

CENTRAL MICHIGAN UNIVERSITY

Mt. Pleasant 48859



BOARD OF TRUSTEES

	<i>Term expires</i>
JEFFREY R. CAPONIGRO, Bloomfield Hills	Dec. 31, 2008
STEPHANIE COMAI, Ann Arbor	Dec. 31, 2010
MARILYN FRENCH HUBBARD, Bloomfield Township	Dec. 31, 2012
SAM R. KOTTAMASU, Saginaw	Dec. 31, 2012
JOHN G. KULHAVI, White Lake	Dec. 31, 2008
GAIL F. TORREANO, Northville.	Dec. 31, 2010

EXECUTIVE OFFICERS

MICHAEL RAO, President
MERODIE A. HANCOCK, Vice President and Executive Director, Off-Campus Programs
MICHAEL A. LETO, Vice President of Development and Alumni Relations
E. GARY SHAPIRO, Interim Provost/Executive Vice President
KATHLEEN M. WILBUR, Vice President for Government Relations and Public Affairs
BARRIE WILKES, Interim Vice President for Finance and Administrative Services

Central Michigan University was established in 1892 as Central Michigan Normal School, Michigan's second teachers college. The university grew rapidly, becoming a four-year public college in 1918 and a public university in 1959. The university is classified by the Carnegie Foundation as a Doctoral Research University.

Central Michigan University is divided into seven colleges: Business Administration, Communication and Fine Arts, Education and Human Services, The Herbert H. and Grace A. Dow College of Health Professions, Humanities and Social and Behavioral Sciences, Science and Technology, and Graduate Studies. In addition to the Mount Pleasant campus, CMU offers classes at more than 60 off-campus locations throughout North America.

Undergraduate Programs

Central Michigan University offers more than 150 programs at the baccalaureate level. Degree offerings include Bachelor of Applied Arts, Bachelor of Arts, Bachelor of Fine Arts, Bachelor of Individualized Studies, Bachelor of Music, Bachelor of Music Education, Bachelor of Science, Bachelor of Science in Business Administration, Bachelor of Science in Education, Bachelor of Science in Engineering Technology, and Bachelor of Social Work.

Graduate Programs

Central Michigan University offers more than 50 programs at the master's, specialist, and doctoral levels.

- **Master's degree offerings:** Master of Arts in Teaching, Master of Business Administration, Master of Fine Arts, Master of Music, Master of Public Administration, Master of Science, Master of Science in Administration.
- **Specialist degree offerings:** Specialist in Education, Specialist in Psychological Services.
- **Doctoral degree offerings:** Doctor of Audiology, Doctor of Education, Doctor of Philosophy, Doctor of Physical Therapy, Doctor of Health Administration. Doctoral degree programs are offered in the areas of audiology, education, history, mathematics, health, physical therapy, and psychology.

<i>Fall enrollment (fall head count)</i>	2004	2005	2006
On-campus	19,792	19,917	20,025
Off-campus	8,141	7,535	7,075
TOTAL	27,936	27,452	27,100

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

<i>Operating Revenues (all funds)</i>	2004-2005	2005-2006
State Appropriations	\$ 81,725,700	\$ 80,793,400
Student Fees	139,401,182	156,349,438
Gifts, Grants and Federal Contracts	30,885,425	26,555,692
Other Income	76,820,071	79,782,619
TOTAL REVENUES	\$328,832,378	\$343,381,149

<i>Operating Expenditures (all funds)</i>		
Instruction and Departmental Research	\$114,214,288	\$119,088,090
Organized Research	6,203,658	4,811,692
Public Service	14,517,838	15,686,990
Student Services and Student Aid	42,377,339	44,717,935
Other Expenditures	111,604,927	119,944,683
TOTAL EXPENDITURES	\$276,943,430	\$304,249,390

EASTERN MICHIGAN UNIVERSITY

Ypsilanti 48197



BOARD OF REGENTS

	<i>Term expires</i>
ISMAEL AHMED, Dearborn	Dec. 31, 2008
FLOYD CLACK, Flint	Dec. 31, 2014
GARY D. HAWKS, East Lansing	Dec. 31, 2010
PHILIP A. INCARNATI, Clarkston	Dec. 31, 2010
FRANCINE PARKER, St. Clair Shores	Dec. 31, 2014
THOMAS W. SIDLIK, Ann Arbor (Chair)	Dec. 31, 2012
JAMES F. STAPLETON, Ann Arbor	Dec. 31, 2008
ROY E. WILBANKS, Ypsilanti (Vice Chair)	Dec. 31, 2012

EXECUTIVE OFFICERS

JOHN A. FALLON, III, President
DONALD M. LOPPNOW, Provost and Vice President for Academic Affairs
THOMAS C. GREEN, Vice President for Enrollment Management
DARRYL A. SCZEPANSKI, Vice President for Advancement and Executive Director, EMU Foundation
KAREN L. SIMPKINS, Acting Vice President for Student Affairs
JANICE M. STROH, Vice President for Business and Finance

Eastern Michigan University is a doctoral-granting state university located in Ypsilanti. Founded in 1849 as Michigan State Normal School, the name was changed to Michigan State Normal College in 1899, to Eastern Michigan College in 1956, and to Eastern Michigan University by Act 3 of 1959, as programs were added and degrees granted. Since January 1, 1963, Eastern Michigan University has been governed by a constitutionally authorized, governor-appointed board of regents.

Mission

Eastern Michigan University is committed to excellence in teaching, the extension of knowledge through basic and applied research, and creative and artistic expression. Building on a proud tradition of national leadership in the preparation of teachers, we maximize educational opportunities and personal and professional growth for students from diverse backgrounds through an array of baccalaureate, master's, and doctoral programs. We provide a student-focused learning environment that positively affects the lives of students and the community. We extend our commitment beyond the campus boundaries to the wider community through service initiatives and partnerships of mutual interest addressing local, regional, national, and international opportunities and challenges.

Colleges

The university is comprised of the following colleges: Arts and Sciences, Business, Education, Health and Human Services, Technology and Honors; and also includes the Graduate School, Continuing Education, the Centers for Corporate Training and the Eagle Crest Resort and Conference Center.

Undergraduate Programs

Undergraduate study is offered in the fields of accounting; accounting information systems; accounting/accounting 150 hours; actuarial science and economic; administrative management; African American studies; accounting information systems/accounting 150 hours; anthropology; apparel, textile merchandising; applied technology (transfer); area studies; art; art — 30 hour; art — teaching; art history; arts management; aviation flight technology; aviation management technology; biochemistry/toxicology; biology; biology — teaching; chemistry; chemistry — teaching; children's literature/drama/theatre for the young; clinical lab sciences (clinic); clinical lab sciences (professional); combined bachelor's/master's in public administration; combined occupational therapy (BS/MOT); communication theatre arts — teaching; communication; communication and theatre arts; communication technology; computer engineering technology; computer information systems; computer science; computer science — teaching; computer science applied; computer-aided design; construction management; criminology and criminal justice; cross-disciplinary studies; dance; dietetics; earth science; earth science — teaching; economics; economics — BBA; economics — teaching; electronic engineering technology; electronic media-film studies; elementary cognitive impairment; elementary emotional impairment; elementary hearing impairment; elementary physical/other health impairment; elementary speech/language impairment; elementary visual impairment; elementary science group; English language; English linguistics; entrepreneurship; environmental biology studies; finance; French; French — teaching; general biochemistry; general business; general science; general science — teaching; geography; geography — teaching; geology; German language literature — teaching; German language and literature; health administration; history; history — teaching; hotel and restaurant management; human biology; individualized studies program; industrial distribution; information assurance; integrated science — teaching; integrated science secondary teaching; interior design; international business; Japanese language, culture — teaching; Japanese language and culture; journalism; K-12 teaching in French, German and Spanish; language and international trade; language arts group; language, literature and writing; language, literature, writing — teachers; legal assistant; literature; management; manufacturing; manufacturing engineering tech; marketing; marketing education; mathematics; mathematics/concentration statistics; mathematics — elementary education; mathematics — secondary education; mechanical engineering technology; music; music education, instrumental; music education, vocal; music performance; music therapy; network, information technology administration program; nonprofit administration; nursing; nursing — BSN completion; occupational therapy; philosophy; physical education; physical education — teaching; physics; physics — teaching; political science; political science — teaching; polymers and coatings technology; pre-architecture; pre-chiropractic; pre-dentistry; pre-engineering; pre-law undeclared; pre-medicine/osteopathy; pre-mortuary science; pre-optometry/podiatry; pre-pharmacy; pre-veterinary; professional biochemistry; professional chemistry; psychology; psychology — teaching; public administration; public law and government; public relations; public safety administration; reading;

secondary cognitive impairment; secondary emotional impairment; secondary hearing impairment; secondary physical/other health impairment; secondary speech/language impairment; secondary visual impairment; social science; social studies — secondary teaching; social studies group for elementary education; social work; sociology; sociology — teaching; Spanish; Spanish — teaching; speech/language impairment — clinical; sports medicine; supply chain management; technology management; technology, design education; telecommunication and film; theatre arts; therapeutic recreation; three minors — elementary education; urban and regional planning; visual arts education; women and gender studies; written communication.

Post Baccalaureate Programs

Post Baccalaureate study is offered in music therapy; teacher preparation — elementary; and teacher preparation — secondary.

Graduate Programs

Graduate study is offered in accounting; accounting/accounting 150 hours; accounting information systems/accounting 150 hours; accounting — internal auditing; adapted physical education; apparel, textile merchandising; applied economics; applied statistics; art education; bioinformatics; biology general; business administration; career, technology, workforce education; chemistry; children's literature; clinical behavioral psychology; clinical psychology; clinical research administration; cognitive impairment; college counseling; combined occupational therapy (BS/MOT); communication; community counseling; computer aided engineering; computer science; construction; creative writing; criminology and criminal justice; dietetics — coordinated; drama/theatre for the young — MFA; early childhood education; earth science; e-business; ecology and organismal biology; economics; education psychology — development/personality; education psychology — research/evaluation; educational leadership; educational media and technology; elementary education; emotionally impaired; engineering management; English linguistics; entrepreneurship; enterprise business intelligence; family and children's services; finance; finance — internal auditing; French; general science; geographic information systems; German; geographic information systems — planning; health economics; health education; hearing impaired; heritage interpretation/tour/administration; heritage interpretation/tourism; higher education general administration; higher education/student affairs; historic preservation conservation/technology; historic preservation; historic preservation planning; history; hotel and restaurant management; human resource/organizational development; human resources; individualized studies program; information security; information systems; integrated marketing communications; interdisciplinary technology; interior design; international business; international economy and development; interpretive/performance studies; K-12 administration; K-12 curriculum; language and international trade; learning disabilities; linguistics; marketing; mathematics; mathematics computer science; mathematics education; mental health and chemical dependency; mentally impaired; middle school education; molecular/cellular biology; music/composition; music education; music performance; nonprofit management; nursing; nutrition; occupational therapy; organizational development; orthotics and prosthetics; physical, otherwise health impaired; physical education pedagogy; physics; physics/physics education; polymer technology; professional certification elementary education; professional certification secondary education; psychology; psychology — general experimental; public administration; quality; reading; school counseling; schools, science — general; society and violence; secondary school teaching; services to the aging; social science and American culture; social science; sociology; sociology — family specialty; Spanish; Spanish bilingual-bicultural; special education; special education endorsement; speech and language pathology; sport management; studio art — MA; studio art — MFA; supply chain management; teacher education — social foundations; teaching English to speakers of other languages; technology studies; theatre arts; theatre arts — arts administration; trade and development; urban and regional planning; visually impaired; women's studies; written communication.

Specialist's Degrees

The university also offers specialist's degrees in educational leadership; and special education (includes administration/supervision and curriculum development).

Graduate Certificates

Graduate Certificates are offered in African American studies; artificial intelligence; bioinformatics; business administration; community building; community college leadership; computer information systems; dementia; e-business; educational assessment; educational media and technology; entre-

preneurship; finance; German for business practice; geographic information systems educator; geographic information systems professional; general public management; gerontology; health administration; health care — management of public health care services; health care — quality improvement; health care systems teaching; helping intervention in multicultural societies; Hispanic language and culture; information security; historic preservation; hotel restaurant management; human language technology; human resource management; information systems; international business; Japanese business practices; Japanese language teaching; language technology; local government management; clinical research administration; management public healthcare; marketing management; medical economics; nonprofit management; organizational development; orthotics; public budget management; public land planning; public policy analysis; public personnel management; prosthetics; quality; quality improvement in health care; school counselor licensure; strategic quality management; supply chain management; teaching English to speakers of other languages; teaching health care systems; teaching of writing; technical communication; water resources.

Doctoral Programs

EMU has offered a Doctor of Education (Ed.D.) in Educational Leadership since 1995. EMU began offering a Ph.D. in Clinical Psychology in Fall 2001. EMU began offering a Ph.D. in Technology in Fall 2004.

Location

The university is located on the northwest side of Ypsilanti, and overlooks the city and the Huron River valley. The main campus and nearby west campus comprise approximately 460 acres, while its College of Business (in downtown Ypsilanti), Eagle Crest Resort and Conference Center (including an 18-hole championship golf course), and Kresge Environmental Education Center near Lapeer bring the university’s total acreage to more than 800. In 2006, the university opened a new 181,000-square-foot student center and began renovating McKenny Hall.

Housing

On-campus housing for approximately 3,000 students is provided in residence halls as well as apartments for single students and student families. Residence halls are used in the summer months to host conference guests and youth camps as well as students enrolled in spring and summer semesters.

Continuing Education

Eastern Michigan University Continuing Education offers degrees, programs, and credit and non-credit courses at 15 sites throughout Michigan. Delivery methods include off-campus sites, on-campus weekend courses, and online courses. Educational programs are also offered through academic and nonacademic conferences, lecture series, and training and certification programs.

Credit Enrollment (fall head count)	2004	2005	2006
On-campus	22,347	21,865	21,363
Off-campus	1,515	1,621	1,611

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

Operating Revenues (all funds)	2004-2005	2005-2006
State Appropriations	\$ 79,051,199	\$ 76,764,820
Student Fees	122,712,555	138,191,166
Gifts, Grants, and Federal Contracts	31,238,073	32,224,556
Other Income	33,641,365	36,093,761
TOTAL REVENUES	\$266,643,192	\$283,274,303

Operating Expenditures (all funds)	2004-2005	2005-2006
Instruction and Departmental Research	\$ 93,035,487	\$ 98,737,298
Organized Research	4,946,302	5,208,231
Public Service	10,821,765	10,884,509
Student Services and Student Aid	42,436,210	42,376,590
Other Expenditures	114,662,559	121,083,200
TOTAL EXPENDITURES	\$265,902,323	\$278,289,828

FERRIS STATE UNIVERSITY

Big Rapids 49307



BOARD OF TRUSTEES

	<i>Term expires</i>
R. THOMAS COOK, Fife Lake	Dec. 31, 2010
GARY L. GRANGER, Byron Center	Dec. 31, 2008
JAMES K. HAVEMAN, JR., Grand Haven	Dec. 31, 2010
PATRICK W. LAPINE, Farmington	Dec. 31, 2014
GEORGE J. MENOUTES, Flint	Dec. 31, 2012
RONALD E. SNEAD, Greenville	Dec. 31, 2012
ARTHUR L. TEBO, Walloon Lake	Dec. 31, 2008
SUEANNE L. WALZ, Big Rapids	Dec. 31, 2014

DAVID L. EISLER, President

Ferris State University provides career-oriented education that produces graduates who are immediately employable in their chosen fields. The University offers more than 170 academic programs through its Colleges of Allied Health Sciences, Arts and Sciences, Business, Education and Human Services, Pharmacy, Technology, the Michigan College of Optometry, Kendall College of Art and Design, and the College of Technological and Professional Studies.

Ferris offers **doctorates in optometry and pharmacy**, and master's degrees in information systems management, career and technical education, criminal justice, business administration, education and nursing. The University offers baccalaureate degrees in allied health, business, liberal arts and a variety of specialized technical fields. Two-year programs produce well-trained graduates in health care, science, industrial specialties, and engineering-related technician posts. In addition, two-year general education and preprofessional courses qualify students for continued study at Ferris or elsewhere.

University College offers programs including Honors, Career Exploration, and Directed Studies. Academic assistance is provided through Educational and Career Counseling, and Academic Support Center, a special-needs counselor, Structured Learning Assistance and freshman seminars.

The **main campus** is located in Big Rapids, a city of approximately 12,000. Of more than 90 buildings on campus, only one structure pre-dates a 1950 fire. More than 10,500 students attend classes on the university's 880-acre campus; more than 1,800 attend classes in Grand Rapids and other sites across the state. The Ferris Library for Information, Technology and Education (FLITE) opened in 2001 and provides students with state-of-the-art information technology in addition to the resources of a traditional library. In 2004, Ferris dedicated the Granger Center for Construction Technology and HVACR, a building featuring multiple visible heating and cooling systems, including geothermal, designed to provide real-world learning opportunities.

The **Applied Technology Center (ATC)** in Grand Rapids, a joint venture with Grand Rapids Community College, houses undergraduate programs and extensive business and career-building education. The ATC of FSU – Grand Rapids is a part of Ferris' substantial presence in downtown Grand Rapids, which also includes Kendall College of Art and Design.

The University is named after its founder, **Woodbridge N. Ferris** (1853-1928), a distinguished Michigan politician and educator, who served two terms as the state's governor and was elected to the United States Senate. Established in 1884 as the Big Rapids Industrial School, the name was soon changed to Ferris Industrial School and then, in 1899, to Ferris Institute. The school's name was changed to Ferris State College in 1963, and to Ferris State University in 1987. W.N. Ferris operated the school as a privately owned institution. In 1931, a group of Big Rapids businessmen assumed operation as a nonprofit corporation until 1949, when the school was given to the State of Michigan. The school became a state institution on July 1, 1950.

Credit Enrollment (fall head count)	2004	2005	2006
On-campus	10,211	10,666	10,568
Off-campus	1,592	1,881	2,010

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

Operating Revenues (all funds)	2004-2005	2005-2006
State Appropriations — Operating	\$ 50,080,910	\$ 49,020,809
State Appropriations — Capital Projects	566,107	127,395
Student Fees	71,067,951	80,594,702
Gifts, Grants, and Federal Contracts	19,639,228	19,194,722
Other Income	41,499,275	45,201,922
TOTAL REVENUES	\$182,853,471	\$194,139,550
Operating Expenditures (all funds)		
Instruction and Departmental Research	\$ 62,646,859	\$ 64,910,920
Organized Research/Grant Research	375,262	383,149
Public Service	1,435,805	3,305,331
Student Services and Student Aid	21,420,374	21,222,867
Other Expenditures	88,360,200	93,726,923
TOTAL EXPENDITURES	\$174,238,500	\$183,549,190

GRAND VALLEY STATE UNIVERSITY

Grand Rapids/Allendale 49401



BOARD OF TRUSTEES

	<i>Term expires</i>
DANIEL J. ARONOFF, Birmingham	Dec. 31, 2008
DONNA K. BROOKS, Holland	Dec. 31, 2008
DOROTHY A. JOHNSON, Grand Haven	Dec. 31, 2010
NOREEN K. MYERS, Lowell	Dec. 31, 2012
SHELLEY E. PADNOS, Douglas	Dec. 31, 2014
LUCILE S. TAYLOR, Laingsburg (Chair)	Dec. 31, 2010
MICHAEL D. THOMAS, Freeland	Dec. 31, 2014
KATE PEW WOLTERS, Grand Rapids	Dec. 31, 2012

THOMAS J. HAAS, President

Grand Valley State University was founded in 1960 to bring higher education to the state's second-largest metropolitan area — the diversified business and industrial region that includes Kent, Muskegon, and Ottawa counties. Fully accredited, it serves the region from its 1,300-acre main campus in Allendale, its downtown Grand Rapids campus, a campus in Holland, and centers in Muskegon and Traverse City. Students come to Grand Valley from all 83 Michigan counties. Although 96 percent of its students come from Michigan, enrollment comprises students from many other states in the nation and foreign countries, including students from Africa, Asia, Central and South America, and Europe.

Grand Valley State grew slowly until about 1988 when it saw the beginning of very rapid growth, both in its popularity and stature. Enrollment has doubled since 1988 to 23,295 students in 2006. For 2007, there were 14,000 applications for 3,400 freshman spots. The academic profile of entering students puts Grand Valley State among the top universities in the state. Grand Valley State is listed by *U.S. News & World Report* as one of the top masters degree-granting universities in the Midwest and by *Princeton Review* as a “best college.” Grand Valley has campus chapters of 15 national honor societies.

Grand Valley consistently ranks as one of Michigan's top schools in the percentage of accounting graduates who pass the C.P.A. exams at the first sitting. AACSB International — the Association to Advance Collegiate Schools of Business, the major accrediting body for business education, accredits Seidman College of Business and the Accounting and Taxation Department. Of the 1,200 business schools in the United States, only 396 have earned AACSB accreditation and only 159 accounting departments are accredited.

A liberal arts emphasis teaches students critical thinking and problem resolution; an emphasis on diversity and community teaches students a range of thoughtful perspectives necessary for open inquiry. Minority students constituted 11.5% of the Fall 2006 enrollment, keeping pace with the rapid total enrollment growth. As an institution committed to teaching excellence, Grand Valley emphasizes personalized instruction, bolstered by relatively small classes — taught by faculty rather than graduate teaching assistants. Of its 734 full-time faculty members, 14.7% are minorities. Access to the Library's collection of 703,000 volumes and 17,500 current periodicals is provided on-line from each campus and center, or from one's home or office computer.

A focus on **international education** is reflected in foreign exchange and foreign study programs. Approximately 650 students took part in study abroad programs in 2006. Grand Valley State University sponsors a variety of programs in China, Egypt, El Salvador, Australia, Ghana, Hungary, India, Ireland, Italy, Jordan, Mexico, Nicaragua, Netherlands, Norway, South Africa, Thailand, Turkey, Sweden, Poland, England, Taiwan, Japan, France, Germany, Spain, Mexico, and Russia.

Approximately 3,000 GVSU students annually participate in **internships** in business, industry, government, schools, hospitals, and public agencies — blending theoretical knowledge with practical applications. The undergraduate Bachelor of Science in Engineering program includes a cooperative education component that provides for at least 12 months of on-the-job experience before the degree is granted, and the College of Education requires 18 credit hours of in-class experience combined with a degree in a subject matter content area.

Graduate programs include Master's degrees in accounting, biology, business administration, communication, computer information systems, criminal justice, education, engineering, English, health administration, nursing, occupational therapy, physician assistant studies, public administration, social work, special education, and taxation. Grand Valley also offers the Clinical Doctorate in Physical Therapy program and an Education Specialist degree. Other career and professional programs include accounting, advertising and public relations, engineering, communication, computer sciences, business, hospitality and tourism management, international business, international relations, medical imaging, athletic training, therapeutic recreation, natural resource management, legal studies, criminal justice, nursing, social work, geology, and education — including special education.

The university's Clinical Doctorate in **Physical Therapy program** is one of only six accredited programs in public universities in Michigan. Its graduates have passed their certification exams in the top 95th percentile and are respected by health professionals throughout the state. The University is an integral partner with multiple healthcare systems, agencies, and institutions of higher education in the region, and the College of Nursing operates a community-based, academic, nurse-managed center. The university's pre-medical and pre-dental programs are highly regarded by medical and dental schools in Michigan and elsewhere, and GVSU graduates are accepted into medical and health-related schools at rates above the national average.

Faculty and graduate interns in social sciences and education help area communities meet needs in public administration, education, criminal justice, and social services. Examples include in-service training for teacher groups and school administrators, urban planning research and development, a summer police academy, programs for gifted and talented students, an annual summer camp for learning-disabled children, stress management workshops, public opinion polls, market surveys, and programs for senior citizens.

Established in 1984 after a comprehensive analysis of the economic and business needs of west Michigan, the **Business Services Office**, part of Seidman College of Business in downtown Grand Rapids, is dedicated to building a strong link between academic programs and economic development and job creation in the region. The office serves as a vehicle for providing management-level education, training, economic research and consultation resources, the market analysis and planning services for existing and potential area businesses. Seidman College of Business is also home to the **U.S. Small Business Administration's state headquarters**, charged with management and oversight of the Michigan Small Business and Technology Development Center network. This Center, only the second in the country to be designated a "technology" development center, offers no-cost counseling, low-cost training, market research, and advocacy for small businesses. The **West Michigan Science and Technology Initiative** continues to successfully support the commercialization of science and technology by providing incubator/accelerator amenities to start-up businesses.

The **Robert B. Annis Water Resources Institute** (AWRI) conducts basic and applied research into Michigan's water resources and related topics, and offers outreach and educational services from the waterfront Lake Michigan Center in Muskegon. The AWRI operates two research vessels, the *D.J. Angus* and the *W.G. Jackson*. It brings applied research together with business, industry, agriculture, and government to develop proactive approaches to water quality and related environmental issues and offers an education aquatic science outreach program for a variety of audiences, including K-12 students and teachers.

The **Michigan Alternative and Renewable Energy Center** (MAREC) is a 25,000-square-foot facility located on Muskegon Lake in the Muskegon 34-acre SmartZone. The facility features incubator space, research laboratories, a conference center, energy resource center, offices and meeting space. The building is energy self-sufficient with electricity produced by a fuel cell and solar photo-voltaics and "peak" power available from a nickel metal hydride battery storage system. Heating and air conditioning utilize "waste heat" from the fuel cell. In addition, the building is the first newly constructed facility in Michigan and only the tenth in the country to receive "gold certification" as a LEED (Leadership in Energy and Environmental Design) building.

The **Hauenstein Center for Presidential Studies** is raising the profile of Grand Valley nationally and internationally. Its mission is to illuminate the American presidency to promote citizenship, scholarship and leadership.

The **Van Andel Global Trade Center's** mission is to strengthen the community through increased global business by providing international consulting, training, and resources. The center offers consulting and training services, resource development and facilities.

The **Dorothy A. Johnson Center for Philanthropy and Nonprofit Leadership** promotes effective philanthropy, community improvement, and excellence in nonprofit leadership through education, research, and community service. It is the only comprehensive center in Michigan for the study of philanthropy, volunteerism, and the nonprofit sector. The Johnson Center conducts community-based research projects, provides workshops and web-based resources for nonprofit leaders, and promotes service-learning and student volunteerism.

The **Regional Math and Science Center**, housed in the College of Liberal Arts Division, serves the science and mathematics education needs of the elementary and secondary schools in west Michigan. The Center focuses on providing professional development opportunities for practicing teachers and enrichment activities for pre-college students. Many of the Center's activities have developed as collaborative programs with community and business and industry partners. Pre-service teachers are also encouraged to participate in the Center activities. The Regional Math and Science Center also provides local school districts with curriculum development services that support the Michigan Curriculum Framework in science and mathematics. The Center's staff is available for consultation, and a resource collection of exemplary teaching materials is open to local educators.

Grand Forum, an education outreach program serving senior citizens, provides the opportunity for individuals of diverse backgrounds to meet in an academic setting for intellectual stimulation and social exchange. Through lectures and discussions, Grand Forum allows its members to broaden their horizons while developing an appreciation for knowledge of new or familiar subjects.

The **Autism Education Center** seeks to give parents and professionals the knowledge and skills to support individuals with autism spectrum disorder in reaching their greatest potential. The center offers resources and training through its Statewide Autism Resources and Training Project and participates in a statewide Autism Collaborative Endorsement program.

The **Meijer Broadcast Center** is the home of Grand Valley's public television and radio stations. WGUV-TV 35 and WGK-TV 52, affiliated with the Public Broadcasting Service, present a variety of informative and entertaining programs including children's shows, public affairs, cultural offerings, and sports. WGUV 88.5 FM and AM 1480 (Grand Rapids) and WGVS 95.3 FM and 850 AM (Muskegon) are National Public Radio member stations that broadcast news and information programs. The station staff emphasizes a strong commitment to local news.

Accreditations

Grand Valley State University is accredited by The Higher Learning Commission; Member of the North Central Association and is an associate member of the National Association of Schools of Art and Design (NASAD) and the National Association of Schools of Music (NASM). Other departments and programs are accredited as follows: Chemistry Department by the Committee on Professional Training of the American Chemical Society; College of Education by the National Council for the Accreditation of Teacher Education (NCATE); Bachelor of Science in Engineering program by the Accreditation Board for Engineering and Technology (ABET); Nursing program by The Commission on Collegiate Nursing Education (CCNE); Occupational Therapy program by the Accreditation Council for Occupational Therapy Education (ACOTE); the Clinical Laboratory Sciences/Medical Technologist Program by the National Accrediting Agency for Clinical Laboratory Sciences (NAACLS); Physical Therapy Program by the Commission on Accreditation in Physical Therapy Education (CAPTA); Athletic Training by the Joint Review Committee on Educational Programs in Athletic Training (JRC-AT); Athletic Training Program in the Department of Movement Science by the Commission on Accreditation of Allied Health Education Programs (CAAHEP); the Physician Assistant Studies program by the Accreditation Review Commission on Education for the Physician Assistant (ARC-PA); the School of Public and Nonprofit Administration by the National Association of Schools of Public Affairs and Administration (NASPAA); the School of Social Work by the Council on Social Work Education (CSWE); the Michigan Small Business and Technology Development Center by the Association of Small Business Development Centers (ASBDC); and Seidman College of Business and the Accounting and Taxation program by the AACSB International — the Association to Advance Collegiate Schools of Business.

Credit Enrollment (fall head count)	2004	2005	2006
On-campus	22,063	22,565	23,295

STATEMENT OF REVENUES AND EXPENDITURES¹

Operating Revenues	2004-2005	2005-2006
Net Student Fees	\$113,387,175	\$126,309,875
Grants and Contracts	26,384,220	26,689,881
Other	48,251,400	50,885,883
TOTAL OPERATING REVENUES	\$188,022,795	\$203,885,639

Operating Expenses		
Instruction	\$ 95,660,360	\$100,289,568
Research	4,055,539	5,457,581
Public Service	12,300,778	14,017,118
Student Services and Student Aid	50,136,858	47,129,308
Other Expenses	80,968,855	90,525,187
TOTAL OPERATING EXPENSES	\$243,122,390	\$257,418,762

Nonoperating Revenue/Expense		
State Appropriation	\$ 59,219,100	\$ 61,587,500
Gifts	3,836,999	2,946,897
Other	6,615,621	20,117,768
TOTAL NONOPERATING REVENUE/EXPENSE ...	\$ 69,671,720	\$ 84,652,165

¹ Condensed Financial Report in accordance with Governmental Accounting Standards Board (GASB) Statements 34 and 35.

LAKE SUPERIOR STATE UNIVERSITY

Sault Ste. Marie 49783



BOARD OF TRUSTEES

	<i>Term expires</i>
DEAN M. ALTOBELLI, Escanaba	Jan. 27, 2008
BARBARA CLIFF, Cheboygan	Jan. 27, 2010
CINDY N. DINGELL, Trenton	Jan. 27, 2012
JENNY L. KROUK, Petoskey	Jan. 27, 2014
W. W. "FRENCHIE" LAJOIE, Sault Ste. Marie	Jan. 27, 2012
CHARLES J. SCHMIDT, Rochester Hills	Jan. 27, 2010
GARY TOFFOLO, Sault Ste. Marie	Jan. 27, 2014
GARY L. WOLFRAM, Hillsdale	Jan. 27, 2008

BETTY J. YOUNGBLOOD, President
BRUCE T. HARGER, Vice President for Academic Affairs and Provost
JOSEPH F. HERBIG, Vice President, Finance
KEN PERESS, Vice President for Student Affairs
WILLIAM EILOLA, Vice President for Enrollment Services
WILLIAM CRAWFORD, Vice President for University Relations and Marketing

Lake Superior State University opened in 1946 as a branch of Michigan Technological University. The college was accorded four-year status by the State Board of Education in 1966 and awarded its first four-year degree in 1967. The Legislature granted Lake Superior State College its independence in 1969 by enactment of Act 26 of 1969. The college was established as a state institution under the direction of an eight-member board of control appointed by the governor. On November 4, 1987, Lake Superior State College was renamed Lake Superior State University by Act 158 of 1987.

Academic Programs

Lake Superior State University offers course work leading to baccalaureate degrees in major fields in two academic colleges as well as associate degree programs, certificate programs, and transfer programs. The University also offers associate level programs in a 1+1 format in collaboration with the local school districts and the Eastern Upper Peninsula Intermediate School District.

Accreditations

Lake Superior State University is accredited by the North Central Association of Colleges and Schools. The manufacturing engineering technology program is accredited by the Technology Accreditation Commission of the Accreditation Board for Engineering and Technology (ABET), and the electrical and mechanical engineering programs are accredited by the Engineering Accreditation Commission (EAC) arm of ABET. Nursing degrees are accredited by the National League for Nursing Accrediting Commission.

Credit Enrollment (fall head count)	2004	2005	2006
On-campus	2,890	2,772	2,409

STATEMENT OF OPERATING REVENUES, EXPENSES AND CHANGES IN NET ASSETS

Operating Revenues	2004-2005	2005-2006
Tuition and Fees (net of scholarship allowances of \$4,397,885 and \$4,220,065 in 2006 and 2005, respectively)	\$11,255,142	\$12,616,887
Federal Grants and Contracts	4,277,045	3,464,260
State Grants and Contracts	221,368	215,838
Nongovernmental Grants and Contracts	1,813,355	2,192,707
Auxiliary Activities	7,715,825	7,474,253
Other Income	784,824	867,107
TOTAL REVENUES	\$26,067,559	\$26,831,052
Operating Expenditures		
Instruction	\$12,118,631	\$11,677,756
Research	450,589	479,409
Public Service	742,806	681,907
Academic Support	2,378,092	2,500,091
Student Services	1,879,369	2,150,274
Student Aid	1,620,258	1,489,507
Institutional Support	4,331,140	4,743,596
Operation and Maintenance of Plant	3,907,421	4,339,920
Auxiliary Activities	7,305,808	7,449,771
Depreciation	4,486,318	5,349,098
Other Expenditures	339,679	832,772
TOTAL EXPENDITURES	\$39,560,111	41,694,101
OPERATING LOSS	(\$13,492,552)	(\$14,863,049)
Nonoperating Revenues (expenses)		
State Appropriations	\$12,631,309	\$12,461,216
Interest on Capital Debt and Leases	(1,571,912)	(1,524,251)
Investment Income, Net of Investment Expenses ..	722,629	1,050,227
(Loss) Gain on Assets Sold or Retired	5,505	(20,471)
NET NONOPERATING REVENUES	11,787,531	11,966,721
LOSS BEFORE OTHER REVENUES	(1,705,021)	(2,896,328)
Other Revenues		
Capital Grants and Gifts	\$ 469,270	\$ 422,670
Additions to Expendable Endowments	180,153	36,100
Capital Appropriations	413,588	435,474
TOTAL OTHER REVENUES	1,063,011	894,244
DECREASE IN NET ASSETS	(642,010)	(2,002,084)
NET ASSETS, BEGINNING OF YEAR	61,197,852	60,555,842
NET ASSETS, END OF YEAR	\$60,555,842	\$58,553,758

MICHIGAN STATE UNIVERSITY

East Lansing 48824



BOARD OF TRUSTEES

	<i>Term expires</i>
JOEL FERGUSON, Lansing	Jan. 1, 2013
MELANIE FOSTER, East Lansing	Jan. 1, 2013
DOROTHY GONZALES, East Lansing	Jan. 1, 2009
COLLEEN McNAMARA, Lansing	Jan. 1, 2011
DONALD W. NUGENT, Frankfort	Jan. 1, 2011
FAYLENE OWEN, East Lansing	Jan. 1, 2015
GEORGE PERLES, East Lansing	Jan. 1, 2015
SCOTT ROMNEY, Birmingham	Jan. 1, 2009

EXECUTIVE OFFICERS

- LOU ANNA K. SIMON, President
- KIM A. WILCOX, Provost and Vice President for Academic Affairs
- FRED L. POSTON, Vice President for Finance and Operations and Treasurer
- ALISON BARBER, Secretary of the Board of Trustees and Executive Assistant to the President
- J. IAN GRAY, Vice President for Research and Graduate Studies
- CHARLES H. WEBB, Vice President for University Development
- STEVEN M. WEBSTER, Vice President for Governmental Affairs
- LEE N. JUNE, Vice President for Student Affairs and Services
- JOHN HUDZIK, Vice President for Global Engagement and Strategic Projects
- ROBERT A. NOTO, General Counsel and Vice President for Legal Affairs
- PAULETTE GRANBERRY RUSSELL, Senior Advisor to the President for Diversity and
Director of the Office of Inclusion and Intercultural Initiatives
- TERRY DENBOW, Vice President for University Relations
- WILLIAM BEEKMAN, Acting Executive Director, MSU Alumni Association

Michigan State University

In 1855 the Michigan Legislature passed Act 130, which provided for the establishment of the Agricultural College of the State of Michigan, and appropriated “twenty-two sections of Salt Spring Lands for its support and maintenance . . .” and \$40,000 to support the college through its first two years of operation. The school was formally opened and dedicated on May 13, 1857, at what is now East Lansing, the site of the present Michigan State University. As the **first agricultural college in the nation**, Michigan State University is the prototype for 69 land-grant institutions later established under the Morrill Act of 1862.

MSU emphasizes faculty and discoveries that contribute readily to the economic development of the state. MSU is a key player in the **University Research Corridor** (URC) initiative, which formed an ongoing alliance with the University of Michigan and Wayne State University, to transform, strengthen and diversify Michigan’s economy. The URC is a significant concentration of university-based research and development within a geographic area, much like North Carolina’s Research Triangle. Primary work is being done in the state’s most promising growth sectors, including alternative energy, medicine, life sciences, nanotechnology, homeland security and transportation. The URC’s universities are a magnet for investment and jobs, and bring more than \$1.3 billion in federal research grants into Michigan each year. By marshalling their resources, the URC presidents are reaching out to businesses, policymakers, innovators, investors and the public to speed up technology transfer, make resources more accessible and help attract new jobs to the state. In the past five years, the URC received 632 patents and accounted for 79 start-up companies — effectively creating at least one new business every month. Collectively, discoveries at the universities have led to more than 500 license agreements for new technologies and systems.

At the same time, the University provides direct assistance to small- and medium-sized businesses through the International Business Center, the Food Industry Institute, the Travel, Tourism and Recreation Resource Center, and Executive Programs. **MSU Technologies** is a new university organization that will harness commercial talent and leadership to transfer MSU’s discoveries and innovations to industry. MSU Technologies will be a cornerstone of economic development. The **Office of Biobased Technologies** aims to integrate innovations in the lab with advances in the marketplace to enhance the economy, the environment, and the quality of life in Michigan and around the world by offering the campus community, state officials, and private businesses a central location and point of focus for information and expertise.

Undergraduates may choose a major field of study from among 200 programs, and graduate study is offered to advanced students through a majority of departments — all taught by a faculty/academic staff of almost 4,800 in 14 degree-granting colleges. In addition, the **Honors College** provides extended educational opportunities for the exceptional student, and the affiliated **MSU College of Law** offers numerous dual-degree programs with MSU graduate colleges. The **Office of Study Abroad** offers over 240 programs in 60 countries on all continents and is one of the largest undergraduate study abroad programs in the nation.

Within the academic colleges are several schools, programs, and institutes which typify the land-grant approach to education, emphasizing teaching, research, and outreach and engagement. Among these are the School of Packaging; the Institute of Agricultural Technology; the School of Hospitality Business; International Studies and Programs; the School of Labor and Industrial Relations; the School of Criminal Justice; the School of Planning, Design, and Construction; the School of Social Work; the Institute for Children, Youth and Families; and the School of Journalism.

The university operates **one of the nation’s largest residence hall programs** and includes a “campus-within-a-campus” environment with classrooms, study areas, faculty offices, and dining facilities combined with many living units. MSU’s living-learning residential options allow students who share similar academic interests or an interest in a multi-cultural living experience to live together in designated residence halls. These programs vary in size from programs for freshmen to the college level. Approximately 17,000 students live in campus residence halls.

The university’s name was changed from Agricultural College of the State of Michigan to State Agricultural College in 1861, to Michigan Agricultural College in 1909, and to Michigan State College of Agriculture and Applied Science by an act of the Legislature in 1925. This name was changed to Michigan State University of Agriculture and Applied Science, effective July 1, 1955. In the new constitution approved in April 1963, the name was changed to Michigan State University effective January 1, 1964. Michigan State University is under the control of the Board of Trustees.

The original tract of land in East Lansing consisted of 677 acres. Additional lands were purchased and the present campus and farms cover about 5,192 acres of which 2,100 acres are in existing or

planned campus development. On-campus enrollment Fall Term 2006 was 45,520. In addition to degree programs offered in East Lansing, thousands of people each year attend more than 2,500 conferences and educational meetings and others benefit from off-campus courses and degree programs offered at regional locations throughout the state and online around the world.

Structures of special note reflect institutional history and serve contemporary needs. **Beaumont Tower** contains the carillon and marks the site of the first building in America built for the teaching of scientific agriculture. The **Wharton Center for Performing Arts**, completed in 1982, is a cultural center for the campus and the area; the **Michigan State University Museum** is one of Michigan's largest public museums of natural and cultural history; the **Kresge Art Museum** has over 7,000 works of art spanning millennia; and the **Library** contains over 4 million volumes and documents and 28,000 periodical subscriptions in print and online formats. Academic residence halls offer small campus settings within the larger university community. **Abrams Planetarium** uses a Digistar computer graphics projector for its shows. The **Alumni Memorial Chapel** is a memorial to all former students of Michigan State University who died while serving their country. The **Breslin Student Events Center** hosts many special events and is home to the men's and women's basketball teams.

A unique building on campus, which is designed specifically for conference and adult education work, is the **Kellogg Hotel and Conference Center**. This 7-story facility is the headquarters for the nation's largest laboratory for hospitality business students. The Kellogg Center was built in 1951 largely through a W. K. Kellogg Foundation grant and was expanded in 1955 and 1959 with additional Foundation funds. In 1990, a 5-year remodeling and renovation program, costing approximately \$32 million, \$5 million of which was provided by the Foundation, was completed. More than 500,000 visitors, including conferees; university faculty, staff, and students; alumni; and the general public use the Kellogg Center facilities each year. In 2001, the **James B. Henry Center for Executive Development** opened as a lifelong learning center supporting the educational needs of businesses, organizations, and individuals. In addition to business meetings and retreats, the 96,000-square-foot building houses the Eli Broad Graduate School of Management Executive Development Programs and a high-quality learning environment for several of the Broad School's master's degree programs in integrative management, logistics, and manufacturing and innovation. Over 30 meeting rooms have built-in technology and a deluxe atmosphere, which earned the center awards from the Association for University Interior Designers, the American Institute of Architects, and the Michigan Chapter of Meeting Professionals International.

Building on agricultural research that started more than a century ago, MSU is now recognized globally as a leading research university. The faculty conducts a widely varied research program involving thousands of projects funded primarily by federal agencies, and also by industrial firms, foundations, and organizations, as well as state and local government. Sponsored research expenditures total about \$319 million annually and support the discovery of new knowledge in the natural and social sciences and in applied areas such as medicine, agriculture, engineering, communications, and teaching.

The **National Superconducting Cyclotron Laboratory** (NSCL) is the most advanced rare isotope research facility in the United States. NSCL research explores the origin of the elements in the cosmos and the nature of nuclear matter. Funded by the National Science Foundation and MSU, the NSCL operates two superconducting cyclotrons: the K500, the first accelerator to use superconducting magnets, and the K1200, the highest-energy continuous beam accelerator in the world. Together with a powerful array of detectors and computers, these cyclotrons are used for advanced research in many areas of nuclear science and cross-disciplinary applications by more than 500 scientists from the U.S. and abroad. The coupled cyclotron facility makes it possible to produce intense beams of rare isotopes. Many of them are so short-lived that they do not exist naturally on earth, but they play an important role in the ongoing synthesis of the elements in the cosmos. The laboratory has earned international recognition for its basic research and for its pioneering innovations in accelerator design, including a cancer-therapy cyclotron now operating at Harper Hospital in Detroit. The laboratory is playing a leadership role in developing the new Rare Isotope Accelerator (RIA) concept that would provide even more advanced capabilities in the future.

Long known for its research in botany, plant pathology, horticulture, forestry, and field crops, MSU is well recognized for the quality and quantity of its plant science programs. This excellence led to establishment on the campus of the **MSU/Department of Energy Plant Research Laboratory**, one of the nation's leading centers for basic research in plant science. The **National Science Foundation's Center for Microbial Ecology and Food Safety and Toxicology** is a national leader in both food safety for farm-to-fork as well as for consumer information and risk assessment. A \$29 million plant and soil science building was completed in 1986, and the **Biomedical-Physical Sciences Building**, completed in 2001, serves as

a hub of advanced research activity and offers live viewing of images of stars transmitted from the Southern Astrophysical Research (SOAR) telescope in the Chilean Andes Mountains.

In an era when learning across the lifespan has become a necessity for nearly everyone, a growing portion of the adult population is asking for expanded and improved postsecondary education opportunities in order to address a broad array of learning needs. The office of the **Associate Provost for University Outreach and Engagement** connects faculty with external audiences to address community issues. In addition, Michigan confronts a variety of complex challenges that require University involvement — challenges related to such areas as economic development, youth and family enhancement, environmental quality, and health care access. As part of its land grant mission, Michigan State University fosters the extension and application of knowledge in order to help address these needs, frequently partnering with community-based organizations via University Outreach and Engagement. Education and the arts are extended into thousands of homes via Michigan State University's television station, WKAR-TV, and its radio station, WKAR-FM and WKAR-AM.

Michigan Agricultural Experiment Station (MAES) research has always been a prominent activity of Michigan State University. The MAES, which was organized in 1888 at the (Michigan) State Agricultural College with the support of federal funds, is now MSU's largest research arm. MAES support spans more than 25 academic departments, laboratories, and research institutes spread across five MSU colleges. Close linkages with the statewide MSU Extension (MSUE) network ensure that MAES research is disseminated broadly to Michigan residents.

The MAES mission is to conduct research benefiting Michigan agriculture, natural resources, and communities. This mission, which complements MSUE's education and outreach focus, is pursued through five MAES goals — *food and health*, including microbial and chemical food safety, nutritional enhancement of foods, nutritional immunology, consumer choice and diet; *environmental stewardship and natural resources policy management*, including land use, air quality, soil conservation, waste management and utilization of waste products, ecosystem management, and water research; *enhancing profitability in agriculture and natural resources*, including basic research in the plant and animal sciences to reduce dependency on chemicals and enhance disease resistance, insects and environmental stresses, integrated crop management and identification of value-added agriculture opportunities; *secure food and fiber system*, including research on new and re-emerging infectious diseases, invasive species, and agro-security; and *families and community vitality*, including community and economic development, recreation/tourism, youth, aging, family dynamics, demographic, and rural and urban community security.

The MAES is staffed by more than 300 faculty members. In addition to paying portions of their salaries, the MAES supports their research efforts by employing many research specialists, technicians, and graduate research assistants. Beyond the laboratories and farm research plots at MSU's East Lansing campus, there are MAES field stations throughout the state — Clarksville Horticultural Experiment Station, Clarksville; Dunbar Forest Experiment Station, Sault Ste. Marie; W. K. Kellogg Biological Station, Hickory Corners; W. K. Kellogg Experimental Forest, Augusta; Lake City Experiment Station, Lake City; Merillat Equine Center, Adrian; Montcalm Research Farm, Lakeview; Muck Soils Research Farm, Laingsburg; Northwest Michigan Horticulture Experiment Station, Traverse City; Fred Russ Forest Experiment Station, Decatur; Saginaw Valley Bean and Beet Research Farm, Saginaw; Southwest Michigan Research and Extension Center, Benton Harbor; Trevor Nichols Research Complex, Fennville; Upper Peninsula Experiment Station, Chatham; and Upper Peninsula Tree Improvement Center, Escanaba.

MSU operates six exceptional **public gardens**, which serve as living laboratories. Five of these gardens are on the MSU campus — W. J. Beal Botanical Garden, Horticultural Demonstration Gardens, Clarence E. Lewis Landscape Arboretum, Michigan 4-H Children's Garden, and the Campus Woody Plant Collection. Hidden Lake Gardens, also MSU-affiliated, is located in Tipton, Michigan.

The **Michigan State University Extension** — founded in 1914 as part of the national Extension nonformal education system — helps people improve their lives through an educational process focusing on research-based instruction, consultation, demonstration, and problem-solving programs on priority issues and needs. Extension's mission and operating philosophy require it to anticipate society's changes and concerns and to provide the best education possible to empower Michigan citizens to deal with those changes and concerns. Operating in a synergistic manner with the Agricultural Experiment Station, MSU Extension provides research-based educational programs to citizens in all 83 Michigan counties. MSU Extension program areas — agriculture and natural resources, children, youth and families, and community and economic development across the campus — draw on the campus expertise of academic departments and other administrative units.

Though Extension provides a broad range of educational programs, it is giving special attention to agricultural competitiveness, integrated pest management, food safety, water quality, environmental quality, economic development, animal agriculture, forestry, youths and families at risk, parenting for low-income parents, 4-H urban expansion, leadership development, and technical assistance and leadership development for local government.

Regional outreach offices help bridge the needs of the state with the resources of the campus by working closely with Michigan's community colleges, the 83-county Extension network, and other educational providers. MSU also has an Admissions office in Detroit.

Credit Enrollment (fall head count)	2004	2005	2006
On-campus	44,836	45,166	45,520

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET ASSETS

Operating Revenues	2005	2006
Student Tuition and Fees	\$ 373,307,566	\$ 423,963,188
Less: Scholarship Allowances	44,007,144	51,236,303
Net Student Tuition and Fees	329,300,422	372,726,885
State of Michigan Grants and Contracts	39,460,126	26,542,292
Federal Grants and Contracts	231,108,854	247,074,159
Local and Private Sponsored Programs	49,011,971	49,307,513
Interest and Fees on Student Loans	1,691,083	3,307,598
Departmental Activities (Net of Scholarship Allowances of \$3,535,000 in 2006 and \$2,677,000 in 2005)	127,118,487	129,185,721
Auxiliary Activities (Net of Room and Board Allowances of \$10,055,000 in 2006 and \$7,724,000 in 2005)	235,324,557	245,520,697
TOTAL OPERATING REVENUES	\$1,013,015,500	\$1,073,664,865
Operating Expenses		
Instruction and Departmental Research	\$ 420,424,908	\$ 436,577,735
Research	235,980,709	247,061,028
Public Services	171,812,259	171,944,153
Academic Support	66,404,059	68,140,338
Student Services	24,597,372	28,632,807
Scholarships and Fellowships	28,814,667	32,490,277
Institutional Support	60,919,671	64,501,345
Operation and Maintenance of Plant	102,358,145	115,654,209
Auxiliary Enterprises	207,766,572	229,264,212
Depreciation	64,635,686	73,036,977
Other Expenses	3,862,627	13,767,348
TOTAL OPERATING EXPENSES	\$1,387,576,675	\$1,481,070,429
Operating Loss	(374,561,175)	(407,405,564)
Nonoperating Revenues (Expenses)		
State of Michigan Appropriations	\$ 355,813,500	\$ 347,770,500
Gifts	36,657,827	42,827,303
Net Investment Income	148,071,543	154,125,789
Interest Expense on Capital Asset Related Debt	(12,903,993)	(15,740,613)
Other Net Expenses	(1,159,718)	(1,833,244)
Net Nonoperating Revenues	526,479,159	527,149,735
INCOME BEFORE OTHER REVENUES	151,917,984	119,744,171
State capital appropriations	0	55,161,399
Capital Grants and Gifts	5,778,879	2,928,454
Additions to Permanent Endowments	19,301,488	19,206,124
Increase in net assets	176,998,351	197,040,148
Net assets, beginning of year	1,893,279,599	2,070,277,950
NET ASSETS, END OF YEAR	\$2,070,277,950	\$2,267,318,098

MICHIGAN TECHNOLOGICAL UNIVERSITY

Houghton 49931-1295



BOARD OF CONTROL

	<i>Term expires</i>
DAVID J. BRULE, SR., Iron Mountain	Dec. 31, 2008
KATHRYN CLARK, Ann Arbor (Chair)	Dec. 31, 2012
RUSSELL A. GRONEVELT, Livonia (Vice Chair)	Dec. 31, 2010
RODGER A. KERSHNER, Grosse Pointe	Dec. 31, 2008
RUTH A. RECK, West Bloomfield	Dec. 31, 2010
MARTHA RICHARDSON, Grosse Pointe Park	Dec. 31, 2012

GLENN D. MROZ, President

DALE R. TAHTINEN, Vice President for Governmental Relations and
Secretary of the Board of Control

ELLEN HORSCH, Vice President for Administration

DANIEL D. GREENLEE, Controller, Treasurer of the Board of Control, and
Chief Financial Officer

LESLEY LOVETT-DOUST, Provost and Vice President for Academic Affairs

LES COOK, Vice President for Student Affairs

DAVID REED, Vice President for Research

Michigan Technological University

Established by Act 70 of 1885, the Michigan Mining School first offered instruction to students on September 15, 1886. The name was changed to Michigan College of Mines in 1897 and to Michigan College of Mining and Technology in 1927. The most recent name change to Michigan Technological University in 1964 was made to reflect the broad spectrum of programs offered in the physical and social sciences, engineering, forestry, business, the liberal arts, and technology.

Undergraduate Programs

The Bachelor of Science degree is conferred in anthropology, applied ecology and environmental sciences, applied geophysics, applied physics, audio production and technology, biochemistry and molecular biology, bioinformatics, biological sciences, biomedical engineering, business administration, chemical engineering, cheminformatics, chemistry, civil engineering, clinical laboratory science, computer engineering, computer network and system administration, computer science, computer systems science, economics, electrical engineering, engineering, engineering technology, entertainment technology, environmental engineering, exercise health, forestry, geological engineering, geology, mathematics, mechanical engineering, materials science and engineering, pharmaceutical chemistry, physics, psychology, scientific and technical communication, social sciences, software engineering, surveying, and wildlife ecology and management.

A Bachelor of Arts degree is conferred in liberal arts with options in English, secondary education English, liberal arts, and history; it is also offered in communication and culture studies, scientific and technical communication, sound design, and technical theater.

Graduate Programs

A Master of Science degree is offered in applied ecology, applied science education, biological sciences, business administration, chemical engineering, chemistry, civil engineering, computer science, electrical engineering, engineering mechanics, environmental engineering, environmental engineering science, environmental policy, forest ecology and management, forest molecular genetics and biotechnology, forestry, geological engineering, geology, geophysics, industrial archaeology, materials science and engineering, mathematical sciences, mechanical engineering, mineral economics, mining engineering, physics, and rhetoric and technical communication.

A Master of Engineering degree is offered in civil engineering and environmental engineering. A Master of Forestry and a Professional Master of Science is also offered.

A Doctoral degree is offered in atmospheric science, biological sciences, chemical engineering, chemistry, civil engineering, computational science and engineering, computer science, electrical engineering, engineering physics, environmental engineering, forest molecular genetics and biotechnology, forest science, geological engineering, geology, industrial heritage and archaeology, materials science and engineering, mathematical sciences, mechanical engineering-engineering mechanics, mining engineering, physics, and rhetoric and technical communication.

Associate Degrees

Associate Applied Science degrees are granted in chemical engineering technology, civil engineering technology, electrical engineering technology, electromechanical engineering technology, and engineering technology. An Associate in Humanities is also offered.

The Department of Education, in cooperation with academic departments, offers programs leading to secondary school teacher certification in biological sciences, business administration, chemistry, clinical laboratory science, computer science, earth science, economics, liberal arts/English, mathematics, physics, social sciences, and technology and design.

Research Agencies

Specialized research agencies include the Biotechnology Research Center, Center for Integrated Systems in Sensing, Imaging, and Communication, Computational Science and Engineering Research Institute, Ecosystem Science Center, Institute for Engineering Materials, Institute of Materials Processing, Isle Royale Institute, Keweenaw Research Center, Lake Superior Ecosystem Research Center, Michigan Tech Research Institute, Michigan Tech Transportation Institute, Multi-Scale Technologies Institute, Power and Energy Research Center, Product and Process Architecture Alignment Consortium, Remote Sensing Institute, and Sustainable Futures Institute.

Accreditations

The university is accredited by the North Central Association of Colleges and Schools, the Higher Learning Commission. Its curricula in the following fields of engineering are accredited by the Engineering Accreditation Commission of the Accreditation Board for Engineering and Technology (ABET): chemical engineering, civil engineering, electrical engineering, engineering, environmental engineering, geological engineering, materials science and engineering, and mechanical engineering. The following programs in engineering technology are accredited by the Technology Accreditation Commission of ABET: civil engineering technology, electrical engineering technology, electromechanical engineering technology, and engineering technology with concentrations in electrical engineering technology and mechanical engineering technology.

The curriculum in chemistry is approved by the American Chemical Society, and that in surveying is approved by the Related Accreditation Commission of ABET. The forestry program is accredited by the Society of American Foresters. The BSBA degree program of the School of Business and Economics is accredited by The Association to Advance Collegiate Schools of Business — (AACSB) International. Accounting students may qualify to sit for professional certification exams, including the CPA exam, by choosing appropriate coursework.

Fourth-year instruction in the 3+1 clinical laboratory science option is carried out in hospitals accredited by the National Accrediting Agency for the Clinical Laboratory Sciences (NAACLS). The secondary teacher certification programs are approved by the Michigan Board of Education.

Credit Enrollment (fall head count)	2004	2005	2006
Standard Learning	6,144	6,388	6,448
On-Line Learning	396	122	102
Total	6,540	6,510	6,550

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET ASSETS

Operating Revenues	2004-2005	2005-2006
Student Tuition and Fees (Net of Scholarship Allowances of \$15,707,288 and \$15,974,060) ..	\$ 38,899,981	\$ 43,716,315
Federal Grants and Contracts	19,893,070	19,222,771
State and Local Grants and Contracts	3,695,352	2,675,488
Nongovernmental Grants and Contracts	8,401,722	9,448,435
Educational Activities	4,008,619	4,297,671
Sales and Services of Departmental Activities	9,482,759	9,204,817
Student Resident Fees	13,800,896	15,694,452
TOTAL OPERATING REVENUES	\$ 98,182,399	\$104,259,949
Operating Expenses		
Compensation and Benefits	\$ 98,715,441	\$105,201,392
Supplies and Services	42,734,687	44,461,259
Student Financial Support	5,164,650	4,663,552
Depreciation	9,783,037	11,040,264
Total Operating Expenses	\$156,397,815	\$165,366,467
OPERATING LOSS	(58,215,416)	(61,106,518)
Nonoperating Revenues (Expenses)		
State Appropriations	\$ 49,829,503	\$ 48,403,799
Gifts	5,732,807	6,963,708
Investments Income (Net of Investment Expense) ..	650,345	1,454,676
Interest on Capital Asset-Related Debt	(847,480)	(1,991,139)
Loss on Disposal of Capital Assets	(645,500)	(348,404)
Net Nonoperating Revenues (Expenses)	\$ 54,719,675	\$ 54,482,640
(Loss) Income before other revenues	(3,495,741)	(6,623,878)
Other Revenues		
Capital Appropriations	13,374,007	2,541,284
Capital Grants and Gifts	3,405,842	1,144,846
Total Other Revenues	\$ 16,779,849	\$ 3,686,130
Net (Decrease) Increase in Net Assets	13,284,108	(2,937,748)
Net Assets		
Beginning of Year	190,988,957	204,273,065
End of Year	\$204,273,065	\$201,335,317

NORTHERN MICHIGAN UNIVERSITY

Marquette 49855



BOARD OF TRUSTEES

	<i>Term expires</i>
ALAN T. ACKERMAN, Bloomfield Hills	Dec. 31, 2010
STEPHEN F. ADAMINI, Marquette	Dec. 31, 2014
SAMUEL S. BENEDICT, Rapid River	Dec. 31, 2008
BRIAN D. CLOYD, Grand Rapids	Dec. 31, 2012
JON G. LASALLE, Marquette	Dec. 31, 2012
MARY C. LUKENS, Ann Arbor	Dec. 31, 2008
DOUGLAS B. ROBERTS, East Lansing	Dec. 31, 2010
GILBERT L. ZIEGLER, Charlevoix	Dec. 31, 2014

LESLIE E. WONG, President

Northern Michigan University was founded in 1899 as a coeducational, state-supported institution. The university serves the state and, in particular, the Upper Peninsula of Michigan through a three-dimensional program of instruction, research, and service. Northern offers diploma and one-year certificate programs and degree programs at the Associate, Bachelor's, and Master's levels.

The academic program is organized into 28 departments which fall under four colleges: College of Arts and Sciences; The Walker L. Cisler College of Business; College of Professional Studies; and College of Graduate Studies.

Less Than Bachelor's Programs

Certificate, diploma, and associate programs are offered in Advanced Law Enforcement, Collision Repair Technology, Electrical Line Technician, and Local Corrections. One-year certificate programs are offered in automotive service, aviation maintenance technology, carpentry, clinical assistant, computer numerical control technician, cosmetology, geographic information systems, heating/air conditioning and refrigeration, practical nursing, special studies, and surgical technician. Associate degree programs are available in applied child development, architectural technology, art and design, automotive service technology, aviation maintenance technology, building technology, climate control technology, clinical lab technician, computer-aided design-mechanical, computer information systems, corrections, criminal justice, electro-mechanical technology, electronics technology, food service management, general business, general university studies, health information processing, histotechnician, industrial maintenance, law enforcement, liberal arts and sciences, manufacturing technology, office information assistant, and science technician.

Bachelor's Degree Programs

Four-year programs leading to the Bachelor's degree are offered in accounting, accounting/computer information systems, art and design, athletic training, biochemistry, biology, business, chemistry, clinical assistant, clinical laboratory science, clinical systems analyst, community health, computer information systems, computer science, construction management, criminal justice, cyto-technology, diagnostic genetics, early childhood, earth science, ecology, economics, elementary education, electronics engineering technology, electronic journalism, English, entertainment and sports promotion, entrepreneurship, environmental conservation, environmental science, finance, French, geographic information services, history, histotechnologist, hospitality management, human geography, individualized studies, industrial technology, international studies, liberal studies, management, management of health and fitness, manufacturing technology, marketing, mathematics, mechanical engineering technology, media production and new technology, media studies, microbiology, music, network computing, nursing, outdoor leadership and management, personal financial planning, philosophy, physical education, physical geography, physics, physiology, planning, political science, political science/prelaw, practical nursing, pre-architecture, pre-dental, pre-engineering, pre-law, pre-medical, pre-optometry, pre-pharmacy, pre-veterinary medicine, public administration, public relations, psychology, science technology, secondary education, ski area business management, social science, social work, sociology, sociology in liberal arts, Spanish, speech communications, speech, language and hearing, sports science, technology and applied sciences, technical communication, theatre, water science, writing, and zoology.

Master's Degree Programs

The University offers the Master of Arts degree in education with curricula in school counseling, educational administration and supervision, elementary education, learning disabilities, mathematics education, science education, reading and reading specialist (BR), school counseling, secondary education, education specialist, and education certifications. The Master's degree is also offered in the following areas: biochemistry, biology, criminal justice, English, exercise science, individualized studies, mathematics education, nursing (MSN), psychology, public administration, and training and development.

Off-Campus Programs

Northern provides off-campus courses throughout the Upper Peninsula with specialized offerings at Escanaba, Houghton/Hancock, Iron Mountain/Kingsford, Ironwood, Menominee, and Sault Ste. Marie.

Accreditations

Northern Michigan University is accredited by the Academic Quality Improvement Project (AQIP) of the North Central Association of Colleges and Universities. All education programs are accredited

by the National Council for the Accreditation of Teacher Education. Other accreditations are the American Alliance for Health, Physical Education, Recreation and Dance; American Chemical Society; American Speech-Language-Hearing Association; Commission on Accreditation of Allied Health Education Professionals; International Association of Counseling Services, Inc.; National Accrediting Agency for Clinical Laboratory Sciences; National Association of Schools of Music; and the Council of Social Work Education. In addition, the nursing programs (Practical Nursing Associate, Bachelor's and Master's Degrees) hold approval and accreditation by the Michigan Board of Nursing, and Commission on Collegiate Nursing Education.

The College of Business is an Assembly Member of the American Assembly of Collegiate Schools of Business.

The aviation programs are certified by the Department of Transportation Federal Aviation Administration, and the cosmetology program is licensed by the State of Michigan.

<i>Credit Enrollment (fall bead count)</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>
Enrollment	9,331	9,500	9,689

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

<i>Operating Revenues (all funds)</i>	<i>2004-2005</i>	<i>2005-2006</i>
State Appropriations	\$ 46,115,649	\$ 45,413,300
Student Fees	39,625,035	46,231,895
Gifts, Grants and Federal Contracts	21,676,064	19,783,434
Other Income	40,266,548	32,764,082
TOTAL REVENUES	\$147,683,296	\$144,192,711
<i>Operating Expenditures (all funds)</i>		
Instruction and Departmental Research	\$ 46,546,429	\$ 47,127,843
Organized Research	923,431	527,625
Public Service	9,035,748	9,343,182
Student Services and Student Aid	20,411,156	21,200,944
Other Expenditures	56,345,654	55,638,151
TOTAL EXPENDITURES	\$133,262,418	\$133,837,745

NMU Financial Reports were prepared in accordance with GASB Statement No. 35. Amounts shown for Student Fees are less allowance of \$11,536,787 for FY 2005 and \$11,177,237 for FY 2006. Other Revenue is less Residence Life allowance of \$3,492,151 for FY 2005 and \$3,343,307 for FY 2006.

OAKLAND UNIVERSITY

Rochester 48309-4401



BOARD OF TRUSTEES

	<i>Term expires</i>
HENRY BASKIN, Bloomfield Hills	Aug. 11, 2012
PENNY M. CRISSMAN, Rochester	Aug. 11, 2008
MONICA E. EMERSON, Rochester	Aug. 11, 2014
DAVID T. FISCHER, Orchard Lake (Vice Chair)	Aug. 11, 2008
JACQUELINE S. LONG, Waterford	Aug. 11, 2012
ANN V. NICHOLSON, Grosse Pointe Farms	Aug. 11, 2010
DENNIS K. PAWLEY, Waterford (Chair)	Aug. 11, 2010
GANESH V. REDDY, Okemos	Aug. 11, 2014

GARY D. RUSSI, President

Oakland University was created in 1957 when the late Alfred G. and Matilda R. Wilson donated \$2 million and their 1,400-acre estate to begin a new college in Oakland County, Michigan. From its beginnings, the university has provided an undergraduate education that prepares graduates with a portfolio of skills and values that lead to success in work and life.

Oakland University is one of the country's 82 doctoral/research universities as listed by the Carnegie Foundation for the Advancement of Teaching. It offers 115 undergraduate majors and 90 graduate degree and certificate programs, including master's and doctoral degrees. More than 40 academic programs have been added since 1995.

Oakland breaks enrollment records every fall and today enrolls nearly 18,000 students. The university offers a unique, hands-on education for undergraduate and graduate students through the College of Arts and Sciences, and the Schools of Business Administration, Engineering and Computer Science, Health Sciences, Education and Human Services, Nursing, and the Honors College. Its regional economic impact is estimated at \$500 million annually.

Of the university's more than 450 full-time faculty members, nearly 90 percent hold a doctoral degree in a specialized field of study from many of the nation's finest research institutions. These renowned faculty members teach in Oakland University's classrooms. In fact, less than one percent of all OU courses are taught by graduate assistants. With a low student-to-faculty ratio, small classes mean students receive hands-on, high-quality attention from inspirational and innovative faculty members.

Through "Innovation and Opportunity — The Campaign for OU," Oakland University continues to move toward its goal of creating an even more distinctive undergraduate education by 2010. Oakland is expanding on its core strengths to become known for its cross-disciplinary approach to education, unique opportunities for undergraduate research, personalized attention, and its tradition of producing liberally educated leaders.

Credit Enrollment (fall head count)	2004	2005	2006
On-campus	16,902	17,339	17,737

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

Operating Revenues (all funds)	2004-2005	2005-2006
State Appropriations	\$ 48,733,901	\$ 51,530,500
Student Fees	87,222,617	98,973,624
Gifts, Grants and Federal Contracts	19,796,113	19,376,909
Other Income	30,976,240	31,452,960
TOTAL REVENUES	\$186,728,871	\$201,333,993
Operating Expenditures (all funds)		
Instruction and Departmental Research	\$ 66,920,789	\$ 72,161,331
Organized Research	6,738,080	6,742,764
Public Service	1,191,740	1,541,925
Student Services and Student Aid	24,548,023	28,521,700
Other Expenditures	71,905,156	77,030,071
TOTAL EXPENDITURES	\$171,303,788	\$185,997,791

SAGINAW VALLEY STATE UNIVERSITY

University Center 48710



BOARD OF CONTROL

	<i>Term expires</i>
DAVID J. ABBS, Saginaw	July 21, 2013
RUTH A. BRAUN, Saginaw	July 21, 2007
DAVID R. GAMEZ, Saginaw	July 21, 2009
KIZHAKEPAT P. KARUNAKARAN, M.D., Saginaw	July 21, 2011
D. BRIAN LAW, Essexville	July 21, 2009
LAWRENCE E. SEDROWSKI, Midland	July 21, 2011
LEOLA WILSON, Saginaw	July 21, 2013
JEROME L. YANTZ, Bay City	July 21, 2007

ERIC R. GILBERTSON, President

Saginaw Valley State University began operations in 1963 as a private institution and received a charter as a state college in 1965. The campus is located within the triangle formed by Bay City, Midland and Saginaw. Facilities include academic and administration buildings, conference facilities, residence halls and apartments, and an athletic complex.

The **undergraduate curriculum** is comprehensive. Majors are offered in accounting, applied mathematics, art, athletic training, biochemistry, biology, business-chemistry, chemical physics, chemistry, communication, computer information systems, computer science, creative writing, criminal justice, economics, electrical engineering, elementary education, engineering technology management, English, exercise science, finance, French, general business, graphic design, health science, history, industrial management, international business, international studies, management, marketing, mathematics, mechanical engineering, medical technology, music, nursing, optical physics, physical education, physics, political science, professional and technical writing, psychology, public administration, social work, sociology, Spanish, special education, and theater. Minors are offered in most of these disciplines, and also in adapted physical education, Asian Studies, athletic coaching, bilingual-cultural education, early childhood, engineering and technology, entrepreneurship, gender studies, geography, German, gerontology, legal studies, philosophy, Polish, and youth services.

Thirteen of the majors and 17 of the minors are available to students preparing for **certification as secondary teachers**. The University also provides a certification program in teaching English as a second language.

At the **master's degree level**, the College of Education offers concentrations in classroom teaching (elementary, middle level, secondary, early childhood, reading), adapted physical education, special education, natural science, secondary education (biology, chemistry, English, history, mathematics, and physics), educational leadership and services (educational leadership, principalship, chief school business official, superintendency), and instructional technology. A Master of Business Administration degree is conferred by the College of Business and Management. The College of Arts and Behavioral Sciences awards a Master of Arts degree in Administrative Science and a Master of Arts degree in Communication and Multimedia. The Crystal M. Lange College of Nursing and Health Sciences offers a Master of Science in Nursing degree, a Master of Science in Occupational Therapy degree, and a Master of Science degree in Health Leadership.

At the **post-master's degree level**, the College of Education offers the Education Special degree with concentrations in superintendency and central office personnel, principalship, directorship of athletics, directorship of curriculum, directorship of early childhood programs, directorship of special education and director/coordinator of technology.

Saginaw Valley State University is accredited by the Higher Learning Commission – North Central Association of Colleges and Schools, the American Assembly of Collegiate Schools of Business – International, the American Chemical Society (Chemistry), the Accreditation Board for Engineering and Technology, the National Council for Accreditation of Teacher Education, the American Society of Clinical Pathologists and the American Medical Association (Medical Technology), the Council of Social Work Education (Social Work), the National League for Nursing (Nursing), and the Accreditation Council for Occupational Therapy Education.

Credit Enrollment (fall head count)	2004	2005	2006
On-campus	8,588	8,717	8,623
Off-campus	860	852	920

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

Operating Revenues (all funds)	2004-2005	2005-2006
State Appropriations	\$ 25,933,700	\$ 27,706,300
Student Fees	43,013,426	47,151,649
Gifts, Grants and Federal Contracts	10,428,555	11,414,590
Other Income	15,633,768	18,308,370
TOTAL REVENUES	\$ 95,009,449	\$104,580,909
Operating Expenditures (all funds)		
Instruction and Departmental Research	\$ 28,648,400	\$ 30,806,197
Organized Research	412,359	574,981
Public Service	1,354,358	1,798,450
Student Services and Student Aid	17,840,879	18,912,118
Other Expenditures	46,145,664	52,076,989
TOTAL EXPENDITURES	\$ 94,401,660	\$104,168,735

UNIVERSITY OF MICHIGAN

Ann Arbor 48109



BOARD OF REGENTS

	<i>Term expires</i>
JULIA DONOVAN DARLOW, Ann Arbor	Dec. 31, 2014
LAURENCE B. DEITCH, Detroit	Dec. 31, 2008
OLIVIA P. MAYNARD, Flint	Dec. 31, 2012
REBECCA MCGOWAN, Ann Arbor	Dec. 31, 2008
ANDREA FISCHER NEWMAN, Detroit	Dec. 31, 2010
ANDREW C. RICHNER, Detroit	Dec. 31, 2010
S. MARTIN TAYLOR, Grosse Pointe Farms	Dec. 31, 2012
KATHERINE E. WHITE, Ann Arbor	Dec. 31, 2014

MARY SUE COLEMAN, *ex officio*

EXECUTIVE OFFICERS

MARY SUE COLEMAN, President

JUAN E. MESTAS, Chancellor, University of Michigan, Flint

DANIEL LITTLE, Chancellor, University of Michigan, Dearborn

TERESA A. SULLIVAN, Provost and Executive Vice President for Academic Affairs

TIMOTHY P. SLOTTOW, Executive Vice President and Chief Financial Officer

ROBERT KELCH, Executive Vice President for Medical Affairs

JERRY A. MAY, Vice President for Development

SALLY J. CHURCHILL, Vice President and Secretary of the University

MARVIN KRISLOV, Vice President and General Counsel

VACANCY, Vice President for Communications

STEPHEN R. FORREST, Vice President for Research

E. ROYSTER HARPER, Vice President for Student Affairs

CYNTHIA H. WILBANKS, Vice President for Government Relations

University of Michigan

Section 5 of Article VIII of the Constitution of 1963 provides for the Regents of the University of Michigan. The board consists of eight members elected for eight-year terms. The president of the university, who is elected by the board, is an ex officio member. The Regents are a body corporate and have general supervision of the institution and the control and direction of all expenditures from the institution's funds.

The University was founded in 1817 with a grant of 1,920 acres of land ceded by area Indians for "a college at Detroit." The territorial legislature planned "a university of Michigania" as a territory-wide public educational system. It was moved to Ann Arbor in 1837 to take advantage of an offer of 40 acres of land at the edge of town. The acreage ceded by the Indians was sold, and the proceeds remain part of the University's permanent endowment. The University earned the title "mother of state universities" when it became the first model of a complete state university in America. The original 40-acre campus has expanded to 3,079 acres (Ann Arbor campus) with 535 major buildings and 1,468 family housing units. The University of Michigan – Flint opened in 1956 with a gift from the Mott Foundation. The University of Michigan – Dearborn followed in 1958 on the land of the Henry Ford Estate, a gift of the Ford Motor Company.

Schools and Colleges, Students and Faculty

Almost every one of the University's academic schools and colleges ranks among the top in its field. The schools and colleges on the Ann Arbor campus are: College of Literature, Science and the Arts; Medical School; Law School; School of Dentistry; College of Pharmacy; College of Engineering; Horace H. Rackham School of Graduate Studies; A. Alfred Taubman College of Architecture and Urban Planning; School of Education; Stephen M. Ross School of Business; School of Natural Resources and Environment; School of Music, Theater and Dance; School of Public Health; School of Nursing; School of Social Work; School of Information; School of Art and Design; Division of Kinesiology; and the Gerald R. Ford School of Public Policy. The Dearborn campus has four schools and colleges: the College of Arts, Sciences and Letters; School of Management; School of Engineering; and Division of Education. The Flint campus has four schools and colleges: the College of Arts and Sciences; the School of Management; the School of Health Professions and Studies, and the School of Education and Human Services.

University of Michigan students, who hail from all 50 states and more than 110 countries, participate in over 1,000 student organizations; volunteer their time and talents in Ann Arbor, Detroit, and beyond; and broaden their horizons through the hundreds of concerts, lectures, and symposia Michigan hosts each year. Michigan's 465,000 living alumni continue to make substantial contributions to the world's intellectual, scientific, and cultural growth. Michigan's teaching faculty counts among its ranks distinguished world authorities, Pulitzer Prize winners, Nobel laureates, MacArthur grantees, and internationally acclaimed artists, composers, and performers who thrive in the University's open and collaborative atmosphere. Faculty at all levels have numerous opportunities to develop as researchers and teachers.

Libraries and Museums

The Library system has 24 libraries with more than 8.1 million volumes and over 60,000 serial titles. The University's libraries are national leaders in the development of digital library resources. There are nine museums, including the Exhibit Museum of Natural History, Kelsey Museum of Ancient and Medieval Archaeology, Museum of Art, Museum of Anthropology, Museum of Dentistry, Museum of Paleontology, Museum of Zoology, University Herbarium, Stearns Collection of musical instruments, and the Eva Jessye Afro-American Music Collection.

Research

Michigan's interdisciplinary Life Sciences Institute is the most recent addition to its prestigious family of institutes, centers, and advanced research facilities. Some of these are: Arts of Citizenship Program; Automotive Research Center; Biophysics Research Division; Comprehensive Cancer Center; Center for Biologic Nanotechnology; Center for the Ethnography of Everyday Life; Center for Ultrafast Optical Science; Center for Wireless Integrated Microsystems; Erb Environmental Management Institute; Howard Hughes Medical Institute; Center for Enhancement and Restoration of Cognitive Function; Zell-Lurie Institute for Entrepreneurial Studies; Center for Sustainable Systems; Center for the Study of Complex Systems; Center for Human Growth and Development; Population Studies Center; Institute for Research on Women and Gender; Institute for the Humanities; Institute of Gerontology;

Institute for Labor and Industrial Relations; Institute for Social Research; International Institute; Kresge Hearing Research Institute; Molecular and Behavioral Neuroscience Institute; Substance Abuse Research Center; Tauber Manufacturing Institute; Transportation Research Institute; Unit for Laboratory Animal Medicine; and William Davidson Institute.

Research expenditures in 2004-2005 were \$778,061,728, one of the largest by any U.S. university. Federal agencies provided the largest portion of funds at 73.5%, with the remaining coming from U-M funds (14.1%), industry (4.5%), foundations (2.6%) and others.

Medical Center

The University of Michigan Health System comprises the U-M Medical School and its Faculty Group Practice, three U-M hospitals, approximately 30 community health centers, 120 outpatient clinics, and the Michigan Health Corp. The Health System consistently ranks among the best health care institutions in the nation. U-M hospitals and Health Centers consistently rank high on the Honor Roll of America’s Best Hospitals compiled by *U.S. News & World Report* and were ranked 12th best in 2006. In 2007, U-M’s C.S. Mott Children’s Hospital ranked as the top children’s hospital in the state, and among the 25 best in the nation. The U-M Health System is one of five to be recognized by the University Health System Consortium as demonstrating excellence in delivering high-quality, safe, effective and equitable care to their patients. Two hundred and ninety-four physicians from the U-M Health System were named to the 2005-2006 “Best Doctors in America” list. The U-M Medical School is ranked among the ten best in the nation by *U.S. News & World Report*. The U-M Health System is the only hospital in Michigan to fully meet or surpass all of the health care quality measures set by the Michigan Health and Safety Coalition. Finally, the U.S. Department of Health and Human Services’ Hospital Compare Report gives the U-M Health System excellent marks in all four areas of care it measures.

Economic Impact of the University

The University, with campuses in Ann Arbor, Flint, and Dearborn, makes significant economic contributions to the State of Michigan. Direct contributions include revenue dollars that flow into the University, as well as goods and services purchased by the University, its employees, students, and visitors. At the Ann Arbor campus, U-M employs approximately 35,000 people (about 22,000 Washtenaw County residents), with a total payroll and benefits of over \$2 billion. Student retail spending is estimated at more than \$300 million per year. Each home football game generates an estimated \$6 to 8 million for the local economy, and cultural activities attract more than 350,000 attendees each year.

Gifts

In addition to receiving funds from the State of Michigan, the University of Michigan also relies on private gifts that support student financial aid, research and teaching by faculty, facilities and programs. Many buildings and facilities on campus owe their existence to the generosity of donors. In the fiscal year that ended on June 30, 2005, more than 120,000 alumni and friends, corporations, foundations and associations demonstrated their commitment to the future of the University by making gifts.

Credit Enrollment (fall head count)	2004	2005	2006
On-campus Ann Arbor Campus only	39,533	39,993	40,025
Ann Arbor, Flint, and Dearborn	54,352	55,028	55,118

**CURRENT FUNDS SCHEDULE OF REVENUES, EXPENSES
AND CHANGES IN NET ASSETS**

<i>Operating Revenues</i>	<i>2004-2005</i>	<i>2005-2006</i>
Student Tuition and Fees	\$ 765,201,000	\$ 834,365,000
Less: Scholarship Allowances	146,226,000	158,659,000
Net Student Tuition and Fees	618,975,000	675,706,000
Federal Grants and Contracts	674,033,000	691,934,000
State and Local Grants and Contracts	13,843,000	9,282,000
Nongovernmental Sponsored Programs	120,433,000	117,213,000
Sales and Services of Educational Departments	110,089,000	107,025,000
Auxiliary Enterprises:		
Patient Care Revenues and Managed Care Premiums	1,841,240,000	1,990,453,000
Student Residence Fees, Net of Scholarship Allowances	66,254,000	70,229,000
Other Auxiliary Enterprise Revenues	113,977,000	119,740,000
Student Loan Interest Income and Fees	1,831,000	1,368,000
TOTAL OPERATING REVENUES	\$3,560,675,000	\$3,782,950,000
 <i>Operating Expenses</i>		
Compensation and Benefits	\$2,592,098,000	\$2,757,920,000
Supplies and Services	1,104,824,000	1,150,214,000
Depreciation	253,733,000	264,028,000
Scholarships and Fellowships	75,398,000	83,839,000
TOTAL OPERATING EXPENSES	\$4,026,053,000	\$4,256,001,000
 Operating (Loss)	(465,378,000)	(473,051,000)
 <i>Nonoperating Revenues (Expenses)</i>		
State Educational Appropriations	\$ 374,905,000	\$ 364,908,000
Private Gifts	107,181,000	90,042,000
Net Investment Income	874,611,000	959,841,000
Interest Expense	(21,738,000)	(27,128,000)
TOTAL NONOPERATING REVENUES, NET	\$1,334,959,000	\$1,387,663,000
 Income before other revenues (expenses)	869,581,000	914,612,000
 <i>Other Revenues (Expenses)</i>		
State Capital Appropriations	7,023,000	20,126,000
Capital Gifts and Grants	118,962,000	64,787,000
Private Gifts for Endowment Purposes	78,272,000	86,228,000
Other	6,568,000	(11,957,000)
TOTAL OTHER REVENUES, NET	\$ 210,825,000	\$ 159,184,000
 Increase in net assets	1,080,406,000	1,073,796,000
Net Assets, Beginning of Year	7,729,943,000	8,810,349,000
NET ASSETS, END OF YEAR	\$8,810,349,000	\$9,884,145,000

WAYNE STATE UNIVERSITY

Detroit 48202



BOARD OF GOVERNORS

	<i>Term expires</i>
TINA ABBOTT, Detroit	Dec. 31, 2012
RICHARD BERNSTEIN, Farmington Hills	Dec. 31, 2010
DEBBIE DINGELL, Dearborn	Dec. 31, 2014
EUGENE DRIKER, Detroit	Dec. 31, 2014
DIANE DUNASKISS, Lake Orion	Dec. 31, 2010
PAUL MASSARON, Southfield	Dec. 31, 2008
ANNETTA MILLER, Detroit	Dec. 31, 2012
JACQUELIN WASHINGTON, Detroit	Dec. 31, 2008

OFFICERS

- IRVIN REID, President
- LOUIS LESSEM, Vice President and General Counsel
- JOHN L. DAVIS, Vice President for Finance and Facilities Management
- NANCY S. BARRETT, Senior Vice President for Academic Affairs and Provost
- JULIE MILLER, Secretary to the Board of Governors and Secretary of the University
- HARVEY HOLLINS III, Vice President for Governmental and Community Affairs
- ANDREA R. DICKSON, Executive Vice President and Chief of Staff
- SUSAN E. BURNS, Vice President for Development and Alumni Affairs
- GLORIA HEPPNER, Interim Vice President for Research

Wayne State University was created as a state institution by Act 183 of 1956, succeeding Wayne University formerly operated by the Detroit Board of Education. The university was given autonomous constitutional status by vote of the people of Michigan in the April 6, 1959, election.

Wayne State is recognized by the Carnegie Commission as a Research University with very high research activity, one of only 96 other institutions in the nation. Wayne State is one of the very few institutions that combines high research activity with a comprehensive doctoral program with a medical campus, and a high graduate and undergraduate coexistence.

As a state institution of higher education, Wayne State University is only 51 years old, but several of its colleges are of long standing. The College of Education traces its history from 1881 and the School of Medicine from 1868. As a university, Wayne came into being in 1933, when the Detroit Board of Education united the several institutions of higher learning under its jurisdiction.

The university has **11 schools and colleges**, including the School of Business Administration; College of Education; College of Engineering; College of Liberal Arts and Sciences; Eugene Applebaum College of Pharmacy and Health Sciences; School of Social Work; College of Nursing; and the School of Medicine.

Wayne State's campus has grown to 218 acres and 113 major buildings, including three residence halls. The main campus is located at the junction of the Ford and the Lodge expressways in the University Cultural Center area of Detroit. Six extension centers are located throughout the tri-county area. The University offers four-year degree programs at the University Center in Macomb County.

WSU's **School of Medicine**, located less than a mile from the Main Campus, is affiliated with the hospitals of the Detroit Medical Center, which include Children's Hospital of Michigan, the Rehabilitation Institute of Michigan, Hutzel Women's Hospital, Detroit Receiving Hospital, Harper University Hospital, Sinai Grace Hospital, Huron Valley Sinai Hospital and the Michigan Orthopedic Hospital. It maintains a research and education partnership with Henry Ford Health Center in Detroit, and coordinates teaching experiences with 14 community hospitals through the Southeast Michigan Center for Medical Education. It is the home of the National Institutes of Health (NIH) Perinatology Research Branch, one of only a few NIH branches located outside of its main campus in Maryland. The branch supports research related to pregnancy and maternal health, embryonic development, fetal growth, and infant well-being. Researchers at the School of Medicine annually attract research grants and contracts totaling more than \$100 million. The Center's hospitals and clinics serve as an educational facility for Wayne State students in medicine, nursing, pharmacy, and social work, as well as health-related programs in the liberal arts.

Wayne State is also home to **TechTown**, Detroit's only research and technology park, which includes 42 companies as tenants after opening in 2004. Establishment of the park, a community of entrepreneurs, investors, mentors, service providers and corporate partners, is a major effort to diversify the local economy. Wayne's campus is the academic meeting ground for nearly 40,000 different individuals, including recent high school graduates, community college transfers, graduate and professional students, businesspeople, professionals, industrial workers, and retirees — all of whom have the common goal of learning. Eighty-nine percent of WSU students are Michigan residents, 2% are from other states, and 9% are from foreign countries. To insure proper coordination and course scheduling, WSU works closely with community colleges and other educational institutions in Southeast Michigan.

Wayne State University is **accredited** by the North Central Association of Colleges and Secondary Schools, and university programs are accredited by the appropriate agencies.

Credit Enrollment (fall head count)	2004	2005	2006
On-campus and at extension centers	33,314	33,137	32,982

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

Revenues (current funds)	2004-2005	2005-2006
State Appropriations	\$223,236,100	\$216,387,000
Student Fees	179,906,024	211,338,526
Gifts, Grants and Contracts	269,038,845	256,983,447
Other Income	95,654,858	98,201,834
TOTAL REVENUES	\$767,835,827	\$782,910,807
Expenditures (current funds)		
Instruction and Departmental Research	\$240,535,779	\$252,382,206
Organized Research	155,962,703	151,350,978
Public Service	51,695,876	47,999,401
Student Services and Student Aid	82,502,973	87,072,589
Other Expenditures	184,268,227	192,052,376
Transfers (mandatory and other)	37,193,486	39,908,157
TOTAL EXPENDITURES	\$752,159,044	\$770,765,707

WESTERN MICHIGAN UNIVERSITY

Kalamazoo 49008



BOARD OF TRUSTEES

	<i>Term expires</i>
DENNIS ARCHER, Detroit	Dec. 31, 2012
JEANNE H. CARLSON, Novi	Dec. 31, 2014
SARAH L. DENOOYER, Kalamazoo	Dec. 31, 2008
WILLIAM D. JOHNSTON, Portage	Dec. 31, 2014
WILLIAM J. MARTIN, Battle Creek	Dec. 31, 2010
KENNETH V. MILLER, Kalamazoo	Dec. 31, 2010
DANIEL W. PERO, Laingsburg	Dec. 31, 2008
LARRY TOLBERT, Kalamazoo	Dec. 31, 2012

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Western Michigan University is a dynamic national institution that was founded in 1903 as a teacher-preparation school and has grown to become Michigan's fourth major research university. A student-centered institution, it builds intellectual inquiry, investigation, and discovery into its academic programs, yet remains focused on providing personal attention and preparing both undergraduate and graduate students for success in work and life.

Recognition: WMU is nationally recognized and internationally engaged.

- The Carnegie Classification of Institutions of Higher Education designates WMU as one of the nation's 76 public "research universities with high research activity."
- *U.S. News & World Report* names WMU among the top 100 public institutions in the nation and the top 30 in the Midwest.
- The *Princeton Review* includes WMU on its annual online list of the Best Midwestern Colleges.
- Phi Beta Kappa has chosen to grant chapters to WMU and just 96 other public institutions.
- Intel places WMU second on its list of America's 100 "Most Unwired College Campuses."

Size and scope: WMU's campuses encompass more than 1,200 acres and 150 buildings and feature some of the finest instructional and performance spaces in the Midwest. The university's main campus is located close to downtown Kalamazoo and includes a growing Oakland Drive Campus that has become a hub for WMU's health and human services programs and clinics.

The university's highly rated engineering college and thriving Business Technology and Research Park are based three miles away at the Parkview Campus, while its nationally known aviation college is based at the W. K. Kellogg Airport in Battle Creek, Michigan. The aviation campus and BTR Park are components of two Michigan SmartZones. In addition, the BTR Park's strong community partnerships and other unique elements have made it a rapid success and drawn the attention of organizations such as the U.S. Small Business Alliance and the University of Southern California.

WMU's commitment to regional education and job creation, begun more than 90 years ago, continues to blossom. Today, the university annually serves thousands of Michigan residents through its Office of Lifelong Learning and Education and its branch campuses in Battle Creek, Benton Harbor, Grand Rapids, Lansing, Muskegon/Holland, South Haven, and Traverse City.

Research: WMU researchers are advancing knowledge across the state and around the globe. Faculty and staff conduct nearly \$40 million in externally funded research each year and routinely welcome students into their laboratories and creative studios. The university's research prowess is exemplified by cutting-edge investigations in such disciplines as engineering, technology, health care, education and the sciences.

Much of that research is the product of partnerships with business, industry and government. Ongoing collaborations involve such corporate leaders as Eaton, Ford, Haworth, IBM, Kimberly-Clark, MANN+HUMMEL USA, Pfizer, Procter & Gamble, and Xerox. A host of additional projects involve contracts with federal entities, including the Department of Defense, Department of Education, Department of Energy, Environmental Protection Agency, National Aeronautics and Space Administration, National Endowment for the Humanities, National Institutes of Health, and National Science Foundation.

Academic programs: WMU shapes its instructional programs so its graduates are not only ready to immediately add value to their work places and communities but also are prepared to achieve success in whatever endeavors they choose to pursue. The university grants degrees through seven academic colleges: Arts and Sciences; Aviation; Haworth College of Business; Education; Engineering and Applied Sciences; Fine Arts; and Health and Human Services. It also offers a Graduate College to assist students pursuing advanced degrees and the Lee Honors College for exceptionally talented undergraduates.

Full-time professors teach most undergraduate as well as graduate classes, with underclassmen given ample opportunities to work closely with the university's faculty researchers and artists. Students may choose from 237 programs, including 141 at the bachelor's level, 66 at the master's level and 29 at the doctoral level, and many of these academic offerings are nationally or internationally recognized.

WMU has earned an international reputation in fields as varied as aviation, medieval studies, paper science, blindness and low-vision studies, graph theory, evaluation, and jazz studies. The university also is widely known for research and teaching in accountancy, education, experimental atomic physics, molecular biotechnology, nanotechnology and nanobioenvironmental chemistry, and the performing arts, among other fields.

For example, *U.S. News & World Report* identifies five graduate programs in the College of Health and Human Services as ranking among the top such programs in the nation. Meanwhile, the American Society for Engineering Management ranks the university's engineering management program as the best such program in the nation at the graduate level and among the best three at the undergraduate level, making WMU the only school in the country with top-ranked programs at both levels.

Accreditation: WMU has been accredited by the North Central Association of Colleges and Secondary Schools since 1915 and its individual academic programs are regularly reaccredited by their respective national accrediting bodies.

Faculty: The university's faculty is comprised of 875 full-time teachers, 488 part-time instructors, and 922 graduate assistants. The faculty is dedicated to providing quality teaching at both the undergraduate and graduate levels, advancing the university's public service mission, and creating knowledge as well as putting it to work in daily life.

Student support: WMU creates an environment for its students that is at once challenging and supportive. In 2005-2006, nearly 20,000 students received almost \$208 million in financial aid, with \$44 million of this total going to some 3,000 graduate students. In 2006, the university awarded more than \$3 million in four-year scholarships just through its Medallion Scholarship Program, which is one of the largest merit-based scholarship programs in American public higher education. Since it began in 1984, about \$86 million in four-year scholarships has been offered to more than 14,000 students.

All WMU students are permitted to live in housing of their choice, either off campus or in one of 13 residence halls. The residence halls form a network of educational communities that engage students in learning and personal development. These living/learning centers are capable of housing more than 5,700 students and help residents transition to college life in addition to offering a variety of dining options and living arrangements.

Social and recreational opportunities abound on campus. There are more than 250 registered student organizations, including a wide range of Greek, academic, professional, international and honorary groups, plus scores of fitness programs, intramural sports and open recreational activities. In addition, the university has nationally recognized arts programs, a lively cultural calendar, and 16 NCAA Division I-A teams in the Mid-American Conference and Central Collegiate Hockey Association.

International perspective and diversity: The university is home to a diverse, culturally rich student body that includes some 1,000 international students from more than 80 other countries. Minority students also are well represented, making up 10 percent of the student body, and graduate students account for about 20 percent.

The faculty includes hundreds of scholars with academic or research experience outside the United States who are engaged in collaborative activities and projects on six continents. Notably, WMU had six faculty members named Fulbright Scholars for the 2006-2007 academic year, more than any other college or university in Michigan.

WMU infuses the campus learning environment with a global perspective and serves as a regional resource and information center on internationalization. It offers students study abroad programs in some two dozen countries, and access to overseas study opportunities in almost every country in the world through linkages with other universities and organizations.

On campus, the university is home to several international study centers, a fully accredited intensive English language program for international students, and numerous international journals and annual international conferences. Available foreign language studies encompass various non-traditional yet critical languages, such as Arabic and Chinese. Major and minor offerings include interdisciplinary programs in global and international studies as well as programs in Africana studies, selected regions of the world, international and comparative politics, international business, and development administration — with or without a Peace Corps option.

WMU also runs one of the largest and oldest set of transnational education programs — formerly called twinning programs — in the United States. The university began these collaborative partnerships in 1987 with the founding of Sunway College in Malaysia and in 2006, established the first U.S.-based transnational education program in sub-Saharan Africa by teaming up with Egerton University in Kenya. The university's seven other such programs are offered in partnership with institutions in Bolivia, China, India and Poland.

Impact: WMU's annual local economic impact (based on 2001-2002 data) was conservatively estimated at \$614.5 million, with the university credited in 2001 for creating 7,200 jobs in Kalamazoo County alone. In addition, there are 163,000 WMU alumni worldwide and nearly 111,000 reside in Michigan, contributing every day to the state's quality of life.

The university continues to expand its research, innovation, service and technology transfer initiatives at the state and national levels with the cooperation and support of public and private entities across the country. These efforts are impacting the state and nation in myriad ways.

- The focus on establishing new life science research is promoting economic development through partnerships involving WMU faculty and scientists at the nation’s leading pharmaceutical firms and national laboratories.
- WMU collaborates with school districts, community colleges, other research universities, arts organizations and health care providers on projects that enhance the health and education of Michigan and other U.S. citizens.
- The Office of Technology Transfer as well as faculty members work closely with international corporations, local industry, regional and state government, as well as with start-up companies, to advance the commercialization of intellectual property. In fact, the 2005-2006 fiscal year saw WMU nearly triple the number of its annual inventions, the number of patent applications it filed and the number of inventions it licensed to third parties.
- Training and research centered at the aviation campus, developed through partnerships with the Battle Creek community, are not only elevating aviation education in the United States but also transferring the sophisticated field of simulation technology to professions such as medicine.
- The Biosciences Research and Commercialization Center is harnessing Southwest Michigan’s historical pharmaceutical expertise and resources. The center is commercializing promising life sciences discoveries and expanding the state’s life sciences business sector.
- The Biosciences Research and Commercialization Center and the Biological Imaging Center are members of the Michigan Core Technology Alliance, helping serve as a catalyst for development of life sciences and biotechnology research and development.
- The university’s geoscientists and the Michigan Geological Repository for Research and Education are helping small- and medium-size companies across the state gain expertise in environmentally friendly drilling methods. They also are playing a key role in investigating ways of reducing lakeshore erosion and using the state’s unique underground rock formations for carbon sequestration to reduce greenhouse gases.
- An innovative group of faculty members is piloting a project with the city of Kalamazoo to produce a fuel generated from one of the least-used sources of biodiesel — waste grease from restaurants — and use it in Metro Transit buses. The effort is cleaning up the air as well as making public transit more efficient and could establish a model for alternative energy use and university/community cooperation that other cities can emulate.

Cost: WMU’s relatively low cost makes it one of the best values in higher education in Michigan. It is one of the state’s four major research universities, yet its costs remain in the mid-range for Michigan’s 15 public universities. In 2006-2007, for instance, WMU ranked ninth in tuition and fees.

<i>Credit Enrollment (fall head count)</i>	2004	2005	2006
On-campus	25,653	24,436	23,099
Off-campus	3,007	2,160	1,752
Distance Education	NA*	639	1,168

*Distance Education and Extended University Programs numbers were combined prior to 2005.

STATEMENT OF OPERATING REVENUES AND EXPENDITURES

<i>Operating Revenues (all funds)</i>	2004-2005	2005-2006
State Appropriations	\$113,364,400	\$110,571,200
Student Fees	176,583,988	190,016,132
Gifts, Grants and Federal Contracts	56,685,455	51,484,915
Other Income	105,106,420	114,588,124
TOTAL REVENUES	\$451,740,263	\$466,660,371

<i>Operating Expenditures (all funds)</i>	2004-2005	2005-2006
Instruction and Departmental Research	\$125,235,559	\$128,191,279
Organized Research	24,333,374	25,353,122
Public Service	8,690,732	8,914,277
Student Services and Student Aid	66,910,449	74,667,883
Other Expenditures	203,667,987	212,681,436
TOTAL EXPENDITURES	\$428,838,101	\$449,807,997