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Board of Trustees January 28, 1985

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UNIVERSITY OF MAINE Board of Trustees

January 28, 1985 University of Southern Maine

PRESENT: Chairman Joseph Hakanson, Severin Beliveau, Robert Boose, James Bowers, Francis Brown, Patricia DiMatteo, Alan Elkins, Stanley Evans, Geneva Kirk, Richard Marshall, Thomas Monaghan, Richard Morin and Barbara Sanford. Absent: Robert Dunfey, Peter Johnston and Harrison Richardson. Staff: Chancellor McCarthy, Harlan Philippi, William Sullivan, Mary Ann Haas, Samuel D'Amico, Richard Eustis, Russell Smith and Campus Presidents Robert Woodbury, Frederic Reynolds, Byron Skinner, Richard Spath, Judith Sturnick, Constance Carlson and Arthur Johnson. Press and Public.

Chairman Hakanson convened the meeting. On motion made and seconded, the minutes of the meetings of December 10, 1984 were approved as circulated.

- 1. <u>Citizen Input</u>. Several individuals were present to address the Board during the period which is regularly reserved to receive comments from the public. The substance of the comments is outlined below.
 - Lewiston area educational needs. State legislators from Lewiston, Representative Gregory Nadeau and Senator Paul Gauvreau, spoke of increased educational opportunities for Lewiston/Auburn. They indicated that although the original effort to establish an increased presence in Lewiston ultimately was not successful the program needs still exist and the area legislators are committed to addressing these needs in the upcoming legislative session. Also present to comment on this issue were Augusta legislators, Representative Patrick Paradis and Senator Eeverly Bustin. They reported that a citizens' group has been formed to advocate for increased higher education service for Lewiston/Auburn. Senator Bustin noted that if the Legislature could allocate to UMA the funds originally appropriated for the Lewiston presence, the Augusta Campus would be able to expand its offerings in the Lewiston area, and she said she would favor that approach.
 - University buildings in Portland. State Representative Peter Manning from Portland requested a delay in the final selection of a site for the new building which was approved for the Portland Campus in the bond referendum last Fall. He noted that the University owns a number of houses on the Portland Campus which were formerly private homes and which have been converted to institutional use. He suggested that disposing of some of these houses would benefit both the University and the City of Portland. He recommended that certain of the houses be resold for use as private homes, which would return these properties to the tax rolls and increase the City's revenue. The proceeds from the sale of the houses could then be added to the funds appropriated for the new building, which would enable the University to construct a facility large enough to accommodate the functions that would be displaced when the houses were sold. He said

> the City has been deprived of considerable tax revenues from these properties and he urged serious consideration of his proposal. Mr. Hakanson reported that the Trustees have already initiated a review of the University's properties in Portland and he assured Representative Manning that his concerns would be addressed in that study.

- <u>Nursing education</u>. Ms. Donna Marcus reported that a petition she circulated to identify interest in a baccalaureate degree in nursing at UMA had generated 500 signatures. She spoke to the expanding role for nurses in community health, education, and other fields, and to the need for better access to further education for area nurses.

2. Report of Committees.

- Trustee Bowers reported briefly on his visit to the Presque Isle Campus as part of the ongoing program of campus visitations which has been initiated by the Student Affairs Committee. Mr. Bowers said he spent the day on Campus talking with students, sitting in on classes and attending other campus activities including a water management symposium and meetings of the University of Maine at Presque Isle Foundation, and the Maine Potato Growers. He will make another visit to Presque Isle later in the Spring.
- On behalf of the ad hoc committee which is reviewing the University's ROTC program, Mr. Bowers reported that he and Mr. Dunfey, who chairs the committee, met with Professor Carolyn Stephenson from Radcliffe, who will serve the committee as a consultant on peace studies. The committee will explore the possibilities for the development of interdisciplinary peace studies courses which could be made available to ROTC students in conjunction with their program.
- 3. <u>Chairman's Remarks</u>. Mr. Hakanson reported that the Governor has sent the Part I budget to the Legislature, intact.

4. Chancellor's Report.

- Chancellor McCarthy and the Campus Presidents met with the Legislature's Committee on Education in an informal session to discuss the University's hopes and aspirations. The Committee was briefed on the University's Five-Year Plan which is based on two major objectives:
 1) to improve the quality of the University of Maine, 2) ways that will support and enhance the economy and general welfare of the State.
- The Chancellor spent two days with the State Planning Director to follow up on the University's reponse to the Committee on Technology concerning the technological needs of the States' businesses and industries. Later in the Spring the Chancellor will initiate discussion with the Board about imperatives from outside the institution, to get Trustee reactions and guidance to proposals for the Five-Year Plan.

- The Visiting Committee, appointed by the Governor to study the University, has visited most of the Campuses and is continuing its work. The Chancellor said that the Committee, whose membership is drawn from specialized areas of education, should produce a very helpful report.
- Ad hoc Committee on Legal Affairs. Mr. Beliveau noted that this Committee, which he chairs, was formed to review the University's needs for legal services. He indicated that the Committee has looked at different forms of legal services employed elsewhere, and considerable data has been compiled about the nature of the University's use of legal services over the past. He reported that the need for such services has expanded as the University has grown and the annual expenditure at present is about \$200,000. Based on its study, he said the Committee concluded that many of the services used by the University could be provided by a mature and experienced staff attorney, and the Committee recommended that the position of General Counsel to the Board be established in the Chancellor's Office. Mr. Beliveau said he thought the proposed format could be implemented without a significant increase at the outset and would probably reduce expenditures for these services over time. During discussion, Mr. Beliveau responded to questions from the Trustees. He indicated that if the availability of a staff attorney did not reduce the need for outside counsel, the position would be eliminated. He reported that counsel for collective bargaining is no longer a significant item since the staff has acquired expertise in this area and rarely needs outside legal advice. He said he thought the position would attract a number of qualified applicants and the University could be quite selective. After further discussion and on motion of Mr. Beliveau which was seconded, it was

VOTED: to direct the Chancellor to develop a job description for the position of General Counsel, along with a detailed outline of position responsibilities and a proposed salary range and budget, for a report to the Board at the February meeting.

6. <u>Gifts, Grants and Awards</u>. Mr. Morin, Chairman of the Finance Committee, presented the recommendation and moved its adoption. The motion was seconded and it was

VOTED: to accept with gratitude all gifts, grants and awards listed under the date of January 28, 1985.

7. Relocation of Midcoast Community College Services. Mr. Brown, Chairman of the Educational Policy Committee presented the recommendation for relocation of UMA's Midcoast program from Rockland to Thomaston, where better facilities are available to house this growing program. Mr. Brown reported that the Educational Policy Committee had discussed the proposal and recommended Board approval. He noted that the program would be reviewed at the end of the third year, and the

proposed five-year lease could be extended if program goals are met. On motion of Mr. Brown, which was seconded, it was

VOTED: to approve the relocation of the Midcoast Community College Services Center to Thomaston, to be housed in the Thomaston Academy Building, subject to the provisions that the Academy Building be renovated to meet the educational requirements of the programs to be offered and to a five-year lease acceptable to both parties.

8. UMA Mission. Mr. Brown reported that the Educational Policy Committee had discussed a proposed statement at some length in its meeting on January 27th, where objections were raised about the wording of the document. He said that in the interim an effort was made to rephrase the statement without changing its substance and the amended version was circulated to Trustees and faculty and student representatives. On motion of Mr. Brown, which was seconded, it was

VOTED: to approve the mission statement of the University of Maine at Augusta, as amended. A copy of the amended statement is appended to the file of these minutes.

9. <u>USM Mission</u>. Mr. Brown presented the recommendation for approval of the USM mission statement, on behalf of the Educational Policy Committee, and moved its adoption. The motion was seconded, and

VOTED: to approve the mission statement of the University of Southern Maine.

10. Campus Program Assessment Report, 1983-84. Mr. Brown called attention to the report which was submitted for information with materials for the meeting. Vice Chancellor Philippi noted that cyclic schedules for program assessment have been established by each Campus; in accordance with Board policy, which provides for periodic review of all programs. This report, which is provided on an annual basis, identifies the programs reviewed over the past year and summarizes the review recommendations. Mr. Beliveau inquired about the Associate Degree in Criminal Justice at UMA which appeared to be slated for elimination. Dr. Philippi indicated that the recommendation was made on the Campus as part of its ongoing program review. That program would now be submitted to a separate process where it would be evaluated for possible elimination. If the Campus then wished to do so, it would present a recommendation to the Board to terminate the program. President Skinner reported that the Campus's decision to proceed with the elimination process is now being reviewed due to an increase in current enrollment in the Criminal Justice program. There was further discussion of the process for identifying programs for elimination. The Chancellor noted that programs usually are eliminated for one of four reasons: some for lack of interest; others may prove to be redundant at a given Campus and may need to be offered elsewhere. He said the objecttive is to examine programs in terms of the University's missions.

11. Lease of Space in Thomaston. Mr. Marshall, Chairman of the Physical Plant Committee, presented the recommendation to provide space for the relocation of UMA's Midcoast Community College Services. On motion of Mr. Marshall, which was seconded, it was

VOTED: to authorize the leasing of approximately 11,000 sq. ft. in the Thomaston Academy Building from the Town of Thomaston for a period of five years, subject to staff review and approval for the actual lease agreement.

12. <u>Fire Alarm Upgrading - York Complex</u>, <u>UMO</u>. On motion of Mr. Marshall, which was seconded, it was

VOTED: to authorize the upgrading of the fire alarm systems in the York Complex, and further authorize the transfer of \$75,000 from the UMO Residence and Dining Reserve to an appropriate plant fund account to cover the project cost.

- Implementation of Capital Projects. Mr. Eustis, Director of Physical Facilities, took note of the program report which was furnished for information with materials for the meeting, and reported that most of the Trustees were present at the Physical Plant Committee meeting earlier in the day when the status of the projects was discussed in some detail. Mr. Monaghan inquired about the status of the site selection for the new Portland building. President Woodbury reported that the most plausible site, in terms of program needs and esthetics, seems to be the location between Luther Bonney Hall and the Campus Center. Mr. Monaghan said he had attended the meeting USM scheduled to brief the neighborhood residents on the selection of a site and commended President Woodbury for his efforts in this regard, which he said were well received. Mr. Monaghan also said he thought a certain property near the Portland Campus would be available for acquisition by the University. In view of the need for more parking space, he suggested that the staff explore the matter further.
- 14. Appointment of Professor and Chair, Department of Chemistry, UMO.

 Dr. Evans, Chairman of the Personnel and Employee Relations Committee, presented the recommendation and moved its approval. The motion was seconded and it was

VOTED: to authorize the appointment of Dr. Raymond C. Fort as Professor and Chairman of the Department of Chemistry, University of Maine at Orono, effective July 1, 1985, at an academic year salary of \$42,000 plus a yearly stipend of \$6,000 for the three-year appointment.

15. Appointment of Executive Officer for Institutional Services, UMPI.
Dr. Evans presented the recommendation. During discussion, President
Carlson reported that the recent resignation of an administrative
officer enabled the Campus to divide that positions duties among
other staff and create this position, which will allow UMPI to enhance
its regional mission. On motion of Dr. Evans, which was seconded, it
was

VOTED: to authorize the appointment of Dr. George A. James, as Executive Officer for Institutional Services, University of Maine at Presque Isle, effective February 1, 1985, at a fiscal year salary of \$37,000.

16. Salary Approval Policy. Dr. Evans presented the recommendation for the revision of the Policy for Appointment of Faculty and Senior Administrators. The recommendation provided for raising the salary level at which Chancellor or Board approval is required for appointment. It was noted that all changes in senior administrative salaries would continue to be subject to Chancellor approval, regardless of salary level. In response to questions about the rationale for revising the current policy, Chancellor McCarthy explained that it creates problems for those negotiating with candidates who are considering other offers, if the candidates have to wait, sometimes for weeks, for a firm commitment from the University. Mr. Hakanson said he had no problem with the proposed revision since administrators are constrained by the budget. After further discussion, however, it was agreed that the Chancellor would provide a monthly report for information purposes on the appointments between \$30,000 and \$40,000. On motion made and seconded, it was

VOTED: that the Policy for Appointment of Faculty and Senior Administrators be revised as follows:

- raising the salary threshold for Chancellor approval to \$35,000;
- 2) raising the salary threshold for Board approval to \$40,000.
- 17. Faculty and Administrator Salary Adjustments. On motion of Dr. Evans, which was seconded, it was

VOTED: to approve the list of salary adjustments, as presented. A copy of the listing is attached to these minutes.

18. Advanced Degrees for Faculty - Policy Revision. Dr. Evans presented the revised policy which was intended to provide increased development and training opportunities for University faculty. On motion of Dr. Evans, which was seconded, it was

VOTED: that the Board of Trustees adopt the following policy statement concerning Advanced Degrees for Faculty:

Members of the University faculty at the Instructor level, or above, may become candidates for advanced degrees from any College or School of the University of Maine, other than the University of Maine College or School in which they hold faculty appointments.

- 19. Other Business. At Mr. Brown's request, the Chancellor said he would reinstitute the practice of providing a report on the financial status of the University.
- 20. Collective Bargaining. On motion of Mr. Brown, which was seconded, the Trustees adjourned to executive session for discussion of a personnel matter and collective bargaining items. On conclusion of the executive session, the Chairman reconvened the meeting.
- 21. Tentative Collective Bargaining Agreements. On motion of Dr. Evans, which was seconded, it was

VOTED: to approve the tentative agreements entered into by the University and collective bargaining agents on behalf of five bargaining units contingent on the following conditions:

- that the tentative agreements are ratified by the appropriate bargaining unit;
- 2. that the Legislature of the State of Maine authorizes, and the Governor approves, an additional Part I appropriation for the University of Maine for FY86 in the amount of \$6,400,000 and an additional Part I appropriation for FY87 in the amount of \$6,400,000.

In the event that one or more of the above conditions is not met, the tentative agreements shall be null and void and negotiations shall be resumed upon request of any party.

22. Date of Next Meeting. The Chairman announced that the next meeting of the Board will be held in Bangor on February 25, 1985.

On motion made and seconded, the meeting was adjourned.

UNIVERSITY OF MAINE BOARD OF TRUSTEES MEETING

January 28, 1985

Summary of Gifts

Gifts of cash and negotiable securities totaling \$1,301,102 and various in-kind gifts were received by the University of Maine since the last Board meeting.

The following is the summary by campus:

,	<i>y</i> 1	CASH
Augusta		\$ 50
Farmington Fort Kent		6,125
Machias Orono		1,076,724
Southern Maine Presque Isle		13,540 8,258
MPBN		193,678
All Campuses		1,977

All gifts received fulfill the policy requirements of the Board of Trustees and follow the intent of the donors.

GIFTS OVER \$10,000

UMD	University of Maine Foundation	Various Accounts	\$ 77,373
UMO	Bingham Trust For Charity	Center Study of Early Man	50,000
UMO	Kenduskeag Foundation	Various Accounts	24,000
UMO	University of Maine Foundation	Various Accounts	13,577
UMO	Urann Foundation	Various Accounts	23,000
UMO	General Alumni Association	Office of External Affairs	50 <u>,</u> 861
CMU	University of Maine Foundation	Unrestricted	19,514
UMO	William P. Palmer III Estate	Unrestricted	765,690

NEW ACCOUNTS

Endowed

The Mary Purkis Gilman Scholarship - USM

The Adelaide C. and Alan L. Bird General Fund - UMO

Unrestricted

The William P. Palmer III Fund - UMO

Restricted

The Cromstock-Weston Scholarship Fund - LMO

The Paula Roberts Scholarship - UMF

The Museum of Cultural Change Gift Account - USM

The Boosters Club Athletic Gift - UMPI

UNIVERSITY OF MAINE Board of Trustees

January 28, 1985 University of Southern Maine

NEW FUNDS:

Endowed Funds:

The Mary Purkis Gilman Scholarship was established at the University of Southern Maine in 1984 in memory of Mary Purkis Gilman. The scholarship was created by friends and family in recognition of her commitment to American business and to young people entering business as a career. The income from the fund shall be used to provide assistance to full-time students or part-time students who normally complete a minimum of twelve credits per year who are enrolled in the School of Business, Economics, and Management and major in any field except accounting. Recipients must have completed at least 90 and no more than 115 credits by the end of the term in which the awards are made. They must have an accumulative grade point average at least equal to the minimum semester average required for the Dean's list. In addition, each recipient should typify the free enterprise system and have demonstrated involvement in extra-curricular activities, work, or community service. Recipients shall be selected by a three-person committee appointed by the Dean of the School of Business, Economics, and Management from the faculty and professional staff of the School. Awards shall equal tuition for six credits rounded to the next \$25 for full-time students, three credits rounded to the next \$25 for part-time students. Any undistributed income in a given year shall be added to the endowment principal.

The Adelaide C. and Alan L. Bird General Fund was established at the University of Maine at Orono in 1977 as a quasi-endowment with excess funds from the Adelaide C. and Alan L. Bird Residuary Trust which had been accepted by the Board of Trustees in 1969. The "general" fund has been used for educational purposes as stated in the wills of Adelaide C. and Alan L. Bird, but formal Board approval of the excess income as a "general" fund had never been approved. This fund shall be administered by the President.

Unrestricted Funds:

The William P. Palmer III Fund was established at the University of Maine at Orono in 1984 with funds provided under the terms of Mr. Palmer's will which bequeathed a collection of Pre-Columbian Art and other works of antiquity "to be sold in the most appropriate manner as determined in the sole discretion of the University of Maine at Orono over an eight year period following its receipt of the collection. Any sums to be derived from the disposition of said collection shall be utilized for general unrestricted purposes of the University of Maine at Orono, to be expended solely at the discretion of the President of the University of Maine at Orono." The collection has been appraised at \$2,186,297.50 as of the time of Mr. Palmer's death. On December 21, 1984 the probate court approved the distribution to the University of 1) \$765,690.35 in cash representing the proceeds of sales by the estate of a part of the collection and 2) the balance of the collection.

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On September 26, 1983 the President of UMO presented a financing proposal for the Performing Arts Center which included his recommendation that \$1,000,000 of the Palmer estate proceeds be committed to the Performing Arts Center. The Board thereupon authorized the award of a construction contract for the center. Accordingly, the cash distribution received in December was placed in the Performing Arts Center construction account.

A separate collection, of Northwest Coast Indian Art, was also bequeathed to the University of Maine by Mr. Palmer. That collection, appraised at \$972,440, is still being retained by the estate pending resolution of a bank claim against the estate deriving from a loan guarantee made by Mr. Palmer. The will provides that the Northeast Coast Indian collection "shall be held as a collection by the University with the power in the University to sell or trade individual items in order to upgrade the quality of said collection." Acceptance of that collection will be brought to the Board for approval when it is released to the University.

Restricted Funds:

The Paula Roberts Scholarship was established at the University of Maine at Farmington in 1984 in memory of Paula Roberts. The recipient shall be a junior or senior special education major who has a grade point average of at least 3.0. The recipient shall also be an active participant in college and community affairs and shall have demonstrated leadership ability. The recipient shall be selected by the Scholarship Committee in consultation with an ad hoc committee, appointed by the President, consisting of one senior majoring in special education, one student representing the Interdorm Council, and one special education faculty member.

The Museum of Cultural Change Gift Account was established at the University of Southern Maine in 1984 to serve as a repository for gifts and donations received for the express purpose of supporting the Museum of Cultural Change. The funds will be used to improve exhibits, displays, and the collection of the Museum. The fund will be administered by the Director of the Museum of Cultural Change.

The Boosters Club Athletic Gift Account was established at the University of Maine at Presque Isle in 1984. Funds shall be used to purchase uniforms, bolster major equipment, sponsor local tournaments, enable teams to meet more challenging competition, send individuals or teams to regional or national events which they have been invited to, and bolster campus activities such as intramurals, outing clubs, and other student/faculty endeavors. This account shall be administered by the President in consultation with the Director of Athletics.

To provide for disbursement of income from funds previously established in the University of Maine Foundation:

The Cromstock-Weston Scholarship Fund was established in the University of Maine Foundation at UNO in 1985 by Corinne Comstock Weston and Arthur Weston. The income shall be used for an award to a student majoring in History. The student must have demonstrated excellence in History and excellence in either intercollegiate athletics or intramural sports competition. Selection of the recipient shall be made by the Chairperson of the History Department and the Director of Physical Education and Athletics and administered by the Office of Student Aid.

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UNIVERSITY OF MAINE - BOARD OF TRUSTEES GIFTS ACKNOWLDEGEMENT

January 28, 1985

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DONORS	MPBN Anonymous Graduate 'M' Club Attached Listing	CAA University of Maine Foundation MeWomen Mat'l Farm & Garden Bingham Trust for Charity University of Maine Foundation Eastman Kodak Company Exxon Education Foundation Kenduskeag Foundation	Dunn Timberlands M/M Edward A. Myers Kenduskeag Foundation Mrs. George M. Fhilbrick University of Maine Foundation Eastman Kodak Company Fastman Kodak Company	Scott Paper Company Foundation Attached Listing Doris V. Chapman University of Maine Foundation Stillwater Pro. Office Complex Friends of UMO Hockey	University of Maine Foundation University of Maine Foundation University of Maine Foundation Agri-Gen Associates The Baker Company, Inc. Key Bank of Maine Gorham Savings Bank Urann Foundation

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DONORS	Dr. Karl V. Larson Clipper Club Robert Maxell Dr. Karl V. Larson Francis Hamabe Leroy Gallagher Clipper Club	Student Senate UMPI Day Care-Parents&Friends Athletic Boosters Club	Edith G. Wilson University of Maine Foundation						

UNIVERSITY OF MAINE - BOARD OF TRUSTEES GIFT ACKNOWLEDGEMENT

January 28, 1985

IN-KIND

Alternative World Foundations, Inc. U.S. Arab Chamber of Commerce U. S. Army Corps of Engineers Donald D. Stimpson, D.V.M. fr. William G. Mortensen Mrs. Margaret Lovell Prof. Phyllis A. Tryon frs. Irene Tschacbasov r. Edward V. Thompson George Markowsky William Altenberg Prof. Ella. C. Brown John W. Hakola r. Joseph Chandler Margaret G. Hay Allan Corey, D.V.M. fr. Frances Hamabe r. John R. Heath Dorothy Sullivan Mrs. Mimi Stern fr. Joel Harris **Eskelund** . Brown DONORS lavid Marquis heater Dept. rene Olsen Arlon Prof. rof.

Mrs. Oscar Taggett

Frank Hussey

Donald Saucier Charles Harmon

UMO Forestry Dept.

GIFT

IN-KIND

CAMPUS

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GRANTS, AWARDS AND CONTRACTS DECEMBER 1984

AUGUSTA:

State and Local Funds:

State of Maine - Dept. of Educational & Cultural Services Training for Displaced Homemakers

State of Maine - Dept. of Human Services Statewide Displaced Homemakers FY85

Augusta Total

FARMINGTON:

State and Local Funds:

State of Maine - Dept. of Human Services School Health Education

Farmington Total

ORONO:

Federal Funds:

Late Proterozoic Granulite Facies Mountains East Antarctica National Science Foundation

\$100,780

\$112,068

\$ 69,753

5,512

GRANTS, AMARDS AND CONTRACTS December 1984

U.S. Dept. of Health and Human Services Mass Spectrometric Protein Sequencing Methodology			36,079
NASA Regulations of Gas Emissions (add'1 funds) Research in Aeronautical History		·	45,530 7,430
U.S. Dept. of Interior Ecological Effects of Log Driving (add'l funds) Intergovernmental Personnel Assignment - James Gilbert			6,100 35,900
National Bureau of Standards Intergovernmental Personnel Assignment - Jayendran Rasaiah			22,392 \$254,211
State and Local Funds:			
State of Maine - Dept. of Conservation Crustal Warping Along Maine Coast	·		\$ 37,652
State of Maine - Dept. of Inland Fisheries and Wildlife Peregrine Restoration			1,696 \$ 39,348
Private Funds:			
Maine Medical Center Radon Study (add'l funds)	·		\$ 2,014
Holt Woodlands Foundation Arrowsic Property Programs	,		63,956
I.B.M. Adhesion and Ouring Properties of Polyimide Films			26,199

GRANTS, AWARDS AND CONTRACTS DECEMBER 1984

Maine Agricultural Experimental Station Research Support
Eastern Artificial Insemination Coop., Inc.
Keyes Fibre Co.
Miles Lab

2,992 3,000 206 \$ 98,367

\$391,926

Orono Total

SOUTHERN MAINE:

Federal Funds:

U.S. Dept. of Health and Human Services How Agency Practices Affect Adoption Disruption

U.S. Dept. of Education Title III Institutional Aid Program

State and Local Funds:

State of Maine - Dept. of Educational and Cultural Services Maine Education/Rehabilitation Cooperative Agreement Vocational Teacher Staff Development

State of Maine - Dept. of Health and Human Services Social Services Block Grant FY85

\$100,000 \$496,460 \$596,460 \$ 42,851 120,478

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\$819,080

Private Funds:

GRANTS, AWARDS AND CONTRACTS DECEMBER 1984

Osteopathic Hospital of Maine, Inc. Osteopathic Hospital of Maine Data Analysis

Southern Maine Total

Contracts
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