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# Report of the President 1985

**HUSSON COLLEGE  
BANGOR, MAINE**

*... Providing Opportunities for a Better Way of Life*

ANNUAL REPORT  
of the  
PRESIDENT



1985

# Husson College Bulletin

Bangor, Maine

Issue: *Report of the President*

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

Volume XLIX

October, 1985

Number 4

Published by Husson College  
George F. Peabody Hall, College Circle, Bangor, Maine 04401

*... Providing Opportunities for a Better Way of Life*

EASTERN MAINE MEDICAL CENTER



# REPORT OF THE PRESIDENT

*To the Members of the Corporation, the Board of Trustees, the Board of Advisers, the Faculty, the Staff, and the Friends of the College:*

The following is a report of events of the College as they occurred from July 1, 1984, to June 30, 1985.

## Corporate Officers

|                                  |                           |
|----------------------------------|---------------------------|
| Chairman, Board of Trustees      | Douglas H. Brown, 1982-   |
| President                        | Delmont N. Merrill, 1978- |
| Acting Dean for Academic Affairs | Philip C. Grant, 1984-    |
| Treasurer                        | Roderick N. Hotham, 1983- |
| Controller                       | Norman M. Lydick, 1974-   |
| Clerk of the Corporation         | John E. Hess, 1967-       |

Husson College is accredited by the New England Association of Schools and Colleges, Inc. It has institutional affiliations in fifty-three professional associations, each relevant to a particular segment of administrative responsibility.

**Introduction** "The future of young people and the Nation rests in large part on their access to college and graduate education. For this country reserves its highest honors for only one kind of aristocracy — that which the Founding Fathers called 'an aristocracy of achievement arising out of a democracy of opportunity'."

— John F. Kennedy

Husson, established in 1898, has provided access for thousands to pursue productive and satisfying careers in business and professional studies for the past eighty-seven years.

In structuring the College for the challenges of the Twenty-first Century, the administration has been realigning the total organizational responsibilities. These respon-

sibilities have been distributed among four major units — all reporting directly to the President. They are: Dean for Academic Affairs, Executive Director for Financial Affairs and Treasurer, Dean for Enrollment Management, and Executive Director for Development. The realignment of the several areas of administrative responsibilities among these four positions makes for a better coordination of related functions.

Likewise, a committee made up of representatives of all constituencies of the College, including the Board of Trustees, refined the statement of the mission of the College, along with that of its educational goals and institutional objectives. These are presented below:

|                          |                                                                                                                                                                                |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Mission Statement</b> | Husson College is committed to providing individuals with a highly-personalized educational experience leading to successful performance in productive and satisfying careers. |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Founded in 1898, Husson College continues to provide an education which is student-centered and which emphasizes the development of attitudes, knowledge, and skills necessary for progress through an individual's life work. Graduates will have the ability to manage their own continuing personal and professional development in a world which requires that learning be a life-long process.

|                          |                                      |
|--------------------------|--------------------------------------|
| <b>Educational Goals</b> | The Educational Goals of Husson are: |
|--------------------------|--------------------------------------|

1. To develop communication skills so that individuals will be able to listen responsively, read with understanding, write with clarity, and speak with assurance;
2. To foster leadership and motivational skills so that individuals will be able to initiate actions, influence performances, persuade others, and promote teamwork;
3. To nurture problem-solving skills so that individuals will be able to comprehend the problem, analyze its nature, synthesize its parts, evaluate alternative solutions, create new ideas, and make decisions;
4. To teach professional and technical skills so that individuals will be able to master the basic principles

of their profession, employ the tools and techniques of current technologies, be alert to and comprehend new ideas and theories, and function productively in their chosen field;

5. To inspire an awareness of ethical and social responsibilities so that individuals will experience a concern and respect for others and a respect for their viewpoints, a desire for service to others, and a sense of personal integrity;
6. To stimulate an interest in, and an appreciation of, the components of optimal health and well-being so that individuals will be able to honor the dignity of one's self, and acquaint themselves with the fundamental principles of personal health.

### **Institutional Objectives**

The Corporation exists to fulfill the mission and educational goals of the College by developing and managing the resources of the Institution. Its objectives are:

1. To generate optimal financial resources through enrollment management, fund raising, auxiliary enterprises, sponsored programs, and close control over expenditures;
2. To allocate the financial resources prudently on the basis of an ongoing strategic planning process by an effective budget process, systematic cost analysis, continuing institutional research, and establishing priorities;
3. To optimize the use of human resources through recruiting and selecting competent people, orienting, training and developing individuals, and evaluating and rewarding performance;
4. To make the best use of physical and informational resources through periodic evaluation, centralized decision making, and effective information systems.

## **Academic Affairs**

Early on, a national search was conducted for a Dean for Academic Affairs. Dr. Gary Doberstyn, Vice President for Academic Affairs at Dyke College in Cleveland, Ohio, was selected by the Search Committee and accepted the position. He will commence his duties on August 1, 1985.

Under the leadership of Dr. Philip Grant, Acting Dean for Academic Affairs, a major evaluation of the curriculum was completed. Programs of study and courses were carefully analyzed, some were consolidated to improve the programs of study; others were eliminated as they were no longer relevant to current needs of the business community. The Division of Liberal Studies was reorganized into two distinct divisions to serve better the expansion of subject matter being offered and for better communications within the division.

A plan has been completed to present "English across the Curriculum". Every instructor in every subject will be involved in this project. Students will be held accountable for the proper use of English in all papers and oral presentations. This concerted effort on the part of all faculty members will stress the importance of both written and oral communication.

A major effort to evaluate faculty performance and to devise an effective faculty/staff development program is well underway. Faculty teaching responsibilities have been lowered to 12 hours for those involved in the developmental program and for others who have mentoring/advising responsibilities.

The first phase of training for the faculty in the mentoring/advising system of the College began in the fall, 1984. Several in-house workshops have been held for the professional staff in mentoring, stress management, and computer literacy.

The opening of a South Campus at Andover College in Portland has given the Institution a presence in the fastest growth area of the State. The Graduate Program had 32 enrolled in the first class in September; 85, in the Continuing Education Division; and over 100, in the modular program leading to the baccalaureate degree.

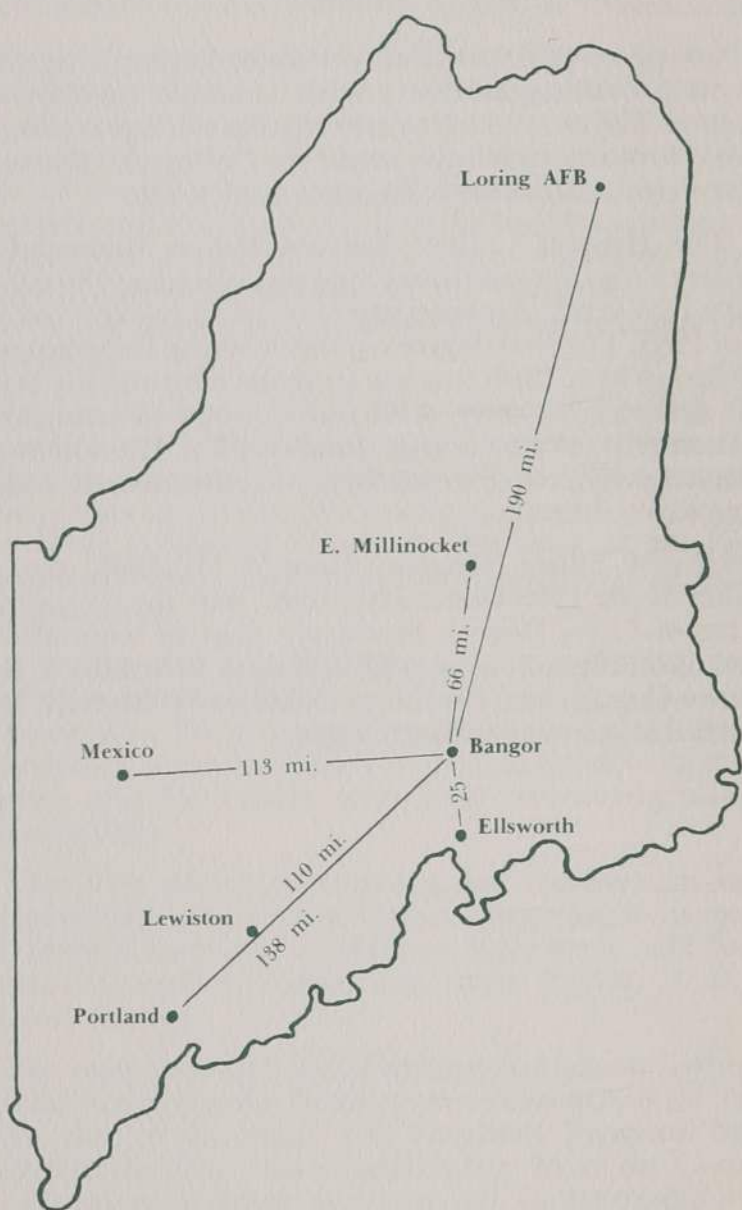
In visiting the two major sites of the Continuing Education and Extension Division — Loring Air Force Base and Portland — the President found that the needs of the individual are being met in a very positive manner. It is the meeting of these needs that ensures the growth of the Institution.

Cooperative Education continues to play a significant role in providing students with valuable on-the-job experience. The courses also carry regular college credit. Some Federal funding continues to aid the College in offering this cooperative venture with business state wide.

The Husson College/Eastern Maine Medical Center Nursing Program continues to grow, reaching 100 enrollees in just two years. An entering class of 45 is expected in the fall of 1985. The first degrees in the Nursing Program will be awarded in May 1986, to a few students who already hold the R.N. and needed only academic courses to complete the requirements for a BS degree. In May, 1985, Husson awarded the first Associate in Science Degree in the Medical Assistant Program.

United States Senator, George Mitchell, the guest speaker at the 1985 Commencement, was the recipient of a Doctor of Laws Degree. Honorary degrees were also conferred upon Husson trustee Mrs. Wilma A. Bradford, Doctor of Laws Degree, and President Delmont N. Merrill, Doctor of Business Administration Degree.

State of Maine CEED Sites  
1984 - 1985



**Continuing Education and Extension Division (CEED).** CEED is served by two Co-Directors and seven Site Coordinators, six of whom are part-time.

Below is an academic profile — listing the number of courses offered and the professional status of instructors — for the Division for the fall and spring semesters, 1984-1985.

TABLE I

Fall, 1983

| Site             | Courses<br>Offered | Bachelor<br>Degree | Professional Status of Faculty                  |                                                  |
|------------------|--------------------|--------------------|-------------------------------------------------|--------------------------------------------------|
|                  |                    |                    | Master Degree<br>or Bachelor<br>Degree +<br>CPA | Doctorate<br>Degree or<br>Master Degree<br>+ CPA |
| Bangor           | 31                 | 1                  | 24                                              | 6                                                |
| Portland         | 17                 | 0                  | 14                                              | 3                                                |
| Lewiston         | 7                  | 2                  | 4                                               | 1                                                |
| Mexico           | 8                  | 1                  | 7                                               | 0                                                |
| Ellsworth        | 7                  | 0                  | 6                                               | 1                                                |
| East Millinocket | 10                 | 0                  | 9                                               | 1                                                |
| Loring AFB       | 25                 | 0                  | 15                                              | 10                                               |
| Totals           | 105                | 4                  | 79                                              | 22                                               |

TABLE II

Spring, 1985

| Site             | Courses<br>Offered | Bachelor<br>Degree | Professional Status of Faculty                  |                                                  |
|------------------|--------------------|--------------------|-------------------------------------------------|--------------------------------------------------|
|                  |                    |                    | Master Degree<br>or Bachelor<br>Degree +<br>CPA | Doctorate<br>Degree or<br>Master Degree<br>+ CPA |
| Bangor           | 36                 | 4                  | 27                                              | 5                                                |
| Portland         | 16                 | 0                  | 13                                              | 3                                                |
| Lewiston         | 6                  | 1                  | 3                                               | 2                                                |
| Mexico           | 10                 | 2                  | 8                                               | 0                                                |
| Ellsworth        | 7                  | 0                  | 6                                               | 1                                                |
| East Millinocket | 11                 | 0                  | 10                                              | 1                                                |
| Loring AFB       | 24                 | 0                  | 17                                              | 7                                                |
| Totals           | 110                | 7                  | 84                                              | 19                                               |

1984 - 1985

## **ACADEMIC ADMINISTRATIVE PERSONNEL**

### **Undergraduate Division**

- Philip C. Grant, BS, MBA, PhD  
Acting Dean for Academic Affairs
- Thomas F. Largay, BS, MARE, CPA  
Head, Department of Accounting
- Charles M. Sullivan, BA, MA, PhD, JD  
Head, Department of Business Administration
- Dolores R. C. Renaud, BS, MEd, CAS  
Head, Department of Business Teacher Education
- Janet L. Kinney, BS, MEd, CAS, PhD  
Head, Department of Office Administration
- Robert K. Diebold, BS, MA, PhD  
Head, Division of Liberal Studies
- Mary L. Bennett, BS, MS, PhD, RN  
Dean, Nursing Program
- Robert H. Thomas, BS, MEd, CAGS  
Director, Cooperative Education

### **Continuing Education and Extension Division (CEED)**

- Lindon E. Christie, Jr., AB, MEd, CAS  
Co-Director
- Harold L. Mailman, BS, MEd  
Co-Director

### **Graduate Division**

- Robert M. Smith, AB, AM, PhD  
Dean

## **FACULTY**

### **Undergraduate Division**

#### **Accounting Department**

- Thomas F. Largay, BS, MARE, CPA  
Dewey W. Martin, BS, MS, CPA, CMA  
Margaret M. Zoldi, BA, MS, CPA

### **Business Administration Department**

Jesse W. Baker, BUS, MEd  
Russell C. Eustice, BA, MBA  
Robert G. Goodwin, BS, CDE, MEd  
Pamala S. Hennessey, BS, MEd, CAS  
D. Bruce MacGregor, BS, MEd, CAS  
Curtis, S. Morse, BS, MS, PhD  
William B. Read, Jr., BS, MA  
John A. Slomback, Jr., BS, MEd  
Charles M. Sullivan, BA, MA, PhD, JD

### **Business Teacher Education**

Dolores R. C. Renaud, BS, MEd, CAS

### **Office Administration Department**

Bonnie M. Bunch, BS, MEd  
Madalyn A. Jordan, BS, MEd, CAS  
Janet L. Kinney, BS, MEd, CAS, PhD  
Marlene Lloyd, BS, MA  
Karl B. McGaw, BS, MEd, CAS  
Ann B. Turner, BS  
Thelma S. Vining, BS, MSB

### **Liberal Studies Division**

Paul E. Curtis, BA, MS, PhD  
Robert K. Diebold, BS, MA, PhD  
Kenneth M. Johnson, BA, MA, PhD  
Lambros Karris, BA, MA, EdD  
Dorothy Klimis-Tavantzis, BA, MS, PhD  
Diane E. May, BSc., MA, PhD  
Sylvia G. Noyes, BA, MA  
James H. Parker, Jr., BA, MA, PhD  
Kathleen A. Wall, BS, MS, PhD  
Sally C. Webster, BA, MA  
Wayne W. Westbrook, BA, MA, PhD  
Albert E. Weymouth, Jr., BS, MEd

### **Nursing Program**

Mary L. Bennett, BS, MS, PhD, RN  
Monica M. Collins, BSN, MSN, RN  
Ann C. Ellis, BS, MS, RN  
Elizabeth L. Foster, MS, RN  
Barbara S. Higgins, MSN, RN  
Bonnie B. Lundquist, MS, RN  
Elizabeth D. Pliskoff, MSN, RN

### **Part-time Faculty**

Donald Bohus, BSN  
William J. Curran, Jr., BS, MEd  
Patricia C. Dixon, RH, BS  
Kenneth Fisher, BS, MBA, PhD  
Eileen Foley, MA  
Darrell Hilliker, BS, PhD

Eleanor Horner, BS, MEd  
Michael Robbins, BA, PhD  
Lloyd T. Shoop, BA, MA, EdD  
Cathy Alley-Violette, BS, MSB  
John Visvader, BA, PhD

## **Graduate Division**

### **Fall Semester**

William Eisenhardt, BS, MEd, PhD  
Russell C. Eustice, BA, MBA  
Ruth Hopkins, BS, MBA, CPA  
Lambros Karris, BA, MA, EdD  
Robert Smith, AB, AM, PhD  
Charles Sullivan, BA, MA, PhD, JD

### **Spring Semester**

Gary Conover, BS, MBA  
William Eisenhardt, BS, MEd, PhD  
Kenneth Hallgren, BA, MS, EdD  
Ruth Hopkins, BS, MBA, CPA  
Charles Sullivan, BA, MA, PhD, JD  
Wayne Westbrook, BA, MA, PhD

### **Librarians**

Amy Averre, BS, MS  
Victoria Erker, BA  
Berneice E. Thompson, BS, MEd, MLS, Head Librarian

### **Appointments**

Jesse W. Baker, BUS, MEd

Below is an academic profile of the full-time faculty,  
Undergraduate Division, 1984-1985:

|                  |       |
|------------------|-------|
| Doctoral degrees | 39.5% |
| CAS/CPA          | 21.1% |
| Master degrees   | 36.8% |
| Bachelor degrees | 2.6%  |

Distribution in rank:

|                      |    |
|----------------------|----|
| Professors           | 12 |
| Associate Professors | 12 |
| Assistant Professors | 12 |
| Instructors          | 2  |

There are five members holding Certificates of Advanced Study (CAS) and three, Certified Public Accountants (CPA).

Except for members of the Graduate Division who are also identified with the Undergraduate Division faculty, all other members of the Graduate Division faculty are part-time faculty.

**Admissions** During the year the Admissions staff participated in three national and fifteen New England college fairs. They also participated in 35 college night and special programs throughout New England and made 450 high school visits. Campus visitations, which were strongly emphasized, increased nearly fifty percent. The Admissions staff conducted student/parent receptions in Augusta, Bangor, Portland, Ellsworth, and Presque Isle with approximately 500 parents and students attending.

Faculty, staff, and alumni were also involved in the Admissions effort by participating in career day programs, and as presenters at high schools and special events such as the Chamber of Commerce Career Exploration Program in Bangor.

A major advertising effort was put into place through the College Development Office and the Duffy-Darrow Agency, employing the print media as well as radio and television. A new slide presentation was also developed for Admissions.

The College continues to be involved in the Downeast Consortium consisting of the University of Maine, Orono; University of Maine, Machias; College of the Atlantic; Maine Maritime Academy; and Husson. The College will host a guidance counselor tour of the colleges this fall, as well as participating in the Eastern States Exposition in Springfield, Massachusetts, in September.

The results of the year-long association with Educational Resources and Research, Inc., and the implementation of the recommendations suggested, resulted in the admission of 324 new students during the current academic year.

With the innovations made and the concentration on advising/mentoring, the concept of enrollment management has had a positive effect upon admissions.

**TABLE III**  
**STUDENT ENROLLMENT AND GRADUATES**  
**1975 - 1985**

| Year             | Day<br>Division <sup>b</sup> | Enrollment                    |                                   | ABS<br>Degree       | Graduates <sup>a</sup> |               |
|------------------|------------------------------|-------------------------------|-----------------------------------|---------------------|------------------------|---------------|
|                  |                              | CEED<br>Division <sup>b</sup> | Graduate<br>Division <sup>b</sup> |                     | BS<br>Degree           | MSB<br>Degree |
| 1975-1976        | 665                          | 357                           | —                                 | 66                  | 139                    | —             |
| 1976-1977        | 719                          | 269                           | —                                 | 92                  | 61                     | —             |
| 1977-1978        | 756                          | 269                           | —                                 | <i>TOTAL</i><br>136 | 90                     | —             |
| X 1978-1979      | 738                          | 262                           | 18                                | <i>1018</i><br>103  | 123                    | —             |
| 1979-1980        | 811                          | 427                           | 54                                | 111                 | 105                    | 9             |
| 1980-1981        | 743                          | 570                           | 88                                | 145                 | 81                     | 20            |
| 1981-1982        | 730                          | 750                           | 90                                | 76                  | 102                    | 20            |
| 1982-1983        | 688                          | 688                           | 113                               | 125                 | 79                     | 17            |
| 1983-1984        | 686                          | 659                           | 99                                | 76                  | 110                    | 28            |
| 1984-1985        | 695                          | 708                           | 113                               | 94                  | 125                    | 23            |
| <i>1985-1986</i> | <i>735</i>                   | <i>835</i>                    | <i>167 (1742)</i>                 |                     |                        |               |

- a. Twenty, one-year diplomas were awarded during 1974-1980.  
 Seventeen, one-year diplomas were awarded during 1980-1981.  
 Twenty-six, one-year diplomas were awarded during 1981-1982.  
 Ten, one-year diplomas were awarded, 1982-1983.  
 Two, one-year diplomas were awarded, 1983-1984.  
 Three, one-year diplomas were awarded, 1984-85.

- b. Total student enrollment.

## Student Affairs

During 1984-1985 the Office for Student Life was primarily responsible for residential life, commuter affairs, Greek affairs, campus activities, and judicial affairs.

**Residential Life.** The Student Life staff directed their efforts toward stimulating student responsibility, addressing student needs and concerns, and holding the students accountable for their behavior. These efforts were done while managing the residence halls which includes housing assignments, recordkeeping, billing procedures, maintenance coordination, student resident staff supervision, and housing the resident summer camps.

The emergence of a viable resident hall government opened up a new line of formal communication that primarily dealt with residential life issues and social programming. The implementation of the freshman floor program enabled the Student Life staff to identify more readily new students who were experiencing difficulties making their transition to college life. Counseling and referring, when appropriate, both freshmen and upperclass resident students have increasingly been a major part of the staff's responsibilities. With efficient management, satisfactory custodial and minor maintenance services, reasonably attractive residential environment, and a very good staff, there was a positive quality of life in the residence halls.

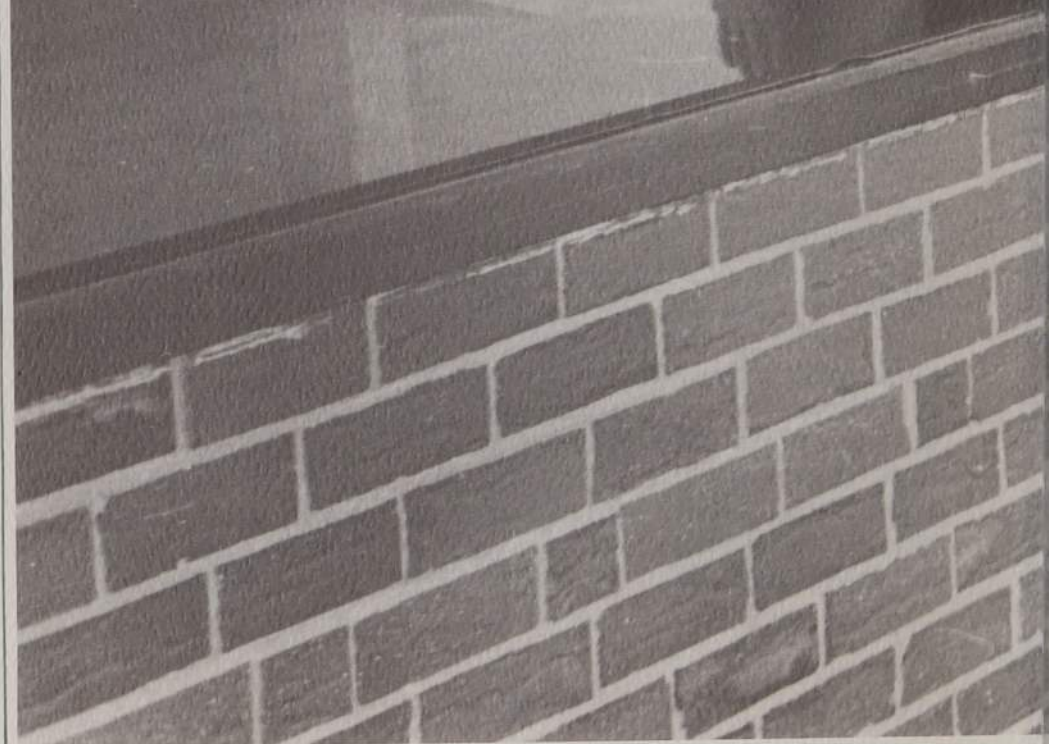
**Commuter Affairs.** The commuter student population with approximately 33% being 25 years of age or older is increasingly looking to the College to provide support services and non-academic facilities in addition to their academic program and instructional facilities. The Student Senate has not been and probably will not be the forum that will advance the concerns of the commuter student. During the past year the Student Life staff has attempted to raise the awareness of their presence along with their differing needs and concerns.

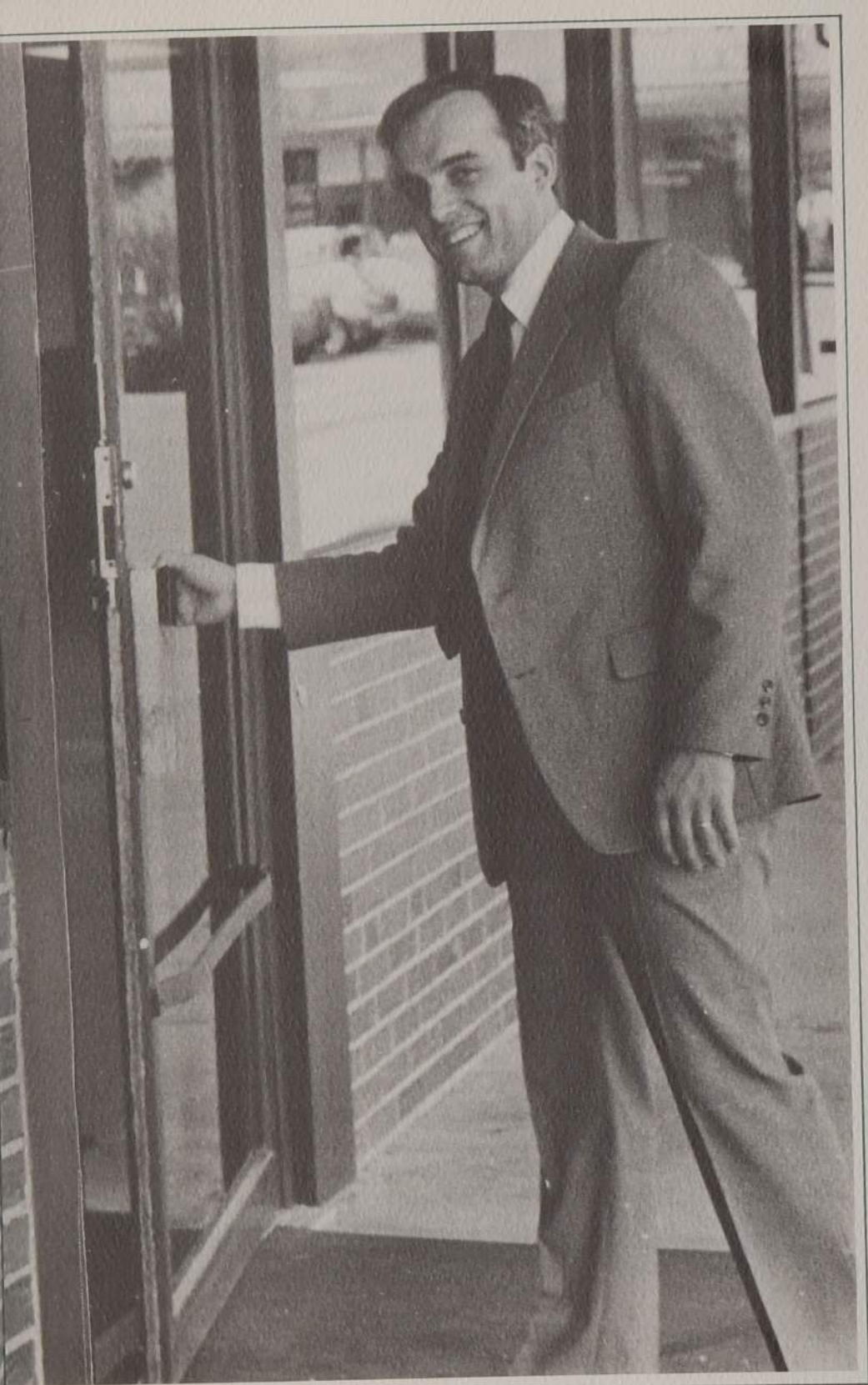
**Greek Affairs.** The Greek community has continued to make significant developmental strides. The Greek Governing Board has begun to understand the problems that the College has had with the former behaviors and practices of the Greek organizations. Prior to the pledge period this year, the Greek Governing Board met with selected faculty and administrators to discuss the concerns and problems that had been associated with pledging. Following this dialogue all parties concerned with pledging have a better understanding of the ways to prevent past problems from continuing. Even though there has been progress within the Greek community, there are still some unresolved issues and concerns that the Greek organizations will have to address. These concerns include the number of Greek organizations that this campus can support, the concept of reserving a residence hall floor for an individual Greek organization, and the adoption of non-alcoholic activities as a way to promote Greek life.

ANDOVER COLLEGE

ACADEMIC DIVISION

HUSSON COLLEGE  
SOUTH CAMPUS





**Campus Activities.** During the 1984-1985 academic year, the Student Life staff served in an advisory role to campus clubs and organizations that were sponsoring activities. Representatives from the Social Committee, Cultural Committee, and Arrowhead Committee met together and discussed some mutual concerns. Different ideas for activities were attempted with pleasing results. Initial groundwork has been made with the different sponsors of activities, but much more needs to be done to ensure that the social, cultural, and recreational activities are enhancing student development.

**Judicial Affairs.** The Undergraduate Judicial Board had relatively few cases to hear this past year as the severity of the infractions to the Husson College Community Code diminished significantly. Numerous incidents involving inappropriate student behavior were investigated and followed up with a meeting with the Student Life staff and the individuals associated with the incident.

**Career Counseling.** The annual evaluation of the on-campus interviews program showed an increase in the number of students signing up for interviews, as well as an increase in the number of interviews taken, offers made, and positions accepted. Seventy-seven students, an increase of 46 (59.0%) over 1983-1984, took the opportunity to interview on campus. The increase was the result of increased activity among students from the Department of Business Administration. Possible reasons for this increased activity are the students' awareness of career planning as opposed to job orientation, increased interest in out-of-state employment through the Maine Recruiting Consortium, and the increased visibility of the Office for Career Counseling through the efforts of promotion by faculty and professional staff members. The increasing rate of employment also has an affect.

For the first time recruiters were asked to evaluate each interviewee on a series of criteria; i.e., interview preparation, verbal communication, academic qualifications, direction, etc. The recruiters were very cooperative. Results, for the most part, were better than average. Where serious deficiencies surfaced, the individual student was counseled and suggestions for improvement made.

The Maine Recruiting Consortium held two recruiting days during the year. Twenty-two firms participated. Husson College had 32 students who took 74 interviews, which resulted in 9 offers with all 9 being accepted.

The Consortium program provided an excellent opportunity for Husson students to interview for out-of-state positions with nationally recognized employers. The exposure also encourages students to think more in terms of careers than in isolated jobs. Coupled with the on-campus interviews, career opportunities have expanded for Husson students. Plans and dates were made and set for the 1985-1986 year. One of the recruiting days will be held in Bangor.

The Full-time Job Referral program continued to grow. There was a 16 percent increase in the number of jobs for 1984-1985 over the previous academic year, and 10 percent more referrals were made. Employment increased by 11 percent. Interestingly, three of the appointments were as the result of Job Bank referrals during the year that turned into full-time positions.

The Job Bank program continued to be a viable service for students. Its visibility among the local business community has increased yearly. Student registration, since its onset, has remained approximately the same. However, there is no real consistency to the number of jobs, referrals, and hires from year to year.

Employment figures were compiled for the 1984 graduating class. The percentage of known employed among the respondents to the survey (91.7%) was the best since 1981 (89.4%). The average employment for the last five years stands at 87.0%

**Student Health Services.** The Office of Student Health Services had nearly 2,500 visits by Husson students, 1984-1985. In addition to handling health needs, a great deal of counseling and referral to Special Services was done. Instruction for health education classes and cooperation with other health-related student programs on campus have increased the viability and visibility of the office.

**ACHIEVE.** Many positive developments occurred during the first year of the ACHIEVE operation. Among these achievements were the creation of an updated ACHIEVE

brochure and flyer, which was developed jointly by the Director of ACHIEVE and the Public Relations office. A very close tie with the Husson recruiters and Office of Admission was maintained.

The return of three former ACHIEVE students to the College, which represents half the original population, is a good retention rate for high-risk students. By all indications, the program is doing what it was designed to do: prepare students for college.

**Special Services.** The Special Services staff has had a busy year responding to new challenges: a change in directorship, new Federal eligibility guidelines for participants, an increase in the severity of students' problems (emotional and academic), and two new mini-programs — Leadership Training and Peer Advising.

Much of the fall semester was spent in developing accurate student records for the new Federal guidelines. All students involved in the program were interviewed to ascertain their status as to first-generation college students and their finances. The new guidelines require that two-thirds of the participants be either

- a. Physically handicapped; or
- b. Low-income **and** first generation college students.

The remainder of Special Services participants can be either low-income or first-generation.

The Special Services staff counselor, who is part-time, also saw a great deal of active duty this year. She saw a total of 74 students and five parents and consulted with 20 individual staff and faculty who had concerns about students. This referral system has grown since last year, perhaps as a result of the focus on mentoring. Students seen by the Counselor sought help for a broad range of problems. It is interesting to note that of these students, the most troubled of the group were those who had an alcoholic parent. Overall, it is plain that societal problems that affect young adults at large also impinge on our college students despite the fairly protective cloak that college can provide. One may also observe that even on a campus as small as Husson, there exist very serious student problems that must be dealt with by professionals.

Special Services has extended its counseling services this year through a new Peer Advising Program which is under the supervision of the staff Counselor. The two Peer Advisers received training during the fall in many areas of student affairs/support topics, including listening skills, health and sexuality, alcohol and drug abuse, and eating disorders. They "soloed" as listeners this spring and, together, saw a total of 49 students. Although they cannot provide a full range of counseling services, they do help in giving students with problems an "ear" and are able to make referrals to campus offices as appropriate. This has been a particular area of need college-wide and Special Services was happy to be able to begin to address a means of providing this service.

**Intramural, Recreation & Sports.** A change in the administrative structure with the appointment of a full-time athletic director was made in the fall, 1984. Other personnel changes included a new golf coach and women's basketball coach.

As a member of the NCAA Division III and NAIA, Husson College offered three varsity sports for women and four for men. The seven varsity sports: men's and women's basketball, women's volleyball and softball, soccer, golf, and baseball completed their season with each team posting a respectable record. All teams were excellent representatives of Husson College.

In the fall of 1984, an Intramural Committee was established to allow students to have greater input into programs and activities. A total of 127 men and 123 women participated in fall intramural sports: softball, flag football, volleyball, soccer and badminton. In the spring of 1985, 117 men and 105 women participated in basketball, indoor soccer, floor hockey, and volleyball. Other recreational activities were candlepin bowling, aerobics, and an 8-ball pool tournament. A Games Room, including video games and pool tables, was opened in the Newman Center. The planned completion of outdoor tennis courts at the end of July 1985 and a concerted effort to include the swimming pool in intramural activities will see Husson students being offered a wider variety of recreational activities in the future.

Positive steps were taken to improve management of facilities, including security, maintenance, scheduling of events, and increased supervision. This has resulted in an increase of Athletic Association membership and use of the facility for special events.

## **Development**

The functions of the Executive Director for Development include fund raising, marketing/advertising, public relations, alumni, and publications.

**Fund Raising.** With the appointment of a new director for this area, new ground has been broken and new approaches made to the procedures of development. This year's annual fund drive was conducted with 30 community volunteers, chaired by Trustee Lloyd Willey. Captains for the community effort included Mrs. Wilma Bradford, Mr. John Bragg, Mr. Jack Lagerquist, Mr. Scott Johnson, and Mr. Andrew Pease. The volunteers attended an orientation session and received support materials before they selected prospects from over 200 researched potential donors.

The 1985 annual fund now stands at \$117,653 compared to \$100,291 last year at this time. Of that amount, \$101,164 (86%) was received as cash or pledges, while \$16,489.78 (14%) was received as in-kind gifts. Last year, 79% of the gifts raised were secured in cash and pledges, and 21% were in-kind.

Husson's thirty volunteer fundraisers have in large part been responsible for the encouraging strides made in this year's community campaign. This group, comprised of Husson trustees, advisers, alumni, and friends, has raised \$55,000 for the annual fund.

This effort was especially gratifying because this is the first year volunteers have been utilized in this way. A fringe benefit of this approach is that Husson has made new friends, as well as renewed old acquaintances. The good will that has been generated from this group's service to the College is invaluable.

While community volunteers were busy raising money on Husson's behalf, over \$62,500 has been donated by alumni, foundations, and other friends of the College, resulting in the \$117,653 total for the year.

The alumni-giving dollar amount increased 47% over 1984, and the number of alumni donors increased by 38%. The alumni campaign consisted of two fundraising letters, a reminder post card, and a "clean-up" phonathon. Considerable work was done this year to build communications with the alumni in anticipation of the capital campaign. The results of those efforts are clearly reflected in the alumni response to the annual fund.

Trustee Chairman Douglas H. Brown and President Merrill solicited trustees as the Twenty-First Century Fund Capital Campaign began on a low-key level. A campaign video was developed to be used for major donor solicitation, alumni awareness, and public information. Preliminary meetings were held to develop a capital campaign strategy for employee solicitation and alumni donor prospecting.

**Marketing/Advertising.** A new element of institutional advancement was added during this year — marketing. An advertising agency, the Duffy-Darrow Agency of Camden and Bangor, was retained. The agency developed a series of television advertisements which began airing the week of December 28, 1984. The agency also consulted on a variety of topics including the development of a logo, brochure layout, print and radio advertisements, and marketing strategies for the Bangor Campus and the new Husson South Campus in Portland. The intent of this association is to heighten the public awareness of the College with subsidiary benefit to admissions and development efforts.

**Public Relations.** This year many public events were held on campus which drew attention to the College. The Business Breakfast Series, entering its tenth year, drew sizable crowds and considerable media attention. The highlight of the year, however, was the visit of Vice President George Bush to the College in October. The Business Breakfast speakers were as follows:

Mrs. Elizabeth Mitchell, former state representative and candidate for the First Congressional District. (September)

Mr. Kilton Andrew, Director for Public Affairs, L. L. Bean Company. (October)

Commissioner Seeley Lodwick, member of the International Trade Commission. (November)

Commissioner Charles Devoe, Workers Compensation Commission. (December)

Mr. Robert Masterton, President and Chief Executive Officer, Maine Savings Bank. (January)

Congressman John McKernan, Maine First Congressional District. (February)

Mr. David Redmond, aide to Governor Joseph Brennan. (March)

Mr. Eric Swider, President, the New England Council. (April)

Numerous items were prepared and released to media. Of special note is the use of a modem (telephone linkage between computers) to local media which allows for rapid transmission of news items.

A highlight for the public relations area came with the Employee Recognition Dinner. The event was held off-campus and was catered. Some 350 employees, trustees, advisers, friends, and spouses enjoyed a "sneak preview" of the Twenty-First Century Fund campaign video and were treated to a special slide show created for the event. Mr. Douglas H. Brown received the President's Award for his outstanding contributions to the development of the College.

**Alumni.** A new director has joined the College in this area with responsibilities for public relations and alumni affairs. Building upon past systems and successes, the 1984 Homecoming attracted a growing number of alumni. Four issues of *The Ledger* were published during the year. The format of the alumni newsletter was redesigned by the Duffy-Darrow Agency.

An alumni trip to the Quebec Winter Carnival was a new venture as was a trip to the Maine Guides baseball team in Old Orchard Beach. A very successful Alumni-Senior Reception was held on campus in March. Some 100 alumni and seniors attended the affair. One graduate drove from Caribou in a snowstorm to attend the reception. A Milli-

nocket Chapter was established during the year as a result of a planning meeting in July of 1984 and a Presidential Dinner held in May of 1985.

In 1978, Mrs. Louise B. Miller was commissioned by the President of the College to write the history of the Institution. She and co-author Dr. William W. Cook, completed the task and *HUSSON COLLEGE: A History, 1898-1983*, was published in May, 1985.

**Publications.** The Development Office writes, edits, and supervises all college publications including: *The Spectator*, weekly student newspaper, and *The Ledger*, quarterly alumni newspaper. Publications include the biennial general college catalog, and the graduate division catalog. Other publications include departmental brochures for the Admissions Office, Continuing Education and Extension Division, the Graduate Division, the South Campus, and the Microcomputer Center.

## **Financial Affairs**

Significant developments evolved in the financial area of the College during the 1984-1985 fiscal year.

Mr. James F. Jaffray retired from his position as Vice President for Financial Affairs. Mr. Roderick N. Hotham, Treasurer, became the chief financial officer of the College.

The year was another successful one in the history of Husson from a financial standpoint. Revenues approached \$8,000,000. The "bottom line", excluding endowment gifts, was approximately \$480,000. This brings the cumulative increase in net worth of the College from operations during the past seven years to about \$2,500,000.

The development of Lot 9C has gotten underway, resulting in a most attractive condominium project, which will provide Husson \$300,000 of income over an eight-year period. The developers also contributed \$30,000 toward the completion of two new tennis courts. Another significant real estate transaction was the repurchasing by the College of the commuter parking lot of three acres adjacent to the entrance to the campus.

During the year the College acquired seven additional IBM PC computers, bringing the total to twenty in the student microcomputer center. In addition, the students have full use of an IBM System 34 with 14 terminals.

Two new contracts were implemented with Honeywell, Inc., for energy management and boiler maintenance. The savings not only covered the cost of the contracts, but also were key factors in the decision of the College not to increase room and board rates for the 1985-1986 academic year.

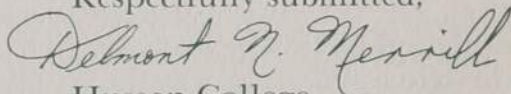
A contract was signed with the New England School of Broadcasting to collocate its school on campus. The benefits to Husson include the operation of the radio station, covering all associated costs, and rental income from offices, classrooms, and resident facilities.

### **Husson Today**

Husson College has expanded the opportunities to make for a better way of life in establishing Husson South in Portland. This site creates opportunities for studies on both the bachelor's and master's levels. Likewise, the programs of study at all CEED sites provide the opportunity for continuing formal education for those in the business community. These outreach programs continue the policy of the College in providing individuals with a highly personalized educational experience.

The recent administration reorganization recognizes that change is healthy, if not imperative, from time to time. The current literature of management tells us, "If there is a better way, find it!" Those who went in "Search of Excellence" tell us that those businesses with a consumer orientation will prosper. Thus, in broad terms, this reorganization is a matter of placing due emphasis on the area of enrollment management, which will help us to better meet the needs of our students.

Respectfully submitted,

  
Husson College  
President

September, 1985

## CHAIRMEN OF THE BOARD OF TRUSTEES 1962-

Chesley H. Husson, 1962-1972<sup>a</sup>  
 George F. Peabody, 1969-1973<sup>b</sup>  
 Richard E. Dyke, 1973-1976  
 George F. James, 1976-1978  
 Franklin A. Peters, 1978-1979  
 Malcolm S. Stevenson, 1979-1982  
 Douglas H. Brown, 1982-

## MEMBERSHIP ON THE BOARD OF TRUSTEES 1962-

Chesley H. Husson, 1962-1972 (Deceased, 1972)  
 Clara L. Swan, 1962-1968<sup>c</sup>  
 William P. Newman, 1962-1971 (Deceased, 1971)  
 Chesley H. Husson, Jr., 1962-1968 (Deceased, 1972)<sup>c</sup>  
 Priscilla A. Clark, 1962-1968<sup>c</sup>  
 Dana H. Hopkins, 1962-1963  
 William J. Hamilton, 1962-1963  
 Dorothy B. Husson, 1962-1965 (Deceased, 1972)  
 George F. Peabody, 1962-1973  
 Charles F. Carlisle, 1965-1975  
 Fred R. Dingley, 1965-1981 (Emeritus, 1981-)  
 Richard E. Dyke, 1965-1979  
 Christopher Hutchins, 1965-1974  
 Dana F. Kennedy, 1965-1972  
 William M. Polishook, 1965-1971  
 William C. Viner, 1965-1975  
 John E. Hess, 1965-  
 Barbara Cassidy, 1968-1977  
 Charles L. Hildreth, Jr. 1968-1977  
 Louis O. Hilton, III, 1969-1977

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- a. Honorary, 1971-1972
  - b. Acting Chairman, 1969-1971
  - c. Resigned from the Board of Trustees in compliance with the recommendation of the New England Association of Schools and Colleges, Inc., to enable the College to qualify for Recognition of Candidacy, the first step in receiving full accreditation by the Association.

Cecil D. Wilson, 1970-1981  
 Barkev Kibarian, 1971-1973  
 George F. James, 1971-1978  
 Milton Brown, 1972-1973  
 Frank M. Carter, 1973-  
 Paul E. Husson, 1974-1978  
 J. Warren Olmsted, 1974-1977  
 Donald W. Perkins, 1974-1982  
 Franklin A. Peters, 1974-1979  
 Wayne Ingalls, 1975-1978  
 Wilma A. Bradford, 1976-  
 Walter A. Brower, 1976-1977  
 John W. Bragg, 1977-  
 Nancy Randall Clark, 1978  
 Thomas A. Greenquist, 1978-1979  
 Arthur M. Johnson, 1977-  
 Norman S. Kominsky, 1977-  
 A. Dean Neal, 1977-1981  
 Henry M. Powers, 1977-1982  
 Daniel Robitaille, 1977-1978 (Student Representative)  
 Malcolm S. Stevenson, 1977-  
 Walter E. Travis, 1977-  
 Delmont N. Merrill, 1978-  
 George J. Lambert, 1978-1982  
 James F. Martin, 1978-1979 (Student Representative)  
 Charles M. Morgan, 1978-1979  
 Louise O'Donnell, 1979-1980 (Student Representative)  
 Douglas H. Brown, 1979-  
 Constance H. Carlson, 1979-  
 Philip P. Parent, 1979-  
 Frederick H. Sontag, 1979-  
 Lloyd E. Willey, 1979-  
 Michael E. Williamson, 1980-1981 (Student Representative)  
 James B. Coffey, 1980-  
 Francis B. Sprague, 1980-  
 Roger J. Castonguay, 1981-1984  
 Adele M. Conklin, 1981-1982 (Student Representative)  
 Robert M. Leavitt, 1981-1984 (Deceased, 1984)  
 Spencer L. Murfey, Jr., 1982  
 Margaret Smith, 1982-1984  
 Robert Winskowicz, 1982-1983 (Student Representative)  
 Kevin Paul Pelletier, 1983-1984 (Student Representative)  
 Richard E. Dyke, 1965-1979; 1983-

John B. Dyer, 1984-  
 James F. Jaffray, 1984-  
 Thomas W. Kelly, 1984-  
 Charles G. Tetro, 1984-  
 M. Lynn Picard, 1984-1985 (Student Representative)

# **PRESIDENT'S BOARD OF ADVISERS**

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| MR. PATRICK CARNEY     | President, Carney's, Inc.<br>Lincoln, Maine                                |
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| MR. BARRY DARLING      | Salesman<br>WABI-TV<br>Bangor, Maine                                       |
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| MR. SCOTT JOHNSON      | Vice President<br>Merrill Trust Company<br>P. O. Box 923<br>Bangor, Maine  |

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| MR. KENNETH L. KIRKLAND     | Branch Manager<br>Maine Savings Bank<br>Brewer, Maine                                           |
| MRS. NICHOLA KOBRITZ        | Pediatric Nurse Practitioner<br>Eastern Maine Medical Center<br>Bangor, Maine                   |
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| MRS. GEORGIA LEAKOS         | Brewer IGA Foodliner<br>Hampden, Maine                                                          |
| MR. ARTHUR E. MCKENZIE      | General Manager<br>Bangor Daily News<br>Bangor, Maine                                           |
| MRS. BARBARA G. MCKERNAN    | Civic Leader<br>Bangor Savings Bank<br>Bangor, Maine                                            |
| DR. PRESTON A. MCLEAN       | Physician<br>Bangor, Maine                                                                      |
| MR. MALCOLM E. MORRELL, JR. | Attorney<br>Eaton, Peabody, Bradford & Veague<br>Bangor, Maine                                  |
| MR. FREDERIC S. NEWMAN      | Retired President<br>Northeast Bank & Trust Company<br>Bangor, Maine                            |
| MR. GEORGE F. PEABODY       | Attorney<br>Eaton, Peabody, Bradford & Veague<br>Bangor, Maine                                  |
| MR. ANDREW J. PEASE, JR.    | Manager, Corporate Finance<br>Webber Oil Company<br>Hampden, Maine                              |
| MR. DONALD W. PERKINS       | Attorney and Partner<br>Pierce, Atwood, Scribner, Allen, Smith and Lancaster<br>Portland, Maine |
| MR. HENRY M. POWERS         | President<br>C. H. Sprague & Son Company<br>Portsmouth, New Hampshire                           |

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| MR. DANIEL B. PRIESTLEY | President<br>United Bank<br>Two Hammond Street<br>Bangor, Maine                  |
| MRS. SHIRLEY K. RICHARD | Member, Maine State Board of<br>Education<br>Madison, Maine                      |
| MR. CHARLES E. ROBERTS  | Chairman of the Board<br>Furbush-Roberts Printing Company, Inc.<br>Bangor, Maine |
| MR. JAMES S. SEGAL      | President<br>James S. Segal Services<br>Bangor, Maine                            |
| MR. RICHARD M. STOLKNER | Broker<br>R. G. Edwards & Sons, Inc.<br>Bangor, Maine                            |
| MR. GERALD M. TABENKEN  | President<br>H. Tabenken & Company, Inc.<br>Bangor, Maine                        |
| MR. R. LEON WILLIAMS    | President<br>Williams Lumber Company<br>East Eddington, Maine                    |
| MRS. ELLEN G. YOUNG     | Treasurer<br>Grant's Dairy, Inc.<br>Holden, Maine                                |

