

**Report of the President
1983**

**HUSSON COLLEGE
BANGOR, MAINE**

... Sustaining Excellence

ANNUAL REPORT
of the
PRESIDENT



1983

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 Friends of the College.

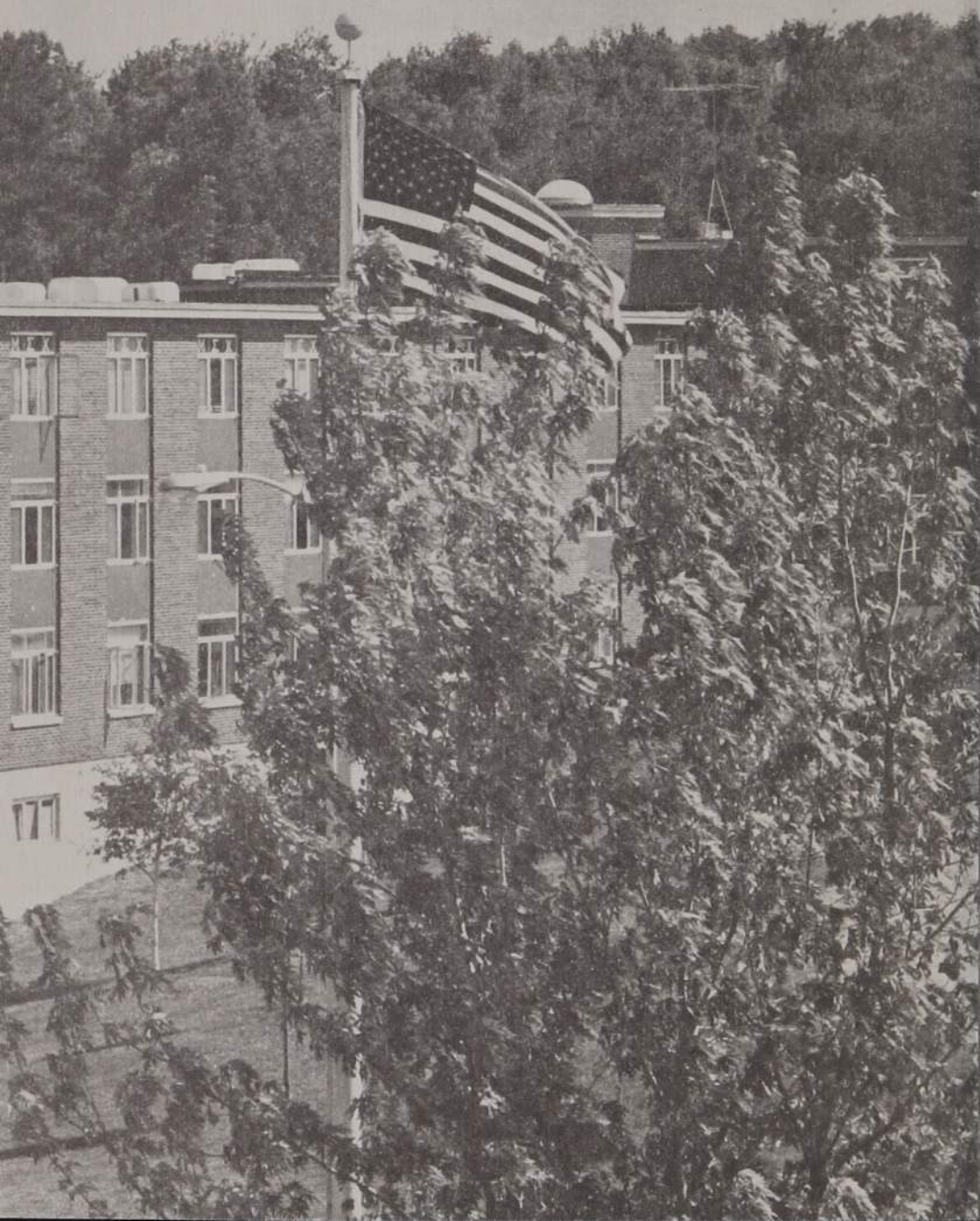
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... *Sustaining Excellence*



REPORT OF THE PRESIDENT

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

The following is a report of events of the College as they occurred from July 1, 1982 to June 30, 1983.

Corporate Officers

Chairman, Board of Trustees

Douglas H. Brown, 1982-

President

Delmont N. Merrill, 1978-

Vice President and Dean for Academic Affairs

Jay L. Fennell, 1978-

Vice President for Financial Affairs and Treasurer

James F. Jaffray, 1977-

Controller

Norman M. Lydick, 1974-

Clerk of the Corporation

John E. Hess, 1967-

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

Introduction

Having completed five years as the chief executive officer of Husson College, I can report significant progress in attaining the goals set forth by this administration. Foremost among them was the restoring of the financial credibility of the College. Today, the Institution has the confidence of the community and State and Federal agencies. Another goal was the quest for excellence. The academic administration has made great strides in ensuring a continuing refinement of broad-based curricula of business and professional studies. Unity of purpose, a goal that cannot be underestimated, has been reflected in the accomplishments of the College during these five years.

Yet another goal has been a constant reassessment of institutional objectives and long-range planning. There are others as well; however, and I would like to mention only one additional goal, the refinement and the adoption of Management by Objectives. The criteria for the administrative process is published annually in the Husson College Handbook. It reflects the consensus of all Husson constituencies, thus providing the opportunity for the College to remain current in policy and procedures in administration.

The President's Report, 1983, which follows, presents the continuing efforts of the College in ... *Sustaining Excellence*.

Academic Affairs

The academic administration focused its major attention on the preparation for the implementation of the Nursing program to begin September, 1983. The cooperative effort between the academic area and the nursing education professionals at Eastern Maine Medical Center has been outstanding, and the program will be ongoing with both a freshman and sophomore class beginning in the fall semester.

Dr. Mary Bennett was elected Dean of Nursing by the Board of Trustees in January. Two additional appointments were made in June to meet the immediate needs for the Nursing Program staff. The needs of the Library to service the new program were recognized and implementation began in the summer of 1983.

This past academic year has also seen the further development and strengthening of the Graduate Program and the degree programs offered through external sites in the Continuing Education and Extension Division (CEED). Clearly half of the entire Husson student body is enrolled in these two divisions, a majority on a part-time basis. The average age of these students is significantly higher than the age of students in the Day Division of the College. Further evidence of the strength of the programming of the academic areas for the older adult population is the fact that nearly 40 percent of the graduates of the College in 1983 came from CEED.

Another major activity of the College this past year, and even extending back through the previous year, was the Husson Self-Study leading to the reaccreditation evaluation of the College by the New England Association of Schools and Colleges, Inc. The academic area assumed the major responsibility for the Self-Study Report which was highly praised by the members of the evaluation team while the team was on campus and again in the Evaluation Report.

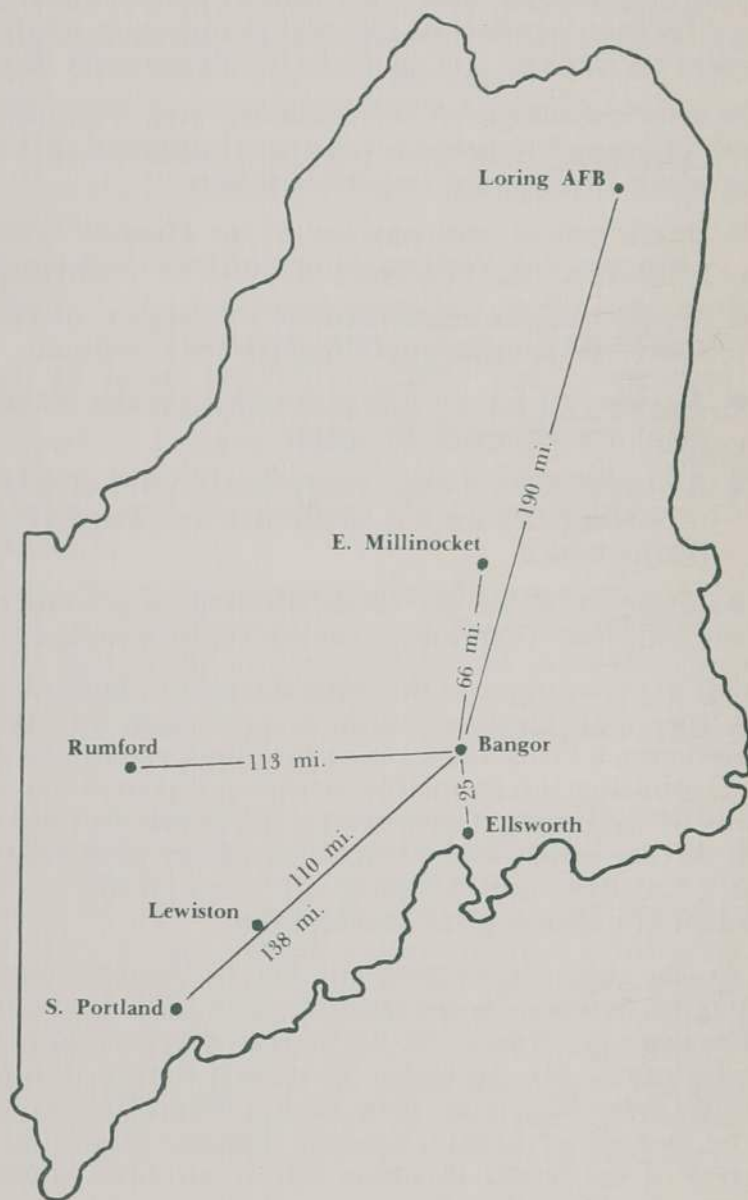
During the course of the academic year a significant number of important projects were concluded and approved by the administration for implementation:

- Development and passage of an Honors Seminar program for outstanding juniors and seniors
- A proposal for expansion of the highly successful Academic Scholarship Program for Freshman
- A proposal for a College-funded Faculty Development and Research Program
- A proposal for a basic competency level of achievement for freshmen students in English and mathematics
- A proposal for the establishment of a Center for Computer Technology on the Husson campus.

Finally, in recognition of the critical need for the College to begin to support the application of technology throughout the curricula, a Committee on Technology was established. This Committee is responsible for planning curricula innovations in technology, identifying hardware and software needs, setting priorities for implementation, planning outreach programs, and keeping all areas of the College informed of technological developments.

At the 1983 commencement, the College awarded 17 Masters of Science in Business degrees, 125 Bachelor of Science degrees, 79 Associate in Science degrees and 10 one-year diplomas. Mr. Malcolm Stevenson Forbes, Editor in Chief of Forbes Magazine, New York; Federal District Judge for the District of Maine, Edward Thaxter Gignoux; and Director of the Small Business Administration in Maine, Thomas A. McGillicuddy, were recipients of honorary degrees.

State of Maine CEED Sites
1982 - 1983



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 for the Division for the fall and spring semesters, 1982-1983:

TABLE I

Fall, 1982

	Courses Offered	Master's or Bachelor's + CPA	Doctorates or Master's + CPA
Bangor	30	18	9
South Portland	14	12	2
Lewiston	9	6	3
Rumford	9	8	0
Ellsworth	10	7	3
East Millinocket	8	7	0
Loring AFB	27	12	14
	107	70	31

TABLE II

Spring, 1983

Site	Courses	Bachelors	Masters or Bachelors + CPA	Doctorates or Masters + CPA
South Portland	13	0	11	2
Lewiston	8	0	7	1
Rumford	8	*1	7	0
Ellsworth	9	0	7	2
East Millinocket	10	0	9	1
Loring (Winter Term)	26	*1	15	10
Bangor	31	*4	19	8
TOTALS	105	6	75	24

*Enrolled in Master's program.

1983 - 1984

ACADEMIC ADMINISTRATIVE PERSONNEL

Undergraduate Division

Philip C. Grant, BS, MBA, PhD

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; R.N.

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

Margaret M. Zoldi, BA, MS, CPA

Business Administration Department

Russell C. Eustice, BA, MBA

Robert G. Goodwin, BS, CDE, MEd

Pamala S. Hennessey, BS, MEd, CAS

Edmond J. Lebrun, BS, MS

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 Department
Kenneth G. Hallgren, BA, MS, EdD

Office Administration Department
Bonnie M. Bunch, BS, MEd
Jane M. Goodwin, BS
Cynthia W. Hermida, AAS
Madalyn A. Jordan, BS, MEd, CAS
Marlene A. Lloyd, BS, MA
Karl B. McGaw, BS, MEd, CAS
Thelma S. Vining, BS, MSB

Liberal Studies Division
Kenneth M. Johnson, BA, MA, PhD
Lambros Karris, BA, MA, EdD
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, BS, MEd

Part-time Faculty
William J. Curran, Jr., BS, MEd, CLU
Eileen M. Foley, BA, MA
Robert F. Fortier, BA, MA
Paul F. Goss, BS, MEd, EdD
Michael A. Robbins, BA
Gordon R. Manuel, Medica Communications Specialist

Graduate Division
William B. Eisenhardt, BS, MEd, PhD
*Kenneth G. Hallgren, BA, MS, EdD
Ruth Hopkins, BS, MBA, CPA
*Lambros, Karris, BA, MA, EdD
*Curtis S. Morse, BS, MS, PhD
Michael Pagnozzi, BA, JD
*James H. Parker, Jr., BA, MA, PhD
*Charles M. Sullivan, BA, MA, PhD, JD
*Wayne W. Westbrook, BA, MA, PhD

*Regular Faculty, Undergraduate Division

Librarians

Amy Averre, BS, MS
Vicky Erker, BA
Berniece Thompson, BS, MEd, MLS, Head Librarian

RETIREMENT

Edmond J. Lebrun, BS, MS
Business Administration Department

PROMOTIONS

Pamala S. Hennessey, BS, MEd, CAS
From Associate Professor to Professor

Thomas F. Largay, BS, MARE, CPA
From Assistant Professor to Associate Professor

Karl B. McGaw, BS, MEd, CAS
From Associate Professor to Professor

Thelma S. Vining, BS, MSB
From Instructor to Assistant Professor

Margaret M. Zoldi, BA, CPA
From Assistant Professor to Associate Professor

APPOINTMENT

Mary L. Bennett, BS, MS, PhD; R.N.
Dean, Nursing Program

Below is an academic profile of the full-time faculty,
Undergraduate Division, 1982-1983:

Doctoral degrees	36.4%
Master degrees	57.6%
Bachelor degrees	3.0%
Associate degree	3.0%

Distribution in rank:

Professors	12
Associate professors	11
Assistant professors	9
Instructors	1

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.

Student Affairs

Major development with the Student Affairs Division of the College for 1982-1983 included:

- The continued evolution and enhancement of the Job Bank Program (part-time employment for students, both on and off campus)
- The restructuring of financial aid priorities toward aiding those students who evidence potential and who "produce" and away from the "first-come, first-served" approach
- A rethinking of priorities within the athletic programs to reflect an increasing emphasis on intramural and recreational activities and a level commitment to intercollegiate sports
- The restructuring of the Special Services Department to maintain more effectively essential services
- An intensive re-examination of the Greek-letter organizations of the College followed by a restructuring of the system to enhance the probability of its long-term survival
- The development of the ACHIEVE program.

Career Counseling. Although the job placement rate for Husson Graduates (Class of '82) slipped somewhat from previous years, the annual survey conducted by the Office of Career Counseling indicated an 84% placement rate with 8% seeking employment. Comparable figures for 5-year graduates were 87% and 4%. It is perhaps significant that the graduates of the more specialized programs; namely, Business Teacher Education, Court and Conference Reporting, Accounting, continue to enjoy extraordinarily high placement rates — sometimes 100% — while the less specialized graduates are more subject to cyclical business trends. The number of firms recruiting on campus increased. The job bank program has continued to grow and included a total of 59 positions for 1982-1983. Significantly, the number of off-campus positions (32) now exceeds those on-campus (27).

Financial Aid. At the beginning of the 1982-1983 academic year, the College was challenged to maintain level funding within its financial aid programs. Shortly after the year opened, Congress restored some previously reduced funding in two major programs. This, coupled with the decision of the College to maintain its originally budgeted level of grants and student employment, increased the total amount of aid available to students. As a result, aid packages were made available to 41 new students, and 14 continuing students who otherwise would have been without aid. A secondary result was to enhance the flexibility of the college in aiding students who entered in mid-year, as well as addressing emergency situations. The role of the Director has been modified to incorporate a financial planning component with parents. To this end, a new brochure has been developed and various adjustments made to the payment plans of the College. The Selective Service compliance problem has evaporated for the time being, but may reappear in 1984-1985. In direct contrast to the situation a year ago, the financial aid projections for the immediate future appear cautiously optimistic.

Intramurals, Recreation and Sports. The intramural programs of the College continued to operate at a high level of student involvement with the number of women participants increasing and now exceeding that of men. Ten recreation programs were sponsored during the year. At the intercollegiate level, the College has dropped its affiliation with the Northeast College Conference and joined the Western Maine Athletic Conference. Five varsity teams were selected to participate in postseason tournaments with the men's basketball team winning the NAIA District 5 (New England) championship.

Special Services. Because of the loss of Title III funding, the Special Services department underwent a significant reorganization. The object — which was achieved — was to maintain a full range of academic and personal support services, although at a reduced level of intensity. The tutoring program continues to enjoy a very high degree of acceptance from students.

Student Health Services. The Health Center logged 2,000 student visits for 1982-1983 and continued to provide basic consultation and diagnostic services. The student health insurance package was, once again, successfully renegotiated with no increase in premium.

Student Life. An Acting Associate Dean was appointed in late September to fill a vacuum created by the incumbent taking a one-year leave of absence. Major staff efforts were made toward providing resident students with adequate housing in an environment which would enhance the educational process. Student activities in the residence halls were closely monitored with residents being held accountable when established parameters were exceeded. The judicial system continued to evolve and to assume ever more responsibility for the adjudication of violations of College policy. The use of alcohol has come under more stringent regulation by requiring that alcohol-related activities be structured in such a way as to promote its responsible consumption. The Greek community underwent an intensive self-examination and has emerged with a new governing structure, new policies and procedures for the operation of the Greek lounges, a new rushing-pledge program, and new standards of minimal academic performance. A review of the staffing patterns within student life was conducted and resulted in the decision to concentrate our staff resources on professional-level guidance within selected areas.

ACHIEVE: A College Competency Program. The Executive Committee of the College determined in the fall to investigate the possibility of establishing a new program to meet the particular needs of ill-prepared individuals who aspire to college-level study. Work actually began on the background research in January resulting in an acceptable proposal in late spring. As of this writing, a Director has been appointed for the program and the effort to recruit students is well underway.

Development In the middle of the summer, 1983, the functions of public and College relations were merged with those of development and alumni affairs. The purpose of this merger was to consolidate interdependent functions into one office.

After a substantial increase in financial support for the College in 1981-1982, the Annual Fund increased from \$56,784 to \$109,874 in 1982-1983. More important, however, participation increased from 194 to 414 donors. Notably, the number of alumni contributions more than doubled.

During the year, the Development Office acquired a computer terminal which provides access to the Administrative IBM System 34. Currently, fund-accounting and alumni data are being entered into the system. The office is also investigating the feasibility of using the system's word processing capability.

A number of publications were developed during the year including the general catalog, a viewbook, and various pamphlets and brochures. A standardized format for publication has been developed.

The Development Office continues to work with a fund-raising consultant. With him, a schedule of tasks and activities to be accomplished in the current year was done. It includes development, public relations, and alumni functions.

The Office sponsored, as in years past, the Business Breakfast series. Speakers addressed such diverse topics as professional baseball, health management, shipbuilding, railroading, and small business. Governor Brennan participated in the Third Annual Governor's Breakfast.

The Alumni Office sponsored a Presidential Dinner in Caribou. Several more of these are scheduled in the current year.

Computer Center

During the year, the Computer Center continued the conversion from the Digital System to the new IBM System 34. Work stations (terminals) have been installed in the Business Office, Admissions Office, Development Office, Financial Aid and Planning Office, and Registrar's Office. Operators in each office have been trained. The purpose of decentralization has been to give the respective offices more control over data processing requirements.

A number of reports have been developed for the Registrar's Office as well as a capability to generate financial

reports on a timely basis. A new system to process National Direct Student Loans was also developed as well as computer-generated coupon books to facilitate payment of bills. The administrative Computer Center now includes the following hardware components.

- 1 IBM System/34 with 128 KB of memory and 64 MB of disk storage
- 1 5211 300 line-per-minute printer
- 10 5251 work stations
- 1 Qume Spring 5/45 letter-quality printer
- 1 Black Box Protocol Converter PQ

Financial Affairs

The 1983 "bottom line" of approximately \$300,000 brings the cumulative increase in net worth during the past five years to \$1,622,000, making up for the eight preceding years' cumulative deficit of \$1,548,000 and more than doubling the book net worth of the College.

The College met the full annual debt service requirements on its HUD and HEW loans. In addition, it began paying off the arrearages of principal and interest. This is a significant milestone in the economic recovery of the College.

Progress was made in computer utilization. The monthly operating statements, quarterly balance sheets, and accounts receivable program have been revised to meet better the needs of the College. The student loan program was put on the line and the accounts payable system updated. All data entry is being done by the Controller's Office staff.

During the year the sale of the old Digital computer and peripheral equipment was successfully completed.

Three highly visible campus additions should be noted: the new heat recovery unit for Dickerman Dining Commons, the two Bangor and Aroostook Railroad boxcars for storage, and the new Pepsi Baseball Scoreboard near the gymnasium.

The Federal grant for the heat recovery unit was a significant development this year and augurs well for further energy conservation grants.

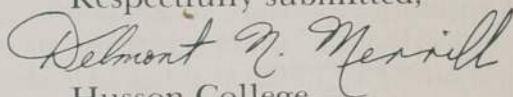
**Husson
Today**

The College today reflects the progress made in attaining these goals that remain a continuing challenge to the Institution.

The need for establishing an endowment, addressing the critical issues of enrollment management, and the development of an effective long-range and strategic plan are among the major challenges of the future.

I have never been more optimistic or more confident of the future of Husson in higher education than I am today. . . . *Sustaining Excellence* in Business and Professional Studies continues to be the primary objective of the College, and with a unity of purpose the Institution will succeed.

Respectfully submitted,

A handwritten signature in cursive script, reading "Belmont N. Merrill".

Husson College
President

October, 1983

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