progress in data collection, review and plan implementation:

- **June 28, 1996:** Senior staff might be encouraged to review, add to, and refine this data collection effort identifying 10 tactical planning issues which will be formalized/detailed by this date
- **July 1996 trustee retreat:** Trustees might refine and discuss tactical questions, assess the staff's views and set in motion strategic plans for the institution
- **FY 1996/97:** Follow-up college-wide strategy sessions could be held relating to defined questions and trustee directives. At this time, actions might be staged for implementation, where possible. This process might culminate in the 1997 trustee retreat
- **FY 97/98:** Should see the complete implementation of a strategic plan

APPENDIX

TABLE# 1	**Selected Occupational Specialties Corresponding to Husson Degrees**
TABLE# 2	**National Enrollment Trends**
TABLE# 3	**Business Enrollment Trends**
TABLE# 4	**Husson College Faculty Profile**
TABLE# 5	**Library Acquisition Budgets**
TABLE# 6	**Age Distribution of Library Holdings**
TABLE# 7	**Library Circulation History**
TABLE# 8	**Maine's K-12 Student Population**
TABLE# 9	**Tuition/Fees in Husson's Primary/Secondary Markets**
TABLE# 10	**Husson College Statistical Profile**
TABLE# 11	**1995 Degrees Awarded at Four-Year Maine Institutions**
TABLE# 12	**Primary Market Employment Opportunities**
TABLE# 13	**Placement of 1995 Husson College Graduates**
TABLE# 14	**Financial/Physical Resources of Competitor Institutions**
TABLE# 16	**Largest/Fastest-Growing Majors/Concentrations in U.S.**
TABLE# 17	**Enrollment of International Students in U.S.**

TABLE# 1 - Selected Occupational Specialties Corresponding to Husson College Degree Programs

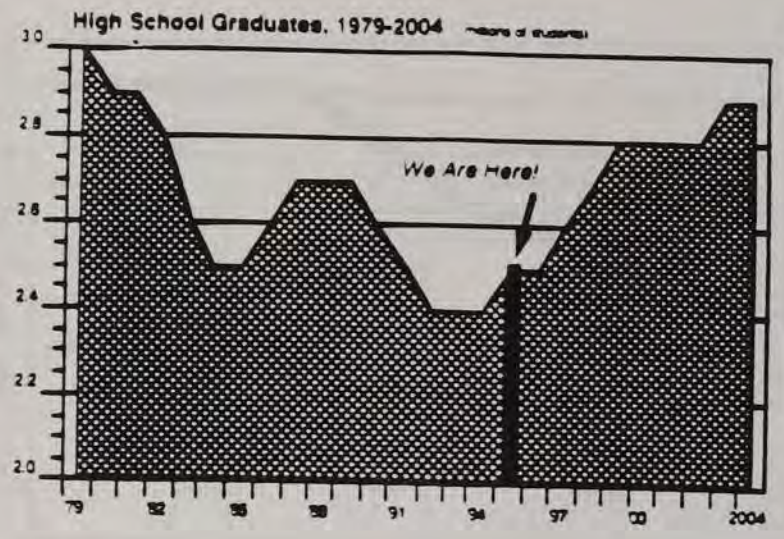
OCCUPATIONS	Employed in U.S.	Growth in U.S. 1992-2005	Median Salary in U.S.	Employed in Maine	Growth in ME 1992-2005	Median Salary in Maine	Average Annual New Openings (primary market)	Average Annual New Openings (secondary market)
Accountant/Auditor	939,117	+32%	$76,000	3,411	+29%	$34,403	33	58
Administrative Services Manager	226,495	+13%	$46,800	1,261	+12%	$34,403	3	14
Advertising Agent	3,181,058	+14%	$36,400	508	+3%	$26,832	1	3
Budget Analyst	67,198	+20%	$39,000	204	+1%	$35,838	0	1
Computer Systems Analyst	455,106	+110%	$46,800	1,122	+105%	$42,162	2	56
Economist	51,318	+25%	$51,200	185	+0%	$29,557	0	1
Financial Manager	701,366	+25%	$50,700	2,630	+15%	$41,974	7	30
General Manager	2,871,259	+13%	$50,715	14,137	+6%	$45,178	23	129
Hotel/Motel Manager	532,054	+44%	$46,800	4,513	+29%	$24,398	12	71
Industrial Production Manager	202,809	+2%	$50,700	1,025	+0%	$46,093	1	5
Paralegal	94,634	+86%	$29,900	586	+13%	$25,771	0	6
Management Analyst	208,392	+43%	$50,700	1,010	+27%	$40,602	2	11
Marketing Manager	431,942	+36%	$50,700	978	+36%	$41,766	2	20
Medical Record Technician	76,397	+61%	$26,000	396	+38%	$17,909	2	6
Personnel Manager	192,638	+25%	$46,800	819	+18%	$43,493	2	13
Physical Therapist	90,242	+88%	$39,000	515	+68%	$42,099	4	13
Public Finance Administrator	2,871,259	+13%	$46,800	14,137	+6%	$45,178	23	129
Purchasing Manager	221,328	+14%	$50,700	872	+3%	$36,525	1	8

TABLE# 1 - Selected Occupational Specialties Corresponding to Husson College Degree Programs

OCCUPATIONS	Employed in U.S.	Growth in U.S. 1992-2005	Median Salary in U.S.	Employed in Maine	Growth in ME 1992-2005	Median Salary in Maine	Average Annual New Openings (primary market)	Average Annual New Openings (secondary market)
Registered Nurse	1,835,427	+42%	$35,500	9,843	+33%	$33,738	41	140
Retail Sales Manager	3,181,058	+14%	$36,400	11,445	+13%	$25,730	23	135

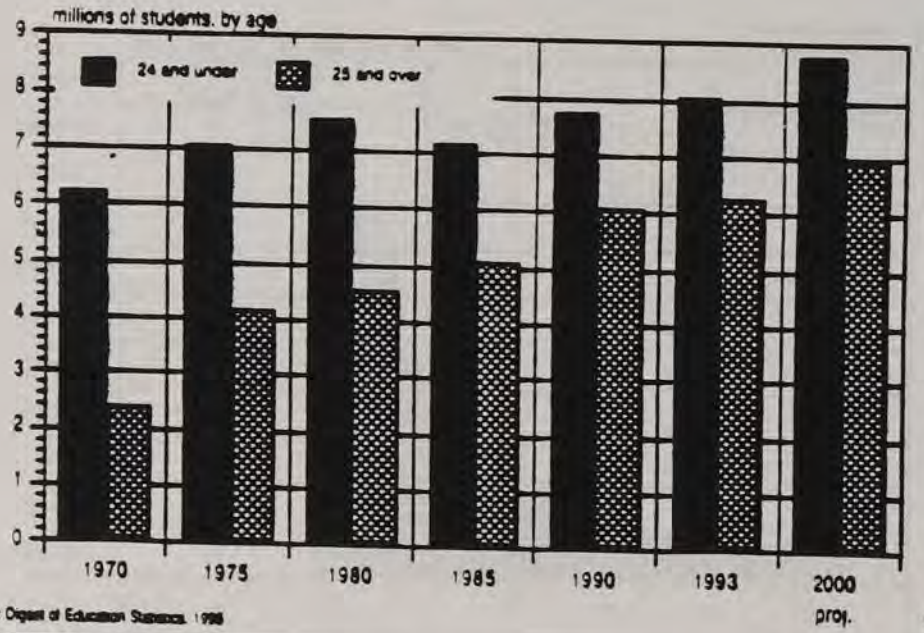
TABLE# 2 - National Enrollment Trends

The Enrollment Pipeline



9

An Aging Clientele

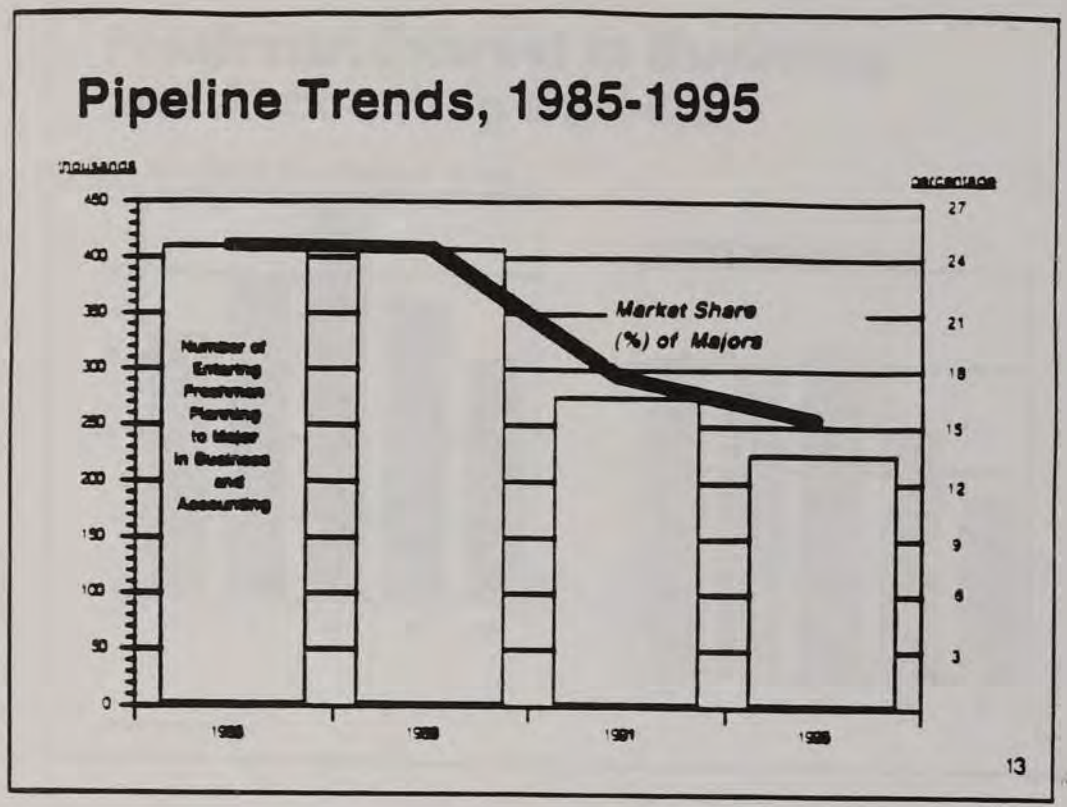


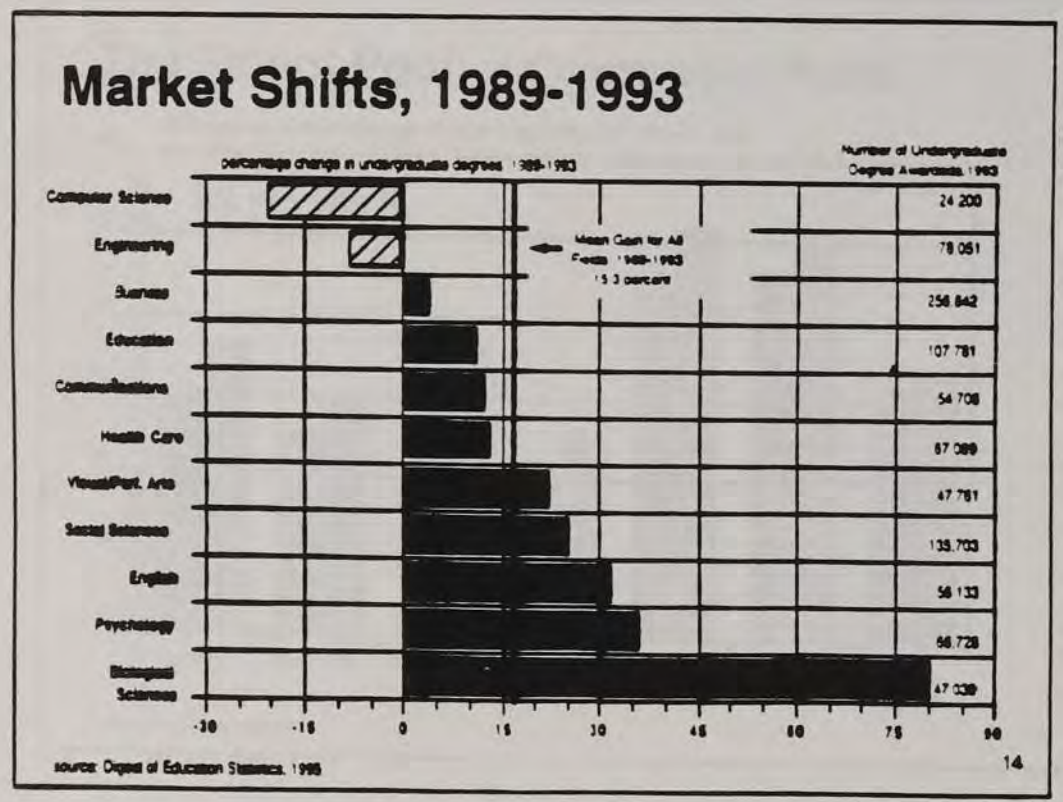
source: Digest of Education Statistics, 1996

10

Kenneth C. Green
Visiting Scholar
Claremont Graduate School
(818) 990-2212
cgreen@earthlink.edu

TABLE# 3 - Business Enrollment Trends

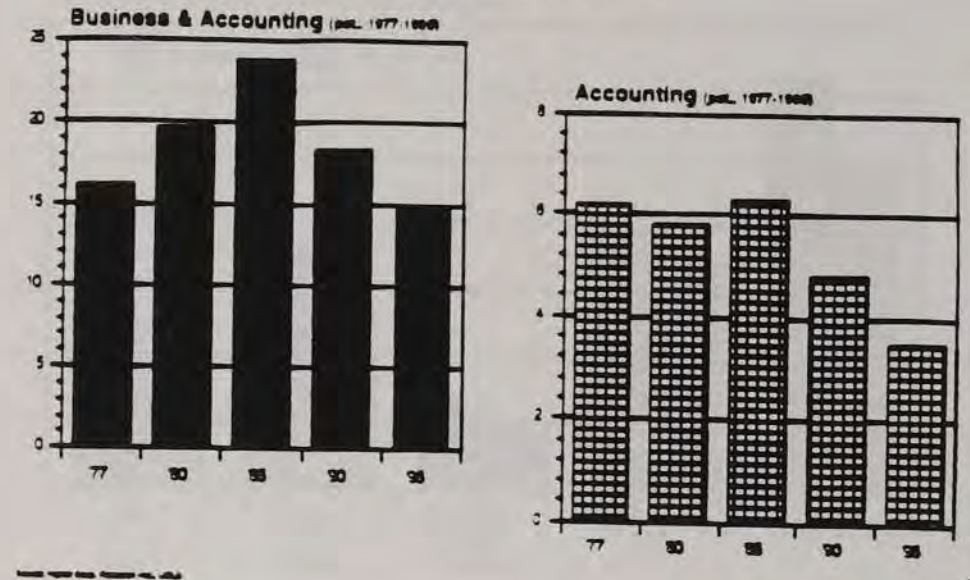




Kenneth C. Green
Visiting Scholar
Claremont Graduate School
(818) 990-2212
cgreen@earthlink.edu

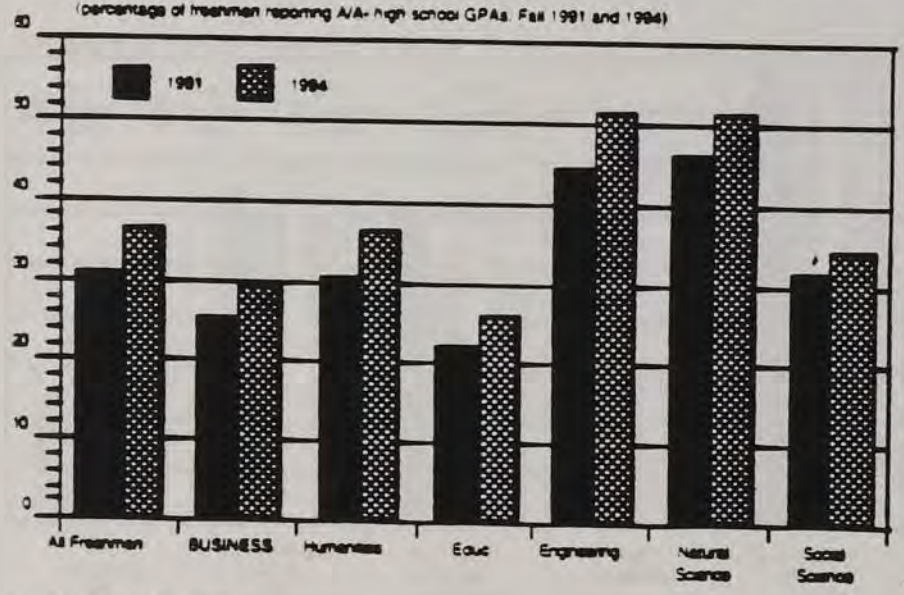
TABLE# 3 - Business Enrollment Trends

Freshman Interest in Business and Accounting Careers



17

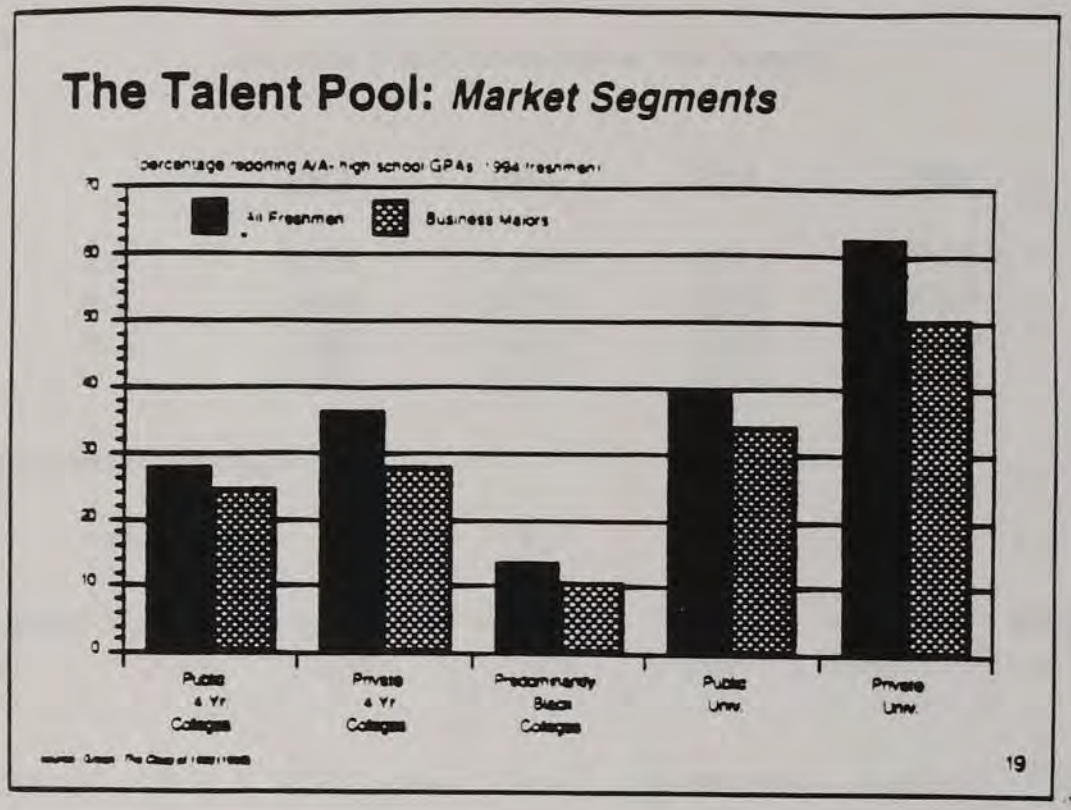
The Talent Pool: *A Comparative Profile*

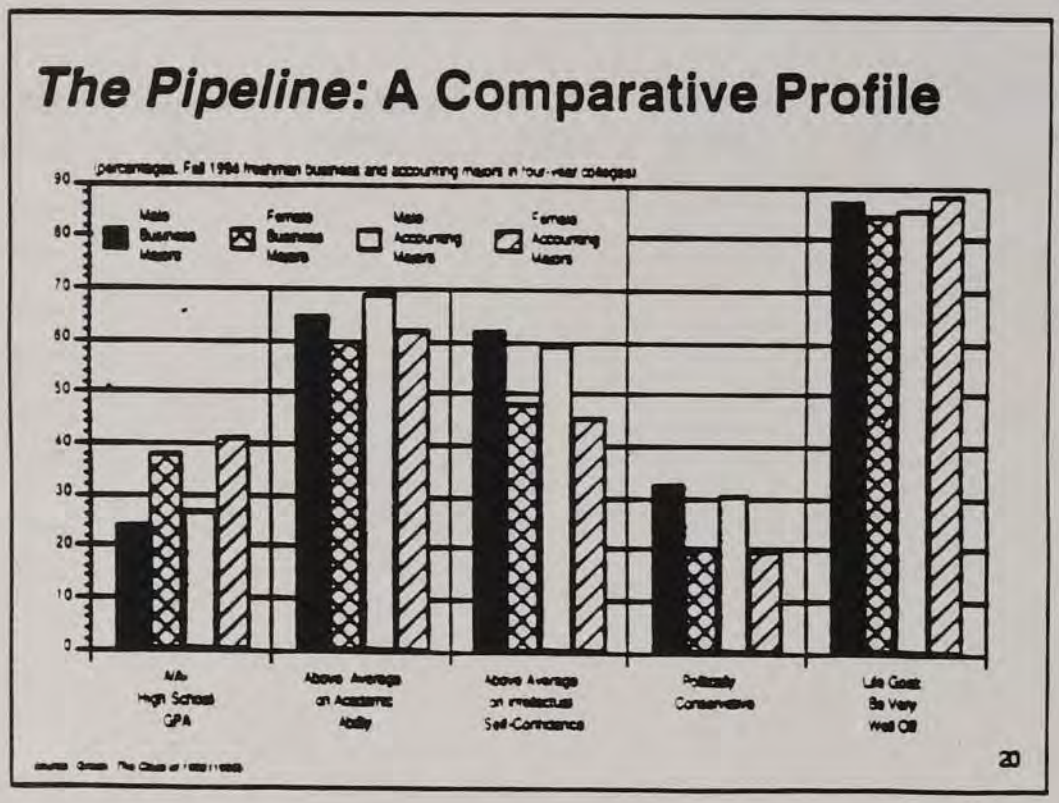


18

Kenneth C. Green
Visiting Scholar
Claremont Graduate School
(818) 990-22'2
cgreen@earthlink.edu

TABLE# 3 - Business Enrollment Trends





Kenneth C. Green
Visiting Scholar
Claremont Graduate School
(818) 990-2212
cgreen@earthlink.edu

TABLE # 3 - Business Enrollment Trends

Business School Graduates in New England

	1972	1982	1992	1993
A.S.	4,500	10,200	9,000	7,000
B.S.	8,000	14,000	18,200	16,200
M.S.	3,000	6,000	9,000	9,000
	15,500	25,200	36,200	32,000

Largest providers by state (1992)

		MAINE	*NH*	*VT*	*MA*	*RI*	*CT*
A.S.	**HUSSON** (58)	Casco Bay (204)	Manchester (185)	Champlain (326)	Newburry (532)	Johnson & Whales (943)	Bristol (179)
B.S.	**HUSSON** (156)	UMO (273)	NH College (862)	UVM (191)	Northeastern (1005)	Johnson & Whales (676)	Con. Conn (615)
M.S.	**HUSSON** (42)	Husson (42)	NH College (415)	UVM (22)	Harvard (946)	Bryant (153)	U of N. Haven (442)

TABLE# 4 - Husson College Faculty Profile

FACULTY MEMBER	B. A./ A. B./ B.S./ B.U.S./ B.S.N.	M.A./M.Ed. M.S./M.S.N. M.B.A./M.Sc.	C.P.A./ C.M.A.	C.A.S./ C.N.M./ C.D.E	LL.B./ J.D.	Ph.D./ Ed.D.	Expertise
Lorrie L. Allen	X	X					Adult Health/Pulmonary Health
Donna L. Ault	X	X					Family Nurse Practitioner/Medical-Surgical
Jesse W. Baker	X	X			X	X	Information Systems/Organization Behavior
Elizabeth Burns	X	X				X	Nurse Practitioner/Women's Health
Monica Collins	X	X					Parental-Child Health
Cristanna M. Cook	X	X				X	Marketing/Economics
Sandra Curwin	X	X				X	Physical Therapy/ Kinesiology
James D. Dull	X	X				X	Physics/Astrophysics
Ann P. Ellis	X	X		X		X	Medical/Surgical/Adult Health Rehabilitation
Susan Ellis-Hermansen	X	X					Adult Health/Gerontology
Robert G. Goodwin	X	X		X			Information Systems
Suzanne P. Gordon	X	X					Physical Therapy/Pediatrics and Neurosciences
Philip C. Grant	X	X				X	Human Resource Management/Operations Management
Nancy Grover	X	X					Psychiatric/Mental Health
Bonnie Haghkerdar	X				X		Paralegal Studies
Katherine M. Hanson	X	X		X			Midwifery/Women's Health
Barbara S. Higgins	X	XX				X	Women's Health Nurse Practitioner
Jessica Jenner	X	X				X	Organization Behavior/Management
Kenneth M. Johnson	X	X				X	History/Philosophy

TABLE# 4 - Husson College Faculty Profile

FACULTY MEMBER	B. A./ A. B./ B.S./ B.U.S./ B.S.N.	M.A./M.Ed. M.S./M.S.N. M.B.A./M.Sc.	C.P.A./ C.M.A.	C.A.S./ C.N.M./ C.D.E	LL.B./ J.D.	Ph.D./ Ed.D.	Expertise
Lambros Karris	X	X				X	Psychology
Cathy R. Kessenich	X	X				X	Adult Health/Pulmonary Health
Timothy W. Kilroy	X	X				X	Sports Management
Janet L. Kinney	X	X		X		X	Executive Administration/Business Teacher Education
Helmut Koch	X	X					Science
Linda L. Labin	X	X				X	English
Jang-Shee Barry Lin	X	XX				X	Finance
James Lowe	X	X				X	English
Bruce MacGregor	X	X		X			Speech
Dewey W. Martin	X	X	X				Accounting
Karl B. McGaw	X	X		X			Executive Administration/ Business Teacher Education
Curtis S. Morse	X	X				X	Information Systems/Mathematics
Judith A. Musser	X	XX				X	English
Mimi Padgett	X	X					Community Health
James H. Parker	X	X				X	Mathematics
Theresa Perry	X	X					Medical Assisting
Sarina Petrolino-Roche	X	XX					Adult Nurse Practitioner/Community Health
William B. Read, Jr.	X	X					Business Law/Management
Karen Rich	X	X					Community Health/Gerontology Nurse Practitioner

TABLE# 4 - Husson College Faculty Profile

FACULTY MEMBER	B. A./ A. B./ B.S./ B.U.S./ B.S.N.	M.A./M.Ed. M.S./M.S.N. M.B.A./M.Sc.	C.P.A./ C.M.A.	C.A.S./ C.N.M./ C.D.E	LL.B./ J.D.	Ph.D./ Ed.D.	Expertise
Ben Sidway	X	XX				X	Physical Therapy/Motor Control and Learning
Raj B. Singhal	X	X				X	Accounting
Robert M. Smith	X	X				X	Business/Governmental Relations
Ann E. Sossong	X	XX					Medical-Surgical /Adult Health
Teresa Steele	X	XX				X	Psychiatric-Mental Health
Mary E. Stone	X	X					Community Health/Medical-Surgical Adult Health
Charles M. Sullivan	X	X			X	X	Economics/Business Policy
Roy F. Thompson	X	X	X				Accounting
Anne E. Turner	X	X					Court Reporting
Joy R. Twomey	X	X	X				Accounting
Kathleen A. Wall	X	X				X	Science
Robin K. Wilson	X					X	Microbiology
Margaret M. Zoldi	X	X	X				Mathematics

TABLE# 5 - Library Acquisition Budgets 1985-1995

Fiscal Year Begining	Actual Budget	Index	Budget in 1985$	Cummulative Change (%)
1985	29900	100.0	29900	0.0
1986	28300	109.0	25963	-13.2
1987	38000	123.0	30894	3.3
1988	51500	132.7	38809	29.8
1989	53500	143.1	37386	25.0
1990	61700	157.8	39100	30.8
1991	56500	173.6	32546	8.8
1992	66100	185.3	35672	19.3
1993	66400	197.3*	33654	12.6
1994	68500	209.3*	32728	9.5
1995	85000	221.3*	38409	28.5

* Estimated using the average of the previous seven years

TABLE# 6 - Age Distribution of Library Holdings

SUBJECT AREA (LC Classification)	Purchased before 1981	Purchased 1981-1985	Purchased 1986-1990	Purchased after 1990
General Works (A)	74	7	54	6
%	52.48	4.96	38.30	4.26
Psychology (BF)	431	30	70	57
%	73.30	5.10	11.90	9.69
Philosophy & Religion (B)	467	25	44	30
%	82.51	4.42	7.77	5.30
Auxilliary Works, General and Old World History (C,D)	1214	32	62	30
%	90.73	2.39	4.63	2.24
American History (E,F)	1743	41	81	34
%	91.79	2.16	4.27	1.79
Geography, Anthropology, Recreation (G)	617	23	79	84
%	76.84	2.86	9.84	10.46
Statistics, Economics, Industry, Labor, Commerce, Finance (H-HJ)	3994	538	1223	1339
%	56.30	7.58	17.24	18.88
Sociology, The Sexes, Communities, Social Pathology (HM-HX)	1080	97	216	238
%	66.22	5.95	13.24	14.59
Political Science (J)	589	23	51	47
%	82.96	3.24	7.18	6.62

TABLE# 6 - Age Distribution of Library Holdings

SUBJECT AREA (LC Classification)	Purchased before 1981	Purchased 1981-1985	Purchased 1986-1990	Purchased after 1990
Law (K)	284	60	141	124
%	46.63	9.85	23.15	20.36
Education (L)	976	85	267	151
%	65.99	5.75	18.05	10.21
Music, Fine Arts (M,N)	230	1	11	2
%	94.26	0.41	4.51	0.82
English Literature (PR)	1674	36	57	31
%	93.10	2.00	3.17	1.72
American Literature (PS)	1728	84	179	124
%	81.70	3.97	8.46	5.86
All Other Language. & Literature (P)	1848	57	77	44
%	91.21	2.81	3.80	2.17
Mathematics (QA)	342	56	63	78
%	63.45	10.39	11.69	14.47
Biomedical Sciences (QU-QZ)	38	36	70	79
%	17.04	16.14	31.39	35.43
All Other Sciences (Q)	706	54	88	70
%	76.91	5.88	9.59	7.63
Reserves (R)	193	2	15	92
%	63.91	0.66	4.97	30.46

TABLE# 6 - Age Distribution of Library Holdings

SUBJECT AREA (LC Classification)	Purchased before 1981	Purchased 1981-1985	Purchased 1986-1990	Purchased after 1990
Agriculture (S)	109	8	12	9
%	78.79	5.80	8.70	6.52
Technology (T)	320	42	61	68
%	65.17	8.55	12.42	13.85
Military & Naval Science (U,V)	73	11	12	7
%	70.87	10.68	11.65	6.80
Nursing (WY)	84	246	341	445
%	7.53	22.04	30.56	39.87
All Other Medicine (W)	91	165	258	395
%	10.01	18.15	28.38	43.45
Bibliography & Library Science (Z)	109	6	50	23
%	57.98	3.19	26.60	12.23
TOTAL	19014	1765	3582	3666
%	67.98	6.31	12.81	13.67

TABLE# 7 - Library Circulation History

SUBJECT AREA (LC Classification)	VOLUMES in Library	% of Subject Area in Collection	Number of Volumes Circulated 7/1/90 - 12/3195	% of Total Circulation for Subject	RELATIVE USAGE
General Works (A)	141	0.5	65	0.1	0.28
Psychology (BF)	588	2.1	1442	3.1	1.49
Philosophy & Religion (B)	566	2.0	863	1.8	0.92
Auxiliary Works, General and Old World History (C,D)	1338	4.7	702	1.5	0.32
American History (E,F)	1899	6.7	1189	2.5	0.38
Geography, Anthropology, Recreation (G)	803	2.8	714	1.5	0.54
Statistics, Economics, Industry, Labor, Commerce, Finance (H-HJ)	7094	25.0	10887	23.3	0.93
Sociology, The Sexes, Communities, Social Pathology (HM-HX)	1641	5.8	4124	8.8	1.52
Political Science (J)	710	2.5	332	0.7	0.28
Law (K)	609	2.1	1197	2.6	1.19
Education (L)	1479	5.2	1480	3.2	0.61
Music, Fine Arts (M,N)	244	0.9	224	0.5	0.56
English Literature (PR)	1798	6.3	1303	2.8	0.44
American Literature (PS)	2115	7.5	4301	9.2	1.23
All Other Language & Literature (P)	2026	7.2	3251	7.0	0.97
Mathematics (QA)	539	1.9	780	1.7	0.88
Biomedical Sciences (QU-QZ)	223	0.8	884	1.9	2.40
All Other Sciences (Q)	918	3.2	920	2.0	0.61

TABLE# 7 - Library Circulation History

Reserves (R)	302	1.1	530	1.1	1.06
Agriculture (S)	138	0.5	128	0.3	0.56
Technology (T)	491	1.7	642	1.4	0.79
Military & Naval Science (U,V)	103	0.4	42	0.1	0.25
Nursing (WY)	1116	3.9	3794	8.1	2.06
All Other Medicine (W)	909	3.2	3942	8.4	2.63
Bibliography & Library Science (Z)	188	0.7	175	0.4	0.56
Casettes	302	1.1	2110	4.5	4.24
Vertical File	54	0.2	689	1.5	7.74
TOTAL	28334	100.0	46710	100.0	1.00

Cohort Survival Enrollment Projection for

State of Maine

For April of Each Year

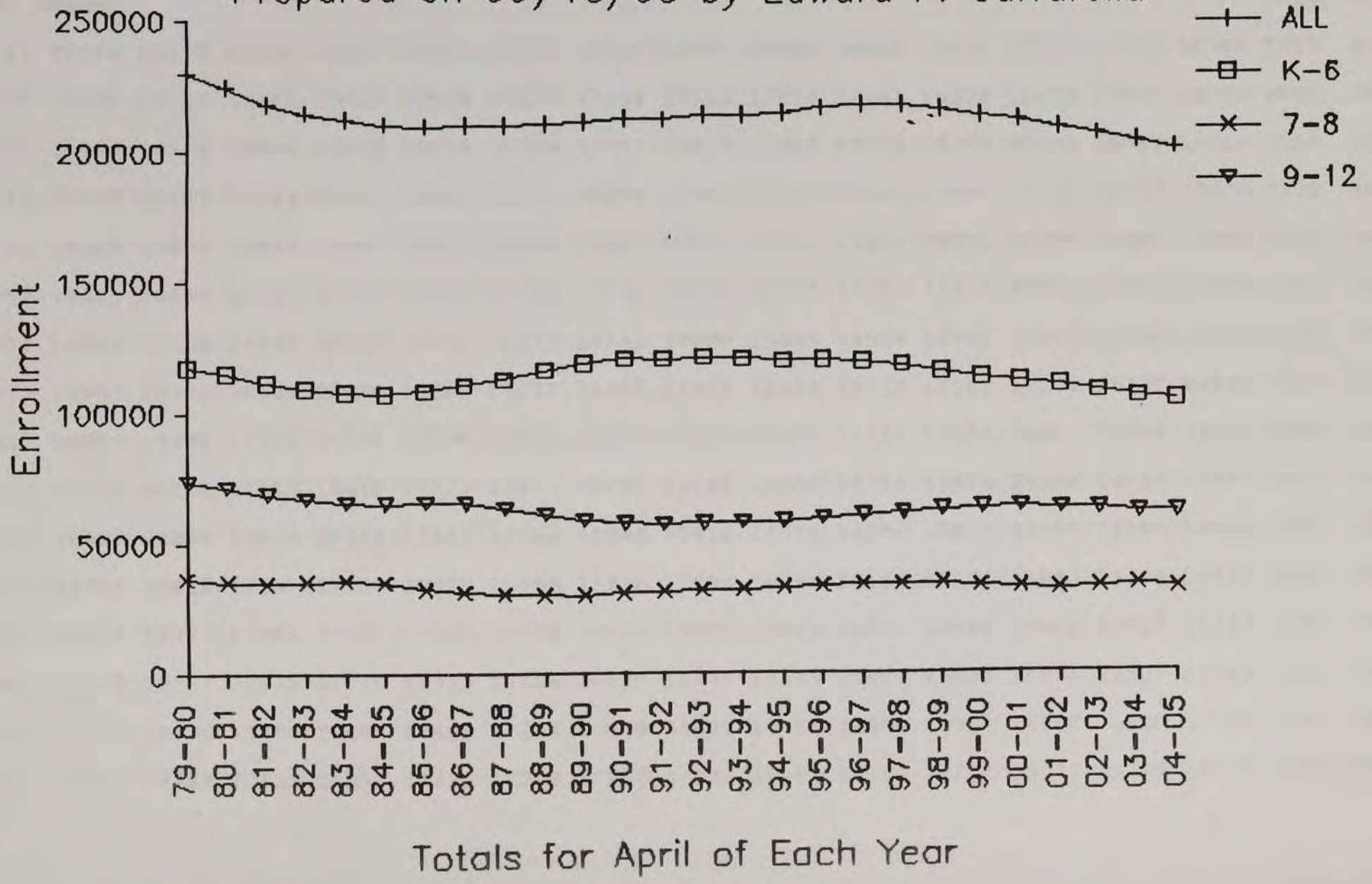
Prepared on 09/18/95

Prepared by
Edward P. Caffarella
Caffarella & Caffarella, Inc.
5951 26th. St.
Greeley, CO 80634
303-339-3394

Projection Number 3009/18/9522:33:24
Not Corrected for Local Conditions

State of Maine

Prepared on 09/18/95 by Edward P. Caffarella



Cohort Survival Enrollment Projection for
State of Maine
Actual Enrollment for April of Each Year
Prepared on 09/18/95 by Edward P. Caffarella
Caffarella & Caffarella, Inc., 5951 26th. St., Greeley, CO 80634
Number 3009/18/9522:33:24 Not Corrected for Local Conditions

School Year	Births yr number	KDGN	1	2	3	4	5	6	7	8	9	10	11	12	Special elm	Special sec
79-80(74)	15110	15138	16124	16537	17894	17529	17327	16879	18100	18206	19880	19155	17878	16369	2273	823
80-81(75)	15232	15159	15640	15417	16314	17828	17424	17323	17170	17941	18474	18432	17627	16738	2092	949
81-82(76)	15046	14315	15699	14915	15408	16239	17747	17422	17607	17002	18197	17360	16919	16224	2119	892
82-83(77)	16252	15147	15122	15014	14841	15337	16254	17783	17773	17426	17567	17142	16119	15934	2133	884
83-84(78)	15919	15855	15891	14465	14849	14836	15389	16301	18155	17652	18050	16371	16080	15063	2235	796
84-85(79)	16435	16668	16397	14787	14337	14656	14746	15478	16786	17967	18331	16570	15120	14984	2276	953
85-86(80)	16474	17408	16785	15417	14621	14375	14743	14909	15845	16549	18540	16942	15566	14303	2344	985
86-87(81)	16567	18971	16501	15635	15248	14722	14484	14980	15326	15743	17281	17204	15729	14845	2314	891
87-88(82)	16695	19396	17234	15794	15576	15212	14854	14610	15262	15136	16301	16027	15894	15022	2468	926
88-89(83)	16575	20113	17513	16618	15773	15692	15451	15115	14848	15237	15872	15154	14697	15277	2433	821
89-90(84)	16629	20256	18044	16918	16541	15902	15845	15626	15272	14798	15813	14766	13864	14216	2545	981
90-91(85)	16905	20412	17997	17350	16870	16560	15818	15886	15744	15150	15484	14853	13794	13525	2505	840
91-92(86)	16717	19377	17986	17381	17062	16679	16418	15803	15865	15547	15460	14500	13719	13425	2266	906
92-93(87)	16727	18167	17890	17718	17323	17126	16725	16494	15915	15871	15931	14736	13537	13562	2272	954
93-94(88)	17166	18150	16889	17494	17421	17224	17030	16637	16451	15800	16258	14958	13630	13030	2219	940
94-95(89)	17462	17488	17132	16596	17420	17300	17208	16982	16652	16327	16151	15334	13779	13033	2318	1050

Cohort Survival Enrollment Projection for
State of Maine
Actual Totals for April of Each Year
Prepared on 09/18/95 by Edward P. Caffarella
Caffarella & Caffarella, Inc., 5951 26th. St., Greeley, CO 80634
Number 3009/18/9522:33:24 Not Corrected for Local Conditions

YEAR	ALL	K-5	K-6	K-8	6-8	7-8	7-9	9-12	10-12	ES-SS
79-80	230112	100549	117428	153734	53185	36306	56186	73282	53402	3096
80-81	224528	97782	115105	150216	52434	35111	53585	71271	52797	3041
81-82	218065	94323	111745	146354	52031	34609	52806	68700	50503	3011
82-83	214476	91715	109498	144697	52982	35199	52766	66762	49195	3017
83-84	211988	91285	107586	143393	52108	35807	53857	65564	47514	3031
84-85	210056	91591	107069	141822	50231	34753	53084	65005	46674	3229
85-86	209332	93349	108258	140652	47303	32394	50934	65351	46811	3329
86-87	209874	95561	110541	141610	46049	31069	48350	65059	47778	3205
87-88	209712	98066	112676	143074	45008	30398	46699	63244	46943	3394
88-89	210614	101160	116275	146360	45200	30085	45957	61000	45128	3254
89-90	211387	103506	119132	149202	45696	30070	45883	58659	42846	3526
90-91	212788	105007	120893	151787	46780	30894	46378	57656	42172	3345
91-92	212394	104903	120706	152118	47215	31412	46872	57104	41644	3172
92-93	214221	104949	121443	153229	48280	31786	47717	57766	41835	3226
93-94	214131	104208	120845	153096	48888	32251	48509	57876	41618	3159
94-95	214770	103144	120126	153105	49961	32979	49130	58297	42146	3368

Subtotals for grade groups do not include special education students.
Rounding may cause the totals displayed to vary slightly from the sum of the individual grades.
ES and SS are abbreviations for elementary and secondary special education.

Cohort Survival Enrollment Projection for
State of Maine
Projected Totals for April of Each Year
Prepared on 09/18/95 by Edward P. Caffarella
Caffarella & Caffarella, Inc., 5951 26th. St., Greeley, CO 80634
Number 3009/18/9522:33:24 Not Corrected for Local Conditions

YEAR	ALL	K-5	K-6	K-8	6-8	7-8	7-9	9-12	10-12	ES-SS
94-95	214770	103144	120126	153105	49961	32979	49130	58297	42146	3368
95-96	216913	103311	120471	153995	50683	33524	50214	59515	42826	3403
96-97	217959	102662	119930	153974	51313	34044	50938	60562	43669	3422
97-98	217721	101164	118485	152815	51651	34330	51574	61485	44241	3421
98-99	216522	99618	115993	150484	50867	34491	51915	62632	45207	3406
99-00	214169	97195	113806	147403	50208	33597	51132	63392	45857	3373
00-01	212531	96500	112282	145175	48675	32893	50482	64005	46416	3351
01-02	209905	93751	110953	143250	49499	32298	48926	63345	46717	3310
02-03	207224	91596	108242	141136	49540	32894	49762	62820	45952	3268
03-04	204474	90185	106094	139842	49656	33748	49774	61409	45383	3223
04-05	201778	89731	104687	137145	47414	32458	49925	61450	43983	3183

Subtotals for grade groups do not include special education students.
Rounding may cause the totals displayed to vary slightly from the sum of the individual grades.
ES and SS are abbreviations for elementary and secondary special education.
The first line of enrollment on this page is actual enrollment.

TABLE# 9 - Tuition and Fees in Husson's Primary/Secondary Markets

The following table compares Husson day school, graduate and continuing education tuition/fees with institutions in our primary and secondary markets. A sampling of a competitor college outside the primary/secondary market is also included. Figures are for the 1995/96 academic year. It should be noted that these are list prices and do not include discounting.

Institution	Tuition & Fees	Board & Room	Total
1. **HUSSON**	$8,140	$4,300	$12,440
2. MMA	4,230	4,750	8,980
3. THOMAS	10,120	4,825	14,945
4. UNITY	9,905	4,895	14,800
5. UNE	11,950	5,045	16,995
6. UMO	3,920	4,680	8,600
UMO - Out of State	10,070	4,680	14,750
7. USM	3,500	4,328	7,828
8. UMPI	3,000	3,780	6,780
9. UMM	2,935	3,835	6,770
10. UMA	2,070		
11. EMTC	2,200	3,200	5,400
12. BEAL	3,980		
13. BRYANT	13,100	6,500	19,600

TABLE# 10 - Husson College Statistical Profile 1995

Founded	1898
Campus	200 acres
Tuition/Fees	$8,400 or $280 per credit hour
Room/Board	$4,290 (5-day meal plan)/ $4,490 (7-day meal plan)
Comprehensive Fee	$100

		1985 Comparisons
Current Fund Revenues	$13,323,335	$7,701,477
Total E&G Expenditures	$11,387,000	$6,034,408
Endowment	$3,241,780	$238,227
Debt	$1,828,872	$8,644,452
Physical Plant (Book)	$7,022,715	
Physical Plant (Replacmt.)	$23,175,835	

Employees, full-time	146
Employees, total	180
Faculty	51
Faculty w/doctorate	27 (53%)
Alumni on file	8,123
Library Volumes	32,300
Library Periodicals	5,000

Enrollment:

	Full-Time	**Part-Time**	**Total**
Undergrad.	916	836	1,752
Graduate	25	266	291
Total	941	1,102	2,043

International Students	81 (from eighteen countries)
Out-of State Students	85 (from sixteen states)
Average GPA/ Incoming Freshmen	2.99
Average SAT/ Incoming Freshmen	892
Student Housing	578 double occupancy/48 single occupancy

TABLE# 10 - Husson College Statistical Profile 1995

Degrees Awarded:

	Men	Women
Business Admin.		
A.S.	6	11
B.S.	51	48
M.S.	36	36
Finance		
B.S.	3	4
Marketing		
B.S.	9	4
Sports Management		
B.S.	9	4
Accounting		
A.S.	3	10
B.S.	27	45
Information Systems		
B.S.	1	2
Executive Admin		
A.S.	0	8
B.S.	0	3
Paralegal		
A.S.	1	11
Medical Assistant		
A.S.	0	13
Information Sciences		
A.S.	3	3
Business Teacher Ed.		
B.S.	1	4
Nursing		
B.S.	2	56
Court Reporter		
A.S.	0	4
B.S.	0	5
TOTAL	**152**	**271**

TABLE # 11 - 1995 Degrees Awarded by Major in Husson College Specialties at Select Four-Year Maine Institutions (IPEDS)

MAJORS	Husson College	ME Maritime Academy	Thomas College	University of Southern ME	University of Maine	UM/Machias	University of New England
Business Administration/ Management	17/99 72/0	0/0 14/0	0/30 39/0	54/89 29/0	0/131 40/0	0/14 0/0	0/0 0/0
Finance	0/7 0/0	0/0 0/0	0/7 0/0	0/0 0/0	0/0 0/0	0/0 0/0	0/0 0/0
Marketing	0/13 0/13	0/0 0/0	0/20 0/0	0/0 0/0	0/0 0/0	0/0 0/0	0/0 0/0
Sports Management	0/13 0/0	0/0 0/0	0/0 0/0	0/0 0/0	0/0 0/0	0/0 0/0	0/0 0/0
Business Other	0/0 0/0	0/0 0/0	0/0 0/0	0/6 0/0	17/0 0/0	0/0 0/0	0/8 0/0

-- / --
-- / --

Associate/Bachelors
Masters/Doctorate

TABLE # 11 - 1995 Degrees Awarded by Major in Husson College Specialties at Select Four-Year Maine Institutions

MAJORS	Husson College	ME Maritime Academy	Thomas College	University of Southern ME	University of Maine	UM/Machias	University of New England
Accounting	13/72 0/0	0/0 0/0	3/19 0/0	0/53 0/0	0/0 0/0	8/7 0/0	0/0 0/0
Business Teacher Ed.	0/5 0/0	0/0 0/0	0/7 0/0	0/0 0/0	0/0 0/0	0/0 0/0	0/0 0/0
Information Systems	6/3 0/0	0/0 0/0	1/8 0/0	0/6 3/0	0/16 4/0	3/0 0/0	0/0 0/0

-- / --
-- / --

Associate/Bachelors
Masters/Doctorate

TABLE # 11 - 1995 Degrees Awarded by Major in Husson College Specialties at Select Four-Year Maine Institutions

MAJORS	Husson College	ME Maritime Academy	Thomas College	University of Southern ME	University of Maine	UM/Machias	University of New England
Nursing	0/58 0/0	0/0 0/0	0/0 0/0	0/104 20/0	0/82 3/0	0/0 0/0	27/0 0/0
Physical Therapy	0/0 0/0	0/0 0/0	0/0 0/0	0/0 0/0	0/0 0/0	0/0 0/0	0/41 0/0
Other Health	0/0 0/0	0/0 0/0	0/0 0/0	1/13 0/0	0/0 0/0	0/0 0/0	0/40 0/0

-- / --
-- / --

Associate/Bachelors
Masters/Doctorate

TABLE# 12 - Primary Market Employment Openings Analysis (BDN 6/15/96)

		TITLES	SKILLS (in order of sequence)
School of Business			
Management	14	Gen. Mgr., Finance, Sales, Human Resources	Gen. Bus., Marketing/PR Communication, Computer Skills, HR, Accounting
Accounting/MIS	5	Accountant, Loan Asst., Program Analyst	Computer Skills, General Accounting
Professional	14	Office Adm., Med./Legal Sec., telemarketing	Sec. Skills, Computer Skills, Acct., Communications
	33		
School of Health			
Nursing (RN/BSN/MSN)	27	16 in hospitals, 11 in health service:	20 in prof., 7 in management
Nursing (LPN/CNA)	9	0 in hospitals, 9 in health service	
Therapy	4	2 in occupational, 2 in physical	
Other Professions	6	Pharmacy 2, Social Work, Dietetics, Hygienist, Vet. Tech.	
	46		
School of Science and Humanities			
Liberal Arts			
Behavioral	9	Criminal Justice, social work Early Childhood	HR background, Communications, Computer
Communications	4	Public Relations, Media, Public Policy	Communications, Computer
Other	3	Recreation, Engineering Student Life	Communications, HR
Education			
Administration	10	Principals, Superintendents	
Special Education	9	Teachers, Pathologies, Directors	
Elementary - Gen.	16	Classroom, Social Studies, Math	
College Prep - HS	7	English, Language, Math, Gifted	
Fine Arts	3	Music and Art	
Business/Voc.	1	Childcare	
Counselor	1		
Tech. I, II, III	4		
	67		

TABLE# 13 - Placement of 1995 Husson College Graduates

REPRESENTATIVE EMPLOYERS
GRADUATE DIVISION

* Signifies CED Student

Master Of Science In Business -- Employed In Major

		JOB TITLE	COMPANY	LOCATION
	1	Assistant Country Officer	Bangkok Bank	Bangkok, Thailand
	2	Financial Consultant	Merrill Lynch	Manchester, New Hampshire
	3	Education Director	Maine Veterans Home	Bangor, Maine
	1	Account Representative	Wright Line	Worcester, Massachusetts
	1	Civil Engineer	Maine Air National Guard	Bangor, Maine
	1	General Manager	Portland Fish Extension	Portland, Maine
	1	Staff Accountant	Maine Coast Memorial Hospital	Ellsworth, Maine
	1	Casualty Claims Supervisor	Maine Mutual Fire Insurance Co.	Presque Isle, Maine
	1	Director of Human Resources	Visiting Nurses of Aroostook	Caribou, Maine
	1	Staff Accountant	Dawson, Smith, Purvis & Bassett	Portland, Maine
	1	Systems Supervisor - Administrator	Bowater/Great Northern Paper	Millinocket, Maine
	1	Patient Care Administrator	Eastern Maine Medical Center	Bangor, Maine
	1	Interim Director	Husson College	Caribou, Maine
	1	Supervisor	Blue Cross Blue Shield of Maine	South Portland, Maine
	1	Director CED	Husson College	Caribou, Maine
	1	Dir of Education & Medical Library	Franklin Memorial Hospital	Farmington, Maine
	1	Rate Engineer	Maine Public Service	Presque Isle, Maine
	1	Personnel Manager	Husson College	Bangor, Maine
	1	Loan Officer	Farm Credit of Maine	Presque Isle, Maine
	1	Clinical Director	Community Health & Nursing Services	Brunswick, Maine
	1	Business Consultant	Northern Maine Development Com.	Caribou, Maine
	1	Dir of Finance & Human Resources	Greater Portland YMCA	Portland, Maine
	1	President - Treasurer	Ryan Insurance Services	Scarborough, Maine
	1	Staff Development Coordinator	Norway Convalescent Center	Norway, Maine
	1	Teacher	MSAD # 24	Van Buren, Maine
	1	Financial Administrator	Institute for Global Ethics	Camden, Maine
	1	VP Travel Agency & Branch Admin..	AAA Northern New England	Portland, Maine
	1	Police Officer	City of Lewiston	Lewiston, Maine
	1	Director Healthy Heart Program	EMMC	Bangor, Maine
	1	Chief Financial Officer	Houlton Regional Hospital	Houlton, Maine
	1	Assistant Regional Manager	State of ME Division of Mental Health	Bangor, Maine

Master Of Science In Business -- Employed In Related Field

		JOB TITLE	COMPANY	LOCATION
	1	Reimbursement Specialist	Brighton Medical Center	Portland, Maine
	2	Environmental Engineer	ME Dept of Environmental Protection	Augusta, Maine
	3	Career Counselor/Job Developer	Training Resource Center	Portland, Maine
	1	Logistics Specialist	Martin Marietta Services Inc	Bangor, Maine
	1	Civil Engineer	Aroostook Engineers Inc	Presque Isle, Maine
	1	Major	Maine National Guard	Bangor, Maine
	1	Quality Engineer	Osram Sylvania	Waldoboro, Maine
	1	Director of Rehabilitation	Penobscot Valley Hospital	Lincoln, Maine
	1	Maintenance Engineer	Southdown	Fairborn, Ohio

TABLE# 13 - Placement of 1995 Husson College Graduates

REPRESENTATIVE EMPLOYERS
GRADUATE DIVISION

* Signifies CED Student

Master Of Science In Business -- Employed In Other Field

		JOB TITLE	COMPANY	LOCATION
	1	Engineer	National Semiconductor	South Portland, Maine
	1	Job Counselor	Aroostook County Action Program	Presque Isle, Maine
	1	Box Clerk	US Postal Service	Bangor, Maine
	1	Police Sergeant	Town of Cape Elizabeth	Cape Elizabeth, Maine

REPRESENTATIVE EMPLOYERS
DEPARTMENT OF BUSINESS ADMINISTRATION

* Signifies CED Student

Bachelor of Science -- Employed In Major

		JOB TITLE	COMPANY	LOCATION
	1	Self Employed	Wayne Ireland Inc	West Enfield, Maine
	1	Owner Operator	Self Employed	Brewer, Maine
	1	Customer Service Representative	Blue Cross Blue Shield Maine	South Portland, Maine
	1	Office Manager	Cianbro Corp	Pittsfield, Maine
	1	Store Manager		South China, Maine
	1	Assistant Manager	Wal-Mart	Waterville, Maine
	1	Customer Advocate #217	MBNA New England	Camden, Maine
	1	Controller	Coe Management Group	Bangor, Maine
	1	Envestment Research Director	NBO Capital Corp	Alberta, Canada
	1	District Manager	Wal-Mart	Fort Smith, Arazonia
	1	Senior Accountant	St. Jospeph Hospital	Bangor, Maine
	1	Underwriter Trainee	Maine Mutual Fire Insurance Co	Presque Isle, Maine
	1	Customer Service Repreaentative	Transco	Augusta, Maine
	1	Assistant Manager	Brooks Pharmacy	Peabody, Massachusetts
	1	Management Associate	Key Bank of Maine	Portland, Maine
	1	Director of Group Sales	Bangor Blue Ox Baseball Club	Bangor, Maine
	1	Tire & Lube Express Manager	Wal-Mart	Tilton, New Hampshire
	1	Assistant Manager	Rite Aid	Yarmouth, Maine
	1	Customer Service Representative	Russell D Patten Insurance Agency	Bangor, Maine
	1	Sales/Manager	Katahdin Motors, Inc	Millinocket, Maine
	1	Assistant Manager	CVS	Hudson, New Hampshire
	1	Crew Supervisor	Michael Craig Inc	Patten, Maine
*	1	Insurance Sales	Cross Insurance	Bangor, Maine
*	1	Accounting Manager	EMMC	Bangor, Maine
*	1	Self Employed	CUSO Mortage Corp	Bangor, Maine

TABLE# 13 - Placement of 1995 Husson College Graduates

*	1	Market Analyst	Irving Oil	Bangor, Maine
*	1	Customer Service Manager	Affiliated Material Services	Bangor, Maine
*	1	Credit Manager	Webber Energy Fuels	Caribou, Maine
*	1	Customer Service Representative	Pottle's Transportation	Bangor, Maine
*	1	Supervisor	Overnite Transportaion	Brewer, Maine
*	1	Training Coordinator	Bar Harbor Banking & Trust Co	Bar Harbor, Maine
*	1	Insurance Agent	Clark Associates	Portland, Maine
*	1	Regional Credit Analyst	Key Bank of Maine	Augusta, Maine
*	1	Instructional Tutor	NMTC	Presque Isle, Maine
*	1	Business Manager	School Union #51	Whitefield, Maine

Bachelor of Science -- Employed In Related Field

		JOB TITLE	COMPANY	LOCATION
	1	Temp	ROMAC	Portland, Maine
	1	Reimbursement Coordinator/Sales Rep	Wheelchairs Unlimited	Portland, Maine
	1	Grocery Clerk	Shaw's Supermarket	Bangor, Maine
	1	Inventory Auditor	RGIS	Bangor, Maine
	1	Claims Adjuster	Hanover Insurance	Saco, Maine
	1	Receptionist	Realty Exec	Bangor, Maine

REPRESENTATIVE EMPLOYERS
DEPARTMENT OF BUSINESS ADMINISTRATION

* Signifies CED Student

Bachelor of Science -- Employed In Related Field

		JOB TITLE	COMPANY	LOCATION
*	1	Office Manager	The Attorney's Office	Belfast, Maine
*	1	District Loan Tech	USDA Rural Housing Service	Presque Isle, Maine
*	1	Major	US Air Force	New Jersey
*	1	Product Engineer	National Semiconductor	South Portland, Maine
*	1	Receptionist	C A Pelkey Fuels Inc	Glenburn, Maine
*	1	Assistant Controller	Woodcock Management Inc	Portland, Maine
*	1	Operations Officer/SUpervisor	Key Trust Company	Portland, Maine
*	1	Exec Assistant/Procurement Assistant	Dead River Company	Portland, Maine
*	1	Purchasing Clerk	James River Corp	Old town, Maine
*	1	Office Manager	Magazines Inc	Bangor, Maine
*	1	Office Manager	Energy Management Const	Saco, Maine
*	1	Senior Accountant	EMMC	Bangor, Maine

Bachelor of Science -- Employed In Other Field

		JOB TITLE	COMPANY	LOCATION
	1	Laborer	Champion International	Costigan, Maine
	1	Dental Hygenist	Dr. Mark Boyd	Orono, Maine

TABLE# 13 - Placement of 1995 Husson College Graduates

	1	Animal Care Tech	Jackson Lab	Bar Harbor, Maine
	1	CNA	Camden Health Care	Camden, Maine
*	1	Electrical Apprentice	McBride Electric	Woodstock, New Brunswick, Canada
*	1	Production Employee	GNP	Millinocket, Maine
*	1	Library Ed Tech	MSAD #51	Cumberland, Maine
*	1	Carpenter	Randall Lowe	New Gloucester, Maine
*	1	Social Worker	Aroostook County Action Program	Presque Isle, Maine
*	1	Welder	GE	Bangor, Maine

Associate in Science -- Employed In Major

		JOB TITLE	COMPANY	LOCATION
*	1	Human Resource Supervisor	W H Shurtleff	South Portland, Maine
	1	Office Manager	Engineering Dynamics	Bangor, Maine

Associate in Science -- Employed In Related Field

		JOB TITLE	COMPANY	LOCATION
*	1	Conference Coordinator	Gorham Advanced Materials Inst	Gorham, Maine
*	1	Self Employed		Caribou, Maine

REPRESENTATIVE EMPLOYERS
DEPARTMENT OF MEDICAL ASSISTING

* Signifies CED Student

Associate In Science -- Employed In Major

		JOB TITLE	COMPANY	LOCATION
	1	Medical Secretary	The Medical Group	Kennebunk, Maine
	1	Medical Secretary	Eye Center Northeast	Bangor, Maine
	1	Medical Records Clerk	Acadia Hospital	Bangor, Maine
	1	Medical Assistant	Family Practice at EMMC	Bangor, Maine
	1	Medical Assistant	Northeast Surgery	Bangor, Maine

Associate In Science -- Employed In Related Field

		JOB TITLE	COMPANY	LOCATION
	1	Staff Assistant	State Farm Insurance	Bangor, Maine
	1	Office Manager	Northeast Care Foundation	Bangor, Maine

TABLE# 13 - Placement of 1995 Husson College Graduates

REPRESENTATIVE EMPLOYERS
DEPARTMENT OF BUSINESS TEACHER EDUCATION

* Signifies CED Student

Bachelor of Science -- Employed In Related Field

		JOB TITLE	COMPANY	LOCATION
	1	Office Manager	Northland Frozen Foods Inc	Fort Kent, Maine

REPRESENTATIVE EMPLOYERS
DEPARTMENT OF MANAGEMENT INFORMATION SYSTEMS

* Signifies CED Student

Bachelor of Science -- Employed In Major

		JOB TITLE	COMPANY	LOCATION
	1	Consultant	Keane Inc	Bedford, New Hampshire

Bachelor of Science -- Employed In Other Field

		JOB TITLE	COMPANY	LOCATION
	1	Patient Account Representative	Norumbega Medical Specialists	Bangor, Maine

Associate In Science -- Employed In Major

		JOB TITLE	COMPANY	LOCATION
*	1	Computer Programmer	MicroKnowledge	Bangor, Maine

Associate In Science -- Employed In Related Field

		JOB TITLE	COMPANY	LOCATION
*	1	Scan File Coordinator	Hannaford Brothers	Bucksport, Maine

TABLE# 13 - Placement of 1995 Husson College Graduates

REPRESENTATIVE EMPLOYERS
DEPARTMENT OF NURSING

* Signifies CED Student

Bachelor of Science -- Employed In Major

		JOB TITLE	COMPANY	LOCATION
	1	Charge Nurse	Brookhollow Health Care	Wallingford, Connecticut
	1	RN	Waimea Medical Association	Kamuela, Hawaii
	1	RN	Houlton Regional Hospital	Houlton, Maine
	1	RN	Liberty Commons Nursing Home	Chatham, Massachusetts
	1	RN	National Naval Medical Center	Bethesda, Maryland
	1	RN/Charge Nurse	Hibbard Nursing Home	Dover-Foxcroft, Maine
	1	RN	EMMC	Bangor, Maine
	1	RN/Charge Nurse	Hibbard Nursing Home	Dover-Foxcroft, Maine
	1	RN	Maine Coast Memorial Hospital	Ellsworth, Mane
	1	RN	Sebasticook Valley Hospital	Pittsfield, Maine
	1	RN	St. Joseph Hospital	Bangor, Maine
	1	RN	EMMC	Bangor, Maine
	1	RN	EMMC	Bangor, Maine
	1	RN	Franklin Memorial Hospital	Farmington, Maine
	1	RN	EMMC	Bangor, Maine
	1	RN	EMMC	Bangor, Maine
	1	RN	Blue Hill Memorial Hospital	Blue Hill, Maine
	1	RN	Bangor Convalescent	Bangor, Maine
	1	RN	Sebasticook Valley Hospital	Pittsfield, Maine
	1	RN	EMMC	Bangor, Maine
	1	RN	St. Andrews Hospital	Boothbay Harbor, Maine
	1	RN	EMMC	Bangor, Maine
	1	RN	Penobscot Valley Hospital	Lincoln, Maine
	1	Staff Nurse	Penobscot Valley Hospital	Lincoln, Maine
	1	Staff Nurse	Acadia Hospital	Bangor, Maine
	1	Staff Nurse	EMMC	Bangor, Maine
	1	Staff Nurse	Battle Creek Veterans Admin. Hospital	Battle Creek, Michigan
	1	Charge Nurse	Bangor Convalescent Center	Bangor, Maine
	1	Charge Nurse	The Edgewood Centre	Portsmouth, New Hampshire
	1	Charge Nurse	Bangor Convalescent Center	Bangor, Maine
	1	Director Geriatric Services	Bangor Mental Health Institute	Bangor, Maine

TABLE# 13 - Placement of 1995 Husson College Graduates

REPRESENTATIVE EMPLOYERS
DEPARTMENT OF ACCOUNTING

* Signifies CED Student

Bachelor of Science -- Employed In Major

		JOB TITLE	COMPANY	LOCATION
	1	Staff Accountant	Baker Newman & Noyes	Portland, Maine
	1	Staff Accountant	Haverlock Estey & Curran	Bangor, Maine
	1	Staff Auditor	Baker Newman & Noyes	Portland, Maine
	1	Bookkeeper	Brewer Rehab & Living Center	Brewer, Maine
	1	Staff Accountant	Runyon Kersteen Ouellette	South Portland, Maine
	1	CPA	James MacArthur CPA's	Bangor, Maine
	1	Accountant	Bangor Humane Society	Bangor, Maine
	1	Accounts Receivable/Office Manager	Northern Maine General Hospital	Eagle Lake, Maine
	1	Fixed Asset Accountant	Guilford of Maine	Guilford, Maine
	1	Accountant	Horton, McFarland & Veysey	Ellsworth, Maine
	1	Accountant	Landsco Equipment Co	Brewer, Maine
*	1	Controller	Bell Manufacturing Co	Lewiston, Maine
*	1	Bookkeeper	Town of Naples	Naples, Maine
*	1	Financial Analyst	Shape Inc	Biddeford, Maine
*	1	Staff Accountant	Albin, Randall & Bennett	Lewiston, Maine
*	1	Accounting Office Manager	Wentworth Douglass Com. Health	Somersworth, New Hampshire
*	1	Senior Accountant	Bisson Moving & Storage	West Bath, Maine
*	1	Clerk	Beaulieu Brothers Lumber	Presque Isle, Maine
*	1	Accountant/Financial Analyst	Allenbrook Inc.	Portland, Maine
*	1	Staff Manager	NYNEX	New York City, New York
*	1	Accountant	Lionel Guay Assoc	Lewiston, Maine

Bachelor of Science -- Employed In Related Field

		JOB TITLE	COMPANY	LOCATION
	1	Office Manager	Reliance Equipment	Augusta, Maine
	1	International Analyst	The Foreside Company	Gorham, Maine
	1	Executive Secretary/Receptionist	Skowhegan Savings Bank	Skowhegan, Maine
	1	Business Specialist	Somerset Management	Pittsfield, Maine
	1	Customer Service Representative	Cabot Stains Inc	Newburyport, Massachusetts
*	1	Sales Auditor	Irving Oil Corp	Bangor, Maine
*	1	Customer Service Representative	Peoples Heritage Bank	Scarborough, Maine
*	1	Accounts Receivable	Barron Center	Portland, Maine
*	1	Purchasing Agent	Contemporary Products Inc	Portland, Maine

Associate in Science -- Employed In Major

*	1	Accountant	Lincoln Pulp & Paper Co	Lincoln, Maine
*	1	Accountant Assistant	Cellular One	South Portland, Maine
*	1	Accounting Assistant	Waynflete School	Portland, Maine
*	1	Accounting Clerk	Union Trust Co	Ellsworth, Maine

TABLE# 13 - Placement of 1995 Husson College Graduates

	1	Administrative Assistant	Moose River Lumber Co	Jackman, Maine

REPRESENTATIVE EMPLOYERS
DEPARTMENT OF PROFESSIONAL STUDIES

* Signifies CED Student

Bachelor of Science -- Employed In Major -- Court Reporting

		JOB TITLE	COMPANY	LOCATION
	1	Official Court Reporter	State of Maine - Judicial Department	Bangor, Maine

Associate in Science -- Employed In Major -- Court Reporting

		JOB TITLE	COMPANY	LOCATION
	1	Court Reporter	Don Thompson & Associates	Bangor, Maine
	1	Court Reporter	Brown Keene & Halteman	Bangor, Maine
	1	Court Reporter	Brown Keene & Halteman	Bangor, Maine
	1	Court Reporter	Don Thompson & Associates	Bangor, Maine

Associate in Science -- Employed In Major -- Paralegal

		JOB TITLE	COMPANY	LOCATION
	1	Receptionist/Legal Secretary/Paralegal	Gilbert Law Offices	Bangor, Maine
	1	Pasralegal/Secretary	C W & H M Hayes	Dover-Foxcroft, Maine

Associate in Science -- Employed In Related Field -- Paralegal

		JOB TITLE	COMPANY	LOCATION
	1	Secretary	Webber Oil	Bangor, Maine
	1	Student Loan Coordinator	Husson College	Bangor, Maine
	1	Data Processor	Commercial Union Insurance	Bangor, Maine

Associate in Science -- Employed In Other Field -- Paralegal

		JOB TITLE	COMPANY	LOCATION
	1	Temp Secretary	MSAD # 68	Dover Foxcroft, Maine

TABLE# 14 - Resources of Select Maine Competitor Institutions

PUBLIC COMPETITORS	1994 Fall Stud. body full time/tot.	Growth Trend over 3 years - full time stud. 1991-1994	Replacement (book) value of phys. plant '000,000	Endowment '000,000	Library Book (per.)	Ratio: full time stud. to full time employees	No. of employees full time/tot.
Univ. of Maine	7944/11001	-17%	NA	60 est.	850,000 (5700)	NA	NA/2400
Univ. of So. Maine	4387/9628	-9%	148/NA	6	360,000 (3895)	4.3 to 1	1027/1195
UMPI	923/1298	+9%	46 (38)	-	150,000 (525)	5.4 to 1	171/196
UMM	635/948	+4%	NA	-	69,000 (460)	6.2 to 1	102/137
MMA	700/700	+4%	NA	5	75,000 (900)	4.7 to 1	150/175
EMTC	567/1342	+5%	12 (6)	-	11,000 (193)	5.1 to 1	111/200
NMTC	677/1043	+8%	NA	NA	13,000 (275)	6.5 to 1	104/160
UMA	852/5334	-1%	(18)	-	44,000 (450)	6.2 to 1	138/364
PRIVATE COMPETITORS							
Bryant	2265/3443	-25%	(80)	6	127,000 (1300)	4.9 to 1	465/555
UNE/ Westbrook	1306/1593	-6%	50 (31)	15	146,000 (1000 +/-)	2.8 to 1	468/538
St. Joseph's	715/4842	+25%	24 (8)	1	77,000 (475	3.9 to 1	184/327
Husson	1076/2082	+24%	23 (7)	3	37,000 (395)	6.8 to 1	159/191
Thomas	373/898	-10%	9 (3)	-	22,000 (216)	5.7 to 1	65/119

TABLE# 14 - Resources of Select Maine Competitor Institutions

Unity	475/502	+12%	20 (6)	-	40,000 (500)	5.8 to 1	82/113
Beal	313/455	+21%	NA	-	6,000 (122)	18.4 to 1	17/36

Note: 1995 is most current comparable rate

Source: Connections, 1996, 1993

TABLE# 15 - Husson Campus Capacity Analysis

The physical capacity of existing facilities is measured by classroom and laboratory utilization, dorm occupancy, office occupancy and parking occupancy. There are spot shortages that are not addressed herein. It appears that office space may fall slightly short of projected need. Existing parking is also somewhat deficient. Retrofitting some classroom space to offices could solve the office shortage.

Classroom Capacity

There are 28 lecture rooms (excluding Kominsky Auditorium) plus 5 computer labs, 3 science labs, 4 p.t. and anatomy labs, a nursing, medical assisting and language lab plus EMMC clinicals. Operating classrooms 7 hours per day and labs 11 sessions per week, and then assuming a 50% usage factor, Husson classrooms can handle 1300 FTE. The nature and adequacy of lab space is not addressed. Capacity Usage Factor 55%

Dorm Occupancy

At double occupancy in Carlisle, Hart and the Honors dorm plus single occupancy in a proposed 8th level in Bell Hall, maximum capacity is 684 students.

Capacity Usage Factor 60%

Office Space

There are about 120 faculty/staff offices in use on campus. Vacant office space includes the old nursing complex in Peabody (6) expansion space in the health wing of Bell (6) and renovation of office spaces on the 5th and 8th level of Bell (32) for a total of 44 expansion offices.

Capacity Usage Factor 73%

Parking

There are over 1100 parking spaces on campus. Parking is divided into three areas:

	Requirements	Spaces	Usage Factor
• Bell/Dickerman/Center for Family Business	150	150	100%
• Hart/Carlisle (2/3rds of gravel lot)*	300	350	85%
• Peabody (1/3rd gravel lot, 1/2 circle)	300	470	75%

* assumes 60% of students will have cars on campus at peak time
* assumes 75 spots required periodically

TABLE# 15 - Husson Campus Capacity Analysis

Classrooms capacity (Day School Only)	Weekly Class Sections	FTE
28 Lecture Rooms with 1036 seats at 7 periods per day, 5 days per week	980 Sections	2300 FTE
5 Computer Labs with 84 computers at 5 periods per day, 5 days per week	125	140
3 Science Labs with 60 seats at 2 labs per day, 11 per week	33	44
4 P.T. and Anatomy Labs, 2 labs per day, 11 per week	55	40
1 Nursing Lab	11	11
1 Medical Assisting Lab	11	11
1 Language Lab, 15 seats, 5 hours/day, 5 days per week	25	25
1 Radio Station	N/A	N/A
1 Recording Studio	N/A	N/A
EMMC Clinical	N/A	N/A
Maximum Capacity	1240 Sections	2571 FTE
at 50% Maximum Capacity	620 Sections	1300 FTE

Dorm Capacity (@ Double Occupancy)	
Carlisle	286
Hart	300
Bell Honors	100
Maximum Capacity	686
Growth Potential	

Office Space (Spare)	
Peabody - Old nursing complex	6
Bell - Health Wing	6
Bell - Level 5 & 8	32
	44

TABLE# 15 - Husson Campus Capacity Analysis

PARKING

Bell/Dickerman/Center for Family Business

Bell/Center for Family Business lot	100	
Dickerman Lot	50	
Total Lots		150
Food Service: 20 Employees at 75% Capacity Factor	15	
Honors Dorm: 50 Students at 60% Capacity Factor	30	
Health/Admin./Inst. Adv./Ctr. for Family Business staff: 40 at 75% Capacity Factor	30	
Parking for Center for Family Business/ Bangor Symphony	75	
1996/97 Usage		150
Usage Factor		100%

Carlisle/Hart

Carlisle	90	
Hart	100	
2/3rds gravel lot	160	
		350
Student with cars - 500 @ 60%		300
Usage Factor		85%

Peabody

Faculty/Staff Parking Lot	210	
1/3rd Gravel Lot	80	
Handicapped/Visitor	30	
Commuter Lot	100	
1/2 Circle	50	
		470

TABLE# 15 - Husson Campus Capacity Analysis

80 Faculty/staff at 87 1/2%	70	
500 Commuting Students at 50%	250	
30 Visitors/Guests at 100%	30	350
Usage Factor		75%

TABLE# 16 - Majors/Concentrations: The 10 Largest and Fastest-Growing Fields in U.S.

RANK BY *LARGEST* FIELDS

(1993 - 1994)

ASSOCIATES

FIELD	SIZE	% TOTAL	5 YEAR CHANGE
Gen. Liberal Studies	164,575	30%	+ 35%
Business Mgt.	**108,310**	**20%**	**- 1%**
Health Prof.	**95,832**	**18%**	**+ 61%**
Engineering Tech.	36,877	7%	- 13%
Protect. Ser.	19,416	4%	+ 66%
Vis./Per. Arts	13,979	3%	+ 71%
Education	10,021	2%	+ 35%
Precision Product Trades	9,661	2%	+ 30%
Info.Systems	**9,456**	**2%**	**+ 20%**
Law/Leg. Stu.	**9,008**	**2%**	**+141%**
TOTAL	**542,449**	**100%**	**+24%**

BACHELORS

FIELD	SIZE	% TOTAL	5 YEAR CHANGE
Business	**246,654**	**21%**	**0%**
Soc. Sci./ History	133,680	11%	+ 24%
Education	107,600	9%	+ 11%
Health Prof.	**74,421**	**6%**	**+ 26%**
Psychology	69,259	6%	+ 42%
Engineering	62,222	5%	- 6%
English/Lit.	53,924	5%	+ 27%
Bio./Life Sci.	51,383	4%	+ 43%
Comm.	51,164	4%	+ 8%
Visual & Performing Arts	49,053	4%	+ 28%
TOTAL	**1,169,275**	**100%**	**+ 15%**

TABLE# 16 - Majors/Concentrations: The 10 Largest and Fastest-Growing Fields in U.S.

RANK BY *LARGEST* FIELDS

(1993 - 1994)

MASTERS

FIELD	SIZE	% TOTAL	5 YEAR CHANGE
Education	98,938	26%	+ 22%
Business	**93,437**	**24%**	**+ 28%**
Engineering	28,621	7%	+ 21%
Health Prof.	**28,025**	**7%**	**+ 45%**
Public Admin.	21,833	6%	+ 28%
Soc.Sci./ History	14,561	4%	+ 32%
Psychology	12,181	3%	+ 23%
Computer Sci.	10,416	3%	+ 11%
Vis./Per. Arts	9,925	3%	+ 20%
English/Lit.	7,885	2%	+ 33%
TOTAL	**387,070**		**+ 25%**

DOCTORATES/PROF.

FIELD	SIZE	% TOTAL	5 YEAR CHANGE
Law	39,859	34%	+ 12%
Medicine	15,368	13%	- 1%
Education	6,908	6%	+ 9%
Engineering	5,963	5%	+ 32%
Theology	5,836	5%	- 3%
Political Sci.	4,650	4%	+ 21%
Biology/Life Science	4,534	4%	+ 29%
Dentistry	3,787	3%	- 11%
Soc. Sci./ History	3,627	3%	+ 26%
Psychology	3,563	3%	- 3%
	118,803		

HUSSON FIELDS

TABLE# 16 - Majors/Concentrations: The 10 Largest and Fastest-Growing Fields in U.S.

RANK BY *FASTEST GROWING* FIELDS

ASSOCIATES

FIELD	SIZE	5 YEAR CHANGE
English/Lit.	1,354	189%
Law/Legal Stu.	**9,008**	**141%**
Biological/Life Science	1,852	89%
Vis./Per. Arts	13,979	71%
Protect. Ser.	19,416	66%
Psychology	1,756	61%
Health Prof.	**95,832**	**61%**
Soc.Science/ History	4,100	50%
Public Admin.	3,720	49%
Physical Sci.	2,622	43%

BACHELORS

FIELD	SIZE	5 YEAR CHANGE
Parks & Rec./ Leisure	11,470	162%
Multi-Discipline	25,169	66%
Protect. Ser.	23,009	57%
Psychology	69,259	42%
Area/Ethnic Studies	51,383	36%
Public Admin.	17,815	+ 35%
Agri./Natural Resources	18,070	34%
Vis./Per. Arts	49,053	+ 28%
English/Lit.	53,924	+ 27%
Liberal Studies	39,397	+ 27%

TABLE# 16 - Majors/Concentrations: The 10 Largest and Fastest-Growing Fields in U.S.

RANK BY *FASTEST GROWING* FIELDS

MASTERS

FIELD	SIZE	5 YEAR CHANGE
Parks & Rec.	1,625	204%
Biological Sci.	1,633	61%
Health Prof.	**28,025**	**45%**
Protect. Ser.	1,437	37%
Liberal/Gen. Studies	2,496	35%
English/Lit.	7,885	33%
Soc. Science/ History	14,561	32%
Library Science	5,116	31%
Business Admin.	**93,437**	**28%**
Public Admin.	21,833	28%

DOCTORATES/PROF.

FIELD	SIZE	5 YEAR CHANGE
Parks & Rec.	116	231%
Pharmacy	1,936	80
Architecture	161	87
Computer/Info.	810	47%
Foreign Lang./ Literature	886	40%
Vis.Per. Arts	1,054	40%
Home Economics	365	38%
Area/Ethnic Studies	155	36%
Communications	337	36%
Engineering	5,963	32%

TABLE# 17 - Enrollment of International Students in U.S. Institutions (1993-94)

	U.S. STUDENTS	INTL. STUDENTS	Intl. as% of Total
ASSOCIATE	532,000	10,000	2%
BACHELOR	1,139,000	34,000	3%
MASTERS	341,000	46,000	13%
DOCTORATE	31,000	11,000	26%
PROFESSIONAL	73,000	1,500	2%
TOTAL	**2,116,000**	**102,500**	**9.2%**